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## Introduction

This document outlines the David and Lucile Packard Foundation’s new Agriculture, Livelihoods, and Conservation (ALC) 2020-2024 strategy, which includes \$7.5 million in grantmaking per year totaling \$37.5 million. The Foundation developed this strategy based on learning from a 2017-2019 ALC pilot, guidance from the Foundation’s ALC advisory council (comprised of staff, Packard Trustees, and expert advisors), and local advisory councils (comprised of experts and practitioners in Ethiopia and Indonesia). This strategy is also informed by external and Foundation-funded research; consultations with grantee partners and communities that the grantee partners serve; input from key partners (i.e., the Climate and Land Use Alliance (CLUA), U.S. Agency for International Development (USAID), and the International Fund for Agricultural Development (IFAD)); site visits to the focus countries and related projects; and discussions with field experts. We gathered information and input from a diverse range of stakeholders, from government officials to grassroots organizations and local farmers.

When developing the strategy, the ALC team considered the Packard Foundation’s unique value add, potential synergies with the Conservation and Science (C&S) and Reproductive Health (RH) programs, potential for impact, challenges, and risks. Aspects of diversity, equity, and inclusion were considered throughout the strategy development process, including with respect to operations, grantmaking, and monitoring, evaluation and learning (MEL).

### THE CHALLENGE AND OPPORTUNITY

**Agricultural production in tropical forest regions is on an unsustainable trajectory, contributing to significant deforestation, biodiversity, and critical ecosystem loss and persistent poverty for rural and forest-dependent communities.** Globally, agricultural activity is linked to 70 percent of the projected terrestrial biodiversity loss between 2011 and 2020 (Secretariat of the Convention on Biological Diversity 2014). The expansion of crop and pastoral lands, combined with unsustainable agricultural practices, often results in the conversion of natural ecosystems, environmental degradation, deforestation, and biodiversity loss. Global biodiversity will decline significantly in the coming years as expansion and deforestation continue in the world’s most biodiverse areas. Tropical forests, in particular, provide critical ecosystem services to local communities and to the planet, and harbor much of the world’s biodiversity. Moreover, land degradation, biodiversity loss, and climate change have the greatest impact on the poor living in these tropical areas.

Deforestation and biodiversity loss are associated with both industrial or commercial agriculture (typically large-scale) and local or subsistence farming (typically small-scale<sup>1</sup>). Industrial agriculture contributes to about 70 percent of deforestation in Latin America and 30 percent in Africa and Asia. In Africa and Asia, small-scale farming contributes to 27 to 40 percent of deforestation (Hosonuma et al, 2012). The local communities living in and around these forests have historically had mutually beneficial relationships with

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<sup>1</sup> Small-scale or smallholder farms are generally considered to be two hectares or less, but can be classified as up to ten hectares, depending on the context.

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these forests, leveraging natural resources while also sustainably managing them. Yet, conservation actors often attempt to protect forests, biodiversity, and critical ecosystem services through actions that can harm smallholder livelihoods<sup>2</sup> or replace smallholder systems with large-scale agriculture that similarly harms their livelihoods (and leads to even greater rates of deforestation). This is not only detrimental for these farmers and their communities, but also for conservation and development at a larger scale.

Small-scale farms represent 80 percent of all farms globally and contribute up to 80 percent of food supply in Asia and sub-Saharan Africa (FAO 2012). This type of farming is crucial to agricultural and ecological diversity, food security, and economic development in rural communities. Furthermore, farming at this scale is often far less detrimental to forests and biodiversity than large-scale plantations and other extractive industries that displace them.

## THE ALC HYPOTHESIS

The hypothesis at the core of ALC's Theory of Change is that **conservation<sup>3</sup> and development goals in tropical regions with significant smallholder agriculture can be most effectively achieved through pro-smallholder interventions combined with effective regional planning and natural resource management.** We have ample evidence of what *does not* work to meet conservation and livelihood goals in agricultural areas at the margins of forested regions: the replacement of smallholder agriculture with large commodity agriculture, displacement of rural and forest-dependent farmers and communities, exclusion of local communities from conservation agendas, or the perpetuation of rural poverty. However, there is not a deep body of evidence of what *does* work to simultaneously meet conservation and development goals in these regions.

Thus, the ALC strategy is framed at the outset as a learning process, to test what can be successful on the ground. We hope to identify and support the leaders and organizations working with smallholder farmers on solutions that both contribute to economic development and conserve natural resources. As the community of experts and grantee partners working on these issues becomes more confident about effective approaches, our strategy can then help to scale those approaches nationally and globally. Conversely, we are designing MEL systems and processes that will allow us to pivot if ALC grantmaking yields evidence that our hypothesis is wrong or needs to be revised.

A growing body of evidence shows that when rural communities have secure access to land and benefit from broad enhancement of welfare (not just increased income, but also improved healthcare, education, and infrastructure), rates of forest loss are slower than when these communities have fewer paths toward economic prosperity, or when they are supplanted by large-scale agriculture. Investments to increase the productivity of smallholder systems often provide a much higher economic, food security, and nutritional return than actions that replace those systems with commodity agriculture. Organizations like the Food and Agriculture Organization of the United Nations (FAO) and the Center for International

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<sup>2</sup> According to the United Nations Food and Agriculture Organization, a livelihood includes the capabilities, assets (material and social), and activities required for a means of living.

<sup>3</sup> Conservation in the context of ALC is defined as the management of natural resources in tropical forest regions to prevent deforestation and protect biodiversity and ecosystem services for long-term sustainability.

Forestry Research (CIFOR) promote community agroforestry and integrated landscape management as mechanisms to achieve both livelihood and environmental outcomes.

Nevertheless, balancing efforts to promote conservation and livelihoods is challenging given that such efforts can be at odds with each other. In environmental economics, Jevons paradox articulates that increased efficiency and profitability in the use of a resource increases consumption of that resource. In other words, increased agricultural productivity incentivizes land conversion and agricultural expansion, thereby undermining conservation efforts (Ceddia et al. 2013). However, the leaders and organizations supported during ALC's pilot initiative have provided evidence that sustainable agricultural livelihood development paired with strong conservation mechanisms<sup>4</sup> can help prevent or diminish the extent of Jevons paradox. Our strategy seeks to explore these partners' efforts and solutions further, and to work with them to build upon their success.

Preliminary research shows that many integrated interventions are successful on a small scale, but what is less clear is how to connect or scale them for a larger impact that would protect thousands of hectares of forests, and improve the economic opportunities available to millions of people. ALC will experiment with long-term, place-based investments to test the ALC hypothesis, determine pathways for achieving scale, and (if successful) build evidence to support pro-smallholder conservation initiatives.

## Goal & Theory of Change

### OVERARCHING GOAL

**ALC aims to protect forests and biodiversity<sup>5</sup> and to enhance livelihoods in regions where tropical forest loss is associated with smallholder agriculture.** We aim to achieve this by supporting leaders and organizations demonstrating that conservation and development goals can be most effectively achieved through interventions that are pro-smallholder and encourage sustainable development at the local level, while maintaining critical ecosystems and ecosystem services at the regional level.

We intend to: (a) support and amplify successful models in focus geographies; (b) assess and synthesize the lessons from other initiatives that integrate conservation and development; and (c) promote the adoption of more successful conservation and development approaches that prioritize smallholder farmers at national and global scales using the knowledge gained from these activities.

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<sup>4</sup> Conservation mechanisms could include, but are not limited to, conservation agreements, community co-management schemes, Indigenous land management arrangements, and payments for ecosystem services.

<sup>5</sup> Biodiversity includes the variety and variability of ecosystems, animals, plants and micro-organisms, at the genetic, species and ecosystem levels. Biodiversity is necessary to sustain human life and key functions of ecosystems.

### THE APPROACH

Given limited resources, ALC is first supporting work in high conservation value regions that are threatened by agricultural expansion and aligned geographically with existing Foundation programs. These include regions in Ethiopia and Indonesia where the Foundation's RH and C&S programs have existing strategies, respectively.

We recognize that significant investments are already being made in conservation, infrastructure, community development, and agricultural productivity in ALC's focus geographies. Our approach is to use ALC's limited funding to strategically fill gaps that may limit the success of existing investments (e.g., supporting community involvement in regional conservation planning) or in some cases counter harmful impacts of existing investments (e.g., marginalization of female farmers). More specifically, ALC will target investments that:

- **Elevate the engagement of rural communities** in agricultural, community development, and conservation planning and initiatives.
- **Counter actions that undermine and the livelihoods of smallholder farmers** and rural communities, especially those of Indigenous people, women, and young people.
- **Address key determinants of improved livelihoods that are often neglected in current conservation and development investments**, such as women's reproductive health, rural youth employment, and land tenure.
- **Link conservation mechanisms with the needs and resilience of local communities.**
- **Present regional and national evidence for the conservation, economic, and social benefits of these approaches** to government actors and other donors.

The majority of ALC's investments are place-based and highly tailored to the focus geographies in Ethiopia and Indonesia. ALC will also deploy

### SUSTAINABLE APPROACHES TO AGRICULTURE

ALC supports agricultural production that leads to improved environmental and livelihood outcomes at a landscape level—using both ecological and human factors. On-farm sustainability contributes to these outcomes. Our pilot period learning revealed many agricultural approaches that can support these objectives—including, but not exclusive to—organic, conservation, regenerative, and climate-smart agriculture. Associated approaches include practices intended to increase productivity, maintain water and soil quality, recycle nutrients, sequester carbon, promote biodiversity, and facilitate resilience to climate change. Ultimately, ALC supports agricultural production designed to meet current and future needs for nutrition, energy, and ecosystem services in a manner that conserves resources and minimizes harmful environmental and human health effects. Different types of sustainable agriculture practices are relevant to varying environments and societies. Thus, ALC relies on local grantee partners to determine the sustainable agricultural practices that are best suited to the context in which they work.

We recognize that regenerative and organic agricultural systems may have temporary or long-term yield reductions compared to high-input systems. All else being equal, these systems could thus result in the expansion of agricultural land and greater loss of high biodiversity ecosystems. In the areas where we are grantmaking, farmers often do not have access to all the resources needed to maximize yield using high-input approaches. Thus, regenerative systems may equal or even exceed the high input system alternatives that are present. These lower input costs of regenerative systems can even lead to higher net incomes for farmers even if there is some yield decline. There are also health co-benefits from not using certain pesticides and fertilizers used in high-input systems. Finally, the area of land at the intersection of tropical forests and smallholder farmer systems in ALC's focus regions is relatively small compared to overall agricultural area, and thus the global impact on production would be limited even if these farmers had somewhat lower yields.

The ALC team will continue to monitor and learn about trade-offs associated with the type of agriculture the Foundation supports with the purpose of ensuring better environmental outcomes.

investments through a Learn & Build portfolio to test the ALC hypothesis, synthesize the experience from similar projects in other regions, fill knowledge gaps, and craft compelling messaging to convince policymakers as well as development and conservation actors to make investments that address both smallholder livelihoods and conservation needs.

### FOCUS POPULATIONS

ALC was designed under the principle that it can achieve its conservation and livelihoods goals concurrently—namely that enduring, large-scale conservation outcomes can be achieved while addressing issues of poverty and inequality within the food system. The strategy supports solutions that place smallholder farmers and forest-dependent communities at the center. These are the stakeholders living and working closest to the challenges we are trying to solve and have valuable insights on what can have the most impact.

Evidence shows that interventions that specifically address the needs and aspirations of women, Indigenous communities, and young people will result in more lasting outcomes. Yet, to a surprising extent, these populations continue to be given low priority in many agricultural development programs. Among smallholder farmers and agricultural value chain actors, ALC prioritizes the needs and aspirations of these focus populations as appropriate within each portfolio:

**Women.** Globally, women generally make large contributions to agriculture, natural resource management, and food security despite unequal access to land, credit, education, extension services, and cooperative arrangements (Woldu et al. 2013). They contribute labor, participate in agroforestry, add value to products, provide food for families, and make decisions based on current and future needs. They are also underrepresented in committees that manage natural resources. The women reached during the ALC pilot period had strong commitments to ensuring healthy and resilient futures for their children and communities. Evidence suggests that investments in women’s needs and equality can lead to better conservation, livelihood, and health outcomes (FAO 2011; IFAD 2011; World Bank 2009). However, recent research has suggested access to agricultural inputs are not enough to overcome gender gaps in productivity; other underlying gender barriers (such as education and lack of decision-making power and control over assets) must also be addressed to capitalize on the effective use of these inputs (O’Sullivan et al. 2014).

**Indigenous communities.** Many of the world’s major centers of biodiversity are occupied or controlled by Indigenous communities (Sobrevila 2008). These communities and the natural resources that they manage are often threatened by extractive industries and illegitimate acquirement of their land. A well-established body of evidence proves that protecting the resources and livelihoods of Indigenous communities also helps protect areas with high conservation value.

**Young People.** Africa’s youth population (ages 15 to 24)<sup>6</sup> is expected to double by 2050 (United Nations Department of Economic and Social Affairs 2016). Rapidly growing populations present serious challenges to education, employment, and sustainability in future decades. Given their demographic prominence in all the ALC geographies and the fact that their futures are dependent on the decisions made now, young

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<sup>6</sup> The UN defines youth as 15-24; the African Union and national ministries have different upper bounds.

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people need to play a significant role in conservation and development initiatives in order for them to succeed. In ALC focus geographies, there are barriers limiting young peoples' participation in farming, including limited access to education, land, technologies, financial services, and markets (FAO 2014). However, there is also a potential for 'demographic dividends,' in which targeted investments in education and health could nurture a generation capable of spurring economic growth.

## Ethiopia

### BACKGROUND

Located in the horn of East Africa, Ethiopia has the second largest population on the continent with roughly 100 million people, projected to reach 188 million by 2050. Between 2005 and 2016, the Ethiopian economy grew at



an average 10.3 percent per year, compared to a regional 5 percent (World Bank 2017). Ethiopia's forested areas contain a great degree of plant diversity and host rare and endangered plant and animal species (IBC 2012). In southwest Ethiopia, the Eastern Afromontane biodiversity hotspot is located, and the Afromontane rainforests are the center of origin and diversity for wild Arabica coffee.

Agriculture is the most important sector of the Ethiopian economy and the main source of livelihoods for 85 percent of the population. However, the agricultural sector in Ethiopia is characterized by low productivity and it is unable to meet the growing food security needs of the country. An estimated 95 percent of the annual agricultural output is produced by smallholder farmers, with an average farm size ranging from 0.5 to 2 hectares (Jirata et al. 2016). Women represent about half of these smallholder farmers and contribute significantly to small-scale agricultural production (Cropenstedt et al. 2012).

Unfortunately, the rich biodiversity of Ethiopia's forests and the livelihoods that are dependent on these forests are threatened by rapid agricultural expansion and high population growth. From 1973 to 2013, deforestation reduced existing forest cover in the country's southwest regions by one-third (NTFP-PFM 2013). Agricultural expansion is the most significant driver of deforestation and forest biodiversity loss in the country (Franks et al. 2016).

### ALC'S 20-YEAR VISION

**Through a landscape approach, ALC aims to keep the remaining Afromontane forests intact, with minimal impact from agricultural expansion. Investments in the rural communities dependent on these forests result in thriving value chains that contribute to sustainable economic development and healthy ecosystems.** The contribution of women and young people to these value chains, communities, and environments are recognized and result in improved access to resources, livelihood options, and health

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resources. At the national level, government and foreign aid investments increase resources and commitment for conservation and sustainable agriculture within the agriculture extension system and relevant institutions.

### ENTRY POINTS

Key stakeholders—including national government authorities, agricultural extension agents, and local NGOs, cooperatives, and self-help groups—coordinated to balance conservation and agricultural production needs, can help preserve the precious biodiversity of southwest Ethiopia. ALC will support the coordination of government, NGO, and private sector stakeholders through a **landscape approach**<sup>7</sup> to support forest conservation interventions that also address the livelihoods of smallholder farmers.

In southwest Ethiopia, participatory forest management cooperatives have proven successful in managing natural resources and producing incomes in wild coffee forests.<sup>8</sup> While coffee offers incentives to preserve these forests, there is a need to strengthen the livelihood components of these cooperatives through improving access to financial resources, technical assistance, and markets. Grants and mission investments will aim to increase access to financial and agribusiness resources for women and young people through **self-help groups and cooperatives**, such as village savings and loan associations (VSLAs) and savings and credit cooperatives (SACCOs). There are nearly 15,000 SACCOs in Ethiopia (over 5,000 in Oromia), but research has shown that many are inhibited by low-capacity management and governance (Kifle, 2011). ALC will place an emphasis on female-centered groups help facilitate leadership, entrepreneurship, and other skills that help to overcome barriers to social and economic equality.

ALC will also collaborate with the RH team to support **integrated conservation, agriculture, and reproductive health programming** aimed at improving health and socio-economic outcomes for women and young people as well as environmental co-benefits. ALC will focus on creating jobs and develop skills that women demand, while RH helps improve women’s family planning choices and health outcomes—ultimately contributing to improved agency and opportunities for these women. The ALC and RH teams will facilitate a network of grantee partners working on integrated approaches, research and learning related to effective interventions, and testing the hypothesis that joint-interventions can yield co-benefits. We will also explore ways to leverage existing relationships, including health and agricultural extension workers and the Oromia Development Agency. These interventions will include evaluation that compares the livelihood, social, and health impacts on communities that receive integrated ALC and RH intervention, to those that receive funding from either one of the two.

There are very few projects that have compared population, health, and livelihood approaches to single-sector focused interventions. However, a 2015 synthesis of population, health, and environment activities reached the following conclusions: 1) Integrated community priorities (such as health and livelihoods) with natural resource management can improve community support for activities that were previously perceived as less favorable, especially conservation activities; 2) Men may be more receptive to family planning messages when they are coupled with interventions from other sectors; and 3) Integrated

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<sup>7</sup> Landscape boundaries will be defined in consultation with grantee partners and local experts.

<sup>8</sup> Participatory Forest Management (PFM) describes systems in which communities and government collaborate to define privileges of forest resource use, identify and develop forest management responsibilities, and agree on how forest benefits will be shared.

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interventions encourage women to engage in natural resource management and can increase their livelihoods and economic autonomy (Population Reference Bureau, 2015). ALC will build on this learning and design a MEL system to compare outcomes of communities receiving integrated ALC-RH interventions with those that are supported by just one program.

In addition, ALC supports capacity strengthening (such as conservation agriculture, agroforestry, specific value chain practices, and post-harvest management) for government agricultural extension staff to spur widespread adoption of sustainable practices. Some evidence suggests that government-run extension programs can incentivize smallholder farmers to adopt targeted farming methods due in part to high agent-to-farmer ratios in the country (Davis et al. 2010; Bachewe et al. 2015). The adoption of more sustainable practices could help reduce prevalent land degradation that results in the further expansion of agricultural land. Furthermore, ALC investments will complement Ethiopian government and other donor investments designed to improve smallholder farmer productivity and outreach through innovations in the extension system.

### FIVE-YEAR OUTCOMES

- Communities within ALC forest landscapes adopt or strengthen effective forest conservation mechanisms (i.e. participatory forest management cooperatives, biosphere reserves).
- Livelihoods of smallholder farmers and value chain actors (especially women and young people) in ALC landscapes are improved.
- Smallholder farmers within ALC landscapes adopt more sustainable agriculture practices.
- More individuals in ALC focus landscapes—especially women and young people—have access to new agricultural, financial, family planning, and other resources.
- Local organizations and leaders have improved capacity to respond to community, livelihood, and conservation needs.

### TEN-YEAR OUTCOMES

- Agricultural expansion and deforestation in ALC landscapes occurs at lower rates than current trends predict.
- Reduced poverty among communities in ALC landscapes.
- National institutions implement policy and allocate resources to promote rural development that balances conservation with livelihood needs in ALC focus geographies.

## Indonesia

### BACKGROUND

An archipelago of over 18,000 islands, Indonesia is the largest economy in Southeast Asia and the fourth most populous country in the world. It is also home to some of the richest biodiverse natural forests in the world. These



forests are often located within the territories of Indigenous communities that play a central role in culture, politics, and conservation. Since the Asian economic crisis in the late 1990s, Indonesia has experienced significant economic growth due in part to rising global prices for many of its commodity exports, many of which are derived from its natural resources.

Agriculture is the main source of employment in rural areas, where roughly half of the total population lived in 2014. Of the total number of people living below global poverty levels in Indonesia, 60% are in rural areas; households working in informal agriculture are 2.1 times more likely to be living below global poverty levels than those working in other sectors (BPS 2014). Furthermore, farm workers and smallholders are at the lowest poverty levels in rural areas.

In Indonesia, ALC grantmaking focuses on the country's remaining natural forests, with a specific emphasis on provinces that have committed to sustainable development agendas that are supported by both private and NGO partners.

### ALC'S 20-YEAR VISION

**ALC aims to prevent the remaining forested regions of Indonesia from experiencing high rates of deforestation, biodiversity loss, and community conflict.** Twenty years from now, the majority of forests remain intact with limited impact from agricultural expansion. **"Green development" plans are successfully executed to equitably address the needs and aspirations of smallholder farmers and forest-dependent communities and balance conservation with economic development** (specifically, agricultural value chain development) that results in resilient communities and environments.

### ENTRY POINTS

ALC will support technical assistance to organizations contributing to the development and execution of **provincial and district "green development" plans**, specifically sustainable value chain development. Investments will ensure that these plans address the needs of smallholder farmers and forest-dependent communities (including protecting their land) and balance conservation with economic development. This includes ensuring that value chain development addresses local food needs in addition to commodity

crops that produce income (coffee, cocoa, virgin coconut oil, nutmeg) but primarily serve foreign markets.

The **Climate and Land Use Alliance (CLUA)** has prioritized the specific high conservation value provinces of in their **jurisdictional approach**, so there is opportunity for synergistic interventions. CLUA partners are supporting Indigenous territory mapping, the institutionalization of access to community resources, and efforts to resist large-scale concessions and destructive commodities. ALC builds on this by supporting and scaling sustainable agricultural value chain development throughout the region and investing in the needs and aspirations of women, Indigenous people, and young people. ALC will aim to fortify sustainable and viable alternatives to large-scale concessions and extractive industries, maintain sustainable natural resource management within these communities, and keep deforestation to a minimum. Our collective theory of change is that if rural and forest-dependent communities have profitable livelihoods, they are less likely to sell their land to investors and more likely to adopt sustainable management practices.

ALC funds will also be used to **strengthen the capacity and networks of local organizations and leaders** in the regions where we work. Specifically, there is a need to support existing local organizations that have limited access to large funders and whose size limits their scope. Early grantmaking has indicated a need for technical assistance in financial management, strategic planning, and fundraising, among others.

### FIVE-YEAR OUTCOMES

- Communities within ALC focus jurisdictions adopt or strengthen effective forest conservation mechanisms (e.g. Indigenous management).
- Livelihoods of smallholder farmers and value chain actors in ALC jurisdictions are improved.
- Smallholder farmers within ALC focus jurisdictions adopt more sustainable agriculture practices.
- More individuals in ALC focus jurisdictions—especially women, Indigenous people, and young people—have access to new agricultural, financial, and other resources.
- Local organizations and leaders have improved capacity to respond to community, livelihood, and conservation needs.

### TEN-YEAR OUTCOMES

- Agricultural expansion and deforestation in ALC jurisdictions occur at lower rates than current trends predict.
- Reduced poverty among communities in ALC landscapes.
- Land in ALC focus jurisdictions continues to be sustainably managed by local and Indigenous communities.

## Learn & Build Portfolio

In addition to place-based investments, the ALC approach includes a limited amount of funds for a global field-building and scaling portfolio that:

1. Supports **promising pro-smallholder and conservation interventions** that could be replicated in other geographies.
2. Funds research **related to the ALC hypothesis and dominant global trends**.
3. Promotes **key field-building, communications, and communities of practice** to influence policymakers, development, and conservation actors at local, national, and global levels.

This portfolio will help to test the ALC hypothesis, fill knowledge gaps, and craft compelling messaging to convince policymakers as well as development and conservation actors to make investments that address both smallholder and conservation needs. While evidence of successful models is important, what is even more crucial is proving that this success can be achieved at scale. In addition to the landscape and jurisdictional approaches through ALC's place-based work, there may be opportunities to contribute and learn from other effective models. Promising models in the Democratic Republic of Congo will be given special consideration given RH grantmaking presence and initial ALC pilot period investments in this country. There are opportunities for continued and shared learning as well as high-reward impact. This will also allow the Foundation to learn about other geographic areas that may be good candidates for investment in the next phase of the ALC strategy.

Grantmaking through this portfolio will be synergistic with the place-based portfolios: evidence and learning can inform interventions and global advocacy could improve the enabling environment in Ethiopia and Indonesia. Likewise, evidence and learning garnered from ALC's place-based investments can inform advocacy, communications, and the community of practice at the global level. With respect to strategic communications, we will start with donor partners and existing Foundation grantee partners and then, based on our incremental learning, craft messaging and strategies for bilateral and international organizations as well as the broader field.

Our grantee partners have indicated that funding for integrated solutions is scarce compared to support for single-sector interventions. Furthermore, there is a gap in funding for innovation and creative thinking in the field. Therefore, there is an opportunity to support a community of practice of grantee partners and other funders to learn from each other, build on successes, and advocate for integrated agricultural livelihood and conservation approaches. ALC will explore playing a convening and knowledge-sharing role. This community would start with a network our grantee partners in the early years of the strategy, and then extend to other key stakeholders in the field. These include those involved in similar evidence-building initiatives like population, health, and environment.

### 20-YEAR VISION

See ALC's overarching goal.

### FIVE-YEAR OUTCOMES

- Stronger network of funders, NGOs, academia, private sector actors, and governments that are committed to initiatives that address integrated conservation and pro-smallholder farmer goals.
- ALC increases its voice and leadership around the importance of integrated conservation and pro-smallholder farmer interventions within the agricultural, conservation, and development fields.

### TEN-YEAR OUTCOMES

- Increased funding by governments and donors for integrated conservation and pro-smallholder farmer interventions.

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