



USAID
FROM THE AMERICAN PEOPLE



Conservation Enterprises Impact Lab 2022

Group Final Session

August 23, 2022 9:00–10:30 a.m. EDT

Kick-off Agenda

- **Welcome and Do Now (10 mins)**
- Objectives and Session Agenda (5 mins)
- Team Lightning Talks (20 mins)
- Tool Sharing and Gallery Walk (55 mins)
- Next Steps (5 mins)



Conservation Enterprises
Impact Lab

Welcome and Do Now



Conservation Enterprises
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How many flowers must honeybees pollinate to make one pound of honey?

A. 1,000



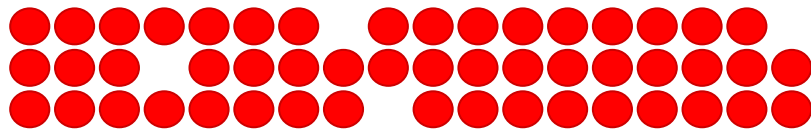
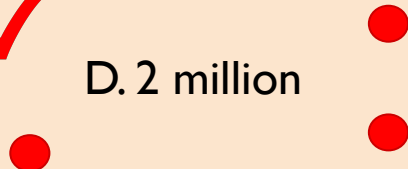
B. 50,000



C. 1 million



D. 2 million



Welcome and Do Now



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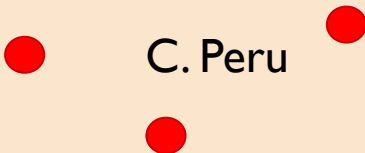
Which country was the first to cultivate vanilla?

A. United States

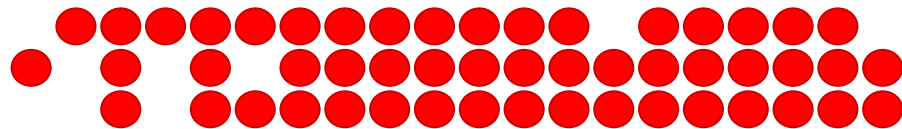
B. Mexico



C. Peru



D. Madagascar



Final Session Agenda

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Final Session Objectives

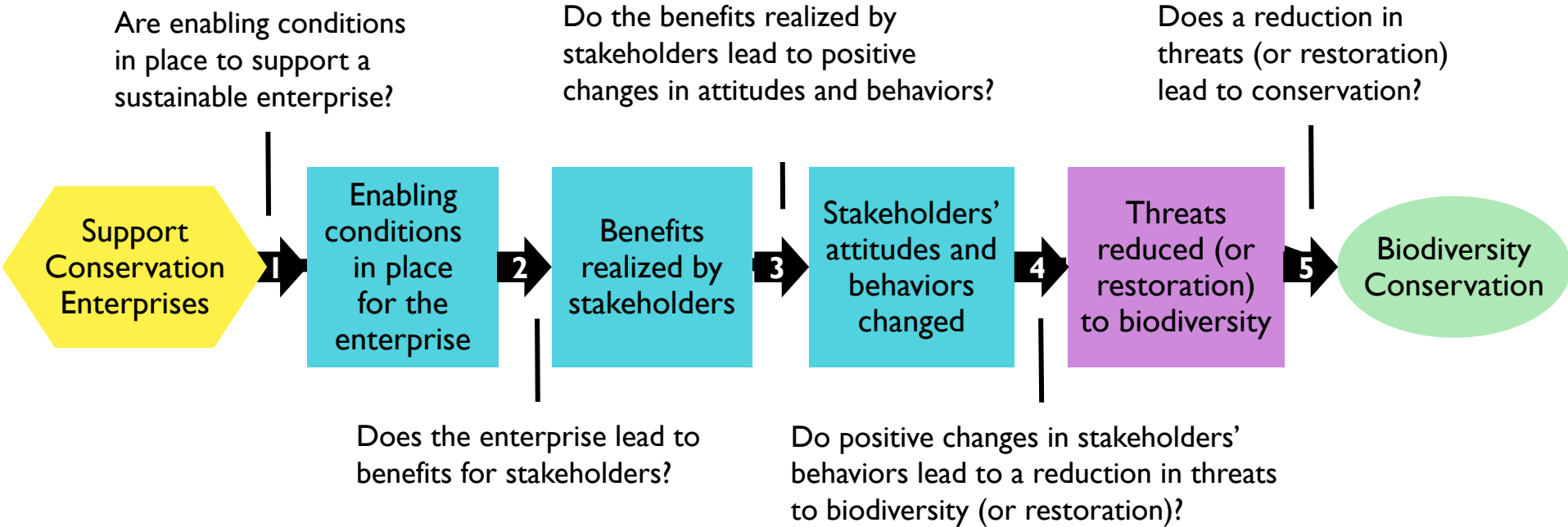


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We will:

- Share your theories of change for conservation enterprises from your posters and key lessons.
- Share tools and approaches for measuring enabling conditions, stakeholder benefits, and conservation attitudes and behaviors.
- Inspire and motivate continued measuring and sharing of the impact of your CE approaches in the future.

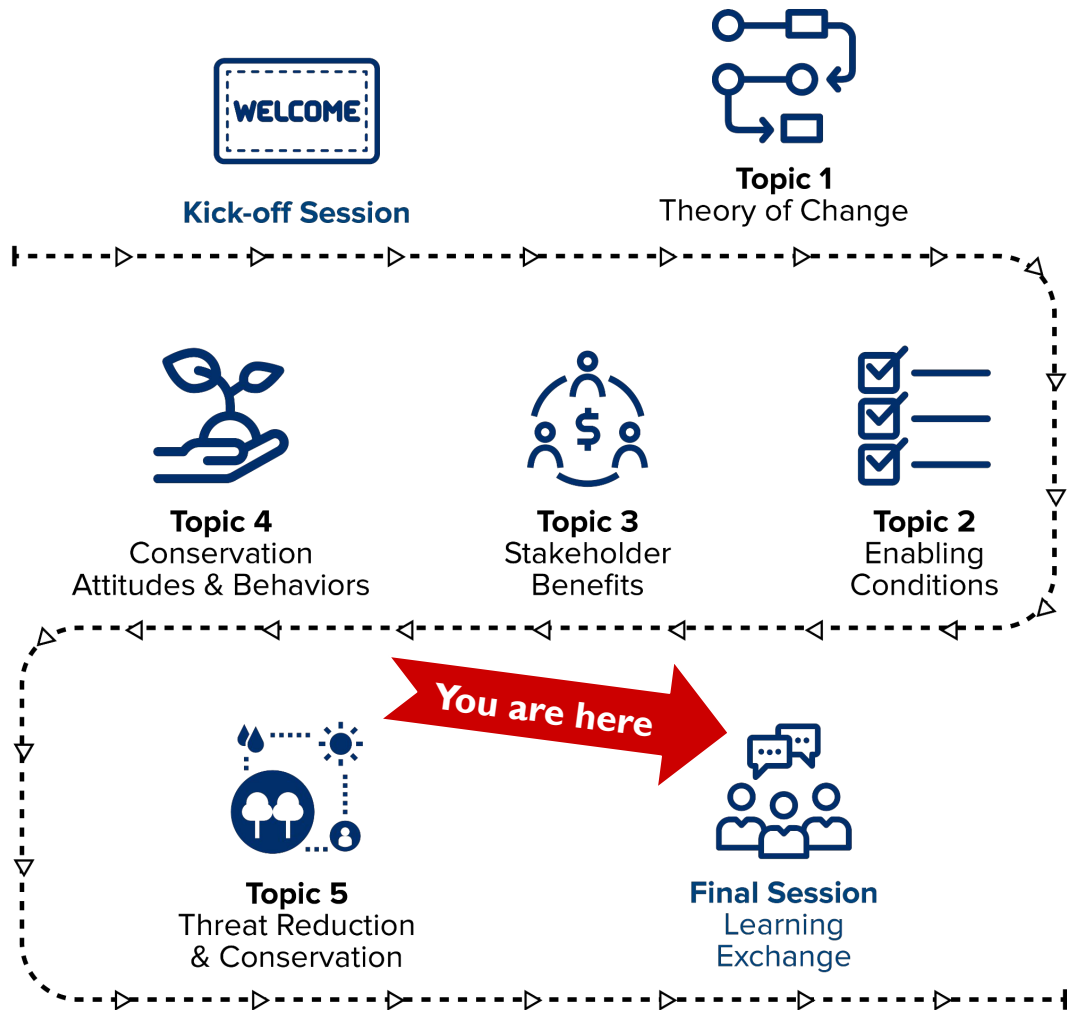
Conservation Enterprises Theory of Change



Journey Map



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Final Session Agenda

- Welcome and Do Now (10 mins)
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Enterprise Types

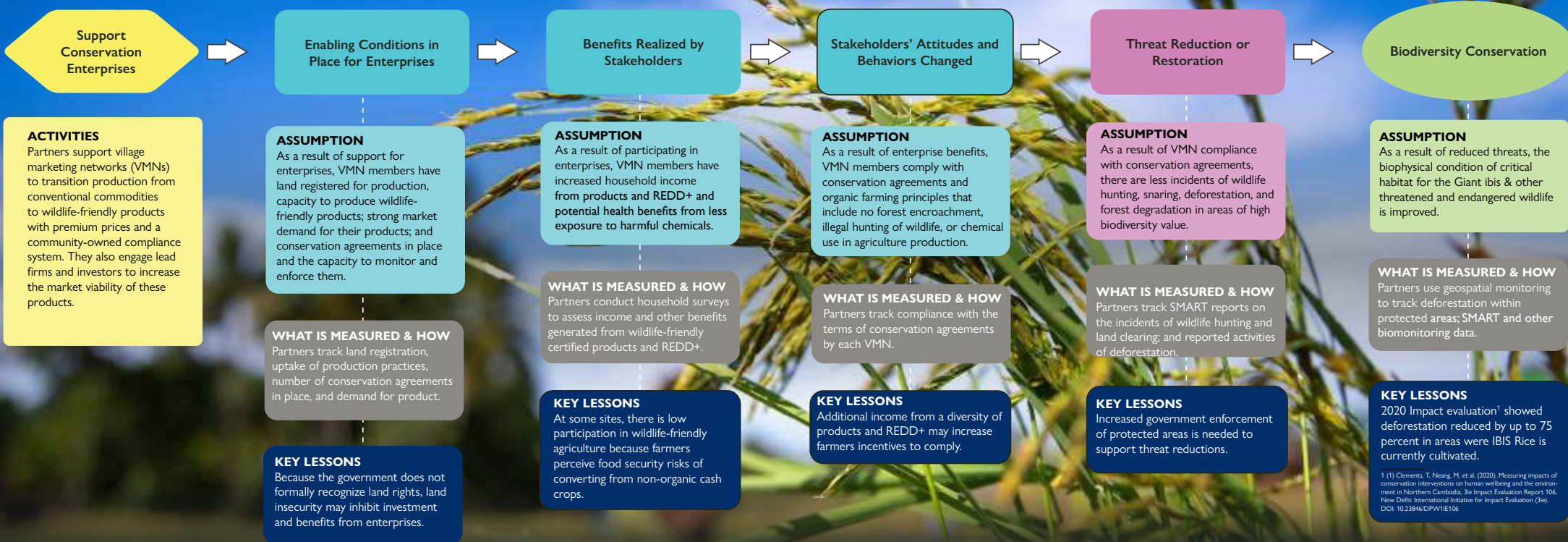
- IBIS Rice
- Organic cashew nut
- Vegetables

Other value chains may be included later (e.g., turmeric, banana).

Conservation Enterprise Approach

Through a market systems approach, the USAID Morodok Baitang supports 22 villages to produce wildlife-friendly organic rice and other products by improving production, supporting certification compliance monitoring, and removing barriers to investment.

THEORY OF CHANGE



CAMBODIA USAID Morodok Baitang



KEY LESSONS

Past experience shows **IBIS farmers receive premium prices.**

- Price higher (50 percent on average) of organic rice compare to market price.
- IBIS Rice members/farmers must comply with organic production and wildlife conservation.
- Market demand for organic and conservation friendly products is more than the supply.

Value Chain Assessments were useful in identifying, validating, prioritizing, and selecting the final value chains to support with communities. The analysis was based on:

- Conservation focus: A product with a conservation friendly focus is present in the landscape.
- Commercial focus: Large or future potential market growth, interest from lead firms, sustainability, and presence in the landscape.

Human Centered Design was useful in understanding:

- Key barriers the community faced in complying with biodiversity norms.
- Constraints and opportunities for communities and value chains.

Villages around Nkhotakota Wildlife Reserve engage in enterprises that support more sustainable use of the resources of the Miombo Forest.

Bruce Sosola, USAID; Madalitso Kaferawanthu, USAID; Jeff deGraffenried, USAID; Mpambira Kambewa, USFS-IP Malawi; Alinafe Chibwana, USFS-IP Malawi; John Kerkering, USFS; Leslie Minney, USFS implementing partner



Enterprise Types

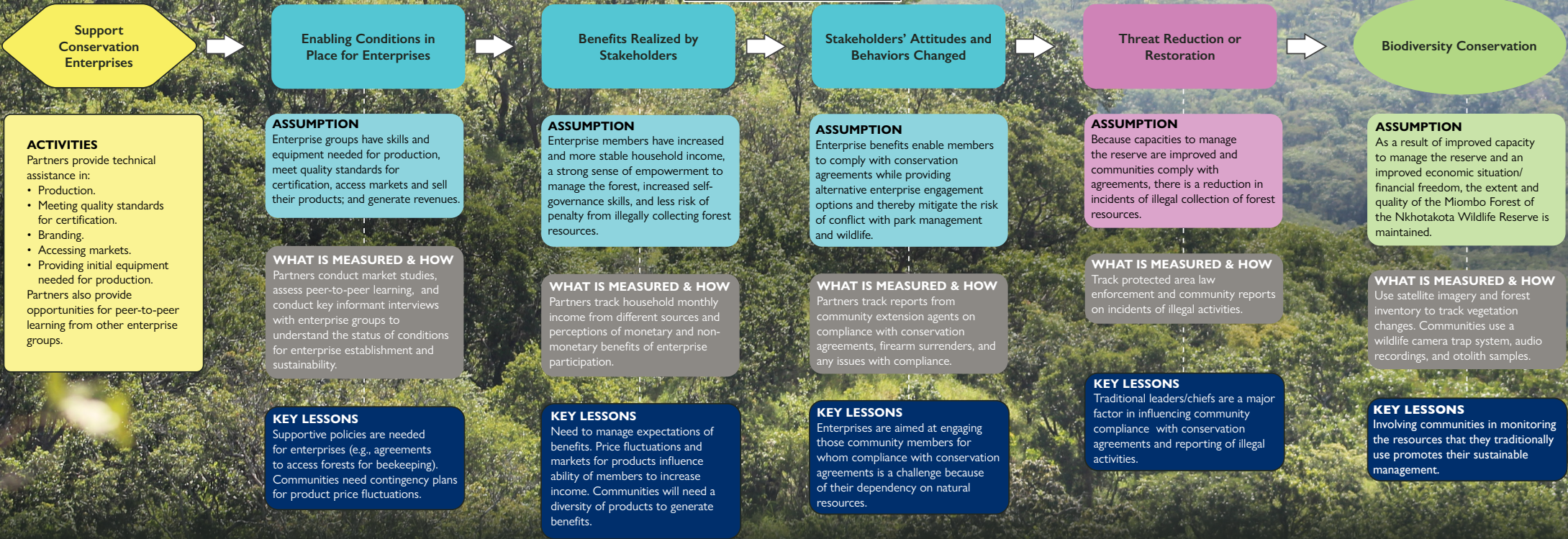
- Dried mangos
- Beekeeping/honey

Conservation Enterprise Approach

The U.S. Forest Service International Program partners with African Parks to engage communities to better understand the conditions needed for honey and dried mango enterprises to contribute to reducing illegal use of natural resources in adjacent protected areas.



THEORY OF CHANGE



MALAWI *USFS collaboration with African Parks*



KEY LESSONS:

- Studies conducted prior to setting up enterprises provided a basis for program design and implementation—Estimation of mangoes trees surrounding NWR (Davis, 2019), Quantity estimation of mangoes available annually (supply) (Jiva, 2019), Demand estimation (WTB) (Jiva, 2019), Lessons Learned from similar initiatives and resource needs (Smith, 2019).
- The complex and interdependent relationships between African Parks, local community structures, and traditional chiefs are key to how communities are engaged in dried mango and honey enterprises affecting the implementation of conservation agreements between communities and African Parks.
- As a more established product, the honey enterprise propelled the dried mangoes enterprise to entrenched market linkages.
- The non-monetary benefits of the enterprises provide social safety nets and contribute to wider infrastructure capacity for the engaged communities.

Market linkage and cooperatives support communities to use resources in and around marine and terrestrial protected areas sustainably.

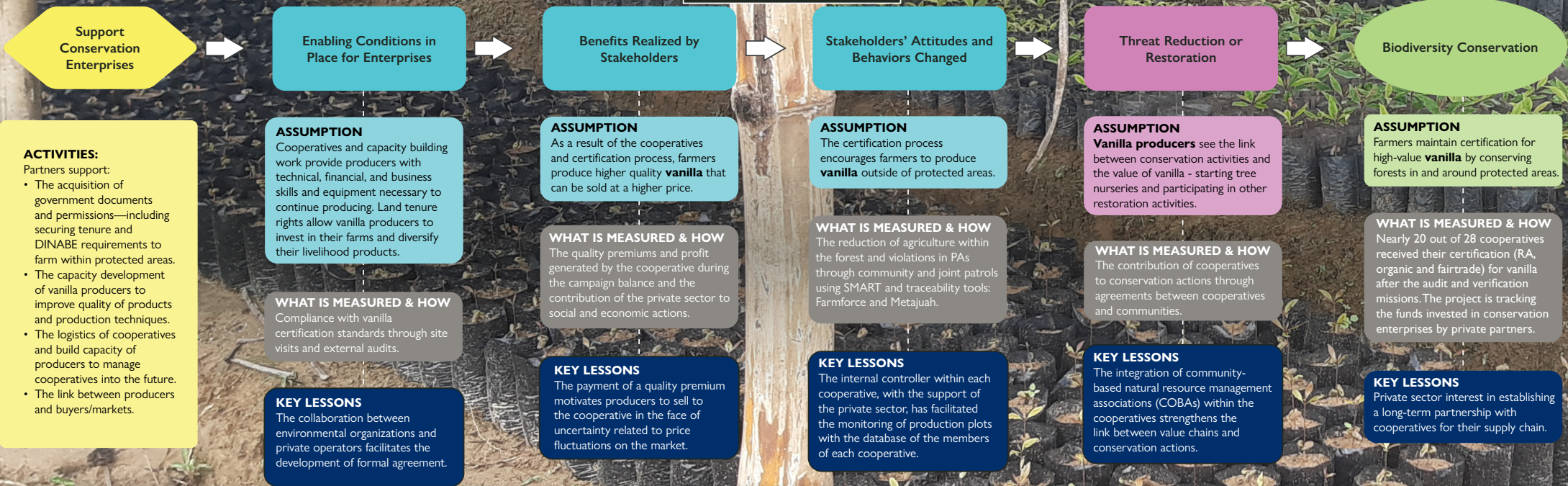
Fanja Randrenalijaona, Abel Rakotonirainy, Nirina Solofoniaina

- Enterprise Types
- High-quality vanilla production
 - Seaweed farming

Conservation Enterprise Approach

The USAID Mikajy project supports the conservation of high biodiversity areas in the MaMaBaie landscape through the promotion of sustainable vanilla and seaweed value chains for the benefit of communities, in partnership with private operators.

THEORY OF CHANGE



Market linkage and cooperatives support communities to use resources in and around marine and terrestrial protected areas sustainably.

Fanja Randrenalijaona, Abel Rakotonirainy, Nirina Solofoniaina

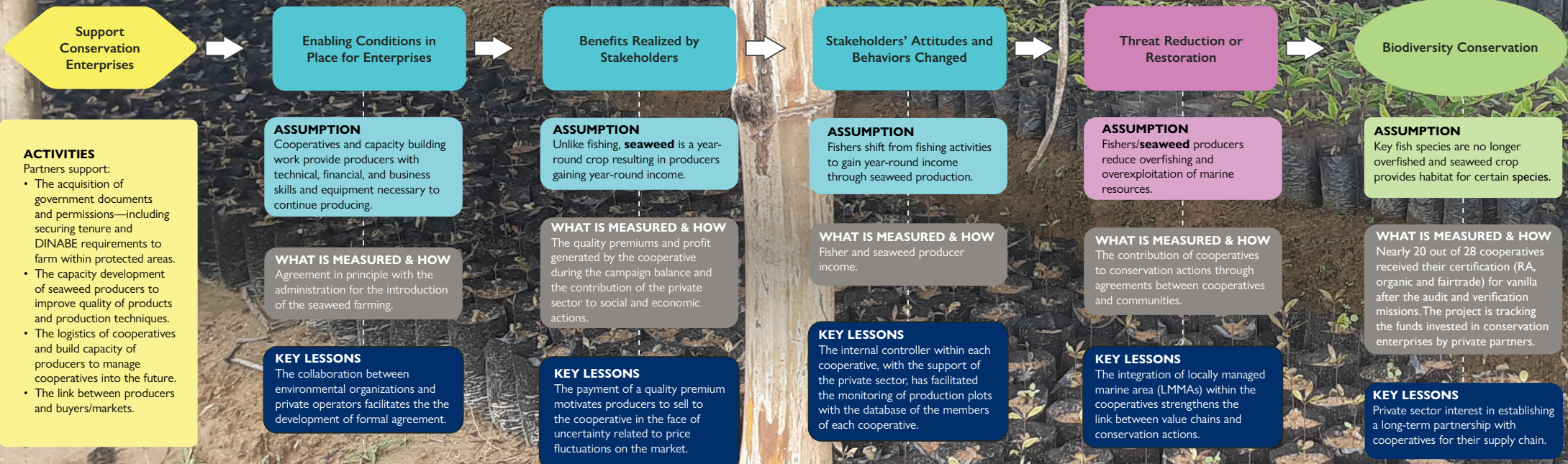
Enterprise Types

- High-quality vanilla production
- **Seaweed farming**

Conservation Enterprise Approach

The USAID Mikajy project supports the conservation of high biodiversity areas in the MaMaBaie landscape through the promotion of sustainable vanilla and seaweed value chains for the benefit of communities, in partnership with private operators.

THEORY OF CHANGE



MADAGASCAR *Mikajy*



KEY LESSONS:

- The payment of quality premiums motivates producers to sell to the cooperative in the face of uncertainty in part from market price fluctuations.
- The collaboration between environmental organizations and private operators facilitates the preparation of the file to have the agreement of the administration on the introduction of seaweed farming in the landscape.
- The integration of COBAs (Community-based Natural Resource Management Associations) and LMMAs (Locally Managed Marine Area) within the cooperatives reinforces the link between value chains and conservation actions.

ECA Amaraeri communities benefit from sustainably harvesting resources from the Amazonian forest of Madre de Dios.



Beatriz Torres, USAID/Peru; Orestes Orrego, CSO Leader; Claudio Sala, CSO Specialist; Olenka Candela

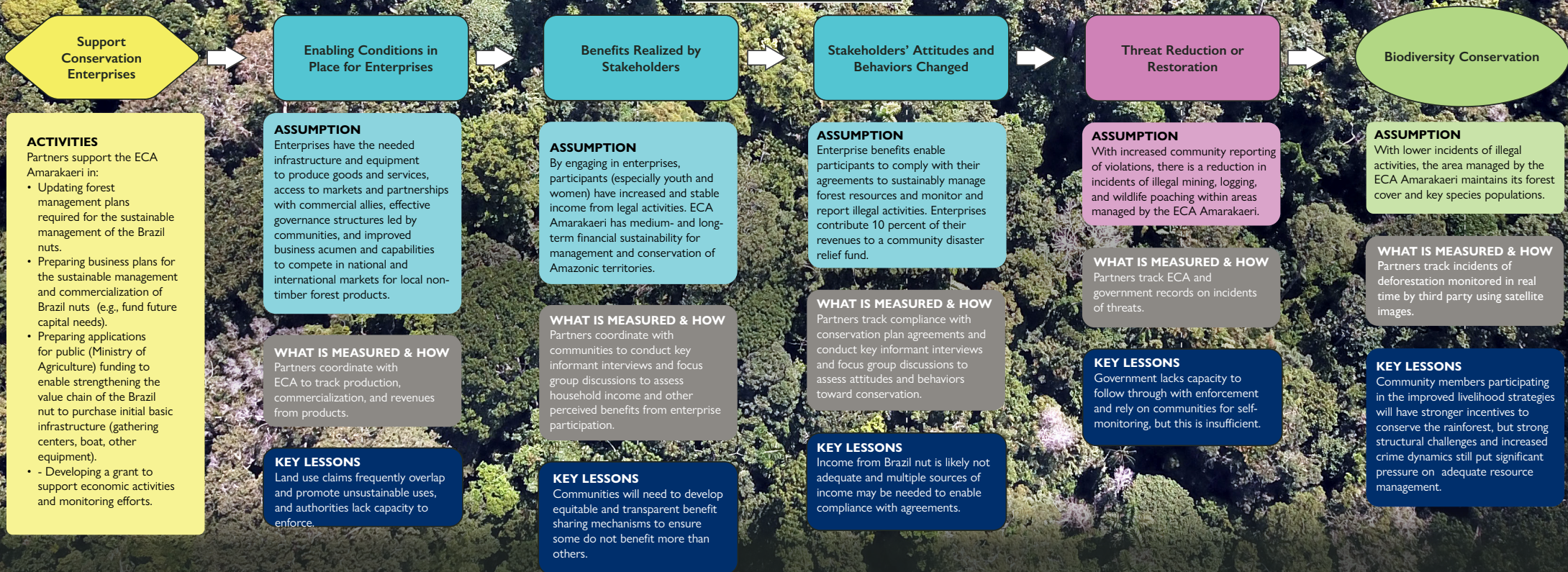
Enterprise Types

- Brazil nut
- Sustainable round wood
- Aguaje
- Coffee
- Carbon compensation mechanisms

Conservation Enterprise Approach

Prevent Program supports the effective co-management of protected areas through the implementation of life plans, which includes strengthening the community enterprise to promote nature-based solutions.

THEORY OF CHANGE



PERU *Prevent*



KEY LESSONS:

- ECA Amarakaeri, through its a social enterprise, Numeri SAC, is not only a beneficiary, but also a partner in their conservation enterprise.
- They are co-investing \$300,000 from their own climate change funds in promoting value chains to complement the grant being financed by Prevent.
- These funds are part of an overall financial sustainability strategy deployed by the ECA Amarakaeri to continue the implementation of their Life Plan commitments with the Peruvian authorities in the shared management of these territories in the medium to long-term.

Local communities protect the Amazon through sustainable forest use (timber, non-timber products and tourism).

Jhon Alexander Giraldo Vargas. Esp. Conservation and Forest Management; Loreny Amparo Rivera Becerra. Esp. Conservation Enterprises; Jose Miguel Acosta Barbosa. Esp. Conservation Enterprises; Andres Felipe Castro. Esp. Community Forestry; Fredy Alberto Forero Peña. Esp. Community Forestry

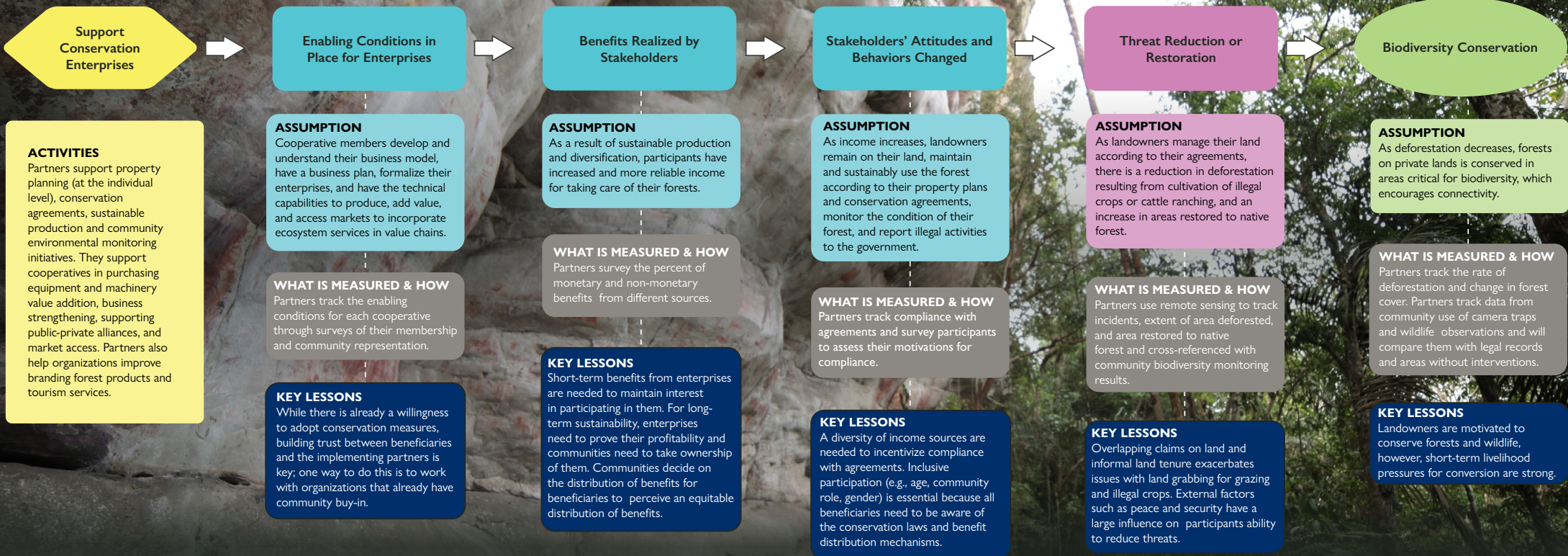
Enterprise Types

- Nature tourism
- Timber and non-timber forest products (asaí, Amazon fruits, canangucha, milpes, etc.)
- Community forestry
- Agroforestry (cacao, café)
- Sustainable grazing
- Honey

Conservation Enterprise Approach

Amazon Alive supports local communities to protect native forests in areas critical for biodiversity conservation in Caquetá, Guaviare, Meta, and Putumayo regions of the Colombian Amazon. This is done by building technical, organizational, and governance capacity to best engage them in sustainable production of timber and non-timber forest products and tourism.

THEORY OF CHANGE



COLOMBIA *Amazon Alive*



KEY LESSONS:

- The conservation of the biodiversity of the Colombian Amazon depends largely on the transfer of economic benefits to local communities from keeping the forest standing.
- The incorporation of ecosystem services in the value chains promoted by companies in a staggered manner is required to generate cultural changes and possible value addition for biodiversity conservation.
- Local communities prefer to conserve their forests, but in order not to accept payments from land grabbers, people need diversified income from several different sustainable sources and organizational strengthening to improve the governance of their territory.

Empowerment of Indigenous and Afro-Colombian communities by improving local economies for biodiversity conservation.

Jimena Niño, COP, USAID; Sonia Suárez, Oportunidades Económicas, ACDI/VOCA; Samantha Silva, MEL, ACDI/VOCA; Jeimy Cuadrado, WWF-Medio Ambiente



Enterprise Types

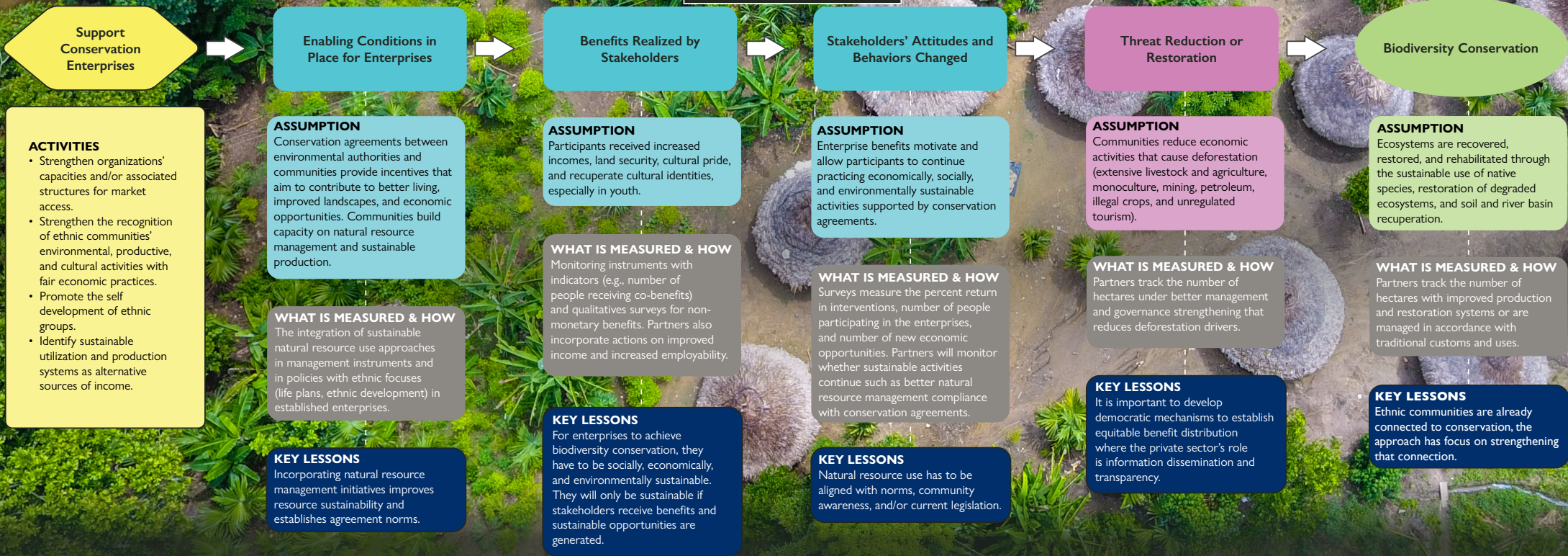
- Sustainable Tourism: Ecotourism, community, ethnic tourism, etc.
- Sustainable on-timber and timber forest products
- Handicrafts
- Responsible fisheries

Conservation Enterprise Approach

Support enterprises with sustainable production practices linked with ancestral knowledge and cultural practices; protect ecosystems; advocate for sustainable employment; leadership of and self-determination by ethnic women on biodiversity uses.



THEORY OF CHANGE



COLOMBIA *Juntanza Étnica*



KEY LESSONS:

- Sustainable environmental initiatives are the result of various joint strategies including:
 - Strengthening natural resource management governance
 - Law enforcement recognition and awareness raising
 - Strengthening self-governance and cultural identity in economic initiatives
 - Support from traditional leaders (through Partner Organizations) who promote and validate participation in enterprise and conservation activities

Mobilizing public funds and leveraging private financing for community enterprises that conserve forests.

Percy Summers, CI; Luis Marino, CI; Fiorella Minam, CI; Alvaro Gaillour, USAID Peru



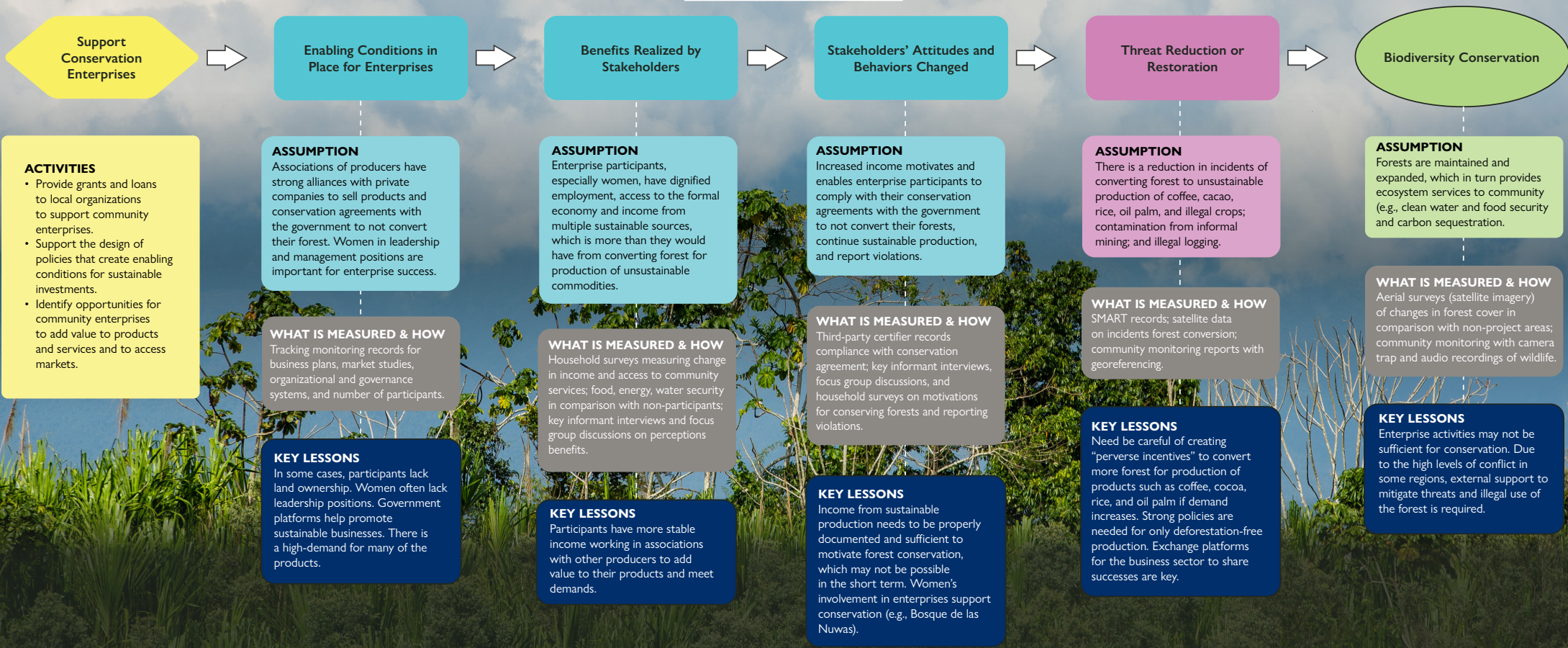
Enterprise Types

- Ecotourism
- Non-timber forest products
- Sustainable agriculture
- Agroforestry systems,
- Payment-for-ecosystem services (forest carbon, water, REDD+)

Conservation Enterprise Approach

Amazon Business Alliance is mobilizing public sector funds and leveraging financing from the private sector for sustainable investments in community-run enterprises with a conservation focus.

THEORY OF CHANGE



PERU *Amazon Business Alliance*



KEY LESSONS:

- Participants have more stable income working in associations with other producers to add value to their products and meet demand.
- Women's involvement in enterprises support conservation (eg., Bosque de las Nuwas).
- Need to be careful of creating “perverse incentives” to convert more forest for production of products such as coffee, cocoa, rice, and oil palm if demand increases. Strong policies are needed for only deforestation-free production.

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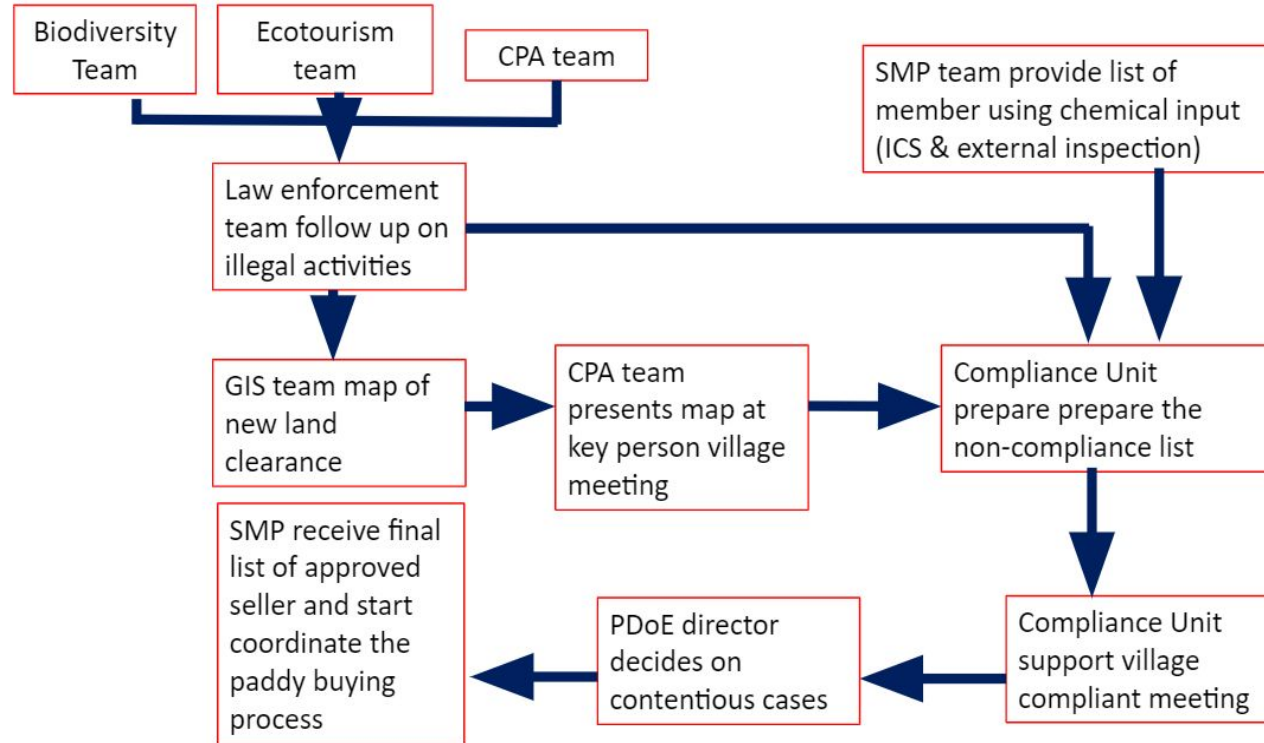
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Tool I. Ibis Rice Compliance Framework, Cambodia

USAID Morodok
Baitang



Conservation Enterprises
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Four Compliance Rules:

1. No land clearance
2. No logging
3. No illegal hunting of wildlife
4. No chemical uses

CPA: Community Protected Area

Tool 1. Ibis Rice Compliance Framework, Cambodia

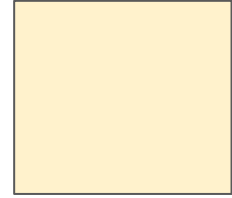
USAID Morodok
Baitang



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Do you have questions or other use examples you'd like to share?
Please add them to the stickies below.

What are the main reasons for non-compliance with the agreements?



Tool 2. WWF's risk and threat analysis for the selection of territories

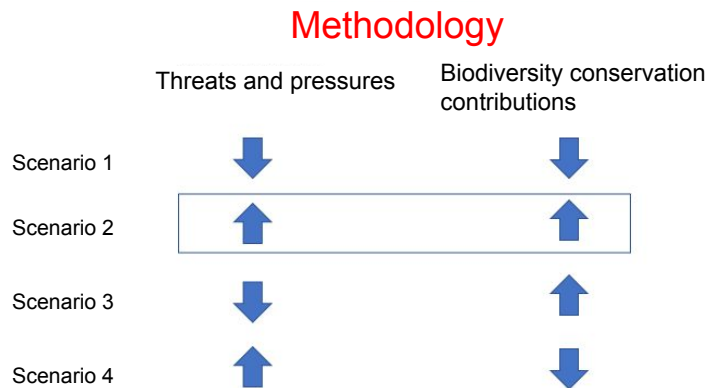
Colombia: Juntanza Étnica



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Methodology

- Cross-reference between different parameters: forest, protected area, connectivity, representation, species richness, VS 29 municipalities and/or territories of the Program
- Group the municipalities and/or territories by scenario
- The selection criteria between the 4 proposed scenarios relates to the Program's interest to intervene in municipality where there have:
 - Stronger pressures and threats and larger contribution towards biodiversity conservation
 - Result: 18 municipalities with high impacts on biodiversity, scenarios 2 and 3



After this selection, locations are cross-referenced with sustainable environmental initiatives identified by WWF and Terra, that are also associated with the main strategies that determine which communities to work with and that include **biologically significant areas in the territories of great interest to the Program.**

Results

Scenario 1	Uribia, Santader de Quilichao, Mitú
Scenario 2	Tumaco, Riohacha, Rio Sucio, San Juan del Cesar, Jambaló, Pueblo Bello, Cali, Santa Marta, Dibulla
Scenario 3	Leticia, Buenaventura, Carmen de Atrato, Mocoa, Miraflores, Timbiquí, Quibdo, Ricaurte, Guapi, Bojaya, Barbacoas
Scenario 4	Valledupar, Buenos aires, Cartagena, Fundación, Puerto Inírida, Corinto

Tool 2. WWF's risk and threat analysis for the selection of territories

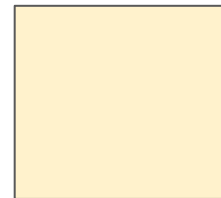
Colombia: Juntanza Étnica



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Do you have questions or other use examples you'd like to share?
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Interesting to understand how you selected sites based on their biodiversity values and threats. Did the threats analysis also inform who you decided to engage in the enterprise groups - e.g., those most likely to participate in threat-inducing activities because of lack of livelihood alternatives?



Tool 3: Market Study for Dried Mangos

Malawi USFS



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In 2019, United States Forest Service (USFS) and African Parks at Nkhotakota Wildlife Reserve (AP-NWR) engaged communities surrounding the reserve to produce dried mangoes as a community-based enterprise.

The project began with several foundational analyses:

- Demand and market assessment for the product,
- Supply assessment, which included remote sensing analysis to determine the number of mango trees in the greater Nkhotakota landscape, and
- Lessons learned study from other, similar initiatives.



Anecdotal Observation :

- 1) *Trees produce a bounty of fruit each season,*
- 2) *Fruits are in high demand by local communities where they are collected both for personal consumption and sale in local markets, and*
- 3) *A significant portion (over 50%) of the fruits are not harvested for consumption.*

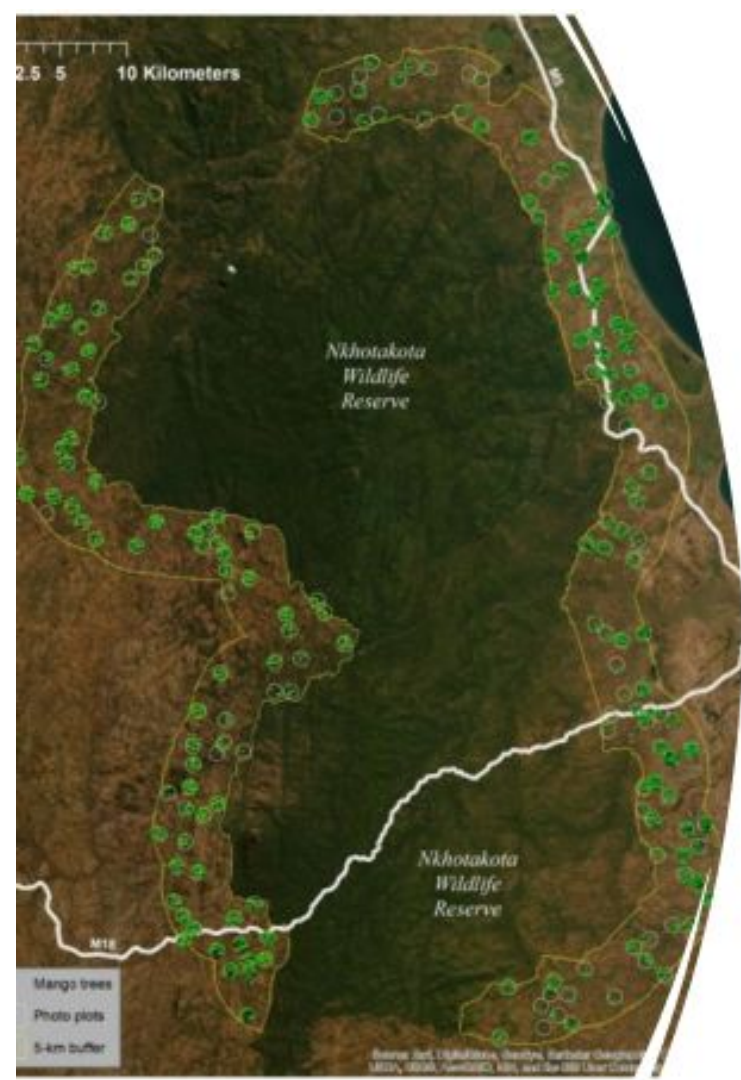


Demand Assessment of Dried mangoes :

- 1) *Objective (Demand): To assess demand for dried mangoes in Malawi for viability as an income generating activity for Nkhotakota communities.*
- 2) *Consumer survey: Test market & Online Survey*
- 3) *Key Informant Interviews: Shop Managers (Major food chains)*
- 4) *The study recommended considerable investment in quality production in the early stages so as to swiftly flood the market, competitive pricing to attract a significant customer base and need for promotions and other marketing to gain quick entry into the market.*

Supply Assessment of Dried mangoes:

- *Objective (Supply): To assess supply of fresh mangoes for dried mangoes processing*
- *Photointerpretation of high-resolution (1-m) color aerial imagery was used to determine the approximate number of trees within close proximity of Nkhotakota Wildlife Reserve*
- *Household Survey, Focus Group Discussions (FGDs) & KII with community members, Leaders, Zonal Natural Resources Committees)*
- *The study established that there is an adequate supply of mangoes for processing or launching mango drying as a viable income generating enterprise for communities surrounding Nkhotakota Wildlife Reserve*



Tool 3: Market Study for Dried Mangos

Malawi USFS



Conservation Enterprises
Impact Lab

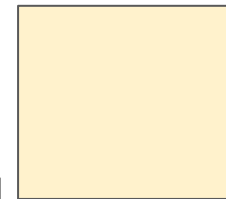
Do you have questions or other use examples you'd like to share?
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Did the community discover unexpected markets in selling their dried mangos to date? Will they expand their markets over time?

Did private sector partners provide technical and/or business assistance to communities to enhance quality production?

How do you think supportive policies could be encouraged in order to help the creation of enterprises?

How did you prioritize in what aspect to invest first (infrastructure, training)?



Tool 4: Landscape level study of the business ecosystem

Peru Amazon Business Alliance



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- ABA is a platform that also supports innovation and research to catalyze investments (ASU is a founding partner to support innovative tools through CBO and WSC).
- Support meaningful change for entrepreneurs (in our case bio and ecobusinesses) through ecosystem building.
- Working with ASU researchers that have successfully applied the tool to design incubator/accelerator programs in other parts of the world (Phoenix and El Cairo municipalities).
- Opportunity for researchers to work together with conservation practitioners.



Tool 4: Landscape level study of the business ecosystem

Peru Amazon
Business
Alliance



Conservation Enterprises
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- Links the Kauffman Entrepreneurial Ecosystem Framework with the Low Emissions Rural Development Plans (LERDP) (for San Martin and Ucayali) for a more integrative development model that uses existing plans with ecosystem-level frameworks to promote economic growth.
- San Martin LERDP has been divided into landscapes. We will be working in the Alto Mayo landscape model (also linking this year with LandScale indicators work).
- This year we have designed the survey tools to be applied by the CI team (regional leaders) for both entrepreneurs and ecosystem stakeholders to be applied in San Martin and Ucayali.



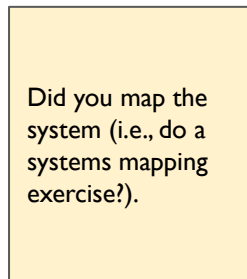
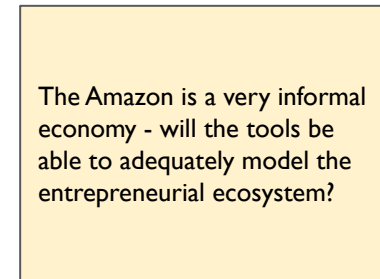
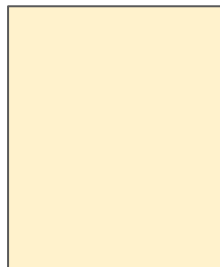
Tool 4: Landscape level study of the business ecosystem

Peru Amazon Business Alliance



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Conservation Enterprises
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Next Steps



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Thank you for participating in this year's Conservation Enterprises Impact Lab!

We appreciate your feedback!

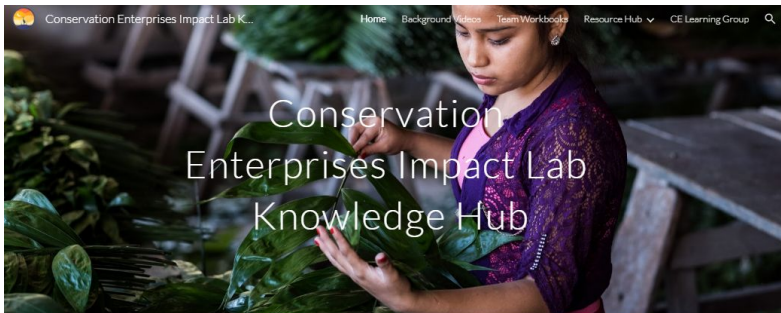
- Please take 1-2 minutes to fill out a brief exit survey. Find your team's slide (slides 53-58) and answer the question next to your name. You can write in the language you are most comfortable responding in.
- Additionally, please take this short survey after the meeting to share feedback on your overall Impact Lab experience:
 - [English survey](#)
 - [Spanish survey](#)

CE Learning Group Tools and Resources

LEARNING GROUP RESOURCES

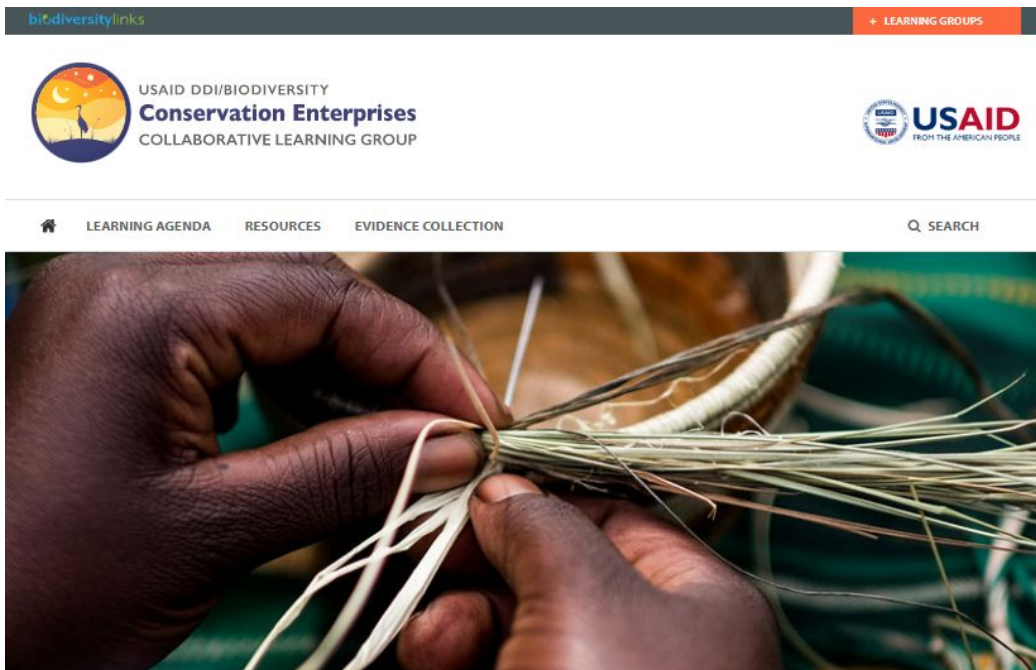
- [CE Learning Group Site](#)
- [CE Learning Agenda](#)
- [CE MEL Framework](#)

[CE Impact Lab Knowledge Hub](#)



Welcome to the Conservation Enterprise Impact Lab Knowledge Hub

The Impact Lab is a unique learning series for teams of USAID staff and implementing partners from biodiversity or integrated activities that include a conservation enterprise approach. Through a mix of peer-to-peer and individual team sessions, teams will receive tailored support to develop or build on their conservation enterprise theory of change and engage with other teams to share and learn from each other.



Conservation Enterprises

Conservation enterprise approaches are used extensively in USAID biodiversity programming, yet little information has been collected in a systematic way to test key assumptions regarding the effectiveness of this approach.

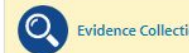
Through this collaborative learning group, we can gain a deeper understanding of the effectiveness of conservation enterprises by exploring a set of shared learning questions focused on the theory of change.



Learning Agenda



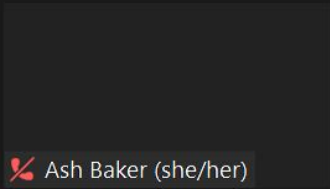
What We Have Learned




Evidence Collection

 Megan Hill, USAID	 Brittany Ajroud, MI2	 Judy Boshoven, FOS	 Percy Summers (Conserv...	 Jhon Giraldo - Amazon A...
 Nicole Israel-Meyer, MI2	 Sonia Suarez, Juntaza Étn...	 Luis Marino	 Kyia Leeper	 _ES Interpreter_... _ES Interpreter_Pam
 Ash Baker (she/her)	 Theany	 Samantha Silva - Juntanz...	 Orestes Orrego	 Fiorella Miñan
 Nirina SOLOFONIAINA	 Seng Thuy	 Mpambira Kambewa USF...	 Claudio Sala	 Jeimy Cuadrado WWF Co...
 Abel Rakotonirainy	 Sothira Seng, USAID Ca...	 Alinafe Chibwana	 Gabriel Jaime Restrepo, A...	 Tiana Razafimahatratra





 Ash Baker (she/her)



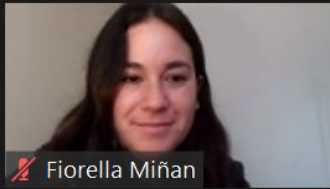
 Theany


Samantha Silva...

 Samantha Silva - Juntanz...



 Orestes Orrego



 Fiorella Miñan



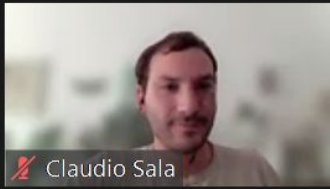
 Nirina SOLOFONIAINA




 Seng Thuy



 Mpambira Kambewa USF...



 Claudio Sala



 Abel Rakotonirainy



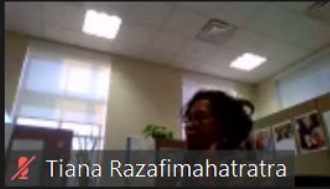
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 Alinafe Chibwana



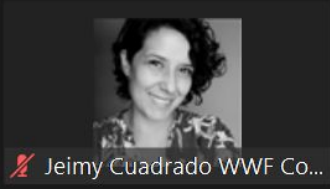
 Gabriel Jaime Restrepo, A...




 Tiana Razafimahatratra



 Keo Socheat (SMP)



 Jeimy Cuadrado WWF Co...



 _ES_ Interpreter_Clau


FR Interpreter...

 _FR_ Interpreter_Chloe



 _FR_ Interpreter_Jacques

INT-Relay Pam...

 INT-Relay Pam SPA


FR Interpreter...

 _FR_ Interpreter_Jacques_...

Leslie Minney,...

 Leslie Minney, USFS

Beatriz Torres

 Beatriz Torres



 Olenka Candela Ram?rez

Andrés Felipe...

 Andrés Felipe Castro

**Thank You! ¡Gracias! Merci !
Misaotra! អរគុណ!**

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