



USING A THEORY OF CHANGE TO LEARN ACROSS CONSERVATION ENTERPRISES

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SUPPORTING THE ENABLING CONDITIONS FOR ENTERPRISES AS AN ALTERNATIVE TO SLASH-AND-BURN AGRICULTURE

ENTERPRISE TYPES

- Sustainable production of cocoa, spices, essential oils, peanuts, and vanilla
- Agroforestry
- Seaweed farming
- Ecotourism
- Jam production
- Beekeeping and honey production
- Baobab cultivation and harvesting
- Handicrafts
- Market gardening

Conservation Enterprise Approach

For the past two years, the USAID Hay Tao activity has supported national laws, building the capacity of conservation entrepreneurs, and developing sustainable business models. They will be working within three regions in Madagascar and with 19 cooperatives in coordination with the government.

Support Conservation **Enterprises**

ASSUMPTION

Partners support the enabling conditions for the cooperatives:

- National legal framework
- Capacity development
- Business models and plans
- Market linkages
- Mechanism of return on investment to the conservation of biodiversity

Enabling Conditions in Place for Enterprises

ASSUMPTION

By building the enabling conditions, cooperatives have technical capacity, markets, traceability, and certification systems in place to generate revenues. Participation grows within enterprises as a result of convertible grants.



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Partners track progress on the national legal framework for conservation enterprises. Partners conduct key informant interviews with entrepreneurs and other partners on markets, return on investment to communities and conservation, and revenues.

KEY LESSONS

The national platform of stakeholders is effective at supporting national law on social and conservation enterprises. Cooperatives need more support on value addition and certification.



Cocoa pods © USAID Hay Tao activity

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THEORY OF CHANGE

Benefits Realized by Stakeholders



Stakeholders' Attitudes and Behaviors Changed



ASSUMPTION

Enterprise stakeholders have increased income from selling goods and services. Community members have income from selling raw materials to enterprises.

WHAT IS MEASURED & HOW

Partners conduct interviews with stakeholders regarding changes in income from enterprises.

KEY LESSONS

Cooperatives need to have benefit sharing mechanisms in place. The price of vanilla is fixed by the government, which limits the income.

ASSUMPTION

Enterprise stakeholders raise awareness and allocate a part or majority of their profits to ensure the sustainable management of the resources by the community. Community members, as enterprise partners, do not practice slash-and burnagriculture and sustainably harvest raw materials for enterprises.

WHAT IS MEASURED & HOW

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Partners directly observe the extent of collaboration between the enterprises and the local community.

KEY LESSONS

Enterprises need an explicit mechanism to reinvest profits for the management of community resources as inputs to the enterprise (e.g., fruit, raffia).

ASSUMPTION Overharvesting of forest resources and deforestation from slash-and-burn agriculture are reduced.

WHAT IS MEASURED & HOW Partners conduct field visits to directly observe the extent of slash-and-burn agriculture.

MADAGASCAR

SOURCES

• USAID Hay Tao Mission trip reports and training reports at Menabe landscape (Holisoa Lalaharimanitra, Gender & Youth Specialist; Arson Randria, Advocacy Officer; Holly Rakotondralambo, Project Officer) • Ministry of Industry, Trade and Handcraft/One District One Factory Project team (Ulrich Ramiandrasoa, Legal and Economic Studies Officer, and Tsimbina Andrianaivo, National Coordinator of One District One Factory Project)

Threat Reduction or Restoration

Biodiversity Conservation

ASSUMPTION Forest cover is maintained or increased.

WHAT IS MEASURED & HOW

Partners use Global Forest Watch to monitor forest cover.

KEY LESSONS

It is too early in implementation to detect changes in forest cover.

Seaweed harvesting © USAID Hay Tao activity

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REDUCING OVERFISHING IN LAKE MALAWI BY PROVIDING ALTERNATIVE SOURCES OF INCOME

ENTERPRISE TYPES

- Ecotourism
- Honey producers
- Sustainable agri-businesses
- Sustainable rice producers
- Eco-friendly fish processors
- Integration of dairy farming and cassava silage production
- Cashew nut production
- Eco-friendly processing of high quality cassava flour

Conservation Enterprise Approach

From 2020–2021, the USAID Restoring Fisheries for Sustainable Livelihoods in Lake Malawi (REFRESH) activity conducted a diagnostic assessment and selected 35 enterprises to provide support. Enterprises will provide alternative sources of income with the aim of reducing overfishing in Lake Malawi.

Support Conservation **Enterprises**

ASSUMPTION

Partners support the enabling conditions for communities to participate in enterprises, including technical assistance to build capacity (entrepreneurship development); development of sustainable business plans; individual mentorship and coaching; monitoring; linking to business development support services and to micro-financing institutions; and enhancing enterprise collaborations.



Honey Products Limited sells honey produced by forest-dependent beekeeping communities in the Miombo woodlands © USAID REFRESH activity

Enabling Conditions in Place for Enterprises

ASSUMPTION

Enterprises have strong governance, infrastructure and equipment, access to finance and markets, and support from District Councils and communities. Social cohesion from participating in enterprise groups increases.

WHAT IS MEASURED & HOW

Partners track progress of producer groups, including their level of participation (including women and youth), links to financing, development of business plans, participation in alliances, and revenue generation.

KEY LESSONS

Policies and business alliances support enterprise development. Since participation by women and youth was initially low, the activity has used multiple channels to reach and recruit them and has diversified the types of enterprises to engage them.

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THEORY OF CHANGE

Benefits Realized by Stakeholders



Stakeholders' Attitudes and Behaviors Changed

ASSUMPTION Fisherfolk make more income

from alternative livelihood options than from fishing.

WHAT IS MEASURED & HOW

Partners conduct key informant interviews with enterprise owners; analysis of reports, such as financial records to ascertain income; and a household survey on changes in income from alternative livelihoods and fishing.

KEY LESSONS

It is important to have prior agreements on benefit sharing.

ASSUMPTION

Over-fishers will stop fishing entirely or stop fishing in critical areas because they have sufficient income from nonfishing activities, more awareness, and higher risks from noncompliance.

WHAT IS MEASURED & HOW

Partners conduct key informant interviews with Beach Village Committees and government authorities to track community compliance with laws and overall fishing effort.

KEY LESSONS

Identifying and engaging champions within the communities has been an important means to promote sustainable fishing.

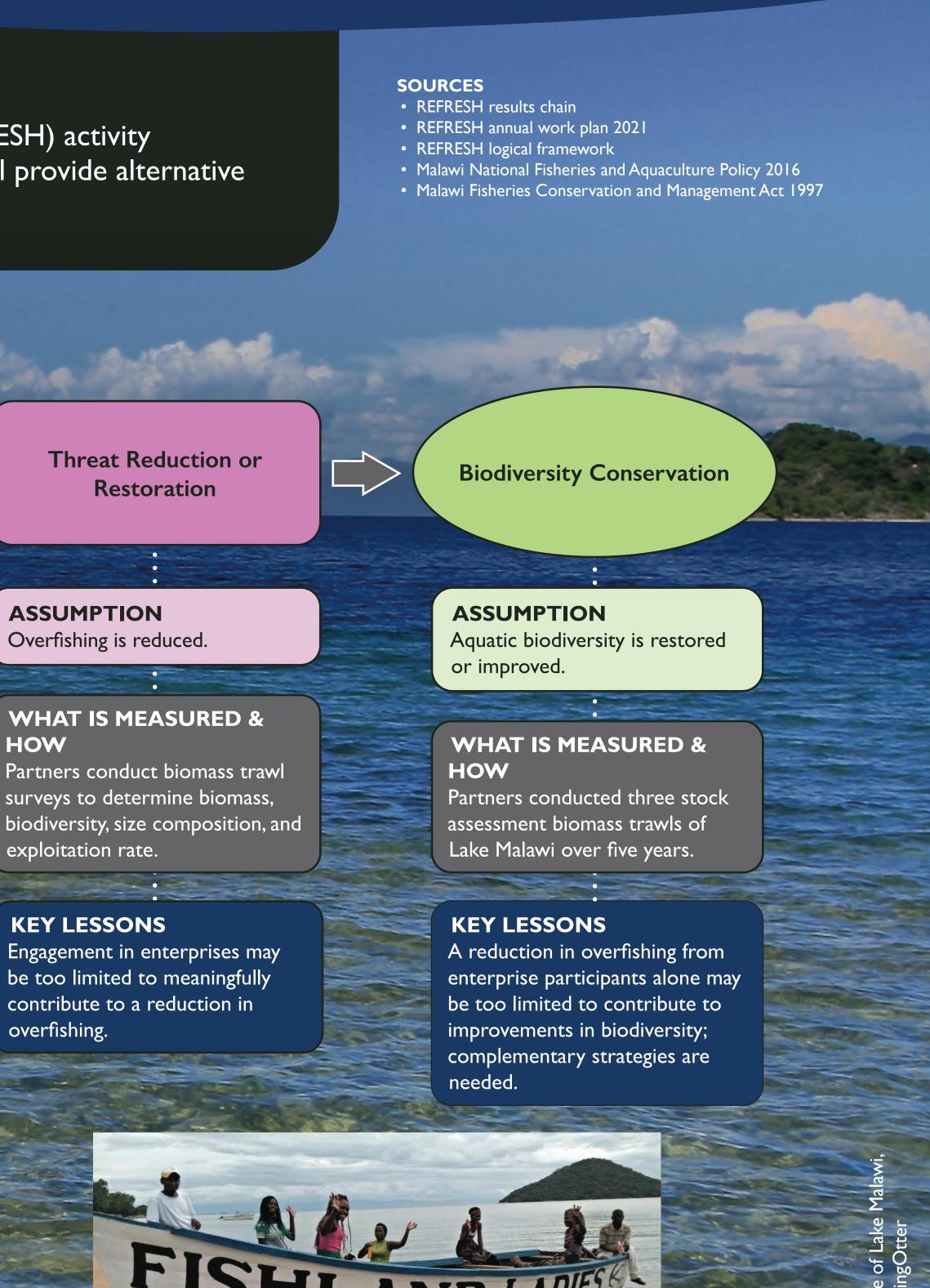
HOW

overfishing.

MALAWI







The Fishland Ladies is a fish processing and marketing group in Mangochi © USAID REFRESH activity

Background photo: Likoma District © T



SUPPORTING INDIGENOUS COMMUNITIES TO PRODUCE FOREST AND AGROFORESTRY PRODUCTS IN THE AMAZON

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ENTERPRISE TYPES

- Agroforestry for cocoa production
- Forest plantations
- Timber harvesting
- Shiringa rubber harvesting
- Handicrafts

Conservation Enterprise Approach

Since April 2019, USAID partner AIDER, through implementation of the Forest Alliance initiative, has supported seven Indigenous communities in the Peruvian Amazon to sustainably produce forest and agroforestry products. In these communities, 18 producer committees, each with 15 to 60 members, organize and sell products to the Indigenous-run company Nii Biri.

Support Conservation **Enterprises**

Partners support the enabling conditions for committees to provide products to the Nii Biri company, including:

- Training on technical aspects of production, communal governance, business management, and compliance with regulations
- Providing materials and inputs

Partners support the Nii Biri company including:

- Training in production,
- administrative, and commercial areas
- Promoting market linkages and commercial agreements
- Supporting communal land and forest tenure for communities



A woman from the Shipibo Conibo Indigenous Peoples inspects textiles that she will sell to Nii Biri © AIDER-Forest Alliance

Enabling Conditions in Place for Enterprises

ASSUMPTION

By building the enabling conditions, committees have the capacity to sell products to Nii Biri, generate revenues, and engage participants over time.

WHAT IS MEASURED & HOW

Partners directly observe productive community operations and review committees' and Nii Biri's monthly production and sales reports.

KEY LESSONS

Developing a business culture in Indigenous communities is a key enabling condition and is a long-term process. Nii Biri needs the capacity to adapt quickly to market changes.

THEORY OF CHANGE

Benefits Realized by Stakeholders

ASSUMPTION

Selling products to Nii Biri provides increased and more stable income to communities (not only committee members). Communities also receive additional income from selling carbon credits.

WHAT IS MEASURED & HOW

Partners conduct a survey of community members for a change in household income and non-monetary benefits.

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KEY LESSONS

More community members recognize the importance of the enterprise because they have increased income.

Stakeholders' Attitudes and Behaviors Changed

ASSUMPTION

Communities are aware of the value of managing the forest for enterprise sustainability. Committees channel part of their enterprise revenues to communal forest management, per Forest Stewardship Council (FSC) standards, and monitor and report illegal activities to authorities.

WHAT IS MEASURED & HOW

Partners survey community members about their attitudes toward the value of managing the forest for enterprise sustainability. Partners also observe and interview members regarding forest management, per FSC, and regarding illegal activity monitoring and reporting.

KEY LESSONS

There is a need to improve community members' perceptions about the existence and influence of monetary and non-monetary benefits from forest conservation.

ASSUMPTION There is no deforestation in participating communities from slash-and-burn agriculture, outsiders' grabbing land, or illegal loggers.

WHAT IS MEASURED & HOW Partners conduct remote forest monitoring of clearing incidents and directly observe and interview community members

Slash-and-burn agriculture by communities is a minor threat relative to land grabbing or illegal logging by outsiders. Informal channels (e.g., word of mouth) is an important information source for monitoring and reporting illegal activities.

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Threat Reduction or Restoration

regarding incidents of threats.

KEY LESSONS

Biodiversity Conservation

ASSUMPTION

Indigenous communities maintain 120,000 hectares of Amazonian forest and avoid greenhouse gas emissions on lands they manage.

WHAT IS MEASURED & HOW

Partners conduct remote forest monitoring of changes in forest cover.

: 1 **KEY LESSONS**

Early warning systems that combine remote monitoring and community-based monitoring are effective for communities to avoid or reduce deforestation from invaders, but government response is still required.

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SUPPORTING BEEHIVE FENCES AND HONEY PRODUCTION TO **REDUCE HUMAN-WILDLIFE CONFLICT NEAR PROTECTED AREAS**

Richard Oluka (Monitoring, Evaluation, and Learning Manager, USAID CWC), Margaret McMorrow (Agreement Officer's Representative, USAID CWC)

ENTERPRISE TYPES

Beehive fences and honey production

Conservation Enterprise Approach In the first half of 2021, the USAID Combating Wildlife Crime (CWC) activity supported three enterprise groups, of about 15 members each, in communities around Karuma Wildlife Reserve in Uganda's Murchison Falls Protected Area.

Support Conservation Enterprises

ASSUMPTION

Partners support communities to participate in enterprises, including:

- Constructing beehive fences to stop elephants from crossing into crop fields
- Training in modern apiary management
- Providing modern apiary equipment
- Providing access to credit and capital through Village Savings and Loans Associations (VSLAs)
- Developing market linkages



Beehive fence © USAID CWC activity

Enabling Conditions in Place for Enterprises

ASSUMPTION

Enterprise groups within communities construct beehive fences, produce and sell honey, and generate revenues. The revenues are saved in VSLA groups, from which the group members can borrow loans for investment to generate more revenue.

WHAT IS MEASURED & HOW

Partners conduct surveys and focus group discussions with beekeeping groups regarding enterprise conditions and conduct interviews with Karuma Wildlife Reserve staff involved in monitoring.

KEY LESSONS

Groups are committed to constructing the fences. Providing continuous and close support to communities during implementation promotes commitment, dedication, and ownership of the enterprises, promoting sustainability.

THEORY OF CHANGE

Benefits Realized by Stakeholders



Stakeholders' Attitudes and Behaviors Changed

ASSUMPTION

Beehive fences reduce humanwildlife conflict and improve food security in communities. Selling honey provides income to enterprise participants and acts as capital for further investment.

WHAT IS MEASURED & HOW

Partners conduct focus groups, interviews, and household socioeconomic surveys regarding community benefits at the activity baseline, midterm, and end-term.

KEY LESSONS

Hives are producing honey and being harvested for household consumption.





ASSUMPTION Community members do not

engage in retaliatory killings of wildlife and report illegal wildlife activities to park authorities.

WHAT IS MEASURED & HOW

Partners conduct focus groups, interviews, and household socioeconomic surveys at the activity baseline, midterm and end-term regarding attitudes and behaviors, including relationships with authorities and involvement of the community in reporting illegal wildlife activities to authorities.

KEY LESSONS

Communities are hesitant to report crime to authorities due to fear of being targeted by the criminals; they need to be guaranteed of their safety. There is a need for an Informant Risk Management Plan.

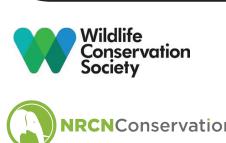
ASSUMPTION Retaliatory killings of wildlife and other illegal wildlife activities in and around Karuma Wildlife Reserve and Murchison Falls Protected Area are reduced.

WHAT IS MEASURED & HOW

Uganda Wildlife Authority tracks illegal wildlife activities using the Online Wildlife Offenders Database. Partners use the Management Information System to track data on incidents of retaliatory killing and other illegal wildlife activities at the park level.

Involving communities and authorities in all interventions is key to building trust and promoting sustainability of threat reductions. Data management procedures for the Uganda Wildlife Authority's Online Wildlife Offenders Database need to be strengthened to improve the quality of data generated.

UGANDA





SOURCES

- Group VSLA records
- Annual and quarterly progress reports
- Routine activity reports
- Baseline, midterm, and end-term evaluation reports

Threat Reduction or Restoration

KEY LESSONS



ASSUMPTION

Populations of wildlife (e.g., elephants) are maintained around the Murchison Falls Protected Area

WHAT IS MEASURED & HOW

Uganda Wildlife Authority tracks populations of wildlife.

KEY LESSONS

Others beyond the enterprise stakeholders (e.g., other National Wildlife Crime Coordination Task Force member institutions) need to be on-board to achieve biodiversity outcomes.

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SUPPORTING ENTERPRISES TO INCREASE COMPLIANCE FOR SUSTAINABLE RESOURCE USE WITH COMMUNITY GROUPS

Robert Bagyenda (Agreement Officer's Representative, Uganda Biodiversity Trust Fund and B4R), Jennifer Talbot (Chief of Party, B4R), Juraj Ujházy (Private Sector Engagement Advisor)

ENTERPRISE TYPES

- Ecotourism
- Organic/Climate-smart agriculture
- Forest enterprises, including agroforestry, honey, and sustainable charcoal production
- Wildlife-based enterprises
- Renewable energy
- Livestock

Conservation Enterprise Approach

Biodiversity for Resilience (B4R) supports community-based conservation management through entities such as conservancies, community wildlife associations (CWAs), collaborative forest management groups (CFMs), and community wildlife scout groups (CWSs). Geographical focus is on conservancy establishment in the Kidepo Valley, Murchison Falls, and Lake Mburo landscapes, as well as in Budongo Forest and forest reserves in the greater Kidepo Valley Landscape.

Support Conservation **Enterprises**

ASSUMPTION

Partners support communities to participate in enterprises, including:

- Training, equipment, market linkages for all enterprises
- Detailed guidance on how to achieve community-wide conservation compliance, including generation of funds for conservation (e.g., for conservancy management)
- Governance advisory to link enterprises with communitybased conservation structures (e.g., conservancies, CFMs)

Enabling Conditions in

Place for Enterprises

ASSUMPTION

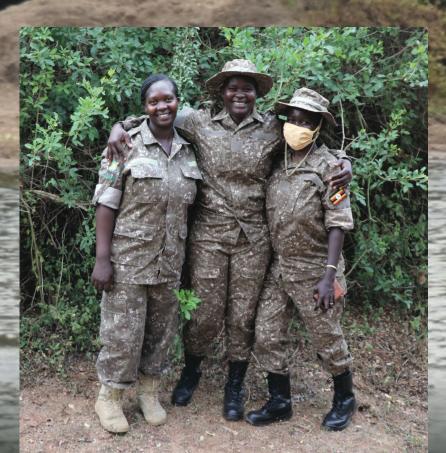
Enterprise groups within communities produce, market, and sell goods and generate revenues through long-term partnerships with the private sector. CFMs, conservancies, and supporting structures such as CWAs and CWSs are well governed to manage funds. More scale is achieved with ongoing investment.

WHAT IS MEASURED & HOW

Partners implement tools, such as the Conservancy Roadmap, and conduct surveys and focus group discussions with enterprise groups regarding capacity to produce and sell products.

KEY LESSONS

Clear structure is needed upfront to understand roles, responsibilities, and benefit sharing.



Female rangers at Murchison Falls National Park © USAID B4R activity

THEORY OF CHANGE

Benefits Realized by Stakeholders

Stakeholders' Attitudes and Behaviors Changed

ASSUMPTION

Selling products provides income to enterprise participants and funds for conservancies, CFMs, CWAs, and CWSs. There is better conservation management and less human-wildlife conflict because conservation impact plans are embedded in each enterprise.

WHAT IS MEASURED & HOW

Partners review private partner and other stakeholder reports and conduct household socio-economic surveys regarding community benefits.

KEY LESSONS

Addressing communities' needs (e.g., reducing human-wildlife conflict) is the entry point in conservancies to build relationships, but this may not lead to conservation behaviors without other support. The benefit sharing model needs to be tailored to each specific part of a landscape (e.g., whether it is managed by a conservancy or a community forest reserve).

ASSUMPTION

Community members comply with conservation agreements: They do not retaliate against wildlife; they report other infractions to authorities; they sustainably harvest forest products; and they do not encroach on habitat in the buffer areas around protected areas.

WHAT IS MEASURED & HOW Partners track progress on the Conservancy Roadmap by monitoring performance of the partner stakeholders (e.g., conservancies, CFM groups). Partners also conduct focus group discussions, key informant interviews, and household socio-economic surveys regarding attitudes and behaviors, including relationships with authorities and involvement of communities in reporting crime to authorities.

KEY LESSONS

Different attitudes can be expected by different ethnic groups, depending on their livelihoods, types of land ownership, and cohesiveness. Many stakeholders do not yet understand the need to invest back into conservation.

Unsustainable resource harvesting, unsustainable agricultural practice, encroachment, poaching, overgrazing, and uncontrolled fires are reduced.

HOW

Partners track data from government agencies (e.g., Uganda Wildlife Authority, National Forestry Authority), community-based institutions (e.g., CWAs, CWSs, CFMs), and private sector partners.

KEY LESSONS

Community-based enforcement (e.g., scouts, forest patrols) needs to operate in conjunction with other stakeholders (e.g., CWAs, Uganda Wildlife Authority, National Forestry Authority) to achieve landscape-wide conservation results. Awarenessbuilding by local champions and elders is also needed to support threat reduction.











Threat Reduction or Restoration

ASSUMPTION

WHAT IS MEASURED &

Biodiversity Conservation

ASSUMPTION

Target ecosystems (forests, woodlands, grasslands, wetlands) and species (elephants, lions, hippos, chimpanzees) are maintained or increased in target landscapes.

WHAT IS MEASURED & HOW

Partners will monitor some species distributions and populations through ecological monitoring by community wildlife scouts.

KEY LESSONS Community scouts require training and suitable technology to conduct ecological monitoring.



SUPPORTING ENTERPRISES TO HELP COMMUNITIES BENEFIT FROM NATURAL RESOURCES AND REDUCE POACHING

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ENTERPRISE TYPES

- Non-timber forest products (e.g., harvest and use of mopane worms, baobab fruits, marula fruits)
- Beekeeping/social forestry
- Conservation agriculture
- Agroforestry
- Nutrition gardens
- Arts and crafts using seized snares
- Eco- and cultural tourism

Conservation Enterprise Approach

Over the past year, the USAID Resilience ANCHORS activity has laid the foundation for implementing a suite of interventions to increase the capacities of communities in the Southeast Lowveld of Zimbabwe. These interventions will help communities to manage and draw economic benefits from their natural resources as a way of reducing poaching and alleviating impacts of human-wildlife conflict.

Support Conservation Enterprises

ASSUMPTION

Partners support the enabling conditions for communities to participate in enterprises, including:

- Technical capacity to provide goods and services and meet certification standards
- Infrastructure and materials
- Savings and lending schemes
- Business skills and market linkages
- Governance systems
- Resource rights
- Legal and policy frameworks

Mrs. Dhliwayo (above) and other women farmers in Chipinge District use proceeds from garden produce sales to support immediate family needs © USAID Resilience ANCHORS activity

Enabling Conditions in Place for Enterprises

ASSUMPTION

By building the enabling conditions for enterprises, communities have the capacity to sell goods and services, generate revenues, and engage more participants over time.

WHAT IS MEASURED & HOW

Partners conduct field observations, focus groups discussions with community members, and key informant interviews with district stakeholders regarding conditions for enterprises.

KEY LESSONS

Issues of access and benefiting from natural resources by rural communities are not adequately supported by existing tenure policies in Zimbabwe. The government needs to expedite devolution of appropriate status authority to the lowest possible governance level to increase communities' benefits from wildlife resources.

THEORY OF CHANGE

Benefits Realized by Stakeholders



Stakeholders' Attitudes and Behaviors Changed

ASSUMPTION

Selling enterprise products and services provides increased income to community members and community services (e.g., schools, health centers, halls).

WHAT IS MEASURED & HOW

Partners conduct household surveys, key informant interviews, and focus group discussions with community members regarding number of participants, change in income, access to community services, and new enterprise development.

KEY LESSONS

Does overemphasis on monetary benefits lead to a problem of over-commodification of nature? In instances where enterprise and community participants fail to realize anticipated monetary benefits, will their level of effort in the enterprise be limited? Will over-commodification lead to quick depletion of resources?



ASSUMPTION

Community members report illegal activities because they share in the benefits from enterprises, feel a sense of "ownership" over wildlife, and engage in reforestation/ afforestation.

WHAT IS MEASURED & HOW

Partners conduct key informant interviews and focus group discussions with community members to track the bylaws enacted and meetings between communities and park authorities. They also conduct household surveys regarding change in attitudes towards forests, wildlife, and reporting crime.

KEY LESSONS

A benefit sharing mechanism should be agreed upon from the beginning and periodically reviewed. Messaging for awareness-building regarding natural resource management needs to take into account differences among stakeholders' levels of appreciation and value placed on natural resources. Do enterprise participants provide a benchmark for behaviors by non-enterprise participants?

There is less crime—including encroachment into corridors, retaliatory killing, and poaching by outsiders—because of increased surveillance by communities.

HOW

Partners conduct key informant interviews with conservancy and community members to track the incidents of threats and reforestation/afforestation cases as a result of increased natural resource management awareness and strengthened law enforcement at various levels.

KEY LESSONS

Are empowered communities better able to monitor and enforce bylaws that support conservation of natural resources? Are communities that benefit from enterprises more likely to increase their efforts to protect natural resources?



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SOURCES

Resilience ANCHORS work and activity plans; monitoring, evaluation, learning plan; scoping field reports; activity scope of work Commercial Farmers' Union of Zimbabwe 99-year lease pamphlet "Banks declare 99-yr leases worthless," The Zimbabwe Independent Zimbabwe Forest (Control of Firewood, Timber and Forest Produce Regulations, 2012 (S.I. No. 116 of 2012)

• Zimbabwe Water Act, Acts 31/1998, 22/2001, 13/2002, 14/2002 'People are not Happy' - Speaking up for Adaptive Natural Resource Governance in Mahenye. Evolution and Resilience in the Face of Adversity, or another Case of Community Based Natural Resource Management (CBNRM) n Crisis?

State of the Wildlife Economy in Africa Case Study: South Africa Wildlife Conservation In Zimbabwe: A Review of Relevant Statutes and an Assessment of Protected Areas, Conservancies and Implications of the Indigenisation Policy

Threat Reduction or Restoration

ASSUMPTION

WHAT IS MEASURED &

Biodiversity Conservation

ASSUMPTION

Forest cover is maintained, river health and aquatic ecosystems improve, and wildlife populations in and around the protected areas increase.

WHAT IS MEASURED & HOW

Partners conduct aerial surveys of wildlife in protected areas and conservancies and perform direct observation of forest cover in areas in and around the protected areas and conservancies.

The monitoring of river health is to be determined.

KEY LESSONS

A number and mix of factors need to be in place for biodiversity conservation to be fully realized; the enterprise approach is just one strategy among others. Stakeholders need to be continually engaged for them to fully appreciate the value of natural resources and contribute to biodiversity conservation outcomes.