

Working Landscapes

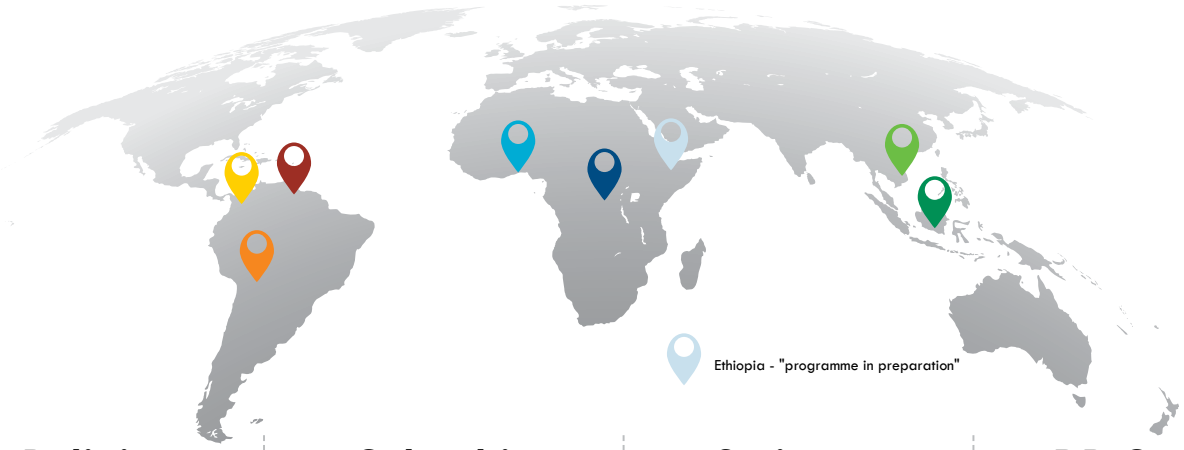
Promoting sustainable use of forests and trees for people and climate

Annual Plan

2021

TROPENBOS INTERNATIONAL

The WL landscapes: a diagnosis



Bolivia



Guarayos

Total area (km²)
13,300
Forest cover
81 %
Annual forest loss
2.5 %
Inhabitants
50,100
60 – 90 %
indigenous and peasant

Main commodities

Colombia



Solano

Total area (km²)
42,500
Forest cover
82 %
Annual forest loss
0.2 %
Inhabitants
21,400
15 % indigenous

Main commodities

Suriname



Upper Suriname river

Total area (km²)
2,010
Forest cover
93 %
Annual forest loss
0.1 %
Inhabitants
18,300
100 % tribal (Maroon)

Main commodities

DR Congo



Bafwasende

Total area (km²)
47,100
Forest cover
98 %
Annual forest loss
0.1 %
Inhabitants
413,500

Main commodities

Ghana



Juabeso-Bia & Sefwi Wiawso

Total area (km²)
4,810
Forest cover
57.8 %
Annual forest loss
2.1 %
Inhabitants
315,500
74.1 % local communities

Main commodities

Indonesia



Ketapang & Kayong Utara

Total area (km²)
35,600
Forest cover
42.8 %
Annual forest loss
2.3 %
Inhabitants
602,000
82 % Indigenous

Main commodities

Viet Nam



Srepok river Basin

Total area (km²)
15,300
Forest cover
45.8 %
Annual forest loss
0.02 %
Inhabitants
5,460,000
30 % Indigenous

Main commodities

- Oil palm
- Coffee
- Rice
- Rubber
- Food / Cash crop
- Mining
- Timber
- Cocoa
- Illegal coca
- Cattle ranching
- Soy

Tropenbos International

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Promoting sustainable use of forests and trees for people and climate

Workplan for 2021

November 2020

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1 Introduction

This document provides an outline of the 2021 workplan of the programme titled 'Working Landscapes; Promoting sustainable use of forests and trees for people and climate', implemented by Tropenbos International (activity 4000002173; agreement 6003552).

The Working Landscapes (WL) programme promotes climate-smart landscapes to help achieve the Paris Agreement as well as the Sustainable Development Goals. Climate-smart landscapes maximize synergies between climate change mitigation, adaptation, improved livelihoods and environmental integrity. The deliberate management of trees and forests is key to realizing climate-smart landscapes, as they increase carbon sinks, improve resilience to climate change, support people's livelihoods and sustain agricultural value chains.

The programme started in January 2019 with an inception phase. During the inception phase, we developed country-level theories of change (ToCs) and thematic programmes on NDCs, Agrocommodities, Restoration and Business & Finance. In the second half of 2019, the country-level work programmes took off, allowing for the thematic programmes and a cross-cutting gender & youth component to gradually take shape in 2020. During the same period, a programme on dry lands was developed, with a focus on Ethiopia.

The combination of COVID-19 and GLA2 programme design for a second phase of the Green Livelihoods Alliance (a Power of Voices programme which involves six out of eight WL partners) made a large claim on staff time, both among partners and in Wageningen in 2020, and this has led to a degree of delay in implementation. However, in the third and, especially, fourth quarters of 2020, implementation has started to pick up. We expect that this acceleration can be sustained by the impetus provided by bi-weekly network-wide zoom meetings. Set up as our response to COVID-19 travel restrictions, network meetings have grown into a podium for sharing and learning, and provide a means for ensuring focus and result orientation.

As the programme advances from planning and dialogue to realising change, the going is expected to get tougher. It is expected that the support from the thematic programmes and the network-wide interactions will prove their value by mobilising the combined skills of staff and partners to address specific implementation challenges on the way to realising climate-smart landscape solutions.

In 2021 we will still be struggling with the consequences of COVID-19, which has severely affected some of the communities that we work in and with. International travel will continue to be restricted, but we trust that we have addressed this limitation by finding alternatives. More unpredictable are the indirect effects of COVID-19 on: the way forested landscapes are utilized; the markets and economies that smallholders, local communities and indigenous people depend on; and the emphasis placed by governments on addressing the climate goals that the WL programme pursues. In response to the COVID-19 crisis, the WL programme has made adjustments to the mode of work – at country level as well as network level. So far, there are no substantial changes in intended outcomes, assumptions and strategies, but throughout 2021 we will continue to monitor the above-mentioned uncertainties, and their implications for our work. For the Ethiopia programme, a contingency strategy has been prepared in response to the political developments in Tigray, the intended focal region.

This report provides the workplan for 2021. Chapter 2 recapitulates the programme's ToC. Chapter 3 provides a general overview of the national plans combined, followed by summaries of each country plan individually (extended country-level workplans are available on IATI and on request). The plans of the thematic programmes, the drylands (Ethiopia), and the cross-cutting programme on gender and youth, are presented in chapters 4, 5 and 6, respectively. Chapter 7 analyzes risks, chapter 8 addresses learning in the programme, and the final chapter presents the budget.

2 Theory of change

2.1 Overview

The WL programme is operational in seven landscapes in Bolivia, Colombia, DR Congo, Suriname, Ghana, Indonesia and Viet Nam, while establishing a presence in Ethiopia. The objective of the programme is to promote transformational change towards climate-smart landscapes in the forested tropics. The programme specifically focusses on three conditions (pillars) needed for achieving climate-smart landscapes: (i) inclusive landscape governance, ensuring that decisions reflect the interests of local communities, taking the interests of men, women and youth into account; (ii) more sustainable land-use practices by small-scale and large-scale producers of agricultural and forestry products; and (iii) responsible business and finance, leading to effective implementation of social and environmental standards and commitments, and equitable inclusion of smallholders in value chains.

We assess programme impacts in terms of the area and the number of people benefiting from improved climate-smart landscape practices and policies. In the inception report we estimated that implementing our plans will directly and indirectly contribute to improved landscape governance and land-use practices in an area of over 11 million ha, impacting the livelihoods of 2.15 million men, women and youth.[1] Improved policies and practices have the potential to be relevant for an area of more than 77 million ha and impacting 8.3 million people.

2.2 Strategies

At the landscape level, our target groups are smallholder men and women, local communities and small and medium-sized entrepreneurs, as well as larger businesses and local governments. In each landscape we work together with these stakeholders on one or more models ('propositions') to respond to climate change through the integration of forests and trees in climate- smart landscapes. The key intended outcomes are that: (i) local men and women participate in decision-making; (ii) smallholders and local communities adopt climate-smart practices; and (iii) private companies integrate smallholders in value chains, and implement standards and commitments.

To support these changes at landscape level, we seek to achieve five broad outcomes that help mainstream climate considerations in enabling local and national conditions, including policies, private commitments and civil society roles (see ToC visualisation in Annex 1). The target groups are governments and civil society organizations (CSOs) involved in forest and landscape governance; forest and farm producer organizations (FFPOs) and organizations of women and youth; and investors and companies.

In parallel, we specifically aim to better anchor forest and tree-based mitigation and adaptation approaches as developed at the landscape level into Nationally Determined Contributions (NDCs), which lay down national climate targets and the plans to achieve them. We propose the WL landscape propositions as models for the implementation of the NDCs, while, in turn, we expect that well-designed NDCs are enablers for change towards the climate-smart landscapes that we seek to achieve. As an intended outcome, we strive for adoption of revised NDCs that operationalise the concept of climate-smart landscapes with an increased role for forest and trees, taking the interests of men, women and youth into account.

At the international level, we will stimulate South-South learning and policy innovation, and we will translate lessons into concrete inputs into international policy processes related to climate change and landscape governance. The intended outcome is that international-level actors incorporate national experiences and evidence on forest and trees in climate- smart landscapes in updated climate commitments and related policies.

2.3 Implementing organizations

The programme is implemented by TBI network members. The TBI Network is a network of independent Tropenbos organizations in Indonesia, Viet Nam, DR Congo, Ghana, Suriname, Colombia and the Netherlands. In Bolivia, where there is no Tropenbos Network partner, the programme is implemented by partner organization IBIF. The Network members have committed themselves to collaboration in pursuit of common goals through a Memorandum of Understanding. They coordinate their activities and work together in joint programmes. The Tropenbos International (TBI) office in the Netherlands implements activities at the international level, that complement and support the work in the network countries, and pursues the development of joint insights and strategies. It is also designated as the secretariat, providing support services to the network, including quality control, administrative processes, communication, capacity development and fundraising at the international level. We have started collaboration with PENHA, a regional network promoting sustainable development among pastoral and agro-pastoral communities, to initiate the programme in Ethiopia.

[1] These figures exclude Ethiopia.

3 National programmes

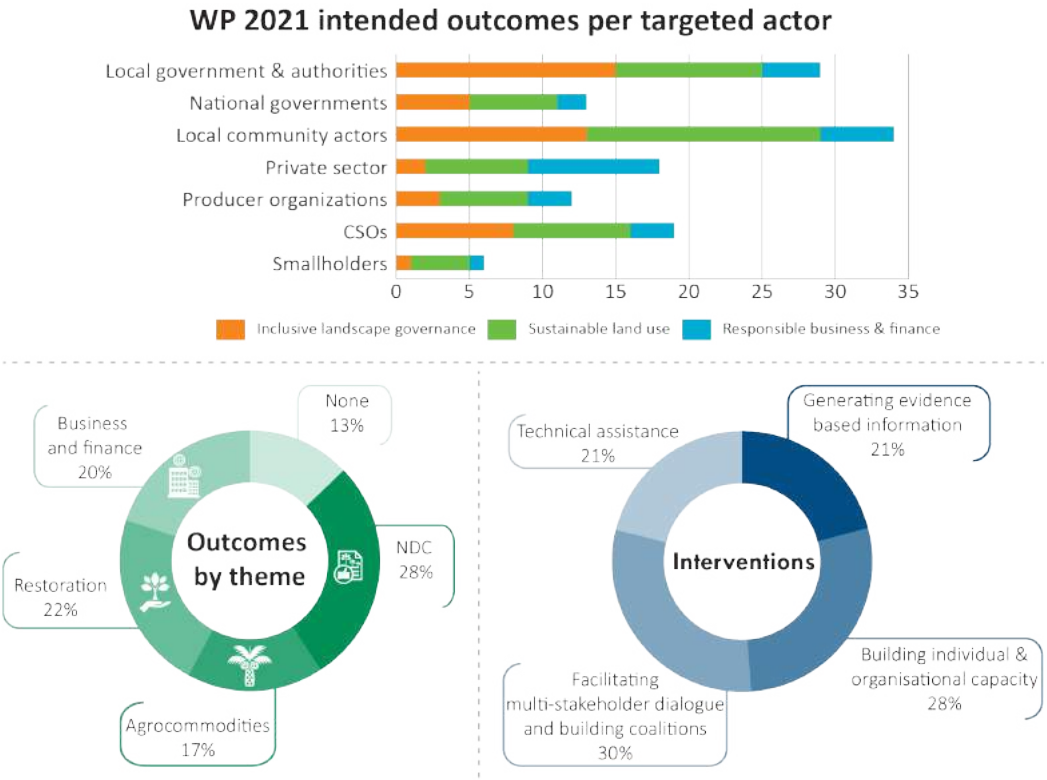
This chapter provides a summary overview of the workplans at the national and landscape level in the seven countries (Ethiopia is addressed separately in Chapter 5). Each workplan identifies intended outcomes, along with proposed activities that should achieve these, and the budget that is required. Complete workplans are available on IATI. The collective workplan is large, with 85 outcomes and 200 interventions identified. For that reason, we organize the workplan of each country programme[2] around the key propositions which were introduced in the inception report. Each proposition represents a specific model, mechanism or approach towards achieving a climate-smart landscape, and can be interpreted as a main deliverable of the programme. A proposition usually includes aspects of its governance, practices and business and finance aspects in keeping with the WL ToC. Each country programme has identified 1-4 distinct propositions.

Below we first provide a birds-eye overview of the intended outcomes and planned interventions. In the subsequent sections we present summaries of the plans of each country individually.

3.1 Working landscapes 2021 at a glance

Together, the country partners have planned over 200 interventions in 2021, leading to 85 outcomes towards climate-smart landscapes. The figures below provide aggregated information for all the programme countries. The first shows how the intended outcomes are distributed over targeted actors, and what pathways in the ToC they address. The second shows how the intended outcomes are distributed over the programme's thematic priorities. The third figure shows the types of interventions that are planned, distinguishing between five broad categories.

Although all country programmes contribute to the same WL long-term vision, they emphasize different strategies. For example, in Colombia the emphasis is on the facilitation of multi-stakeholder dialogues, while in Vietnam the emphasis is on technical assistance and generating models to increase resilience. This indicates that the country programmes adapt their plans to the local contexts, needs and opportunities.



[2] The dryland programme is discussed in Chapter 5



3.2 Colombia - Solano Landscape

3.2.1 Description

The Solano landscape in Caquetá is located on the edge of the deforestation border in the Colombian Amazon, and is characterized by large expanses of forest and high (and increasing) deforestation rates. The area of more than 4 million ha represents the larger trend of expanding cattle production at the expense of forests. The population mainly consists of indigenous communities living in reserves and peasant communities surrounding those reserves. The area saw a strong presence of the guerilla until the signing of the peace agreement and currently has weak governance. Solano should present a model of improved forest management and restoration by indigenous and peasant communities that can resist the expanding agricultural (livestock) frontier in a context of unclear and/or varying land titles.

3.2.2 Vulnerability to climate change

Climate change in combination with high deforestation rates may lead to water scarcity in the Andes region and increased local (landscape) droughts and floods because of extreme events, and river bank erosion.

3.2.3 Reflection on progress 2020

The global COVID-19 pandemic had a large impact on the work. On the one hand, this delayed field activities, but on the other hand, new opportunities were created. First, COVID-19 inspired us to develop a Citizens Lab, that connects actions between multiple organizations, including the World Wildlife Fund (WWF) and the Amazon Conservation Team (ACT), thereby improving coordination and collaboration in the Solano landscape. Second, more local people have been added to the team (16 persons in 7 resguardos) increasing our local representation, thus decreasing our vulnerability for such future events. Lastly, the theme of deforestation received much attention over the past months. For example, over 3000 people followed webinars from the National Environmental Forum concerning deforestation in Colombia. As a partner of the forum, we contributed significantly to these webinars.

3.2.4 Summary of workplan 2021

Model 1: Develop a model – including associated appropriate financial mechanisms – that promotes the valuation of the forests and trees to be implemented in the areas that are under threat of deforestation as an attractive alternative to cattle ranching.	
(a) A proof of concept of financial mechanisms that make the sustainable use of forests and restoration efforts an attractive alternative to livestock breeding.	In 2021, we will establish and facilitate a working group of indigenous and peasant representatives and producer groups to discuss previous experiences with financial institutions and mechanisms related to productive forest restoration, and distil lessons learned. We will also organize trainings on "financial literacy" for indigenous people and peasants, where they will jointly identify ways to access external financing for landscape restoration. Based on the outcomes of the working group and trainings, we will work with indigenous and peasant communities, as well as students and staff of local universities, to develop financial mechanisms for forest restoration. Through the Citizens Lab that has been set up in 2020, we will involve the financial sector in this dialogue, including local banks and carbon finance institutions.
(b) A model of intercultural participative inclusive governance, aligning various conflicting land uses through intercultural agreements, and monitoring them in a participatory way, leading to reduced conflict, reduced	We will collaborate with peasant and indigenous representatives, CSOs and the municipality to include a climate-smart perspective and gender and youth considerations in municipal planning. We will provide technical assistance to the municipality to develop the Municipal Development Plan, to assure budget assignation for indigenous and peasants communities, and to develop a dedicated women and youth policy. We will train employees of Corpoamazonia (the decentralized environmental authority) in participatory methodologies for the development of forest restoration plans with local communities, followed by the joint development of a pilot for participatory restoration, to be implemented by Corpoamazonia. We will design an action plan to assess and monitor climate-smart practices, in particular focussing on food security and how 'chagras' of indigenous communities and home gardens of peasant families can contribute to food

encroachment into forest, and restoration.	security in relation to climate change, by enriching them with more varieties and species. We will start with a baseline assessment of practices that families apply to respond to climate change. Simultaneously, we will facilitate peer exchanges between families to share climate-smart solutions to assure food security, and communicate results at the municipal level through local radio stations.
(c) Implement innovative restoration models that integrate traditional and technical knowledge, including a large number of forest species in contrast to mono plantations or low diverse plantations.	We will make an inventory of restoration needs and design a monitoring system for restoration efforts. We will also develop and provide training for indigenous people and peasants on Productive Restoration Systems and provide technical assistance in the field, to help course participants apply knowledge in their community. We will help indigenous groups and peasants with incorporating productive restoration plans into their territorial management plans, and to identify financing for local restoration initiatives. This should result in indigenous families having the capacity and the means to restore degraded areas through community agroforestry and forestry practices. We will organize a workshop with community representatives, CSOs and government agencies on the role of trees and forests in local development, where various agencies and local organizations will present possibilities to include forests and trees in their actions. The results of the workshop will be communicated widely, and will also serve as input for a Forum on deforestation and restoration within the National Environmental Forum, where national governmental agencies can participate in working groups and debates on the role of forests and trees in local and regional development.

Nationally Determined Contribution (NDC)

The current NDC update is not very ambitious and does not include the Amazon as a priority area, nor does it consider halting deforestation as part of its mitigation model. Also, traditional and local knowledge is not part of adaptation, mitigation, or implementation strategies. As we have extensive experience with the inclusion of traditional knowledge, the analysis of deforestation and the development of restoration strategies, we will share this with the state institutions in charge of updating the NDCs. We plan to continue facilitating a NDC working group with CSOs and researchers, so that local government and environmental authorities include participatory productive restoration as a means to contribute to NDC objectives related to deforestation and reduction of emissions, thereby also building on traditional and local knowledge. We will develop proposals with the municipality, the Environmental Authority, and CSOs to access national climate funds to reduce emissions from deforestation, to mobilize funds to enable implementation of restoration plans to contribute to NDC targets. We will also promote pilots of Productive Participative Restoration from the Peneya river basin as a model for climate adaptation and mitigation within the NDC framework. We will then present this model to the secretariat of the Climate Change Intersectoral Committee and the National Planning Department, so they recognize the necessity to incorporate this model in the NDC.



3.3 Ghana - Juabeso-Bia and Sefwi Wiawso Landscapes

3.3.1 Description

The Juabeso-Bia (JB) and Sefwi Wiawso (SW) landscapes are agrocommodity landscapes with important remnant forests, and a large number of smallholder farmers. Agriculture is the main economic activity for about 80% of the inhabitants, but expansion of (zero shade) cocoa farms into forested land, as well as unsustainable practices such as slash and burn farming, are increasingly contributing to loss of forest cover. These landscapes should demonstrate the viability of climate-smart zero-deforestation cocoa agroforestry systems, leading to reduced deforestation, backed by increased and more stable farmer income.

3.3.2 Vulnerability to climate change

High vulnerability of sun varieties of cocoa to climate change and decreased rainfall is expected to reduce cocoa yield by 28% in 2050. Dominance of cocoa monoculture, and the absence of crop and income diversification, make people vulnerable to climate change.

3.3.3 Reflection on progress 2020

In 2020 we created awareness about climate change vulnerabilities and the WL programme among stakeholders in the landscape. Communities, district assemblies, the Cocoa Health and Extension Division (CHED), the Forestry Commission (FC), and licensed buying companies (LBCs) have become more open to collaborate to implement climate resilience actions. Also, in collaboration with TBI, Fern and EcoCare Ghana, we facilitated relevant actors to contribute to discussions on the EU deforestation-free agrocommodity policy. In 2021 we will build on these developments — in alignment with the GLA2 and Mobilizing More for Climate (MoMo4C) programmes — to pursue deforestation-free cocoa production in collaboration with key stakeholders [FC, LBCS, COCOBOD, the Cocoa and Forest Initiative (CFI) secretariat, the Hotspot Intervention Areas (HIA) consortium, Community Resource Management Areas (CREMAs) and CSOs].

3.3.4 Summary of workplan 2021

Model 1: Zero-deforestation and adaptation model for cocoa agroforestry by developing business cases for Forest and Farm Producer Organizations (FFPOs) and CREMAs to engage in income diversification based on community forestry, timber, cocoa agroforestry, NTFP & cocoa value addition.	
(a) Increase forest cover and the number of trees in the landscape, especially in cocoa farms and on degraded forest lands, improving attractiveness and reducing disincentives of trees to farmers.	A key incentive for landowners and cocoa farmers in the JB and SW landscapes to increase forest and tree cover is to have secured benefit and ownership to planted and nurtured trees on farms including cocoa farms. This will motivate smallholder farmers to change their current practices that have reduced tree and forest cover. Our main steps in 2021 will be: - Lobby the Ministry of Lands and Natural Resources and Parliament to push for amendment of Act 124, which vests ownership of naturally occurring trees in the President of Ghana, in collaboration with GLA2 and CSOs. - Strengthen the capacity of men and women landowners and cocoa farmers to develop and adopt community-led restoration of degraded areas outside forest reserves, and apply climate-smart cocoa practices in collaboration with other CHED, FC and CSO programmes. - Conduct cost-benefit analyses of different agroforestry models within the JB and SW landscapes, and disseminate the results to smallholder farmers, COCOBOD, LBCs and other stakeholders for adoption. Feasible community-driven forest restoration investment models will motivate communities to support FC to restore degraded forest. - Facilitate a learning platform where landscape actors will exchange ideas and lessons to improve agroforestry and restoration practices.

(b) Stop encroachment by accelerated implementation of a sustainable and climate-smart cocoa supply chain by cocoa producers, cocoa bean LBCs and governments through exclusion of illegal cocoa and harmonization of deforestation-free cocoa standards.	Deforestation arising from encroachment of forest reserves by agrocommodity plantations such as cocoa farms is a major problem in the JB and SW landscapes. Main steps for 2021 towards reducing such encroachment are: - Conduct a study to identify barriers and preconditions for deforestation-free cocoa including social and economic drivers of forest encroachment by all social classes in the landscape to inform policy discussions. - Facilitate the Cocoa Multi-stakeholder Platform to share information and learn from implementation of existing sustainability standards. - Support the development of a National Forest Monitoring System for real-time forest monitoring platforms to adequately capture and report on Deforestation Free Cocoa Standards (DFCS) of government and LBCs. This will help LBCs to restrain sourcing of cocoa from illegal farms in the forest, which will serve as an incentive for farmers to stop encroaching and implement climate-smart cocoa cultivation and sustainable forest management.
(c) Increase farmers' resilience by design of climate-smart practices that ensure sustainable diversification of crops and incomes of smallholder farmers.	In 2020 over 1,000 smallholder farmers in 18 communities (more than 50% women) committed to apply climate-smart agriculture practices such as agroforestry and restoration of degraded areas. In 2021, our key steps towards increasing farmers resilience include: - Collaborate with the Rainforest Alliance (RA) and Olam Ghana (as HIA consortium members), and CHED in the SW landscape to strengthen the capacity of smallholder farmers on climate-smart practices including crop diversification. This will include development and distribution of information, education and communication materials on climate-smart agriculture and sustainable diversification of crops. - Collect, document and share evidence of effective climate-smart models including agroforestry with CHED, LBCs, HMB, and CREMAs. - Lobby development planners within departments of the Metropolitan, Municipal and District Assemblies, to include landscape approaches and climate-smart agriculture in medium-term development plans. - Review existing agroforestry practices and develop cocoa agroforestry standards (in collaboration with CHED, LBCs, FCs, HMB, CREMA members). Ultimately, this should result in smallholder farmers adopting climate-smart practices and income diversification, increasing their resilience.
(d) Provide/develop financial incentives to land users to apply climate-smart models / or facilitate access to credit and market access for farmers who engage in climate-smart practices.	In 2020 we assessed the viability of 'village savings and loans schemes', as a vehicle for local funding of climate-smart practices and diversifying income. We found that such schemes can be a good source of finance for smallholder farmers who have limited access to credit facilities. More than 300 smallholder farmers from 10 communities expressed interest in establishing village savings and loans schemes. In 2021, we will: - Facilitate formation and development of a village savings and loans association (VSLA), as vehicle for local financing of climate-smart practices. - Implement recommendations from the 2020 study and link smallholder women and men to access opportunities by developing their capacities and pitching their business cases (this will partly fall under MoMo4C).

Nationally Determined Contribution (NDC)

In 2020, we worked with other CSOs to lobby the Environmental Protection Agency (EPA) and FC for an inclusive NDC revision and implementation process. To this end, the EPA has adopted a "Whole of Ghana Approach" towards updating and implementation of Ghana's NDC for 2021-2025. The revision process was launched on 1st September 2020. The NDC for 2021-2025 is expected to have more ambitious and feasible targets. In 2021 we will continue to collaborate with EPA, FC and CSOs to make the NDC revision and implementation inclusive, and ensure that the views and concerns of all stakeholders, including community groups of men, women and youth, are considered. We will collaborate with other CSOs in the forestry and agriculture sectors to contribute to the NDC revision process, making deliberate efforts for the inclusion of views from landscape-level stakeholders. We will also lobby the EPA and relevant agencies to include adaptation commitments in the revised NDC. This should result in an improved revised NDC by the end of 2021. In addition, we will work to strengthen capacities of men, women and youth in the JB and SW landscapes to participate in the implementation of forest and agriculture sector mitigation and adaptation actions, as part of the updated Ghana NDC.



3.4 Suriname - Upper Suriname River landscape

3.4.1 Description

The Upper Suriname River Area (USRA) is a predominantly forested area of 201,000 ha with primary and secondary forests and is inhabited by the Saamaka Maroon people. The rapid growth of the Maroon population in combination with a lack of formal collective land (use) rights, increased investments in unsustainable economic activities and increased accessibility due to more infrastructure, lead to increased pressure on the forest. The USRA model should demonstrate and set the example of preservation of more or less intact forest, while providing benefits to inhabitants through improved climate-smart agroforestry, commercialization of non-timber forest products (NTFPs) and nature-based tourism.

3.4.2 Vulnerability to climate change

Moderate expected impacts of climate change; vulnerability of population relatively high due to high dependency on rain-fed subsistence agriculture; in parts of the landscape increasing risk of forest degradation due to conventional logging and to some extent deforestation due to mining related to advancing infrastructure.

3.4.3 Summary of workplan 2021

Model 1: Strengthened local governance in the Saamaka territory, that is well integrated in the formal governance structures and processes, and that serves as a model for locally-controlled, climate-smart development in a heavily forested landscape with limited current commercial activity and the urgent need of local people to earn income to provide for their families in a changing environment (transformation towards a money-oriented economy).	
(a) Improved access to land and integrated traditional - decentralized land and forest governance with land tenure rights.	In 2020 we compiled the views of the local population on the use of ecosystem services and land-use governance obtained during Participatory 3D modelling (P3DM) in a booklet, which has been presented to traditional leaders in the USRA. We also conducted a Knowledge Attitude and Practice (KAP) survey on land use and land-use planning in the area. In 2021, we will use the P3DM tool and other participatory approaches for capacity building sessions on land-use planning at the community and district levels, including community discussions on territorial management and customary rules. In this process, there will be special attention to the role of women and youth in planning. We will facilitate communities to present their P3DMs and plans to authorities and other relevant stakeholders, and we will identify ways to integrate these into a formal district plan. This should result in the district authorities incorporating land-use maps in their district development plan. We will organize a workshop (or webinar, if a workshop is not possible) with stakeholders from other parts of Suriname, to share the experiences in the USRA. We will also facilitate a virtual exchange between communities in Suriname, Bolivia and Colombia on land-use planning and land rights with traditional authorities and local leaders via short videos and online discussions.
(b) Local people engage in climate-smart integrated community forestry and commercial agriculture that allows for a 50% increase in income for men and women and offer economic opportunities to the youth, potentially supported under a REDD+ scheme.	In 2020 we have trained members of an agro-cooperative in the landscape on agroforestry techniques, using the Pikin Slee agroforestry demonstration plot. In 2021 we will further strengthen the capacity of community cooperatives to apply (agro-) forestry techniques and management, so that this example can be adopted by other villages. We will work with cooperatives to develop and implement plans to commercialize agroforestry and forestry products. By the end of 2021 we should know which (agro-) forestry products have good commercialization potential, and cooperatives will have started investing in the production and processing of these products. In addition, we will assess climate-forest-water linkages and implications for community livelihoods with regard to shifting cultivation (in terms of vulnerability and resilience strategies). We will then engage community members in exploring strategies for improved water(shed) management through serious gaming. This will result in three concept management strategies, which will be validated and implemented in 2022.

(c) Local sustainable socio-economic development through access to financial services that are adapted to the requirements and possibilities of the communities and productive organizations, with a view to develop value chains and community forestry, and resulting in intensified and integrated forest and land management and community forestry.	Part of our work will focus on developing feasible nature-based community-led tourism in the USRA. For this, we will engage with the Ministry of Transport, Communication and Tourism as well as Saamaka lodge holders in the area, providing them with online training on sustainable tourism principles. By the end of 2021, Saamaka lodge holders should have a structured way to include nature in their tourist packages. We will also focus on improving community forest management, by strengthening forestry knowledge, skills and internal regulations within selected communities, and by building local capacity to negotiate with private sector actors. Next to that, we will initiate a dialogue with relevant government agencies and companies about community forest management regulations. This should result in three timber enterprises following model contracts for timber sales with respective community forestry user groups, ensuring sustainable practices and fair benefit sharing. We will assess the modus operandi of financial institutions regarding the provision of credit for hinterland communities and climate-smart activities. At the same time, we will assess challenges and barriers within communities with regard to accessing financing for productive activities. We will then bring both perspectives together, identifying workable solutions to improve access to credit, and helping community representatives to lobby with financial institutions and the government to implement such solutions. By the end of 2021, local groups of entrepreneurs should have access to credit funds.

Nationally Determined Contribution (NDC)
Our objective is to have climate-smart local practices recognized and implemented as model examples within the NDC framework. For this, we will advise the minister of Physical Planning and Environment (ROM) to form a national working group on NDC implementation. We plan to participate in this working group and offer support to the NDC team led by the ministry of ROM with the objective to implement forest-related strategies in the NDC. Simultaneously, we will work with traditional authorities to finalize a strategy to use climate-smart landscape governance and productive activities in the USRA as a model for the NDC, and bring this to the working group. We will also contribute to Suriname's NDC implementation indirectly. One of the priorities in the first phase of Suriname's second NDC (2020–2025) is to introduce a national land-use planning system. We plan to contribute to this priority by improving district-level planning, as described under (a) above.



3.5 Bolivia – Guarayos Landscape

3.5.1 Description

The landscape of the Guarayos Indigenous Territory is a large forested area located on indigenous lands in an area with a rapidly advancing agricultural frontier, with more than 50,000 inhabitants. The rates of deforestation in the landscape have been increasing due to the expansion of large-scale sorghum, soybean and cattle farms, while the area remains an important source of timber at the national level. The Guarayos model should demonstrate how indigenous governance and small scale, inclusive timber business development could present sustainable forest management as a viable alternative to conversion into large-scale commercial agriculture, and how improved internal governance reduces territorial encroachment.

3.5.2 Vulnerability to climate change

Small-scale producers are particularly vulnerable to the effects of climate change, including an increase in annual average temperatures and a reduction of annual precipitation resulting in an increased risk of droughts, an extension of the "dry season", and high deforestation rates associated with an increase in forest fires.

3.5.3 Reflection on progress 2020

The year 2020 has been politically restless due to a transitionary government and the COVID-19 pandemic which delayed national elections, thus hindering long-term activities with the ministries, such as the work on Bolivia's NDC. Despite the political turmoil, there have been some positive developments. The interim government signed a degree changing a long-questioned article of the forest law that prohibited the use of technologies suitable for smallholders to engage in the processing of timber. Also, the Forest Service approved the use of information from the previous forest inventory database for the elaboration of Forest Management Plans and the approval of 10-year extensions, reducing the cost for communities to engage in forest management. Without this measure, many forest-management plans would have been abandoned, leaving the forest prone to deforestation. In 2021, with the new government, the work on the NDC will be reinitiated and we will follow up on the implementation of recently approved regulations.

In 2020 we invested much time and effort (online and offline) in working with community forest organizations (*Organizaciones Forestales Comunitarias*, OFCs), resulting in three OFCs committing to reorganize and increase their capacity to foster organizational and administrative transparency and the inclusion of female members. Progress has also been made on the financial literacy of members of the OFCs. For this, we worked with an NGO specialized in financial issues for smallholders, which developed potential financial strategies to further the development of the OFCs. Women have been participating actively and are expected to monitor the leaders of the OFCs more closely in the future. Also, we conducted trainings on the development of business ideas for youth in the indigenous territories, and this attracted a lot of attention. In 2021 we aim to facilitate the implementation of several business ideas that came out of the training, as well as exchange business experiences with youth at a regional level.

We did not yet find an appropriate strategy to effectively influence COPNAG, which is the regional indigenous organization that is responsible for the governance of the indigenous territory Guarayos. COPNAG is politically divided and tends to prioritize short-term benefits over long-term common interests, at the detriment of its people. In 2021, we will engage with the other NGOs in the region to establish a common strategy and look beyond direct influencing to more indirect, and possible judicial activities.

3.5.4 Summary of workplan 2021

Model 1: Demonstration of the viability of the indigenous territory model and inclusive and sustainable forest management as an alternative to advancing the agricultural frontier.	
(a) An operational model of inclusive and participatory indigenous (self) governance that sets and enforces internal rules for natural resource management.	We will engage with other NGOs in the landscape (CIPCA, CEJIS and Fundación Tierra), and with partner organizations in the GLA2 programme, to define and apply common and complementary strategies to engage and influence COPNAG and its community-based dependent organizations (CEIA in Ascensión and CECU in Urubichá) and to capture their attention for the precarious governance situation they have created. We will continue to lobby and push the Forest Service (ABT) to fully apply community forest management regulations (including requisites on organization, inclusion and transparency), instead of technical aspects only. We will also assist OFCs to lobby for the recognition of the contribution of community forest management activities to the local economy, and to include these in the integrated municipal development plan (PTDI). Lastly, we will enable the exchange of experiences on territorial management with other indigenous territories in Bolivia, as well as at the regional level (connecting to our regional GLA2 theme).
(b) Increased integrity and monitoring of land and resource interactions between indigenous territory and third parties, including agribusinesses, leading to reduced encroachment.	Courses will be offered to the youth of the territory to foster their exploration and monitoring of the territory and how it is used. These courses will address, among others: water quality and the effect of climate change on production systems; the use of drones to observe deforestation, mining and agricultural developments and wildfire scars; leadership skills; and ethics and cultural values that prioritize natural resources and their importance for long-term well-being. The trainings should result in increased engagement of the youth in the governance of the territory and its relationship with third parties. It is expected that youth will take on a leadership role in defence of their territory, questioning the political decisions of current leaders that have been selling off resources and land to third parties. In collaboration with CIPCA, we will organize encounters between migrant farmers and indigenous people to improve mutual understanding and jointly identify ways to reduce encroachment and conflicts. The methodology for these intercultural encounters will be designed in collaboration with TB Colombia, and it should ultimately result reduced encroachment and conflict. The objective is to foster the development of sustainable, climate smart, production systems that require certain level of stability due to the investments to be made.
(c) Develop model(s) of equitable, profitable and inclusive business collaborations between indigenous forest owners and timber industries based on sustainable forest management, also aiming at, and (financially) rewarding, restoration activities of deforested/degraded lands; with financial service providers develop financial products that are adapted to the needs of associations.	We will continue to strengthen three OFCs (AISU, San Juan and Ascensión), and facilitate their engagement with private enterprises. This should increase mutual trust and respect, which is necessary to allow for the OFCs and private enterprises to enter into viable and fair long-term business relations that respect sustainable forest management regulations. To reduce the dependency of OFCs on financial investments of private enterprises, we will develop proposals to modify existing forest financial mechanisms using information provided by PROFIN in 2020, and lobby for the approval of these, thus allowing OFCs to access operational credits. Additionally, we will collaborate with the ministries responsible for rural and economic development (to be defined after change of government) to discuss conditions and requirements to develop inclusive business activities between communities and private enterprises.

Nationally Determined Contributions (NDCs)
In 2021 we will develop a report and policy brief on the contribution of community forest management in the Guarayos Indigenous territory to compliance with the NDC in terms of mitigation and improved livelihoods and adaptation. The effect of the recent forest fires on the forest under community management will be included as well. We will submit these documents to the Ministry of Environment and the Plurinational Mother Earth Authority (APMT), aiming to garner government support for the development of community forestry initiatives and the legal conditions to enable their development as community-based enterprises (with access to services of financial and government institutions). Also, we will establish relations with the new government entities in the Ministry of the Environment and foster institutional collaboration with the APMT to lobby for the inclusion of indigenous territorial management, integrated forest and land management and community forest management in the NDCs and the commitment of the government to develop clear policies, objectives and plans to reach their goals. In collaboration with the TBI network we will examine the best strategies to lobby the government to include the forementioned items.



3.6 DR Congo – Bafwasende Landscape

3.6.1 Description

The Bafwasende landscape in the Tshopo Province is sparsely populated, with 455,000 inhabitants in an area of 47,000 km^2. It is a heavily forested area (95% primary, 3% secondary), that makes a significant contribution to global carbon sinks and to stabilization of regional rainfall patterns. However, (re)construction of infrastructure and migration of Yira people into the landscape is expected to increase deforestation in the post-war context. The expansion of agricultural crops, (such as cocoa) and logging further contribute to deforestation. The Bafwasende area is proposed as a model landscape where local resilience is strengthened through local economic development and adaptation based on income earning opportunities from forest.

3.6.2 Vulnerability to climate change

For now, the effects of climate change on people's livelihoods are limited. However, if current (migration) trends continue, and more forest is converted into agricultural plots, the vulnerability of people in the area is expected to increase, especially in relation to changing rainfall patterns.

3.6.3 Reflection on progress 2020

Much of our work in 2020 focussed on community forestry concessions, through which communities gain rights to use and manage large tracts of forests. Progress has been made working with government authorities to facilitate the issuing of community forestry concessions through a mix of activities such as capacity building, technical assistance and advocacy. We have successfully strengthened the role of women, youth and minorities (Mbuti) in several existing community forest management committees. And, importantly, Bantu authorities have agreed on allowing a Mbuti community to request their own community forest concessions, a unique opportunity for the Mbuti to formalize their access to the forests. In addition to our work on community forestry concessions, we facilitated the participation of women, youth and minorities in the development of land-use plans at the community, sector, and provincial level, in order to clarify access rights and user regulations. When land-use plans are applied by all government institutions and traditional authorities, this helps to avoid conflicts over resources and land, especially in a context of increasing migration of people from the eastern provinces in search of agricultural land and natural resources. Also, in 2020 we made initial efforts to increase the awareness of local producers on the potential impact of climate change on their production systems and we established links between migrant entrepreneurs and local producers to collaborate on the establishment of cocoa/banana agroforestry systems.

3.6.4 Summary of workplan 2021

Model 1: Harness the potential of local entrepreneurs (mainly Yira immigrants) to disseminate models of mixed cocoa/banana agroforestry, providing secure income through organized value chains, reducing encroachment.

In 2021 we will build on local perceptions of climate change and climate variability to collectively understand, and agree on, the future effects climate change might have on local production systems and the actions that could be taken to reduce the vulnerability of the local population. We will issue "climate-change-awards" for small-scale entrepreneurs and community-based enterprises to encourage implementation of innovative project ideas to reduce vulnerability. We will also conduct participatory evaluations of projects, activities and initiatives of communities, governments and private parties (related to cocoa/banana agroforestry), using locally-defined indicators of "climate smartness". This will increase awareness and knowledge among the participants concerning the possibilities of climate-smart cocoa/banana agroforestry. In 2021 we will continue to foster the dialogue between Yira migrants and local farmers, so that the Yira can share their knowledge and experience with local farmers, which we expect to result in increased local uptake of cocoa/banana agroforestry.

Model 2: Establish an international payment for environmental services model, based on an agreed land-use and green development plan, to conserve 95% of standing forest and drive socio-economic development of regional urban centres (this may be through a REDD+ approach).

In 2021 we will document experiences with REDD+ initiatives in Maindombe, Mambasa and Isangi, and discuss these with landscape stakeholders to learn from successes and failures and to examine the concerns that exist amidst participants. Based on these discussions, we will identify main elements of a feasible PES model for the landscape, which will be documented in a technical report and policy brief, and validated in a multi-stakeholder workshop. Eventually, we intend to use this information to mobilize climate finance. Simultaneously, we will develop land-use plans for two secteurs, engaging state and traditional authorities to foster their application of the plan in order to reduce land and resource grabbing. Through the participatory development of land-use plans we continue to assist local government bodies to apply inclusive land and forest governance mechanisms where women, youth and minorities have a voice. This will help them with securing access to natural resources, and will facilitate respectful integration of migrants into the region. It will ultimately also serve as an example of inclusive and climate-smart landscape governance to be eligible for climate finance in the future.

Model 3: Operationalization of local forestry model for sustainable forest management, equity (Indigenous Peoples and gender) and enterprise development.

In 2021, we will support ten communities (eight Bantu and two Mbuti) in the process to have a community forestry concession issued to them. We will assist with conducting necessary resource inventories and the development of land- and forest-use plans. We will train and facilitate women, youth and minorities to participate in the establishment of an innovative community-based land and forest governance model. We will support the ten communities with developing full-fledged inclusive and participatory community development plans, based on the sustainable use of the resources available in the community forest concessions. We will build the capacity of the management committees and producer organizations to implement these plans, with specific attention to women, youth and Mbuti. We will also help to set up community-based forestry enterprises in collaboration with existing private entrepreneurs. By the end of 2021 we aim to have ten approved community forest concessions with functioning management committees and starting community-based forestry enterprises. These will serve as examples for other communities in the country.

We will also continue to work with organizations of artisanal loggers to assist them in the establishment of at least two Artisanal Forest Management Units (FMUs), which are forests that are managed by the provincial governor and dedicated to sustainable logging by artisanal loggers. This way we will not only improve the management of community forests, but also that of state forests.

Model 4: Establishment of cooperative incubator organizations that partner with producers and buyers to help implement international social and environmental standards and commitments.

For farmers to invest in perennial crops, they need to have access to a fair market for better prices and improved income. In 2021 we will focus specifically on cocoa-banana agroforestry systems and develop initial connections to buyers to prepare for compliance with social and environmental requirements. We will organize Forest and Farm Producer Organizations (FFPOs) in cooperative incubator organizations, and we will strengthen them so they can better negotiate their interests with buyers (many of whom are in Uganda). Also, by linking producers to buyers, we expect to increase producers' access to credit, because buyers can become guarantees or loan providers in order to secure their access to products. By the end of 2021, we expect that there will be two cooperative incubator organizations. They will have improved relationships with buyers, facilitating financing mechanisms for smallholders.

Nationally Determined Contribution (NDC)

In 2021, we will focus on reviewing DR Congo's NDC and produce a policy brief that will be used to campaign for a participatory revision of the NDC, with more attention to community forestry and voluntary contributions, and alignment with the national REDD+ strategy.



3.7 Viet Nam - Upper Srepok River Basin

3.7.1 Description

The Srepok River Basin is located in the Central Highlands of Viet Nam and measures about 1.53 million hectares, with some 2.14 million people living in the area. It comprises a generally heavily deforested area with still some large remaining primary forests. It has a variety of land-use types, with strong proliferation of cash crops, including on unsuitable lands. Land-use planning at the landscape level is strained since different government agencies do not interact and there is little participation possible for other stakeholders, in particular communities, in decision-making processes. This landscape should present a model of inclusive landscape restoration linked with increased resilience, including through agroforestry practices on coffee plantations.

3.7.2 Vulnerability to climate change

Increasing drought associated with climate change, forest loss and groundwater depletion with large impacts on main cash crops (coffee). Climate change is expected to increase the water needs of coffee and other crops, while the decrease in forest cover may result in reduced water availability. This will put local livelihoods and forest at risk in the river basin.

3.7.3 Summary of workplan 2021

Model 1: Elaborate the modalities for inclusion of coffee farmers in the national payments for environmental services (PES) mechanism that enables the restoration and management of upstream forests.
Based on the findings of a 2020 study on the forest-coffee-water nexus, we will support the provincial Forest Protection and Development Funds (FPDF) to transfer information about the linkages between forest, coffee and water to forest owners in the Upper Srepok River Basin. In addition, we will organize a provincial workshop together with FPDF and the Western Highlands Agriculture & Forest Science Institute (WASI), to share information on coffee and its water demands with coffee companies, local PES recipients, the national FPDF and the Department of Agriculture and Rural Development (DARD). Through the dissemination of evidence-based information we will raise awareness among the FPDF and DARD about the importance of integrating coffee in the PES system, and will create the foundation for their commitment to revise the future PES system.
Model 2: Model for greater inclusiveness and participation in restoration on production and protection forest land.
In 2020 we developed guidelines on restoration, agroforestry and community forest management, which were recently approved by the local authorities. In 2021 we will share these guidelines with all landscape actors, including the Department of Planning and Investment, forest management boards, the provincial government and communities. As part of a wider dialogue on participatory forest restoration, we will continue working with these stakeholders and with the DARD and its agencies to identify areas that require urgent restoration, and then select priority areas for restoration and the most suitable participatory approaches. We will put extra effort into engaging with youth (male and female), to collaboratively identify their role in restoration efforts and ensure their contribution to the restoration dialogue.
Model 3: A model for restorative coffee agroforestry on marginal grounds currently occupied by unsustainable coffee.
Based on our 2020 review of climate-smart and restorative coffee agroforestry, we will work with extension centers and cooperatives, which have strong linkages with farmers, to transfer knowledge and set up suitable agroforestry models. We will also establish a coffee production forum to discuss climate-smart and restorative coffee agroforestry with DARD, the sustainable trade initiative (IDH) and coffee companies. The forum is expected to enable the local government to improve its socio-economic planning. We will showcase models of climate-smart and restorative coffee agroforestry to the actors outside of the landscape for duplication.

Nationally Determined Contribution (NDC)
We focus primarily on supporting NDC implementation, by documenting successful models which can serve as guidance for the implementation of NDC commitments in other landscapes. In 2021 we will document and share our approach to inclusive restoration and climate-smart coffee, as an effective strategy to achieve the NDC objectives at a landscape level. We will target provincial and district authorities as well as other CSOs that work on climate-smart landscapes. We will collaborate with SNV, which is working on NDC implementation in neighbouring Lam Dong province and two other provinces in Viet Nam. Together with SNV and DARD we will organize a forum on climate-smart landscape approaches in the Central Highlands, to exchange information and solutions among the different provinces, related to NDC implementation. As a result, we expect that the Ministry of Agriculture and Rural Development (MARD) will recognize the need for participatory landscape restoration as an effective pathway for implementation of the NDC.



3.8 Indonesia – Ketapang and Kayong Utara Landscapes

3.8.1 Description

Ketapang and Kayong Utara are adjacent districts, that together cover 3.5 million ha. It is a heavily deforested area with important remaining primary forests and a large percentage of peatlands that are particularly important for climate, due to their high carbon content and susceptibility to fire. The landscapes are a reflection of what is happening in many other parts in Indonesia by seeing a very strong proliferation of cash crops (oil palm), including a rapidly increasing uncontrolled expansion of independent smallholders, which has led to conversion, degradation and fragmentation of forests, with severe consequences for biodiversity. Natural resource governance is poor, existing policies, regulations and multi-stakeholder processes do not function effectively, and local communities have limited participation in decision-making processes. These landscapes should present an integrated landscape model, demonstrating forest and peatland conservation and smallholder agriculture in an intensely managed agrocommodity landscape.

3.8.2 Vulnerability to climate change

Increasing risk of large-scale fires (and associated haze) in degraded forests especially on peat; risk of deforestation associated with smallholder palm oil expansion; limited vulnerability of main crops.

3.8.3 Summary of workplan 2021

Model 1: Demonstration of an oil palm landscape that protects and connects High Conservation Value (HCV) and High Carbon Stock (HCS) areas in the form of an agro-ecological connection zone in production areas (APL), known as essential ecosystem areas (KEE), which is collaboratively managed by multi-stakeholders (government, estate companies, civil society and local communities), within and outside the landscape.	
First, we seek to reactivate a (currently inactive) working group to protect Gunung Palung National Park, with the mandate of the province and Ketapang district government. The working group will include stakeholders who are directly involved in land-use management along the legally defined wildlife corridor (KEE), connecting Sungai Putri and Gunung Palung National Park, and will stimulate implementation of the agreed action plan that operationalizes the KEE concept. Second, we will urge the Ketapang district government to enforce the decree that 7% of all oil palm plantations have to be allocated as HCV areas. We will also train local people (especially youth) in three communities to monitor the sustainability of land-use practices within large-scale oil palm plantations and to utilize grievance mechanisms to address improper practices. Third, we will continue working with the governments of Ketapang and Kayong Utara to implement the national moratorium on oil palm plantation expansion, which is hampered by a lack of accurate data. In 2020 we analyzed the spatial distribution of small- and large-scale oil palm plantations. In 2021 we will facilitate the province and district governments to use this information to enforce the moratorium, and to allocate government resources to improve independent smallholder palm oil (ISP) governance.	
Model 2: Implement community-based models for sustainable peatland management.	
(a) Protect carbon stocks through a community-based peatland conservation approach under the Indonesian NDC.	These activities focus on the Pematang Gadung sub-landscape. In 2020 we conducted participatory (hydrological) mapping and a terrestrial survey supported by drone observation, to identify potential sites for canal blocking, which is a key step towards sustainable peatland management. In 2021, we will collaborate with village governments to facilitate a Free Prior and Informed Consent (FPIC) process, ensuring that canal blocking happens with community input and backing. Also, by the end of 2021, the Pematang Gadung multi-stakeholder working group—which we established in 2020—should have agreed on a collaborative plan for land and forest fire prevention in the sub-landscape.

(b) Restore degraded peatlands by peatland-adapted agroforestry/ agriculture, supported by income-earning models linking restoration to sustainable development, and explore funding sources to enhance participation in green investments.	This will focus on peat swamp forests, managed under village forest permits in Sungai Pelang and Sungai Besar and Pematang Gadung. As the latter does not yet have a village forest permit, we will assist the village with acquiring a permit, which will create full local control over a peat-swamp production forest of 12,000 ha. Further, we will collaborate with Operation Wallacea to set up carbon-offset payment schemes to halt deforestation in degraded peat swamp forests of Pematang Gadung, and to enhance carbon sequestration by replanting saplings of indigenous tree species sourced from local community nurseries. We will also work with a green fundraising company ('Lestari Capital') to help palm oil companies to meet new sustainability requirements from the RSPO (i.e., RSPO's High Conservation Value loss Remediation and Compensation Procedures), and connecting this with conservation and restoration in Pematang Gadung peat swamp forests.

Model 3: Implement a jurisdictional village-cluster-based zero-deforestation model for ISP producers integrated in the palm oil value chain, based on sound village-level planning and adoption of good agricultural practices, complying with appropriate standards and ESG performance criteria.

These activities focus on Pematang Gadung and Gunung Palung sub-landscapes. In 2020, we established ISP farmer groups in Pematang Gadung sub-landscape, to promote intercropping of oil palm with pineapple and dragon fruit. We facilitated legal registration of the farmers at the district government and made connections between the farmer groups and a palm oil company (PT Artu Plantation), which is now the guaranteed buyer of the fresh fruit bunches. In 2021 we will establish similar relations between ISP farmer groups in the Gunung Palung sub-landscape and the company PT KAL, as part of the deforestation free supply-chain. We also plan to complete participatory land-use planning in three villages, to ensure that no development activities are conducted at the expense of forests. After that, we will facilitate the legalization of these plans through inter-village regulation, which will contribute to the protection of forests and maintenance of traditional land-uses. In the meantime, we will support six farmer groups (160 - 200 farmers) to clarify land tenure status and boundaries and implement good agriculture practices in order to comply with the new ISPO standard. By the end of 2021, one Village Business Unit (BUMDES) in each sub-landscape will have made agreements with responsible buyers to transport and market fresh fruit bunches.

Model 4: Protect the indigenous community (Dayak) forested areas and traditional land uses based on sustainable management and business models for NTFP and Ecosystem services.

These activities focus on the Gunung Palung and Simpang Dua sub-landscapes. We seek to strengthen local control over forest resources through the social forestry programme, and establish models of rubber agroforestry, NTFP commercialization and ecotourism. We will assist at least three village governments with village forest permit applications. We will increase the profitability of jungle rubber by building farmers' capacity for post-harvest treatment and creating linkages with responsible buyers. By the end of 2021, two Village Business Units will have made agreements with responsible buyers to transport and market rubber produced in the village. We also plan to assist indigenous communities with the production and marketing of high-quality rattan and bamboo traditional handicrafts, and will train youth and women to act as natural interpreters and trade traditional merchandize through E-commerce, in support of local ecotourism.

Nationally Determined Contribution (NDC)

To develop a model of climate-smart peatland management, we will facilitate efforts to improve hydrological conditions of the peat swamp ecosystem in the Pematang Gadung sub-landscape, to prevent fire and restore its carbon stock, and will facilitate registering villages in the area as so-called Climate Care ('Proklim') villages and Fire Care ('Desa Peduli Api') villages. We will document all the lessons learned on the step-by-step process and share them with the National Peatland Restoration Agency (BRG), MoEF, province and district government and research organizations, so this can be replicated in other peatland areas, and can serve as input for Indonesia's NDC adjustment/formulation. Simultaneously, we will work to improve the awareness among landscape stakeholders about the NDC, and help them to formulate a strategy for climate-smart management of agriculture, forests, and other land uses (AFOLU), involving smallholders, indigenous communities, women, and youth. This should also contribute to the National Adaptation Plan (NAP). We will share our experiences with the TBI network.



4 Thematic programmes

Thematic workplans seek to strengthen coherence between the context-specific landscape programmes, and establish a mutually reinforcing 'linking and learning' relation between landscape activities and international activities. The thematic workplans consist of the applicable elements of the landscape workplans, with central coordination on specific priorities that are relevant for the respective theme. In addition, the thematic workplans contain joint activities and aim to contribute to policy development and design of best practices at an international level (strategy 3).

4.1 Nationally Determined Contributions

4.1.1 Thematic vision

A new generation of NDCs includes concrete and inter-sectorial strategies towards climate-smart landscapes, with a key role for forests and trees managed by smallholders and local communities. Finance for such strategies is available and oriented at leveraging private capital into low carbon, sustainable and inclusive landscape initiatives.

4.1.2 Intended programme outcomes

1. Governments in WL countries include integrated landscape approaches in their revised NDCs, taking the interests of men, women and youth into account.
2. Increased achievement of NDC commitments, due to collaboration between donors, governments, CSOs and key national and international climate action NGOs to implement climate-smart landscape models in the country, learning from the experience in the WL landscapes.
3. Intermediary international organizations (e.g., the NDC partnership) adopt integrated landscape approaches as a means of implementation for climate action, and translate these into guidance for NDC design and implementation.

4.1.3 Reflection on progress and lessons learned

Below we reflect on progress and lessons learned for each of the two intended outcomes for 2020, as identified in the 2020 Annual Plan.

Thematic outcome 2020-A: In the programme landscapes the landscape models under development explicitly address one or more of the priority climate actions, which were previously defined by the landscape stakeholders based on participative assessments of local climate risks and mitigation opportunities.

In collaboration with the MoMo4C programme, WL country teams in Indonesia and Ghana carried out participatory village-level vulnerability assessments, to complement the assessments done in the context of the WL inception phase. These reflected the close linkages between stakeholder activities and climate variability and show-cased a series of existing adaptation strategies by local farmers and communities. This is helping to define the priority climate actions for the landscape and to adjust the landscape models.

The assessments showed the importance of considering existing adaptation strategies in the landscape plans. In Indonesia, for example, switching to oil palm is considered to be an adaptation to low and fluctuating prices of rubber, but also to increasingly unpredictable weather conditions, which affect rubber production more than oil palm production. Providing alternative income opportunities based on non-agricultural activities is also one of the existing adaptation strategies. Creating more non-farm income opportunities, including forest product-based

enterprises, offer opportunities for synergies between adaptation and mitigation (avoided deforestation and reduced forest degradation). Indonesia's WL programme intends to address these concerns, through its work in support of sustainable community forest management in village forests, improved practices of independent smallholder oil palm owners, and diversified rubber production (post-harvest processing and mixed cropping). These activities can contribute to the achievement of goals set in the Indonesian NDC, but related national and provincial policies and strategies would need to facilitate this.

Due to COVID-19 restrictions, implementation of these pilot assessments was delayed, and therefore also their implementation in other landscapes. The usefulness of the methodology needs to be assessed per landscape, before implementation.

Thematic outcome 2020-B: 2020 NDCs analysed and gaps identified that are addressed by the models proposed in the different programme countries.

The 2020 NDC revision processes have been delayed due to COVID-19. With the exception of Suriname (which has submitted its revision), the governments of all WL countries are still working on their 2020 revisions. Looking at existing NDCs, the programme-wide NDC team identified that adaptation is often not adequately addressed. NDCs often refer to the National Adaptation Plans, which are developed by separate teams and often further developed in sectorial adaptation plans. In particular in the AFOLU sector, this often leads to mismatches or undervalued opportunities for synergies between adaptation and mitigation. This is exemplified by the role of restoration in NDCs (carbon sequestration) and National Adaptation Plans (for the provision of essential ecosystem services, such as water regulation or soil conservation). Alignment of National and Sectoral Adaptation Plans with NDCs will therefore be necessary to adequately support climate-smart landscape initiatives. Although internationally strategies are recommended (e.g., by the NAP Global Network), few examples are available on the ground. These are needed to promote the strategies, e.g., through the NDC partnership.

Another gap identified in existing (pre-2020) NDCs is related to the explicit consideration of gender and youth issues. With support of FTA, we have identified that finance can play a role in strengthening the role of women and youth in decision making regarding land uses, while during the vulnerability assessment in Indonesia we found that adaptation strategies may differ between men and women. We need to explore this further in order to define our own strategy towards strengthening the role of women and youth in achieving climate-smart landscapes.

Finally, during 2020 it was realized that the NDCs and NAPs are abstract concepts for most stakeholders in the landscapes. There is a need to simplify terminology or compare it with locally more common concepts such as 'low carbon development strategies', and help them define how these concepts can actually lead to practical actions at landscape level.

4.1.4 Intended outcomes for 2021

We need to extend our 2020 outcomes to 2021 for those countries where we have had little progress (mainly due to COVID-19 restrictions on fieldwork and meetings), and we want to add the following two outcomes for 2021:

1. CSOs, locally active companies and local authorities are aware of the need to align adaptation and mitigation strategies in the AFOLU sector in order to achieve the NDC commitments more efficiently and effectively, and they adjust their strategies accordingly.
2. At least one local financial institution in each of the Ghana and Indonesia landscapes (where the programme collaborates with MoMo4C and FTA) is aware of gender-specific strategies for financing climate action in the AFOLU sector, and commit themselves to adjusting one or more of their financial instruments to increase access to finance for climate actions that benefit women and/or youth.

4.1.5 Strategies

We maintain the two strategies proposed for 2020 (to achieve the 2020 outcomes in more landscapes), and add two strategies to expand our work towards achieving the new 2021 outcomes.

(A) Setting the base line for evidence of climate benefits

During 2020 we piloted the vulnerability and adaptation assessment in two landscapes. The methodology has been shared within the network and during 2021 the other landscapes will evaluate whether the methodology is relevant for their landscapes as well. If so, they will apply the methodology in their landscapes. The results of these assessments will be discussed with the stakeholders and taken into account in the design of the landscape models in order to address specific adaptation needs and specifically vulnerable groups. These adjustments will consider the opportunities for synergies between climate adaptation and mitigation actions.

(B) Linking the landscape models to the revised NDCs

During 2021 each country partner will continue to analyse the NDC process in their country, and identify the best way forward for their own involvement and that of civil society in general. In Suriname, where stakeholders can be mobilized relatively easily due to the small population, this could take place through roundtables, as was done for the 2020 revision. In other countries it may be more indirect, through participation in public forums and conferences, discussing how landscape models may influence the design and implementation of the NDCs. In addition to analysing the NDC processes, the WL programme will also analyse the content of the revised NDCs, in particular in relation to the roles of forests, trees and landscape approaches and looking at how the NDCs consider gender and youth in their approach to the agri-food and forest land use sectors. During 2020 it turned out that such analysis requires more support in order to be able to link the abstract NDCs and NAPs to our more practical landscape propositions and to turn our propositions into recommendations for the national processes. This will be a component of the learning process that will be developed in strategy C below.

(C) Aligning adaptation and mitigation strategies that support NAPs and NDCs

Through the International Institute for Sustainable Development (IISD), we approach the Global NAP Network to help set up an on-line learning programme for landscape stakeholders that lead to proposals for aligning landscape-wide adaptation and mitigation strategies and help landscape stakeholders translate national commitments into local actions and vice versa. This will primarily focus on the role of agrocommodities (in coordination with the agrocommodities team) and restoration (in coordination with the restoration team). In Bolivia, an attempt will be made to align this approach with the joint mitigation and adaptation mechanism.

(D) Integrating gender and youth considerations in local financial instruments

In coordination with FTA, MoMo4C and the gender and youth (G&Y) and business and finance (B&F) components of WL, we will work to sensitize local financial institutions with regard to the importance of strengthening the role of women and youth by facilitating their access to finance for climate action. This will include the identification of example cases and sharing their experiences with financial institutions, as well as seeking third party support to help design new financial instruments that will increase the amount of funds available for women and youth for climate actions in the landscapes.

4.2 Agrocommodities

4.2.1 Thematic vision

Our long-term vision is that producers, companies and governments implement measures and policies that support climate-smart, sustainable agrocommodity production models. These models have demonstrated that they avoid deforestation and include (elements of) climate-smart agricultural practices. Besides, they offer a positive value proposition and fair living income for producers, taking the different needs and interests of men, women and youth into account. Women, men and youth are equally represented in producer associations and in decision-making processes.

4.2.2 Intended programme outcomes

The programme works towards three main outcomes:

1. Local communities, governments and companies support and adopt viable alternative production models in the programme's focal landscapes that are sustainable and climate-smart, taking the different needs and interests of men, women and youth into account, across the landscape, and promote smallholder inclusiveness.
2. Producers, companies and governments develop and endorse measures that halt agrocommodity related deforestation in these landscapes.
3. National governments, sector associations and international fora support and promote sustainable and climate-smart supply chains, building upon lessons learned in the landscapes.

4.2.3 Reflection on progress and lessons learned

In 2020, we started with collecting data describing agrocommodity production models in the various landscapes. Using a standardized approach, information was collected on trends in agrocommodity production, its characteristics (e.g., trade, yield level, tenure, type of stakeholders), impacts and approaches to promote sustainable commodity production, both on country and landscape level. This enabled us to identify communalities and differences between the landscapes. Most of the information collected within countries concerned 'business as usual' models, but these are often not the inclusive, climate-smart models that we envision. Additional efforts to collect information for alternative systems is needed. A first step will therefore be to identify promising models and common indicators.

In all countries, a start was made with the collection of information on what systems are currently in place for supply chain monitoring and traceability. In some countries, we already started implementing promising approaches. In Bolivia, IBIF commissioned a participatory approach to monitor water quality in relation to large-scale soy-development. This also involved capacity building, so that local people—in this case mostly youth—can use these monitoring tools and protocols in the future. We intend to build on such experiences to develop and implement participatory monitoring activities in other landscapes.

Much of the network-wide agrocommodity team work in 2020 was related to the ongoing development of EU legislation to halt the import of forest and ecosystem-risk commodities (FRECs). We reflected on implications, feasibility and desirability of zero-deforestation measures developed in the EU, with a focus on smallholders. In Ghana, Bolivia and Indonesia, multiple workshops and meetings were organized to reflect on measures developed by the EU.[3] We learned that, although trade relations with the EU differ between countries, there are certain communalities in underlying drivers of deforestation and power dynamics. Based on elaborate analyses and expert workshops in the countries, the agrocommodity team developed a general policy brief to inform (EU) policy makers about options to contribute to the development of zero-deforestation policies. We recognized that the voice of agrocommodity producer countries (and especially the smallholders within those countries) remains underrepresented in the EU discussion. We therefore intend to continue mobilizing dialogues in producing countries and to bundle and bring in this expertise in EU policy making process.[4] However, as the relation between agrocommodity production and deforestation remains a sensitive topic, and stakeholders (some of whom are very powerful) tend to have different interests, we need to carefully analyse how we can best target different players in the debate.

4.2.4 Intended outcomes for 2021

1. Local communities, governments and companies participate in dialogues to jointly develop (principles for) viable, inclusive, climate-smart agrocommodity production models in the programme's focal landscapes.
2. Landscape actors are aware of the need for effective monitoring of agrocommodity impacts on local livelihoods and deforestation and the active role they can take in this.
3. EU policy makers take barriers and incentives ('readiness') of national policies from producing countries into account (especially to enable smallholder inclusion) to develop effective zero-deforestation policies.

4.2.5 Strategies

(A) Develop, test and document successful alternative climate-smart agrocommodity models.

Building on the country and landscape agrocommodity data that was collected in 2020, we will finalize identification of common indicators to evaluate production models, also incorporating environmental indicators, and compare between landscapes and countries. We will build evidence concerning best practices and their conditions at the landscape level, zooming in on agroforestry systems (as these are promising climate-smart productions models that are relevant in many of the landscapes where we work). We will be looking at different systems: cocoa agroforestry systems (Ghana), mixed cocoa/banana agroforestry systems and coffee agroforestry systems (DR Congo), as well as independent small holder oil palm plantations (Indonesia).

By now the environmental benefits of agroforestry models are generally well-known, and there is increasing evidence of positive economic gains. Still, widespread adoption of agroforestry systems (especially of the more complex, diverse, systems) remains slow. Programmes promoting agroforestry practices often explore a successful plot-level model, train farmers and distribute seedlings of shade trees, but fail to scale up the uptake of trees in the production systems or in the wider landscape We think a shift is required from a narrow agroforestry focus on plot level, to a wider landscape level approach. There is a need to look at the integration of trees, crops, livestock and natural forests at the landscape level. In 2021, we will evaluate strategies for effective adoption of agroforestry systems, engaging with network partners in an in depth-dialogue, starting in Ghana, Viet Nam and Indonesia. Led by the WL Business and Finance theme, there will be a strong link/collaboration to collecting information on costs and benefits of agroforestry production systems.

We plan to report on these different models, also in comparison to Business-as-Usual models. We will use this to convince producers, companies and governments that good alternatives are available to make the desired transformation towards climate-smart, inclusive agrocommodity production models.

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[3] TB Indonesia produced an info brief on lessons learned from the Indonesian palm oil sector. The Indonesian embassy in the Hague expressed interest to discuss this further with their colleagues in Brussel and Indonesia.

[4] TBI successfully applied for membership of "Multi-Stakeholder Platform on Protecting and Restoring the World's Forests", providing a direct line of input to EU policy development alongside other civil society actors and country representatives.

(B) Identify barriers, incentives and preconditions that promote zero-deforestation and climate-smart practices

We will examine barriers, incentives and preconditions for climate-smart agrocommodity production, for example in terms of capacities, government regulations and land-use planning. These activities are part of country-level plans for 2021. For example, IBIF in Bolivia, will facilitate a dialogue with farmers' and ranchers' associations about the impact of climate change on their production systems, while TB Colombia will start up dialogues with local cocoa farmer organizations, and TB Indonesia plans to strengthen capacity of independent oil palm smallholders, support (local) governments to enforce the palm oil moratorium, and build capacity among smallholder rubber farmer.

Our partners will engage with local governments to strengthen the implementation of zero-deforestation commitments, by supporting the development of guidelines, policies and regulations. They will also focus on monitoring impacts of agrocommodity development (and newly developed measures) on local livelihoods and deforestation. In 2021, country-level agrocommodity teams will identify what type of monitoring is in place or is being developed in the focal landscapes, which actors are involved, the extent to which this addresses gender and youth-specific issues, and how this information is used to improve local livelihoods and reduce deforestation.

Building on the pilot in Bolivia, country teams in Colombia, Viet Nam and DR Congo will conduct participatory approaches to monitor impacts of different production models (and fumigation of illegal coca plantations in the case of Colombia) on biodiversity and water quality. In Ghana, efforts will be targeted to support the government's Forest Commission to actively monitor and take measures to reduce forest reserve encroachment for cocoa farming. Based on these experiences, the agrocommodity team will develop guidelines for the development of effective (participatory) monitoring systems later in the programme. We will also share our experiences and exchange knowledge with relevant organizations and through multi-stakeholder platforms, to raise awareness about the impact of non-sustainable practices and the need to move towards climate-smart production models.

(C) Engage with national and international actors

The third strategy is to engage with national and international actors, especially EU policy makers and private sector involved in EU markets, to promote climate-smart agricultural practices and zero-deforestation supply chains at a wider scale. TBI (with support of the agrocommodities team) will continue to analyse how current national (and more local) policies relate to the zero-deforestation measures currently discussed on EU level and how this will affect smallholder inclusion. We will synthesize and document such information from the landscapes and mobilise CSOs in producing countries to jointly contribute to the development of feasible EU deforestation-proof agro-commodities policy. Also, we will continue to compile experiences from WL landscapes to inform discussions in the EU multi-stakeholder platform and CSO coalitions. In the cocoa sector, there is currently momentum in the EU and producing countries to develop partnerships that address deforestation driven by cocoa production. Therefore, there will be extra efforts to provide input on the development of such partnerships and other supply side measures, in collaboration with TB Ghana.

A network wide TBI agrocommodity team will guide TBI country experts in the implementation of the agrocommodity strategies. The team will collect the experiences across the landscapes and share lessons learned with the network on a regular basis. In 2021, we will build on the network team that has been established in 2020.

4.3 Restoration

4.3.1 Thematic vision

Degraded landscapes have regained their vital functions and provide wealth for the people living and depending on it. Carbon stock, tree cover, soil fertility and other key ecosystem services have been restored. Policies and practices are in place to generate good income for local people from sustainable land use and business practices in the landscape. Governments are able to implement spatial and development policies and plans supportive to the restoration of degraded lands.

4.3.2 Intended programme outcomes

The programme works towards three main outcomes:

1. Restoration: Local communities, governments and companies implement a participative landscape restoration model that increases carbon stock and gives local people access to the benefits of restored lands, including men, women and youth.
2. Sustainable business practices: Governments, companies and financial institutes have mechanisms in place to invest in participative landscape restoration and sustainable business practices of local people and producers.

3. Bring to scale: National governments support participative landscape restoration, to meet the goals of their NDCs and other policies.

4.3.3 Reflection on progress and lessons learned

In Colombia, Ghana, Viet Nam and Indonesia, country teams have started developing participatory restoration models contributing to climate-smart landscapes. Although the context in each country is different, we identified that participative restoration models should always include the following five elements to bring the benefits of restoration to the people living in the landscapes: (i) the presence of institutional and public policies for restoration; (ii) availability of financial mechanisms for restoration; (iii) participation of the local people in restoration; (iv) land access and tenure policies in place; and (v) sufficient knowledge for restoration. These elements have been used to compile restoration baselines for the countries.

Despite limitations to organize face-to-face meetings due to the COVID-19 pandemic, restoration dialogues with different stakeholders have taken off in all countries. In Colombia, for example, a working group on participatory restoration has been established in collaboration with indigenous communities and relevant government agencies. In 2021 we will build on the initial platforms established to strengthen the dialogue and start the implementation of pilots.

We—the network-wide restoration team—have supported the development of baseline studies and restoration dialogues in the countries and initiated cross-country exchange and learning, benefitting from the biweekly online network meetings. We identified restoration as a key implementation model for country NDCs to reduce national emissions and adapt to the impacts of climate change. As a result, the NDC and restoration themes will be more aligned in 2021.

As part of the start-up of the new programme in Ethiopia, we have carried out an inventory of current knowledge on landscape restoration of African drylands. The insights on how to encourage smallholder and community participation in landscape restoration will feed into the further development of participative restoration models in all Working Landscape countries.

4.3.4 Intended outcomes 2021

1. Relevant stakeholders are collaborating to start up participatory restoration pilots in the WL landscapes.
2. Landscape actors have learned to identify promising mechanisms to finance climate-smart businesses in restored landscapes.
3. Actors from WL landscapes have documented cases of participatory restoration approaches and share these at national and international fora.

4.3.5 Strategies

(A) Document and discuss participative restoration models in each country and in the regions.

Country teams will document successful models of cooperation and restoration, as part of national learning agendas, and as input for national multi-stakeholder dialogues, with special attention to the role of local communities and local knowledge. This should result in the identification of promising participatory landscape restoration models. Next to that, regional teams in Latin America, Asia and Africa will compare restoration experiences at regional level and promote exchange between restoration pilots in the different countries. We will also publish a review on landscape restoration models in dryland countries of Northern Africa in a ETFRN publication.

(B) Support learning in business and finance.

In alignment with the business and finance (B&F) team, we will develop and deliver trainings for local producers to identify their financial needs, and to overcome hurdles to invest in sustainable restoration-based business models. This will capacitate local people to invest in sustainable business practices on restored lands.

(C) Engage with national and international policymakers and practitioners.

We will engage with national and international policy makers and practitioners to promote application of promising participative landscape restoration models at a wider scale. In alignment with the NDC team, we seek to include restoration models in the country NDCs. We also intend to participate in international conferences focused on landscape restoration and the COP 26, and share our knowledge gained in presentations.

The network-wide TBI restoration team consists of members from four countries. We will guide TBI country staff in the implementation of the strategies mentioned above. In 2021, we will collect the experiences across the landscapes and share lessons learned with the network on a regular basis, using the network-wide TBI learning platform as well as regional meetings between countries in Latin America, Africa and SE Asia. We will also

document expertise that has been built up in the programme and share it with relevant organizations at national and international platforms.

4.4 Business & Finance

4.4.1 Thematic vision

A substantively larger capital flow supports diverse landscapes, where smallholders and SMEs deploy climate-smart land-use practices and are integrated in sustainable value chains, and where zero-deforestation commitments are effectively implemented. Financial institutions and businesses use inclusive, innovative business models and financing schemes, supported by appropriate policies, minimizing negative, and maximizing positive social and environmental impacts, taking the interests of men, women and youth into account.

4.4.2 Thematic programme outcomes

The focus is on supporting the design and implementation of innovative business models and financing schemes that contribute to climate-smart agricultural and agroforestry production that benefits local smallholders and SMEs, resulting in, amongst others:

1. Increased flows of financial resources towards sustainable, integrated forest-farm systems that avoid deforestation and forest degradation, and contribute to climate-smart landscapes.
2. Fair, inclusive and equitable integration of smallholders and SMEs in commodity value chains, leading to job creation and diversification of income-generating activities.
3. Implementation of financial mechanisms (incl. REDD+ and other PES schemes) that are easily accessible, promote SFM, and are gender-sensitive and socially inclusive.

In addition, the programme will focus on improved and aligned public policies and regulations on financial products and business development, promoting sustainable land use and inclusive trade.

4.4.3 Reflection on progress and lessons learned

Business and Finance (B&F) is a priority theme in four countries: Ghana, Indonesia, DR Congo and Bolivia. In 2020, national B&F teams identified baseline indicators to get a good grasp of their starting point in terms of business and finance (intended outcome #1 for 2020). With those indicators we can monitor progress during the programme. The selection of indicators is of critical importance, as they jointly have to be able to reflect and characterize the nature of the B&F environment in the selected landscapes. Some countries have finished the collection of baseline information, while in others the process is still ongoing.

Although each country formulated its own indicators, after analysis it appeared that there were large overlaps (implying that countries that have not joined this theme team can - if they so wish - use the set of identified indicators, possibly with minor adjustments). Notably, all four countries identified three groups of stakeholders for which gender- and age-disaggregated information needs to be collected. Table 1 presents an aggregated version of selected stakeholders and associated indicators.

Table 1. Stakeholders and indicators

Smallholders; producer organizations (FFPOs); community-based organizations (VSLAs or CFOs)	# entities with, or that received financial literacy training/increased knowledge/capacity
	# of (entities participating in) cooperatives/ FFPOs/ VSLAs/ CFOs formed
	# of entities included in value chains
	# of entities using financial products
	# of entities that apply any quality standards (certification) or apply post-harvest value adding
	# of entities that applied for funding / financial products
Community forest enterprises (CFOs)	# of CFOs with improved contracts
	# of CFOs that comply with the improved contracts
	# of CFOs that facilitate the advance in the value chain of CFOs
Financial organizations (FIs)	# of FIs active in the landscape
	# of FIs that tailor financial products to local context
	# of FIs that provide assistance or capacity building to smallholders and / or producer organizations in the agriculture / plantation / forestry sector
	# of FIs that prevent negative environmental impacts of financing in the agriculture / plantation / forestry sector
	# of loans/products issued to CFOs and/or MSMEs
	# of FIs that encourage the diversification of crops prior to disbursement of financing

Regarding the other intended outcomes for 2020, progress differs per country. Some countries have focused on improving the resilience of the ecosystem and production systems, whilst optimizing and diversifying income (intended outcome #3 for 2020). Other countries have been working on building relationships in the enabling environment with stakeholders that include local government agencies, value chain actors as well as forest enterprises and financial organizations (intended outcome #2 for 2020). In all countries, collaboration with relevant authorities on developing or improving current legislation and policies (intended outcome #4 for 2020) is ongoing, and co-creation of financial mechanisms with financial institutions (intended outcome #5 for 2020) is yet to really kick-off.

Not all 2020 intended outcomes have been fully completed. This is partly caused by the fact that the B&F theme was new territory for several country teams, so they used much of 2020 to come to grips with the theme and to learn. We will continue to work on the intended outcomes, while we also identified more specific and more urgent needs that are reflected below in a number of additional outcomes for 2021 (and beyond).

4.4.4 Intended outcomes for 2021

The intended B&F outcomes for 2021 support and strengthen the WL country programmes, albeit that one intended outcome may be more relevant than the other to individual countries. The intended outcomes are:

1. *Network partners, as well as selected communities, forest enterprises and/or producer groups have better basic financial and business capacities*. Key modules include: (a) Financial literacy and readiness; (b) Business case identification and development; (c) What it takes to be a successful entrepreneur; and (d) Financial mechanisms: what are they and how do they work? More modules may be identified during the year. Some modules will also serve, or be developed under the MoMo4C programme (notably a and b.).

2. *TBI landscape partners and financial institutions have started to apply a CBA tool to identify and promote investable agroforestry land-use options*. Landscape-specific and land-use model-specific cost-benefit analysis will help to identify the best mix of crops and tree species. 'Best' will be determined on the basis of a mix of criteria, varying from climate-proof, to gender- and age-based labour-intensity, scoring in terms of biodiversity richness, soil fertility, subsistence/market orientation, etc. The web-based farm-tree-model from DIBcoop will be made available and trainings will be provided for network staff to use it. Outcomes of the model can be used in contacts with farmers, producers, financial institutions, and policy makers. With the outcomes of the cost-benefit analysis model that we have been trialling in 2020 we can communicate easier with financial organizations and/or local policy makers.

3. *TBI landscape partners collaborate with financial institutions to develop locally appropriate green financial products/services*. Quite a number of colleagues indicated that stakeholders at the grassroot level are worlds apart from financial actors and investors. Yet, both types of stakeholder need each other. To bridge the distance, they need to be aware of each other's needs and realities. Network partners, assisted by TBI staff, will engage with financial actors to jointly develop suitable financial products, and the best financial vehicles in support of smallholders/communities/producer organizations in the landscape.

In addition to these intended outcomes, the teams from Bolivia, Suriname and DR Congo brought up the issue of valid and viable contracts, which are needed between, for instance, forest enterprises and local producers. The teams have already initiated work to help develop such contracts and will continue to work on this in 2021. Further, the teams from Colombia, DR Congo, Indonesia, and Viet Nam raised the topic of REDD+/PES schemes. These are lengthy and costly processes and need multiple years and budgets that exceed the available financial resources under this programme. During 2021 we will look into possibilities to work on this, in combination with other existing or additional resources.

4.4.5 Strategies

(A) Build capacities.

We will develop training modules that are tailored-made to the WL programme. Where possible, we will work with national business consultants, complemented with international expertise. The modules will be supported by presentation materials and online exercises (e.g., using Miro), in case COVID-19 will continue to hamper face-to-face contacts. The modules will address the same basics for all training participants, but with the addition of sections that are country- or landscape relevant. The idea is to train our network partners, so they can then roll out a capacity building programme amongst relevant stakeholders (e.g., smallholder or producer groups).

B) Identify appropriate climate-smart (agroforestry) land-use models.

In most landscapes, climate-smart land-use models have already been identified, but there is still limited information about their expected costs and benefits, including cash-flow projections. This type of information is

required to promote these models to external parties (e.g., financial organizations and local policy makers, but also other smallholders and/or producer organizations). Applying the cost-benefit analysis model that we have been trialling in 2020 will allow us to communicate easier with these stakeholders, while it can also function as a decision support system for land users, helping them to identify which mix of crops and trees will work best. Criteria to be tested include climate-resilience, socio-economic benefits, gender and age sensitivity, market shock robustness, etc. The output will be a landscape specific web-based model that can be used by our network partners, and selected other beneficiaries, training packages, and data and information collection methodologies. Using the outcomes of the model can assist with building and demonstrating more climate-smart, smallholder-driven models that mitigate climate change, and help people adapt to climate change by diversifying farms and using trees to buffer the microclimate.

(C) Engage in debate with financial service providers and jointly develop appropriate financial products and mechanisms.

Intended outcomes number 1 and 2 will pave the way for our network partners to engage with financial actors with confidence. They will be equipped to engage with financial actors and argue their case. So far, financial actors tend to shy away from business cases that generate multiple assets (e.g., various crops and tree species), even though such systems are likely to lower investment risks and yield higher, and more diverse benefits. Some network partners are already in contact with financial institutions and in 2021 we would like to formally sit down with them and present our approach and business cases. Subsequently we aim to jointly develop appropriate financial mechanisms. Examples of possible financial instruments include: carbon tax exemptions, forest bonds, environmental compensation mechanisms (PES schemes), and corporate social responsibility schemes. All of these have the potential to advance sustainable community forestry, agroforestry and restoration models. We aim to review the different options in 2021, in the context of the different landscapes, and identify the most promising to pursue. The operationalisation will stretch beyond 2021.



5 Dryland countries

Resulting from the discussions on the WL programme at the Quality@Entry meeting, TBI included countries belonging to the Ministry's new priority countries[5] in the development of the programme. As these countries are mostly located in the dry zone, we dubbed these "dryland countries" to distinguish them from the other WL programme countries. The focus of proposed activities is within the forest and landscape restoration theme.

During 2020, we recruited a coordinator for the dryland programme, and set out to start up activities in Ethiopia – as the priority country identified during the inception phase. Based on our growing expertise in this country in 2020 we would then decide if and how to extend operations in the wider dryland zone. Given the fact that both the region and the type of issues are new to TBI, we decided on two parallel strategies in 2020. First, a 'boots on the ground' strategy to establish in Ethiopia, identify potential partner(s) and assess landscape restoration programme opportunities. Second, a 'ticket to credibility' strategy intended to build TBI expertise, networks and visibility in the field of restoring African drylands, in the form of compiling an ETFRN news issue on that topic.

The ETFRN news proceeded as planned, but the COVID-19 pandemic upended the 'boots on the ground' strategy; instead, we recruited the Pastoralist and Environmental Network in the Horn of Africa (PENHA) in association with Mekelle University to conduct an inception review of landscape restoration in Ethiopia supported by field visits. This resulted in the identification of a 'top 20' challenges to scaling up dryland restoration success in Ethiopia. These provide the starting point for programme development. PENHA was subsequently asked to act as the interim Ethiopia country partner for the TBI Working Landscape programme, with an initial six month contract running from October 2020 to March 2021, in order to further develop the programme on the ground.

5.1 Restored landscapes with strengthened livelihoods in Ethiopia's drylands

Ethiopia has important restoration programmes and many successes to share, but the potential to scale up successful experiences to widespread application has not been fully realised. Institutional capacity is limited in the drylands, as is the coverage of both government and NGO programmes. Central and local government is responsible for much of the ongoing work but tends to operate in a top-down manner. There are relevant institutes under the Environment, Forestry and Climate Change Commission (EFCCC) and related bodies, with a significant amount of expertise, and important CGIAR programmes. Accordingly, it is proposed, the programme will focus on knowledge management, coordination and information sharing directed towards effective programme implementation. The programme will also promote more participatory approaches that involve and engage diverse community groups, working with government, NGOs and the private sector. "Making forests pay" is an essential element, in terms of both sustainability and effectiveness. Accordingly, the programme will aim to strengthen and diversify livelihoods, as part of an integrated approach to landscape management. The inclusion of women and youth is an important element of this.

A provisional working landscape has been identified as comprising of four adjoining districts straddling the border between northeastern Tigray Region and northern Afar. This area offers a range of topographies and vegetation types and livelihood strategies, from the uplands of Tigray, the protected Desa'a Afromontane forest remnants, the escarpments of Koneba and lowland pastoral areas of Berahle. PENHA has strong contacts throughout this area.

[5] Countries located in one of the four focus regions: Sahel, Horn of Africa, Middle East and Northern Africa.

We will also seek to further develop the linkages with the Dutch embassy programme In Ethiopia through the established contacts with PBL and WLRC.

5.2 Priorities

In 2021, TBI and PENHA plan work around the following priorities:

1. Continue establishing the programme by identifying suitable local NGO partners and elaborating the ToC based on continued reconnaissance in the selected landscape, taking into account political developments. By the end of 2021, the aim is that Ethiopia is fully established as a WL country programme and included in the regular programme cycle.
2. Complete assessments on the contribution of dryland restoration to Ethiopia's NDCs; and charcoal and fuelwood production in Ethiopia.
3. Contribute to national level coordination and collaboration among dryland restoration actors, based on documenting and dissemination of knowledge, and improving dialogue and knowledge sharing between diverse government and non-government actors. By the end of 2021, we aim to establish a functioning multi-stakeholder platform including relevant government and non-governmental actors with interests in drylands, land restoration, or climate change mitigation/adaption, and leading to the production of a draft national dryland restoration strategy.
4. At the local level, steps will be taken in parallel, to confirm the target landscape and undertaking scoping visits, site assessments, stakeholder mapping and baseline studies and associated analyses, leading to the production of a participatory landscape restoration plan.

This workplan faces some significant caveats, regarding uncertainties surrounding the potential and likely changing situations due to the COVID-19 pandemic, but especially regarding military confrontation in the region. Furthermore, programme objectives may change following a detailed landscape assessment (#4) that has not yet been undertaken. If conflict in this area continues beyond the middle of 2021 making field work impossible, a second potential landscape has been identified in eastern Ethiopia.

6 Gender and Youth

6.1 Thematic vision

The WL programme envisions climate-smart landscapes that offer adequate livelihood options for men, women and youth, now and in the future. In these landscapes, women and youth act as agents of change and their active involvement in landscape governance and land-use practices make efforts towards sustainable and resilient climate-smart landscapes more equitable and effective.

6.2 Intended programme outcomes

The programme emphasizes the gender and youth (G&Y) dimensions of the three main landscape-level pathways (inclusive governance, sustainable practices and responsible businesses and finance). The associated expected outcomes are:

1. Men, women and youth participate in land-use decisions and landscape governance on equal terms, and decisions reflect the interests of men, women and youth.
2. Men, women and youth are involved in applying sustainable land-use practices, and equally benefit from these practices, including securing access rights.
3. Men, women and youth have equal access to finance, training and other development opportunities, benefit equally from the implementation of social and environmental performance standards and commitments; and are involved in value chains on equal terms.

6.3 Reflection on progress and lessons learned

Throughout 2020, all WL country programmes made efforts to ensure that women and youth are sufficiently represented in consultative meetings, ensuring that their voices are heard, aiming to increase their participation in the programme's implementation. In Ghana, for example, women and youth are now actively involved in discussions and decisions on cocoa in the Multi-Stakeholder Dialogue on cocoa in WNR Region. The country programmes of Colombia, Suriname, DR Congo, and Ghana report that women have been in the majority in activities related to restoration and agroforestry. Also, most country programme have successfully targeted women and youth in training in entrepreneurship, income generating activities, access to resources, etc., but in some cases (e.g. in Indonesia) the interest of youth to participate was low, or participation of girls was restricted by parents. We learned that, to achieve G&Y objectives, it is important to communicate very clearly about these objectives to stakeholders, and to work closely together with local women and youth organizations. Even then, there may be (cultural) obstacles and resistance that need to be overcome. This is a process that takes time, requiring a good knowledge of the local situation and a careful approach of sensitive issues.

All country programmes have gender focal points and assess the interventions on the level of G&Y sensitiveness. Some countries report that this has helped them in mainstreaming G&Y in their activities. Most country programmes have, or are in the process of developing G&Y policies and strategies. Throughout 2020, the G&Y team—consisting of gender focal points and/or directors from partners in each continent—has been sharing expertise and experiences, aiming to strengthen the G&Y components of the country programmes. The team discussed G&Y issues once a month in a skype meeting and shared what was discussed and concluded with the rest of the WL network to learn and stimulate each other. The main focus of the team in 2020 was to develop guidelines for a G&Y baseline analysis based on six indicators, gender and age disaggregated. This was a refinement of the G&Y analysis done during the inception phase. It means to provide a basis for priority setting and monitoring of progress with standardised indicators, to facilitate comparison, exchange and learning between the countries. Because of the COVID-19 situation, this process is not yet completed in all counties, so this will continue in 2021.

6.4 Strategies for 2021

6.4.1 Gender and youth in country-level plans

Table 2 presents the main priorities and strategies related to the G&Y thematic programme, as derived from country-level annual plans.

Table 2. Gender and youth priorities and strategies at country level

Country	Strategies
Bolivia	- Enhance G&Y participation in community forestry and forest governance, to increase their income opportunities and benefit from climate-smart practices - Build capacity for active participation of youth in indigenous forest management organizations in Guarayos (training in leadership, values, ethics, governance, GIS, etc.) - Implement this training programme at the regional level with exchange of experiences for young people between Colombia, Suriname and Bolivia.
DR Congo	- Continue to promote the involvement of women and youth in land-use decision making. - Create opportunities to interest young people and women, and to engage them in climate-friendly agricultural and forestry activities. - Provide training on entrepreneurship and agroforestry targeted at women.
Colombia	- Create a citizen agenda that includes the views of youth and women on climate change. - Strengthen the participation of women and youth in platforms at municipality level. - Develop soft-skills of men and women to acknowledge specific G&Y needs. - Make local leaders acknowledge the benefits of more involvement of women and youth. - Support the Peasant Community Action Boards (JAC) with special attention to land tenure rights of women and young people. - Involve youth in monitoring water quality, and make women and youth part of production restoration efforts, among others through training in climate-smart practices.
Indonesia	- Encourage women and youth to be more involved in village forest management bodies and other community organizations. - Stimulate women and youth organizations to participate in village mapping and planning. - Train women and youth on climate-smart practices. - Engage women and youth organizations in interventions and capacity building efforts. - Facilitate youth to document land-use practices from the elderly; raise awareness on gender, leadership, and environment; and involve youth in environmental campaigns. - Encourage the formation of Women's Social Forestry Business Groups.
Suriname	- Support women and youth to participate in decision making processes on land use/governance, especially in developing land-use plans. - Analyze wat the main issues are regarding gender equity and equity in access to land and ecosystem services, and discuss how women and youth would like to be involved more actively, through focus group discussions. - Increase interest of women and youth in climate-smart practices by including them in different courses, so they can learn the different techniques. This should eventually also result in higher participation in cooperatives. - Providing skills-oriented training for women and youth, e.g., for processing NTFPs and agricultural products.
Viet Nam	- Provide women and youth with targeted information and capacity strengthening. - Analyze specific G&Y demands in restoration and climate-smart practices - Use this information as input to the development of field models.
Ghana	- Train women, men and youth to improve participation in landscape governance, and NDC decision-making processes. - Train women and youth on climate-smart practices including crop diversification, integration of trees and crops, and afforestation, to increase their engagement in climate-smart agriculture and forest activities. - Facilitate the formation of village savings and loans associations (VSLA), through which access to finance (loans) and income opportunities will be increased for women and youth.

6.4.2 Gender and youth mainstreaming

In 2021, the country programmes will finalize an institutional G&Y analysis and develop a dedicated G&Y strategy in which G&Y interventions will be further defined. In most countries this also includes developing a gender & age disaggregated monitoring system. Furthermore, the various Tropenbos Network members and partners have their own organizational G&Y related ambitions. Tropenbos DR Congo, for example, intends to increase the number of women and young people working in the WL programme (including in key positions) and plans to provide a G&Y training for its staff.

6.4.3 Network-wide strategy

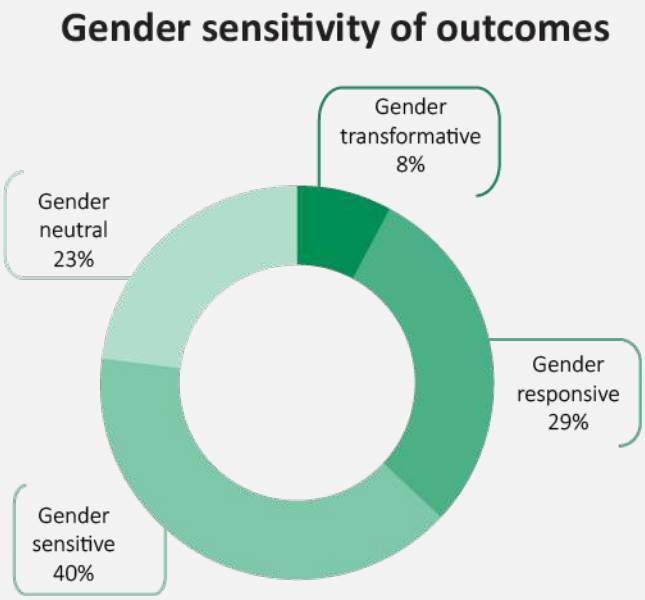
In 2021, the WL G&Y team will continue to guide the network and stimulate exchange and learning with a focus on developing gender policies and strategies, gender and age disaggregated monitoring systems and addressing obstacles and resistance. The information from G&Y monitoring and analysis will also be used to address areas of G&Y concerns in the thematic programmes (restoration, business and finance, agro-commodities and NDCs).

6.4.4 Strategies to address obstacles and resistance

Most country programmes will explicitly address (cultural) obstacles for achieving G&Y objectives, including resistance coming from (male) traditional leaders, and local organizations that are dominated by men. This will be done by creating awareness about win-win outcomes of involving women and youth, and making male leaders and local governance organizations allies in creating more space for active involvement of women and youth. The G&Y team also identified low self-esteem and confidence of women and youth as a major obstacle, hindering their participation in decision-making processes. This will be addressed by targeted efforts, such as actively inviting and supporting women and youth to participate, working with G&Y groups, stimulating leadership roles for women and youth, creating safe spaces (e.g. in homogenous groups, where women and youth can freely express themselves and gain experience), and creating awareness among men.

Box 1. Gender sensitiveness of planned interventions 2021

As part of their annual planning, the G&Y focal points assessed all the planned WL interventions on the level of G&Y sensitiveness, based on the Gender Marker tool developed by CARE international. The figure below presents the aggregated results. Most of the planned interventions for 2021 are classified as either gender responsive or gender sensitive, which means that interventions are based on G&Y analyses, taking G&Y interests and needs into account, and involve women and youth in their implementation.





7 Risk analysis

During the development of the workplan a number of risks were identified, mostly at country level but also at programme level. Country level risks will be available in the country workplans in IATI; the programme level risks are summarized below.

7.1 Contextual risks

A key contextual risk will be uncertainty related to COVID-19 and its implications. More specifically, this may include health risks to staff and stakeholders, restrictions to staff travel, cancellation of group work and larger national and international events, and diversion of donor and government attention and resources from climate change adaptation and mitigation towards rapid economic recovery at the expense of forested landscapes and smallholders/local communities. A worldwide trend of increasing suppression of public discord for NGOs under the pretext of COVID-19 measures is not expected to affect TBI partners very strongly, as they tend to select collaborative approaches to policy influencing. Nevertheless, consequences of COVID-19-driven or at least COVID-19-inspired policy responses (such as the adoption of the Indonesian Omnibus Bill) do affect the potential for success of the programme.

There is now about a year of experience with mitigation of immediate COVID-19-related risks. TBI and partners will continue to adopt remote forms of collaboration, and partners have included zoom-based webinars as a key collaboration and dissemination strategy, including even in some remote communities. The number of national and international travel movements will remain lower than pre-COVID-19 and this has been reflected in the budget. Partners have internalised COVID-19-proof operational procedures in their interactions with communities and other large groups. They have also strengthened local presence in the communities, which provides a better starting point for continued work in the case of renewed lockdowns. Nevertheless, potential impacts remain substantial.

War and conflict affect some landscapes, notably ethnic/political unrest and war in Ethiopia (Tigray), rearrangement of illegal armed groups in Solano Landscape (Colombia) and conflict between local people and Yira immigrants in Bafwasende landscape (DR Congo). At lower levels of violence, mitigation is by building strong relations with local communities and key persons, remaining neutral in conflict and involving both parties in activities. In Tigray, the most feasible response to increasing conflict would be to delay developing the field programme, to select an alternative field location in case of prolonged conflict, and applying a multi-pronged intervention strategy (not depending on the field but also policy-oriented strategies and documentation and analytical work).

Political changes have recently occurred in Bolivia and Suriname; and this has affected the landscape of actors (new government officials, new institutions). This can be a threat (reversal of policies and outcomes already achieved) as well as an opportunity, if new policy windows open. Partners are (re) establishing contacts; and in general, we don't expect significant impacts on the programmes.

7.2 Programmatic risks

The newly approved GLA2 programme (and in some countries the MoMo4C programme) focusses on the same landscapes as the WL programme. We see this as an important opportunity, for instance in the partnership it offers with other organizations internationally (IUCN, Milieudefensie, WWF, Fern, WECF, GAIA, NTFP) and locally (their partners), and in a more efficient use of the budget. There are, however, also some moderate programmatic risks involved. These consist of overlap, unclear attribution of results to programmes and potential

administrative clutter. Overlap is mitigated by ensuring clarity of delineation between programmes, whereby GLA2 is characterised by a rights-based approach, a comparably stronger focus on CSOs and thematically on land rights issues. WL is more oriented at designing practical integrated solutions for climate-smart landscapes, with a stronger focus on collaboration with authorities and private sector, and a relative emphasis on topics such as restoration, business and finance. Attribution is addressed along these similar lines, and this is emphasised in PMEL exercises. Administrative clutter is reduced by ensuring standardisation in reporting and planning formats and aligning PMEL systems and cycles. Nevertheless, ensuring the potential for synergies and reducing the risks of overlap requires continuous and conscious attention.

Another issue which is a programmatic opportunity as well as a risk is the integration of country and thematic programmes. Thematic programmes were developed to provide focus and coherence to the potentially scattered country programmes – which respond to widely different contexts in spite of a common ToC. In 2020 the thematic programmes gradually developed, and this gave rise to some conceptual issues about the role and purpose of these programmes vis-a-vis the country programmes. In particular, there is a risk that thematic programmes develop so strongly that they compete with rather than sustain the country programmes, and distract partner staff from the landscape projects. We consider this as a learning issue, which we seek to address during network meetings (which are thematically focused) and country meetings (which are country focused).

7.3 Organizational risks

In 2021 we expect to engage a local partner to implement the Ethiopia programme. In the programme document we already described mitigation strategies related to collaboration with new partners: "'New' partners in non-traditional countries are usually recruited based on earlier collaborative activities. Fraud and corruption is limited through stipulations in project contracts including sanction policy. Prior to contracting, their management and finance are screened; contracts and prefinancing are tailored to the status of the collaboration. Local accountant statements are required". This remains unchanged; our current engagement with a local partner in Ethiopia (viz., PENHA) is now in the stage of 'earlier collaborative activities' with clear ToR and simple arrangements.

We expect no changes with regard to other risks identified in the programme document, i.e., fraud and corruption among partners, in TBI itself, unacceptable behaviour (SEAH). In 2021, TBI expects to adopt a periodically revised fraud and corruption policy, and under the GLA2 programme there will be a review of partner level SEAH policies and associated training.

7.4 Data risks

No particular data risks expected.

8 Learning

In 2020, the WL programme has accelerated the development of an overall learning approach. It strengthened learning at different levels, including thematic and regional learning, network-wide learning within TBI, and learning across organizations implementing landscape programmes that are funded by the Ministry of Foreign Affairs. In 2021, we will further expand on this approach.

8.1 Thematic and regional learning

One of the objectives of thematic programmes is to foster mutual learning on shared issues. Our first observations are that it requires a committed team leader to get learning and knowledge exchange started. The activities in the thematic programme should be relevant to the daily realities of team members, providing mutual benefits or solutions to an identified problem. Each theme therefore will address specific learning needs that have been identified with stakeholders in the landscape and the wider Tropenbos network. For the business and finance theme, for example, trainings will be conducted in 2021 to address an identified lack of basic financial literacy. Within the restoration theme, the Viet Nam WL programme is intended to learn about coffee-based restoration from experiences in Ghana and Colombia. The thematic teams will continue to use biweekly network-wide meetings to stimulate internal learning (see below).

Within the WL programme, country teams pursue cross-country learning within their own region, especially when they work on similar topics. For 2021, network partners in Latin America identified the governance of locally owned or managed territories by indigenous people in Colombia and Bolivia and the Saamaka Maroon tribe in Suriname as an issue of common interest, on which they plan to work together. Network members will also pursue collaboration on the development of a training programme for young people to further their understanding of many aspects of territorial, self-governance and pathways through which inclusive and sustainable governance models in the different landscapes could be developed.

8.2 Network learning

Forced by the COVID-19 crisis we have started online network-wide TBI meet ups. These have been organized biweekly and were received very well. Network partners regard them as a good opportunity to present and discuss network-wide issues and find commonalities, strengthening the existing trend towards more regional cooperation (see above), and making staff feel more connected and part of a wider network. The thematic approach enabled us to link WL to the wider programme portfolio of the TBI network. We have strengthened links between different programme components, such as linking country-level activities on palm oil, cocoa and coffee with activities addressing the international EU agrocommodity policy. We also connected WL to the GLA and MoMo4C programmes, which further strengthens synergy, learning and knowledge exchange.

Building on this approach we changed the format of the annual WL learning event in October from a physical learning week with country directors in Wageningen, to an interactive network-wide learning event of 10 days, involving staff from all countries across the network. In 2021, we will continue to use such a format for the network learning event and further develop the biweekly meetings as learning platform.

8.3 Learning across organizations

In 2020 we have established a group of managers of TBI, WWF, Solidaridad and Commonland. We are meeting about every two months and agreed to jointly develop an informal learning platform to accelerate learning, develop capacity and build a network across partners on emerging cross-cutting themes. Together with the Ministry of Foreign Affairs, this group will look for opportunities to develop a robust collaborative learning platform where WL will be connected to Power of Voices partnerships and other initiatives. This should improve synergies between the various programmes and initiatives (especially when they work in the same countries), and it should enable them to jointly address issues of common interest and concern.



9 Budget

Table 3 below presents the 2021 WL programme budget using categoric presentations, while table 4 presents the budget using strategic presentations (following the ToC on headlines), as introduced in the programme document and the inception report.

- The national level activities are allocated to ToC strategies 1 (Strengthening the role of forests and trees in the national formulation and implementation of NDCs) and 2 (jointly referred to as Landscape and thematic programme, as each activity contributes to both a country ToC and one or several thematic ToC(s)). These activities are subcontracted to partners in the TBI network (or non-TBI-network partners in the case of Bolivia and Ethiopia).
- Crosscutting and internationally oriented aspects of the themes are allocated to ToC strategy 3 (Promoting international policies and partnerships that support climate-smart landscapes).
- Direct programme-related costs consist of coordination and PMEL, IATI, audit, communication and investment.
- Indirect costs are determined by means of a management fee calculated over the staff time input in the programme. TBI maintains a staff time register. A provision for overhead cost is made in the rates for staff time that will be allocated to the proposed project. This provision is calculated in agreement with 'Handleiding Overheidstarieven' of the Ministry of Finance. The institutional costs consist of costs of governance, network, administration, rent, utilities, corporate communication, etc.

Modifications in the 2021 budget

- In the original development of the budget, we explicitly accounted for synergies between the Green Livelihoods Alliance (GLA) and WL, both in the countries (reduced country budgets for GLA programmes) and in Wageningen (reduced staff allocations, travel, publications). This programme was due for completion in 2020, and the 2021-2023 WL budget did no longer account for these synergies.
- The (anticipated) approval of the second phase of the Green Livelihoods Alliance in 2021 has a significant impact on this original budget. We are now able to (continue to) distribute costs of personnel, some supporting cost such as travel, and indirect costs over WL and GLA, which frees up resources to strengthen (1) the country programmes and (2) the thematic programmes that link them, for all remaining years in WL. In 2021, this leads to a budget shift to country programmes (+€280,000) and themes (+€66,000), with some smaller shifts elsewhere.
- The planned (as per multi-annual budget) surge in expenditure in countries following the completion of GLA1 is maintained and even strengthened for the reasons provided above. Comparing WL (7 countries growing to 8) with GLA2 (9 countries of which 3 not in WL), WL provides a larger contribution to budgets.
- In the original budget (Strategic presentation), we had merged proposed regional activities in Latin America including technical support to the CAFI initiative into a category 'Dryland countries, regional activities and CAFI'. As a result of the decision to implement the dryland strategy as a country programme in Ethiopia, Ethiopia is now explicit in Strategy 1 and Strategy 2. Regional activities in Latin America and technical support to the CAFI initiative have now moved to Strategy 3 where they fit better. Their budget is reduced due to a lower emphasis on these activities than expected in the Inception report.

- We moved travel from Thematic implementation to Supporting and cross-cutting programme (strategic presentation).
- In strategy 3, we have now made the budget for gender and youth activities (which was in direct programme implementation costs for cross-cutting activities and support) explicit in strategy 3, giving it a comparable status to the other four themes that link country work.

Table 3. Budget (categoric presentation)

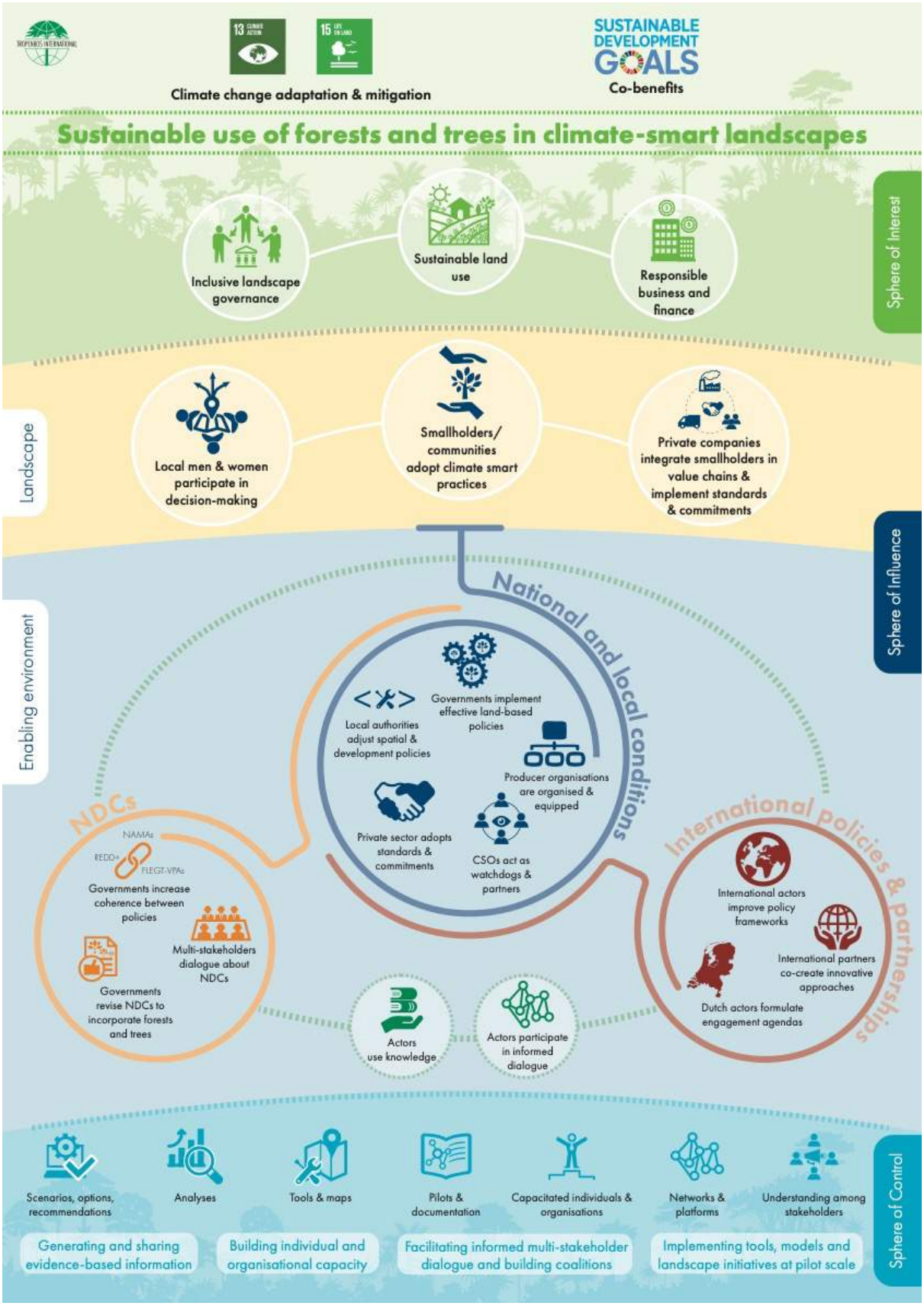
	2021	
Personnel		
Personnel	539,000	Staff costs in Wageningen (programme coordination, country and thematic coordination, communication)
Thematic implementation		
International travel	25,000	Staff travel to countries and international thematic events (additional to contracts)
Publications	75,000	Cross-cutting thematic publications
Workshops and Events	80,000	Participation in international events incl Dutch workshops and meetings
Collaborative activities and partnerships	55,000	Collaboration with international and Dutch partners and participation in thematic networks
Subtotal	***235,000***	
Direct project-related cost		
Audit	12,000	Programme level audit
Investments	5,000	Minor investments in office equipment
Learning	20,000	Learning at programme level
Programme Communication	8,000	Website, products for international meetings etc
Other operational costs	5,000	Costs of managing projects and contracts
Subtotal	***50,000***	
Contracts Partners		
Strategy 1	200,000	Expenditure towards NDC thematic activities in the country programmes
Strategy 2	1,690,000	Expenditure towards the country programmes, incl Agrocommodity, Restoration and Business and Finance themes
Other (audit)	44,000	Audit cost included in partners contracts
Subtotal	***1,934,000***	
Indirect Costs		
Indirect (estimate)	202,000	Management fee; see explanation in text
Grand Total	**2,960,000**	

Table 4. WL programme Budget (Strategic presentation)

Strategic categories	**2021**	
STRATEGY 1 STRENGTHENING THE ROLE OF FORESTS AND TREES IN THE NATIONAL FORMULATION AND IMPLEMENTATION OF NDCS		
Country level activities NDC theme	200,000	
Bolivia	*25,000*	Activities contracted to partners in the countries supporting the NDC theme
Colombia	*25,000*	
DRC	*25,000*	
Ghana	*25,000*	
Indonesia	*25,000*	
Suriname	*25,000*	
Viet Nam	*25,000*	
Ethiopia	*25,000*	
Country support and coordination	pm	Expenditure for country coordination on this theme in Wageningen (pm; lumped with strategy 2)
Subtotal	***200,000***	

Strategy 2 Implementing policies and practices towards climate-smart landscapes		
Country level landscape and thematic programme	1,690,000	
Bolivia	*210,000*	Activities contracted to partners for landscape programmes contributing to Agro, Restoration and B&F themes
Colombia	*210,000*	
DRC	*210,000*	
Ghana	*210,000*	
Indonesia	*210,000*	
Suriname	*240,000*	
Viet Nam	*210,000*	
Ethiopia	*190,000*	
Country support and coordination	285,000	Expenditure for country coordination on these themes in Wageningen
Subtotal	***1,975,000***	
Strategy 3 Promoting international policies and partnerships that support climate-smart landscapes		
Thematic programme implementation	269,500	
NDCs	*44,000*	Activities supporting joint crosscutting and international Agro, Restoration and B&F expenditure in Wageningen and internationally
Agrocommodities	*57,000*	
Restoration	*57,000*	
Business and Finance	*54,500*	
Gender and Youth	*57,000*	Ditto for Gender and Youth
Regional activities and CAFI	20,000	Collaborative activities in Latin America and supporting CAFI
Other	5,000	Miscellaneous activities
Subtotal	***294,500***	
Supporting and Cross-cutting		
Audit	56,000	Audits at programme and country level
Coordination and PMEL	152,000	Programme coordination and cross-cutting programme activities (staff and implementation costs)
International travel	25,000	
Investment	5,000	Minor investments in office equipment
Programme communication	30,500	
Partner meetings	20,000	Global partner meeting
Subtotal	***288,500***	
Indirect		
Indirect (estimate)	202,000	Management fee; see explanation in text
Subtotal	***202,000***	
Grand Total	**2,960,000**	

Annex 1


Climate change adaptation & mitigation
SUSTAINABLE DEVELOPMENT GOALS
Co-benefits
Sustainable use of forests and trees in climate-smart landscapes
Sphere of Interest
Inclusive landscape governance
Sustainable land use
Responsible business and finance
Landscape
Local men & women participate in decision-making
Smallholders/ communities adopt climate smart practices
Private companies integrate smallholders in value chains & implement standards & commitments
Sphere of Influence
Enabling environment
National and local conditions
Governments implement effective land-based policies
Local authorities adjust spatial & development policies
Producer organisations are organised & equipped
Private sector adopts standards & commitments
CSOs act as watchdogs & partners
NDCs
NAMAs
REDD+
FLEGT-VPAs
Governments increase coherence between policies
Multi-stakeholders dialogue about NDCs
Governments revise NDCs to incorporate forests and trees
International policies & partnerships
International actors improve policy frameworks
International partners co-create innovative approaches
Dutch actors formulate engagement agendas
Actors use knowledge
Actors participate in informed dialogue
Sphere of Control
Scenarios, options, recommendations
Analyses
Tools & maps
Pilots & documentation
Capacitated individuals & organisations
Networks & platforms
Understanding among stakeholders
Generating and sharing evidence-based information
Building individual and organisational capacity
Facilitating informed multi-stakeholder dialogue and building coalitions
Implementing tools, models and landscape initiatives at pilot scale