



TERMS OF REFERENCE

PEOPLE FOR PEAT BUSINESS HUB

Sustainable Use of Peatland and Haze Mitigation in ASEAN

1. Introduction

The Sustainable Use of Peatland and Haze Mitigation in ASEAN (SUPA) is a project funded by the European Union (EU)¹. The project aims to support the ASEAN Peatland Management Strategy through collective actions and enhancing cooperation that improves sustainable peatland management, mitigates the impacts of climate change, manages the risk of wildfires and reduces transboundary regional haze. The initiative also supports and sustains local livelihoods while contributing to global environmental management. This is important because in the ASEAN region peatland covers approximately 23.6 million hectares, which represents 56 percent of global tropical peatland. The peatlands also store an approximately 68 billion tons of carbon or roughly 14 percent of global carbon storage based on The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) data. Tackling the issue of peat can only be effective through holistic and proactive approaches across biophysical, social, and economic aspects, which require collective efforts from non-state actors (NSAs), such as local communities, private sector, non-governmental organisations (NGO, research institutions, financial institutions, etc.

What is People for Peat?

People for Peat (PFP), the Southeast Asian Coalition of Excellence for Peatland Management established via Component 2 of SUPA, is a people-private-public partnership platform by a coalition consisting of World Resources Institute (WRI) Indonesia, Tropical Rainforest Conservation and Research Centre (TRCRC) and Yayasan Inisiatif Dagang Hijau (YIDH)². PFP was formed to implement Component 2 of SUPA, which consists of three pillars: 1) Data and Information, 2) Business and Investment, and 3) Outreach and Advocacy.

2. PFP Business Hub: Core Focus

The core focus of the PFP Business Hub (hereon the 'Business Hub') is to improve economic productivity, environmental protection, and social inclusion of businesses on peatlands through catalysing investment and business model transformation; aligned to the objectives of PFP as below:

- a. to create and provide an accessible, integrated database for peatland utilisation and management that contains state-of-the-art knowledge and best management practices for Southeast Asian peatlands;
- b. to improve economic productivity, environmental protection, and social inclusion of businesses on peatlands through catalysing investment and business model transformation via PFP's Business Hub; and
- c. to improve the awareness, stewardship, and capacity of non-state actors (NSAs) in collaborating and being mobilised for sustainable peatland management and protection.

For the project term 2019-2022, PFP will limit the focus of its programmes to the following 8 ASEAN Member States³:

1. Cambodia;
2. Indonesia;

¹ Grant value of 5M EUR; Project timeframe of October 2019-2022

² YIDH has a partnership with IDH-Sustainable Trade Initiative

³ For year-1, primary project pipelining will be in Indonesia and Malaysia

3. Laos;
4. Malaysia;
5. Myanmar;
6. Philippines;
7. Thailand;
8. Vietnam.

Additionally, the PFP website that supports the PFP Business Hub will also serve as a one-stop centre to provide an accessible, integrated database for peatland utilisation and management. The website will be maintained by PFP and updated with the latest peatland research output from the PFP research activities, which will include best management practices (BMPs), and good agricultural practices (GAPs) for Southeast Asian peatlands.

3. Term

These Terms of Reference (TOR) apply up to the end of the SUPA Component 2 grant in October 2022. Members of PFP are able to vote to amend the TOR on a yearly basis.

4. Governance Structure

PFP is operated by a Secretariat that is supported by a Panel of Experts (PoE). For additional scientific and expert support, PFP will identify and appoint Transboundary Peat Experts (TPE)s who will be variously involved in data and information, business and investment, and outreach and advocacy activities.

Secretariat

The Secretariat includes three entities:

1. WRI Indonesia
2. TRCRC
3. YIDH

The primary roles of the Secretariat include:

- a. Strategise and implement the deliverables as per the finalised SUPA Component 2 logframe, ensuring effective project and grant management;
- b. Managing and representing internal and external coordination for projects and communications;
- c. Monitoring, reporting and promoting accountability;
- d. To work in unity with members of the Panel of Experts (PoE), Transboundary Peat Experts (TPE)s, Independent consultants, Country Coordinators, Business Hub cohort applicants and members & Research grant applicants to identify and submit business study/proposals to the PFP for review in a timely manner; and
- e. For the period 2019-2022, People for Peat will report grant activities to the EU Delegation to ASEAN.

Panel of Experts (PoE)

The PoE is an advisory committee that is made up of 6 or more members that will include visionaries, experienced NGO leaders, experts on peatlands, subject-matter experts, innovative financing & impact fund experts, business incubators, private sectors and sustainable businesses. PoE members selected and appointed by the Secretariat are expected to attend meetings and Group Mentoring Sessions of at least one cohort member, but are free to attend sessions for other cohort members as well.

There may potentially be travel required within ASEAN to meet with cohort members. Claims on travel expenses are based on requirements of a specific project budget and require prior approval by the Secretariat. Incidental costs, if any, incurred by the PoE at the request and with prior approval of the Secretariat will be reimbursed, subject to receipts being furnished to the Secretariat. PoE membership

entitles experts to screen projects that meet PFP's selection criteria and to call for a vote to reject a project should adequate doubt be raised. Time commitment requested for the role is between 1-2 man-days per month, with an expectation of at least 2 Group Mentoring Sessions (GMS) per project at 1.5 hours per session. Desired area of expertise include:

- a. Peatland management: Ecology, Restoration, Hydrology & Peat Fire; or
- b. Sustainable Business/Agriculture: Paludiculture, Organic Farming, Sago, Agriculture, Peatland Livelihoods & Eco-tourism; or
- c. Business & Finance: Innovative Finance, Business Development, Supply Chain, Impact Funds, Incubators, Supply Chain Economics & Financial Management

The role of the PoE include:

- a. Advisory to the PFP Secretariat
 - Advises the Secretariat in the individual's area of expertise
 - Advisory for the development and evolution of the Business Hub governance and business process
 - Assess projects that has passed Stage 1 & 2 of screening for their viability and alignment with PFP's framework of environmental protection, economic productivity, and social inclusion in the PFP Business Hub programme
 - Provide final screening of projects that meet PFP's selection criteria; reserves the right to call for a vote by the PoE to reject a project with justification
 - Coordinate efforts between the Secretariat and the cohort members, including personal network of experts
- b. Mentorship to the Business Hub cohort
 - The PoE operates pro bono, but is not restricted from serving as paid consultants to cohort members to implement business transformation as long as the Secretariat is kept informed of such arrangements.
 - Provide strategic advice and mentorship to members of the PFP Business Hub cohort (screening, acceleration, investment)
 - Potentially link cohort projects to advocacy initiatives & market access
 - Guide project implementation & maximise potential synergies (if funding is available)

In addition, the PoE is required to abide by the declaration of interest in the selection of suitable projects, as outlined below:

- a. When a PoE member believes they have an interest in relation to an application for review or any other matter for consideration at the meeting that may compromise their ability to make an impartial decision, they should declare that interest to the Secretariat. Such a declaration may be made orally at the meeting, prior to the matter being considered, or in writing to the Secretariat prior to the meeting;
- b. Where the PoE member concerned is a member of the organisation named on the application form, the PoE member has the following options:
 - The member should leave the meeting room and take no part in the discussion or the vote on the application; or
 - The member may remain in the meeting room in order to provide any relevant information requested by other members, but may not vote.
- c. In the case of any other declared interest, the PoE should collectively consider whether or not it is appropriate for the member concerned to take any part in the review of the application. Account should be taken of the closeness of the member's interest in the application and the potential for a conflict of interest. In some cases, the declaration of the interest may in itself be

sufficient to ensure that the decision of the PoE is not unduly influenced. The PoE has the following options:

- The member should leave the meeting room and take no part in the discussion or the vote on the application; or
 - The member may remain in the meeting room in order to provide any relevant information requested by other members, but may not vote.
- d. Failure to declare a known interest in an application for ethical review will result in disqualification of a member from the PoE.
- e. The PoE shall not assign and/or otherwise transfer any of her/his rights and obligations set out hereunder this membership agreement or subcontract any portion of it without the Secretariat's prior written consent.

The Business Hub cohort timeline for the PoE is depicted below:

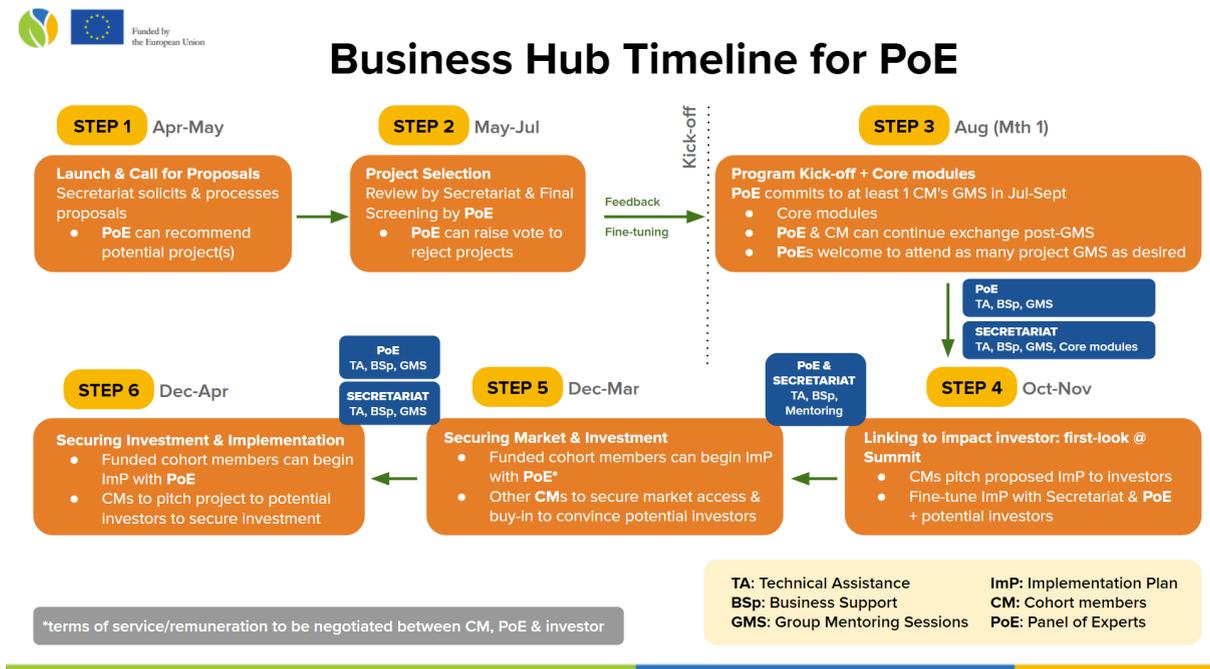


Figure 1: Business Hub-PoE-cohort timeline

Transboundary Peat Experts (TPE)s

TPEs are resource persons/experts that PFP have engaged through its networks who have specific expertise in peatlands, including but not limited to: peatland ecology, sustainable land management, restoration, paludiculture, carbon/environmental accounting, hydrology, fires etc.

TPEs are a valuable resource to PFP in providing strategic advice and technical support, ranging from peatland research, technical facility for business transformation, to outreach and advocacy initiatives.

Country Coordinators

For each of the countries of interest other than Indonesia and Malaysia, a country coordinator will be appointed to assist in:

- a) Developing prioritized topics and themes for funding cycles of the PFP Business Hub based on dialogues with the Secretariat and PoE;
- b) Locally facilitating the PFP Business Hub's calls for proposals;
- c) Working alongside the PFP network to shortlist incoming proposals for the PFP Business Hub;
- d) Providing local support to projects selected for the PFP Business Hub programme;

- e) Aiding the organisation of exhibitions to display cohort projects and connecting them to potential funders;
- f) Aiding in conducting local research and liaising with local stakeholders.
- g) Developing and disseminating a locally-sourced narrative for PFP content (e.g. print, online, radio, television, and social media).
- h) Assisting in capacity building and training for journalists at the national/subnational level in areas such as the importance of peatlands, peatland management, haze mitigation, policies and regulations of ASEAN Member States (AMS).

5. Business Process

PFP Business Hub was designed to provide technical assistance (TA) and improved access to finance (A2F) to ASEAN NSAs (excluding Singapore & Brunei) to transform peatland businesses in the areas of environmental protection, economic productivity, and social inclusion. As much as possible, PFP Business Hub will adopt a landscape approach towards sustainable peatland management to catalyse and scale up investments. Having established the necessary policies, regulations and legal framework, the Secretariat will focus on all aspects of the project proposal eligibility and selection process. As the Business Hub evolves, so will its enhancement of concept.

In addition, the Secretariat will identify and engage the PoE to provide input for the development of the Business Hub. Through the establishment of the PoE functioning as an advisory committee, they will guide the development, programme structures, investment opportunities and management of the Business Hub. The Secretariat along with the PoE will facilitate the selection of each cohort batch by launching an open call for proposal. Successful cohort members of the Business Hub will receive project mentorship and advisory from members of the PoE. For each cohort batch of the Business Hub, the most suitable businesses will be selected by the PoE from proposals submitted by businesses that were invited by PFP as applicants. Selected businesses then gain access to training, mentoring, technical assistance, link to investors, expert advice from the PoE and their network of experts aimed at improving economic, environmental, and social aspects of their business.

The PFP Business Hub dedicates its resources to support successful cohort members. Promising applicants that do not qualify for a cohort may continue to receive technical assistance (TA) either for re-entry to subsequent cohorts or for linking with investors at the discretion of the Secretariat.

PFP Business Hub expects to roll out two cohorts under the SUPA programme. Pipelined projects in the prioritised regions will require innovative business solutions and a collaboration with PoE & TPEs will enable the Secretariat to identify, verify, document, and publish these solutions. Building on key learnings from an existing repository of innovative sustainable land use financing models, projects supported by the Business Hub are based on technical feasibility, economic/financial viability with socioeconomic and environmental benefits. Project maturity can range from businesses in incubation (i.e. ideation, limited capacity, business plan required, etc.) to post-revenue entities (i.e. scalable growth, feasibility study for expansion, market analysis, communication support, etc.). PFP Business Hub's 3-phase process of screening, acceleration, and investment is designed to channel tailored assistance to peat-relevant businesses that are most ready to receive it so that measurable outcomes are attained. Cohorts will receive ongoing mentorship and advisory support, platform matching, investment prospectus and fundraising support by connecting cohorts to external institutional investors/funders. PFP Business Hub will work towards its institutional capacity being independent after three years of operation and continue to be a viable platform for all peat-related projects in the ASEAN region. The current business process (Figure 2) and program overview (Figure 3) for the PFP Business Hub are outlined below.

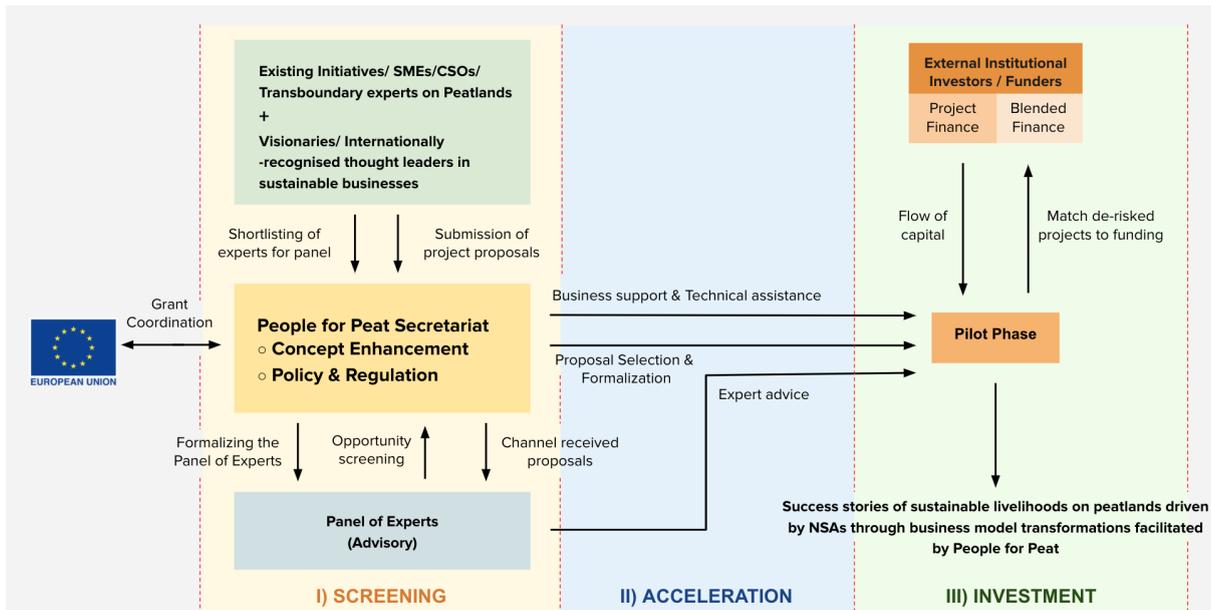


Figure 2: PFP Business Hub's stakeholder relationships and business process.

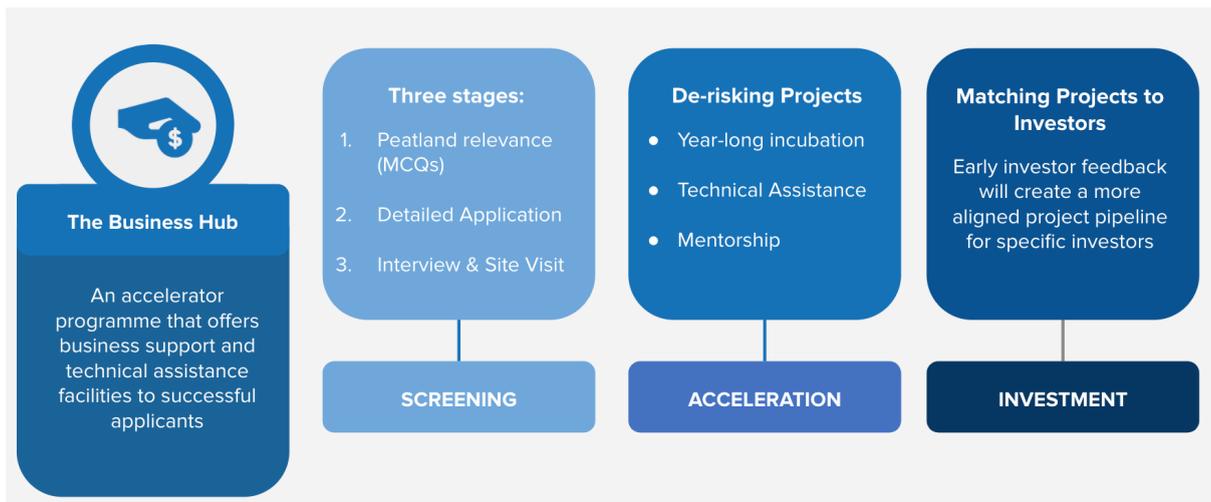


Figure 3: Program overview of PFP Business Hub's 3-phase process.

6. Funding & Investment Strategy

PFP Business Hub's funding and investment strategy aims to improve the integration of ASEAN NSAs into efforts toward sustainable peatland management by improving participation, capacity, and collaboration. PFP Business Hub is designed to foster a lively ecosystem of exchange that enables peat-related enterprises to realise sustainable goals spanning environmental protection, economic productivity, and social inclusion by convening promising entrepreneurs along with experts and investors who are socially- and environmentally-responsible. Facilitating the acceleration and implementation of sustainable and innovative business solutions for NSAs in ASEAN peatlands can optimise profits while scaling-up positive social and environmental impacts through sustainable peatland practices. The strategies defined include:

- (i) Providing tailored access to finance (A2F) to peat enterprises implementing, replicating, and scaling-up profitable restoration projects;

- (ii) Transparent and inclusive funding mechanisms to support sustainability of business transformation;
- (iii) Fundraising platform accessible to the private sector, financial institutions, and donors;
- (iv) Facilitation of the Business Hub's collaborative business development and technical advisory strategy to aid the stakeholders' best practices implementation;
- (v) Development of inclusive, deforestation-free sustainable agriculture supply chains while improving the livelihoods of communities on peatland.
- (vi) Expanding the reach of projects and investors through a focus on communicating success stories through PFP's website, publications, and social media.

Implementation – a two-pronged approach:

- a. Leverage existing multi-stakeholder partnership platforms and people-private-public initiatives in (but not limited to) YIDH, Fire-Free Alliance (FFA), GrowAsia, Partnership of Indonesia Sustainable Agriculture (PISAgro) and Tropical Forest Alliance (TFA).
- b. Innovative Financing Solutions – AndGreen.Fund, IDH Farm Fit, Agri 3, Land Degradation Neutrality (LDN) and Tropical Landscape Finance Facility (TLFF)/Tropical Landscapes Grant Fund (TLGF) funds.

Multi-stakeholder partnership platforms - criteria for PFP collaboration:

- a. A three-pronged approach of production, protection, and inclusion (PPI) to invest in sustainable jurisdictional/landscape management;
- b. Resolve persistent fires and haze problems arising from land burning by educating, enabling, and empowering stakeholders against the use of fire for agriculture at peatlands;
- c. Lifting the productivity, profitability, and environmental sustainability of smallholder agriculture through the development of inclusive and sustainable agriculture value chains;
- d. Development of inclusive and sustainable agriculture while improving the livelihoods of smallholder farmers to achieve increase in agriculture productivity, increase in farmers' income, and decrease in greenhouse gas emissions;
- e. Cross-sectoral collaboration and support with stakeholders to achieve reduction or zero commodity-driven tropical deforestation and supply chains.

Spectrum of Financing

PFP is aware that smallholders and local agriculture communities are subject to the highest systematic risks which include weather, disasters, pests and diseases, inability to hedge against prices and foreign exchange rates, inadequate financial literacy, inadequate market planning, global recessions and pandemics; as well as related idiosyncratic risks. In addition, they lack access to proven business models, certified markets, education, and training on GAPs and BMPs to successfully plan and implement sustainably managed projects on peatlands. They are thus classified as having a 'high risk' profile and do not have the means or skills to mitigate risks, let alone have the power to transfer risk along the supply chain. Coupled with liquidity constraints, frequent lack of collateral and adequate financial buffers, this represents a major obstacle to affordable finance, one that can only in part be circumvented by relying on funding from government sponsored programmes.

With the goal of addressing the 'high risk' investment support, the Secretariat will be responsible for providing innovative financing, business solutions and in parallel aid the process of securing and managing funds for the identified NSAs and their respective projects. The Secretariat will formulate priority topics from the pipelined projects for each funding cycle, all of which will emphasise landscape-based approaches and holistically consider the social and economic impact on the peatland communities. Considering the vast difference in state of peatland utilisation, awareness and protection in the ASEAN region, a single-tracked approach will not be the solution. The key is in understanding the needs of the communities, funders, and off-takers before a suitable model is recommended. The long-term financing needs of smallholders and local agriculture communities provide a huge investment opportunity to investors, who can contribute to promoting sustainable deforestation-free agriculture development and improved rural livelihoods.

Various innovative financing solutions have been explored to fill the gap between supply and demand for financing at all scales. By structuring the right public-private-people partnerships, the Secretariat plans to mobilise capital resources from the private sector in addition to unlocking public finance channels identified. This blended financing model allows for finding the right balance in strategic de-risking instruments, achieved through the accessibility of several impact investment funds (AndGreen Fund, FarmFit Fund, Agri 3 Fund, LDN Fund, TLFF/TLGF) within different commodity sectors. For maximum project impact, matching it to the ideal investment fund is a critical step as they all differ in project impact target, investment philosophy and portfolio, investor base/contributor network, geographic focus, sector/commodity focus, transaction/ticket size, co-funding opportunities, business development and fund management, financial instruments and conditions offered. Coupled with a tailor-made technical assistance component in the form of research and feasibility studies, information sharing and expertise, skills training and support, and financial structures, all provided by either local or international specialists. The technical assistance provided will aid to link projects to funds and in parallel minimising its risk while maximising its positive social and environmental impacts.

Depending on the funding maturity of the pipelined projects (i.e. underlying business model, investment readiness, start-ups vs experienced players, role in supply chain, project development, and human resource capacity, etc.), initiators identified will include: Banks, Private investors, Private sector, Philanthropist & Foundations, Venture capitalist, Government grants, Crowdfunding and other financial facilities.

Funding Themes

Appropriate funding themes will be developed based on the outcome of the PFP research to catalogue existing solutions on different peat landscapes within the target countries. Based on prioritised geographical areas, capacities of local communities, and existing economic activities of potential peat landscapes, the funding themes will revolve around:

- a. Peat protection (i.e. restoration, rehabilitation, rewetting, hotspot monitoring, etc.)
- b. Improving SMEs capacity and community livelihood (i.e. capacity building, business model development, etc.)
- c. Economically viable and investible (i.e. size of business, partnership, private sector commitment, etc.)

7. Eligibility & Selection Process

Eligibility

The following categories of PFP members are allowed to apply and participate in the Business Hub's programme:

- a. Private sector companies (producers, growers and off-takers, etc.);
- b. Civil society organisations (CSOs) & Non-governmental organisations (NGOs);
- c. Smallholder or farmer associations and cooperative (public, private or civil society);
- d. Research organisations, academic institution, and policy institutes/think tanks;
- e. Trade and industry associations;
- f. Financial institutions (local banks, credit unions, development banks etc.)

To be eligible for funding, an organisation must meet the following minimum eligibility criteria (or provide suitable justification / explanation for why they are unable to):

- a. Have not been the subject of any proceedings or other arrangements relating to bankruptcy, insolvency or financial standing in the last 5 years;
- b. Have fulfilled all obligations relating to the payment of income tax or sales tax or other tax contributions within the country;
- c. Senior management has not been involved or convicted of illicit and/or subject of any criminal behavior, including but not limited to terrorism, money laundering, corruption, fraudulence, sexual harassment, etc.
- d. Applications meet the selection and eligibility criteria for the relevant grant window.

e. Having commitment to social, environmental and sustainable development.

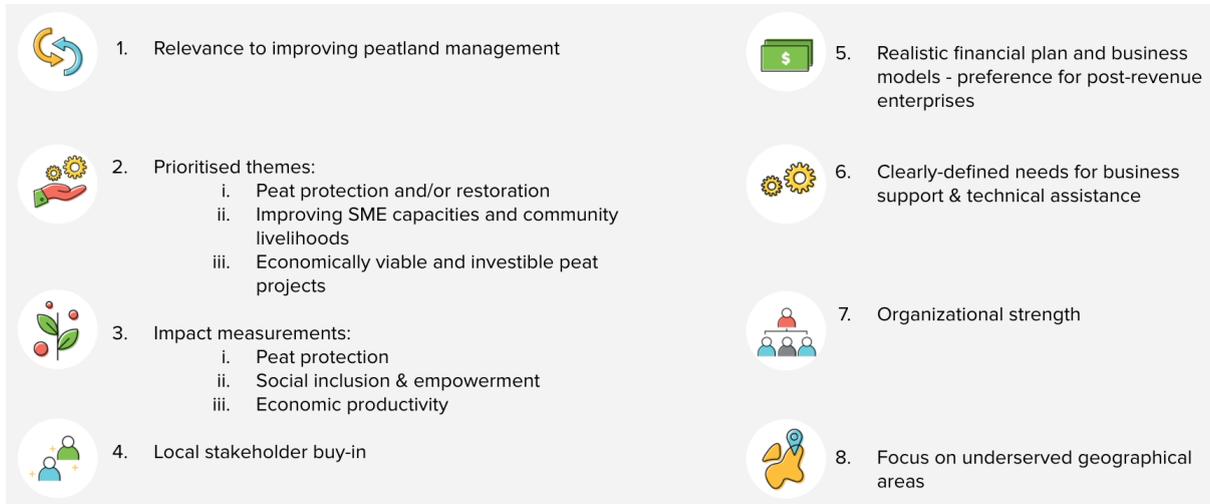


Figure 4: Summary of the Project Selection Criteria.

Project Selection Process

When the annual call for proposals is issued, identified stakeholders and potential beneficiaries operating on peatlands will be invited to submit a project proposal (*refer to Annex 1*) to the PFP Secretariat. All applications will be screened and channelled to the PoE, acting as the advisory committee to the PFP Business Hub, to be assessed for viability. While all projects must be relevant to peatland and have significant social, environmental and economic impacts, the PFP Secretariat will also prioritise projects with consideration to gender equality, women’s empowerment, social inclusion, organic agriculture and fair trade practices. Aside from local stakeholder buy-in, projects should also have a realistic business financial plan, business models, mechanism in place in monitoring and reviewing costs to gain support of banks, impact investors, venture capitalists, governments and strategic buyers. Based on prioritised geographical areas, capacities of local communities, and existing economic activities of potential peat landscapes, project themes of interest include (i) Peat protection (i.e. restoration, rehabilitation, rewetting, hotspot monitoring), (ii) Improving SME capacities and community livelihoods (i.e. capacity building, business model development) and (iii) Economically viable and investible (i.e. size of business, partnership, private sector commitment).

To join the Business Hub cohort, applicants will be screened via three stages:

Stage 1: Preliminary Screening

Preliminary screening (10 criteria evaluation) to ensure applicants meet the minimum criteria for a business accelerator programme specific to impact on peatlands. Organisations scoring a minimum of 20/30 will receive the Stage 2 application form.

Stage 2: Detailed Application

Stage 2 requires detailed information about the organisations’ existing revenue streams in addition to activities proposed for the duration of the programme (if selected). The proposed activities for the programme should be justified by improvements in 3 key impact areas: 1) economic productivity, 2) environmental management/ restoration, 3) social inclusion. The PFP Secretariat will provide administrative and technical support to organisations in preparing the Detailed Application.

Stage 3: Interview (with Field Visit)

Applicants that make it through to Stage 3 will be interviewed in-person or virtually, depending on pandemic-dependent travel restrictions. The Secretariat will also facilitate communication with

members of the PoE to acquire input about project viability and feasible options for the peat landscapes involved in the applications. Field visits (where possible) will be organised to ensure contextual information that best reflects local conditions can be captured in the project scoring process. Stage 3 ends with the PoE deciding the cohort members of the Business Hub (a maximum of 6 per cohort). All applicants from Stages 1-3 can join online sharing sessions by PoE and other experts aimed at improving capacities of the cohort, but only cohort members can actively participate.

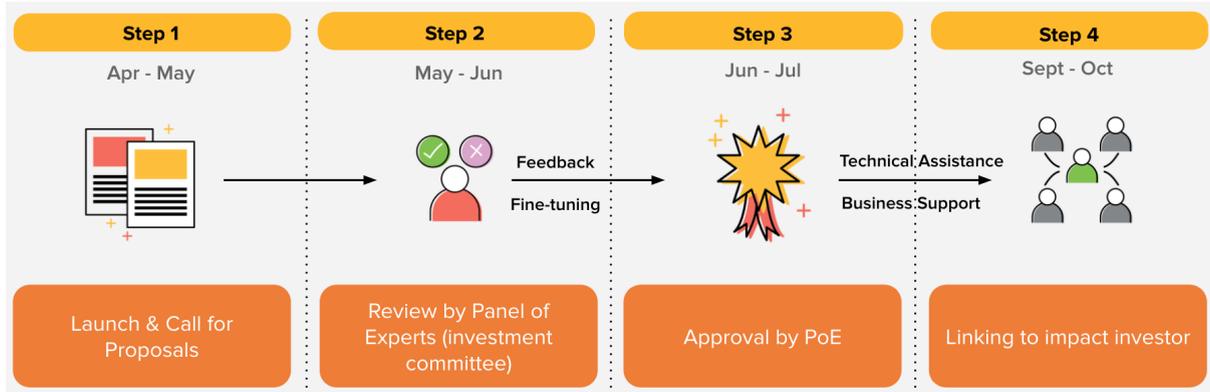


Figure 5: Cohort Selection Process.

8. Strategic Partnership: Governance & Membership

The PFP membership structure is designed to be all-inclusive. We intend to create new business partnerships through our people-private-public platform, with our multi-stakeholder member network being the heart of PFP. Stakeholders we are targeting for collaboration include but not limited to: (i) Farmers, Smallholders, Indigenous Communities, Unions, Cooperative; (ii) Local and International NGOs; (iii) Impact Investors; (iv) Private sector and Off-takers (v) Technical experts, Researchers, Academia; (vi) Foundations, Philanthropists, Grants and Donors; and (vii) Banks, Financial Institutions, Smallholder financing programmes, Private Equity and Venture Capital Companies.

It is important that our goals and objectives are aligned, our governance structure is adhered to and the partnership is mutually beneficial to all members towards the mission of sustainable peatland management, climate change impact mitigation and improving livelihood of agriculture communities in the ASEAN region. This is achieved via the network's collective financial and human resource, to support the development of sound innovative business solutions.

To become a member, a quick application on the PFP website (www.peopleforpeat.org) or an email request addressed to the Secretariat (membership@peopleforpeat.org) will suffice. Membership is free and acceptance is determined by the PFP membership committee in its sole discretion. As a member, you will gain access (but not limited) to the PFP email communications, new business initiatives and investment opportunities, access to project reports and key learnings, prioritised invites to events, workshops, conferences, webinars, knowledge sharing sessions, and open call for proposals; advantageous to all members depending on the nature of the collaboration. As the Business Hub evolves, so would its membership tiers and benefits in amplifying the finance, capacity building, training and knowledge sharing support.

All PFP members are expected to uphold the highest standards of practice in conducting their affairs within the multi-stakeholder member network. Members are bound on the core principles of respect for laws and regulations, people and the environment; conflict of interest prevention; protection of confidential financial and technical data; practise of ethical behaviour in all professional conduct; and transparency and integrity of business practices. Acting within the Rule of Law and within the Laws and Conduct of Business Rules in the ASEAN region, PFP members must comply with all legal requirements in their respective countries.

9. The PFP Network: Activities, Meetings, and Tools

The PFP Network refers to all stakeholders and parties that have participated/ are interested to participate in PFP activities and meetings. The following sections list some of these activities and meetings, which variously serve as networking instruments and tools for outreach.

The PFP Workshop & Dialogue Series

Members of the PoE will be consulted together with other TPEs in a series of workshops and dialogues to identify peatland knowledge gaps in different regions within the countries of interest and produce a more targeted research. These knowledge gaps will then become funded research topics through a call for proposals that will be announced during the PFP annual Conference of Parties (COP).

Conference of Parties (COP)

PFP will conduct a Conference of Parties (COP) with NSA-scientific communities such as think tanks, research organisations, academic institutions, and peat researchers in order to influence them to fill research gaps as demonstrated by the database and to reach agreement on the baseline of peatland management and protection.

The PFP Website

To improve accessibility to these research outputs and more, the PFP website will serve as a one-stop portal for all matters and initiatives related to Southeast Asian peatland sustainability, research, and best management practices. The website will also be supported by social media accounts that will seek to engage stakeholders at the regional level through the dissemination of bite-sized information for mass circulation.

Annex 1: Detailed 3-stage application process

[Project Selection Process: Cohort Application Form](#)

Annex 2: Legal Framework & Code of Conduct

Legal Framework

PFP is an informal and voluntary arrangement between the three organisations and invited partners to implement Component 2 of SUPA, which consists of three pillars: 1) Data and Information, 2) Business and Investment, and 3) Outreach and Advocacy.

PFP is committed to operating in accordance with responsible, ethical and sound corporate and business principles and in compliance with all applicable laws and public regulations. This requires the collective effort of all employees in the Secretariat, members of the PoE and TPEs, the Country Coordinators, independent consultants, members within the PFP network that act on behalf of PFP.

Code of Conduct

All PFP Business Hub members are expected to commit and uphold the highest standards of practice when collaborating with other stakeholders within the Business Hub, include but not limited to: (i) Farmers, Smallholders, Indigenous Communities, Unions, Cooperative; (ii) Local and International NGOs; (iii) Impact Investors and Environmental Funds; (iv) Private sector and Off-takers (v) Technical experts, Researchers, Academia; (vi) Foundations, Philanthropists, Grants and Donors; and (vii) Commercial Banks, Financial Institutions, Smallholder financing programmes, Private Equity and Venture Capital Companies.

With the underlying characteristics of equality, fairness, integrity, sustainability, impact driven mindset and honest business conduct, members will work towards pursuing their individual objectives in parallel with:

- a. Promoting and practising business ethics with professional competency.
- b. Legal requirements complied in their respective ASEAN countries.
- c. Maintaining financial accounting integrity in accordance with the standards and practices in their respective ASEAN countries and being transparent with respect to income and expenditure.
- d. Not denouncing or acting in malign towards other members.
- e. Maintaining non-disclosure of any confidential or private information received from the PFP Business Hub.

The Code of Conduct is intended to offer a framework for the resolution of ethical predicament. Members are encouraged to report situations where the Code of Conduct is not fully applicable or does not provide sufficient guidance. Unethical conduct will be deemed to include any evasive device intended to conceal non-compliance with the Code of Conduct. In the event of a proven serious case of misconduct by a member, the sanction is expulsion of that member from the PFP Business Hub. All form PFP's partnership is geared to support the ASEAN Peatland Management Strategy from the collective actions to improve sustainable peatland management to mitigating the impacts of climate change, managing the risk of wildfires, reducing transboundary regional haze and supporting sustainable local livelihoods while contributing to global environmental management.

Annex 3: Gender Equality, Women's Empowerment & Social Inclusion

Any action that involves community should be viewed as intersectional – the coalition cannot tackle the issue of sustainable peatland management within the ASEAN region without acknowledging the role of women and the corresponding unequal distribution of labour, resources, and power. We have taken these factors into consideration and hope to target the following issues while working towards sustainable peatland management within the region.

Besides promoting a voice and a focus on dignity and rights, below are some of the issues the coalition hopes to target in regards to gender equality and social inclusion:

- Unfair and gender-exclusive decision-making. Cultural norms, social hierarchy, and practices on the basis of gender, caste/ethnicity, wealth, and location produce many institutional challenges including lack of opportunity to partake and contribute in decision-making processes;
- Informal and non-regulated work. Women's forest-related work often surpasses that of men yet what is considered valuable is commonly related to activities associated with men. Women are often discriminated against when it comes to divisions of labour and their ability to act and make decisions;
- Lack of education and training for working women. Training and job opportunities are not visible and not accessible because of the lack of awareness and underrepresentation of women in management positions. The dominant assumption is that female workers are unqualified to perform the same tasks as male workers;
- Childcare responsibility. Paradigm shift from women holding sole childcare responsibility to a distributed effort, irrespective of gender. This would allow women to contribute economically within their community;
- Lack of cooperation with local communities. The result in denying certain groups the right to participate, to use, manage and dispose of resources, lead to negative implications on sustaining the resource base;
- Lack of female extension agents and officers. Women often prefer female officers to discuss their interests regarding agriculture. By increasing the number of women holding elected leadership positions in community organizations, co-operatives or decision-making councils, we target to promote and demonstrate equitable and inclusive decision-making, at all levels, and throughout the project cycle;



- Unpaid work through Social Policy and Public Provisions. A major part of women’s forest-based labour is unpaid. Women’s care work which directly supports the recognised and valued commercial work often goes unrecognised;
- Lack of access to technology. Poor structural and socio-cultural factors – gender bias culture play a major role in contributing to the limitation of women’s access to technologies. Thus, impacting women’s empowerment and agricultural productivity.

Key indicators as specified in [Social Inclusion Checklist](#) are measured and tracked for baselining and improvements.

Annex 4: Project Timeline

A timeline for key activities of the Business Hub is provided in Table 1 below*.

**In view of the covid-19 situation faced globally, most physical meetings in the near future have been replaced by virtual meetings where possible.*

Table 1 Timeline for key activities of the Business Hub for the period 2020-2022.

2.1 Operationalisation of EU-ASEAN Innovative Peatland Project PFP Business Hub	2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.1 Formulating the TOR for the establishment of the Innovative Peatland Project PFP Business Hub. <i>2 virtual workshops & 1 physical workshop</i>												
2.1.2 Convening executive dialogue and workshop with experts and stakeholders, visionaries and internationally recognised thought leaders <i>1 virtual meeting involving PFP's panel of experts</i>												
2.1.3 Conducting research to inventorise innovative business solutions and potential best practices <i>11 outreach trips in total (first trip to be conducted by June 2020 in Indonesia)</i>												
2.1.4 Mobilising new partnerships under the Innovative Peatland Project PFP Business Hub <i>12 outreach trips in total</i>												
2.2 EU-ASEAN Peatland Project PFP Business Hub demonstrated through small-medium businesses	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.2.1 Developing prioritised topics and themes for funding cycles of peatland projects												
2.2.2 Conducting an open call for proposals <i>Outreach to stakeholders & hiring</i>												



<i>of country coordinator for each of 6 countries: Cambodia, Laos, Myanmar, Philippines, Thailand, Vietnam (120 d/yr/coordinator)</i>												
2.2.3 Shortlist incoming project proposals and with the Advisory Committee (<i>online</i>)												
2.2.4 Providing support to the cohorts of the call for proposal through pilot incubator <i>Site visits</i>												
2.2.5 Organising an exhibition to display the cohorts' projects and connect them to major funders												
2.3 EU-ASEAN innovative convening for integrated landscape approach	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.3.1 Organising a summit meeting involving the projects' cohorts (final showcase for phase-1) <i>1 Conference involving 20-30 high-level participants, business hub winners, 6 speakers</i>												
2.3.2 Developing and publishing policy briefs and recommendations <i>1 Conference of Parties to disseminate policy briefs 1 5-day workshop for 25 pax</i>												