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# THEORIES OF CHANGE FOR USAID-SUPPORTED CONSERVATION ENTERPRISE APPROACHES

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Maria Elena Santana, Ximena Garcia, Emily Waytoti

### ENTERPRISE TYPES

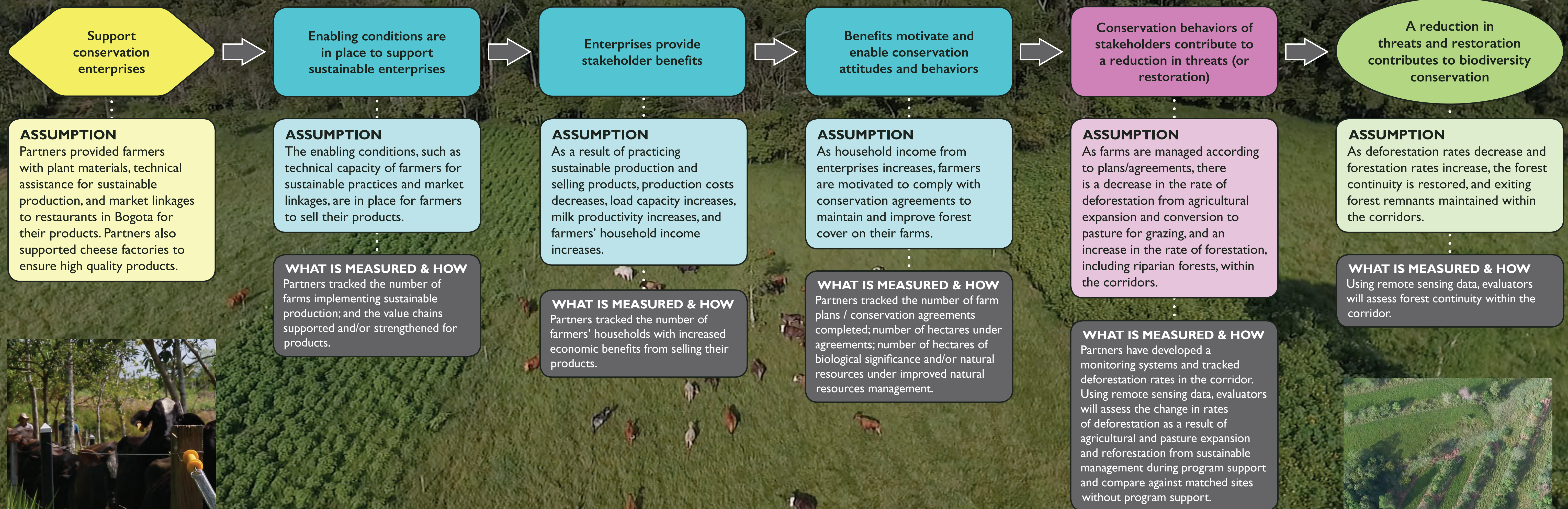
- Agroforestry production (coffee, cocoa and rubber value chains)
- Silvopastoral production (dairy value chain)

### Conservation Enterprise Approach

USAID has been supporting partners in the Amazon Piedmont since 2013 to promote and build local capacity for sustainable agroforestry and silvopastoral production as a means to reduce deforestation and increase forest continuity within bio-cultural corridors. La Ruta del Queso was designed as a strategy to promote the anti-deforestation

cheese under the certificate of origin called Queso Caqueta. Mark Rausch, is a famous Colombian chef, has become the godfather of the Caqueta cheese. Farmers sign a conservation agreement and have created a network of private natural reserves registered at the National Parks Systems. A final evaluation of the program will be conducted during 2019.

### THEORY OF CHANGE





# ENTERPRISES FOR INDIGENOUS COMMUNITY FOREST MANAGEMENT

Alvaro Gaillour & Marioldy Sanchez Santivañez

## ENTERPRISE TYPES

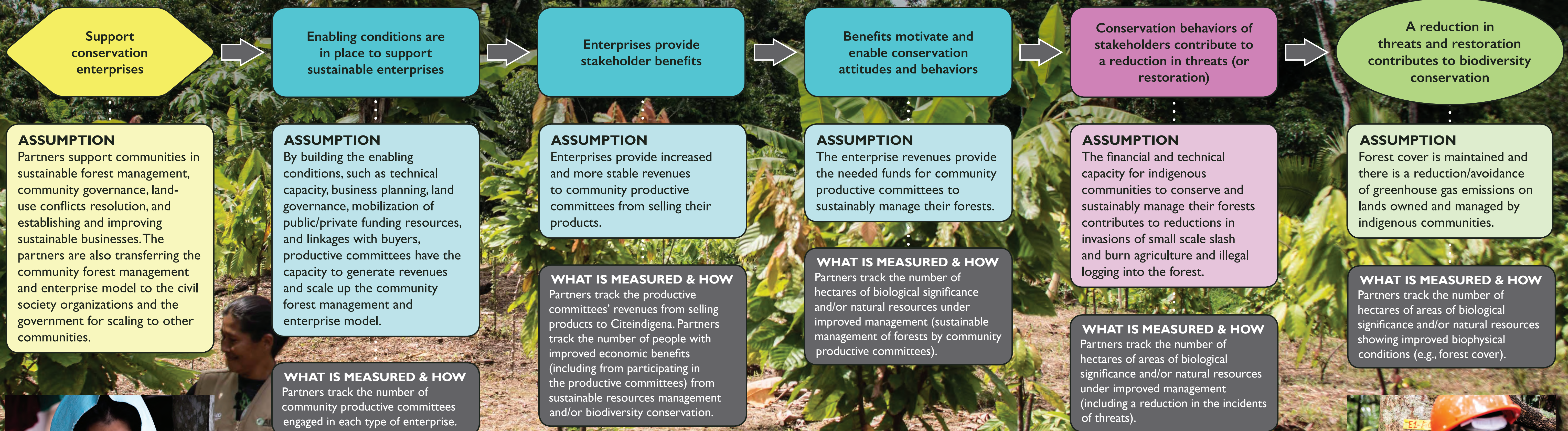
- Timber
- NTFPs, including shiringa rubber, handcrafting, and
- Agroforestry products, mainly cocoa

### Conservation Enterprise Approach

Since 2014, USAID has supported partners to build the social capital of indigenous communities to help create the enabling conditions for economic entrepreneurship and forest conservation. Beginning in 2017, partners have supported seven communities in the Ucayali Region of the Peruvian Amazon to develop sustainable businesses.

Community productive committees, with about 30 households each, recognized by their respective Community Assemblies, are engaged in Citeindigena SRL. Citeindigena, currently owned by 10 communities was established in 2012, aggregates and sells sawn timber from the communities and, with the support of USAID, is expanding to non-timber forest products and agroforestry products as well.

## THEORY OF CHANGE



### LEARNING QUESTIONS TO BE ADDRESSED THROUGH THE PARTNER'S INTERNAL EVALUATION THROUGH MONITORING, PARTICIPATORY ASSESSMENT MEETINGS AND STUDIES:

- Is it possible for Citeindigena to create the demand for products from the indigenous communities in a sustained manner over time?
- If Citeindigena is successfully enabled, can it function sustainably as a company?
- Is the sale of prioritized products enough to continue with Citeindigena as a commercial aggregator?
- Is it possible to generate a consensual vision of "indigenous businesses" in the communities?
- If we empower the community committees, will the value chains of the products (division of labor; roles and responsibilities) be consolidated?
- Are the committed products delivered (no product leakage / fulfillment of contracts)?
- Do communities respond to the market demands of Citeindigena?
- Does the increase in communities's income lead to compliance with sales contracts between communities committees and Citeindigena?
- Does the increase in income (and the change to a business mentality) lead to improved management of the forests by indigenous communities?
- Could the change to a business mentality affect the sense of identity and culture?



Indigenous artisan making products with forest fibers © AIDER



Sustainable harvest of shiringa rubber from natural forests © AIDER



# TIMBER AND NON-TIMBER FOREST PRODUCT ENTERPRISES IN THE MAYAN BIOSPHERE RESERVE

Annie Wallace, Teresa Robles, and Regina Soto

## ENTERPRISE TYPES

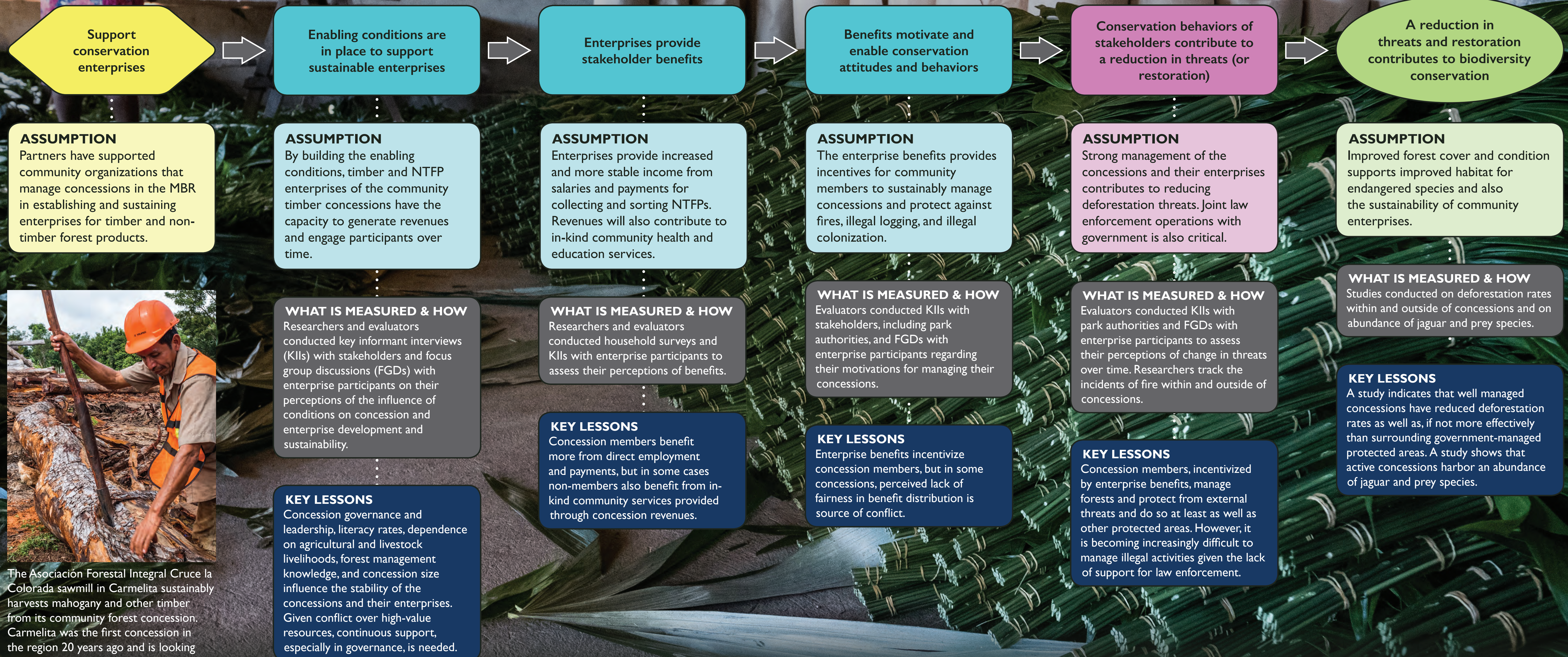
- Timber, including mahogany and Spanish cedar
- Non-timber forest products (NTFPs) such as xate palm, chicle latex, breadnut, and allspice
- Cultural and ecotourism services

## Conservation Enterprise Approach

For about 20 years, USAID has funded organizations working in Petén, Guatemala to support community concessions in developing conservation enterprises in the Maya Biosphere Reserve (MBR). Created in 1990, MBR covers about 20% of Guatemala and hosts

a large number of endangered plants and wildlife. The community organizations that manage the concessions and own the enterprises are required to achieve Forest Stewardship Council certification and are responsible for patrolling, monitoring, and reporting illegal activities to the government.

## THEORY OF CHANGE



The Asociación Forestal Integral Cruce la Colorada sawmill in Carmelita sustainably harvests mahogany and other timber from its community forest concession. Carmelita was the first concession in the region 20 years ago and is looking towards having to renew the contract with the government in five years.  
© JASON HOUSTON FOR USAID



# ENTERPRISES TO INCREASE RESILIENCE AND PROTECT WATERSHEDS

Sofia Mendez

## ENTERPRISE TYPES

- Agroforestry products, including cocoa, avocado, coffee, sugar cane loaves
- Livestock, including milk and beef
- Natural fiber crafts from junco, tule, tuza, and palma
- Clay products, including tile and brick
- Ecotourism, including hiking, climbing, cycling, mountaineering, river tubing and kayaking

### Conservation Enterprise Approach

Since 2016, USAID has supported partners to increase livelihood resilience for vulnerable communities consistent with promoting the defense of the most important remaining forested areas in western

Honduras. The 11 areas of influence with biological significance are typically near the upper headwaters of watersheds that are under the threat of expansive agriculture and overuse of timber for fuelwood, making effective conservation critical to downstream ecosystems.

## THEORY OF CHANGE



Mountaineering training in Taulabe caves, Honduras. USAID/Honduras supports youth to increase incomes and thus see their future in Honduras while protecting the environment. © ANDREA TELLEZ/DAI



Kayaking training of local eco-tourism association in Lake Yojoa, Honduras. © ANDREA TELLEZ/DAI



# COMMUNITY-BASED CONSERVATION ENTERPRISES AROUND MARINE PROTECTED AREAS

Celly Catharina, Andrea Pavlick, Jason Seuc

## Conservation Enterprise Approach

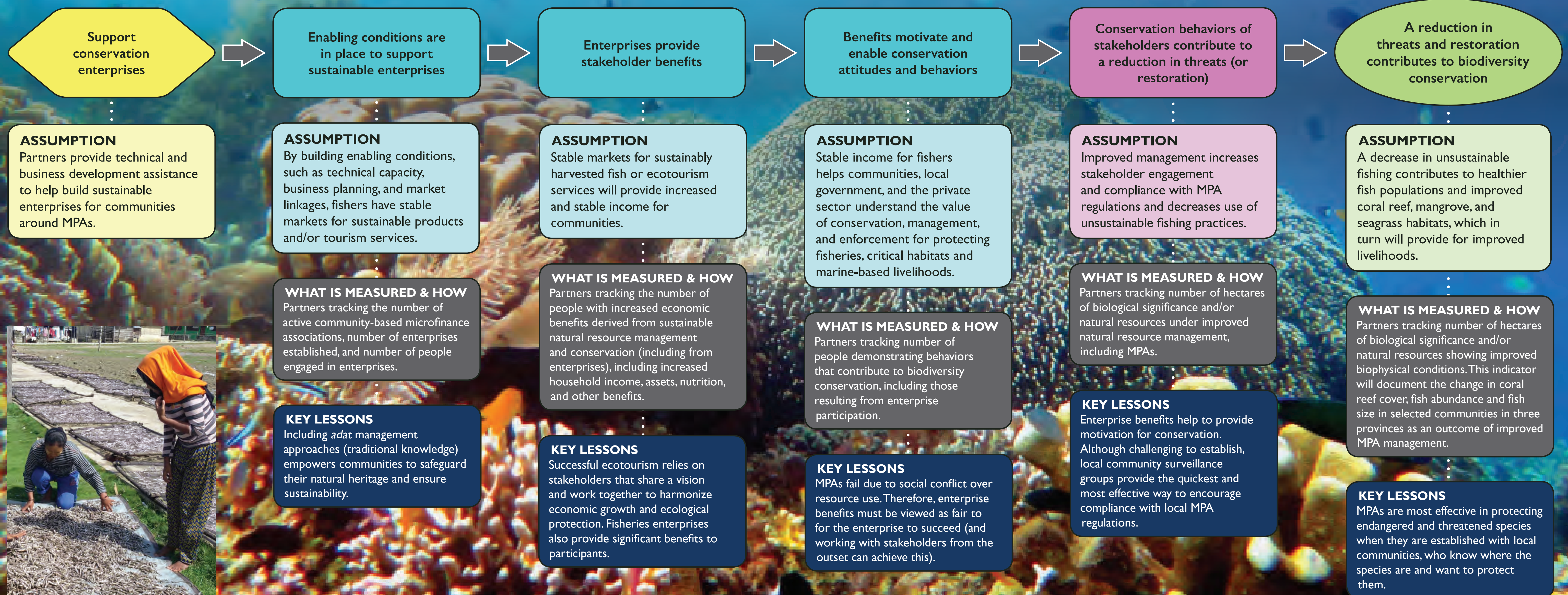
Located in the Coral Triangle, Indonesia's marine resources play a key role in maintaining the world's fisheries. The USAID SEA Project creates conservation incentives for communities around marine

protected areas (MPAs) by engaging small-scale fishers in business activities that enhance stewardship rather than over exploitation of resources.

## ENTERPRISE TYPES

- Sustainable fishing initiatives for tuna, snapper, grouper, mackerel, sardines, anchovies, and flying fish eggs
- Sustainable community-based tourism services, including diving, snorkeling, recreational fishing, homestays, and resorts
- Salted fish and handmade soap made from coconut oil as part of sustainable tourism services

## THEORY OF CHANGE



Processing of anchovy catch © USAID-SEA ACTIVITY



# ENTERPRISES TO REDUCE UNSUSTAINABLE RESOURCE DEPENDENCY FROM COMMUNITY FORESTS



Netra

## ENTERPRISE TYPES

- Livestock (pigs, stall feeding for milking cow and goat, poultry, fish)
- NTFPs (plantation, collection, processing and marketing) – marmelos, chiraito, nettle powder, broom grass
- Beekeeping and honey
- Homestays
- High value crops – plantation, processing and marketing (vegetables, tea, coffee, cardamom, fruit)
- Services (electrician, plumber, mason, carpentry, small retail shops, ICS – metal clay and biogas installers)

## IMPACT EVALUATION

USAID is currently directing an evaluation to assess if livelihood programs, including enterprises, influence resource use and biodiversity outcomes. The evaluation will use a nested “before-after-control-impact” (BACI) design in which differences between treatment and comparison units are measured before and after the intervention. The evaluation will include three data collection efforts: interviews of community forest user groups, households within those communities, and biodiversity data collections within community forests. Around 3,400 forests plots and 5,400 households are surveyed for the study.

## Conservation Enterprise Approach

USAID has supported partners to address biodiversity threats and climate vulnerabilities and improve community forest resource management in the Chitwan-Annapurna Landscape and the Terai Arc Landscape. Partners have supported Forest User Groups and

associated community organizations in developing conservation-friendly enterprises with the assumption that, as income from conservation-friendly enterprises increases leads to, conservation friendly behavioral change, household dependence on forest resources declines, and selected biodiversity elements improve.

## THEORY OF CHANGE



Woman tying broom grass to create household brooms © USAID – HARIYO BAN



Freshly harvested cardamom ready for drying © USAID – HARIYO BAN





# CONSERVATION ENTERPRISES IN COMMUNITIES AROUND PROTECTED FOREST AREAS

Khuong Tran Chinh, Scott Bartos



## ENTERPRISE TYPES

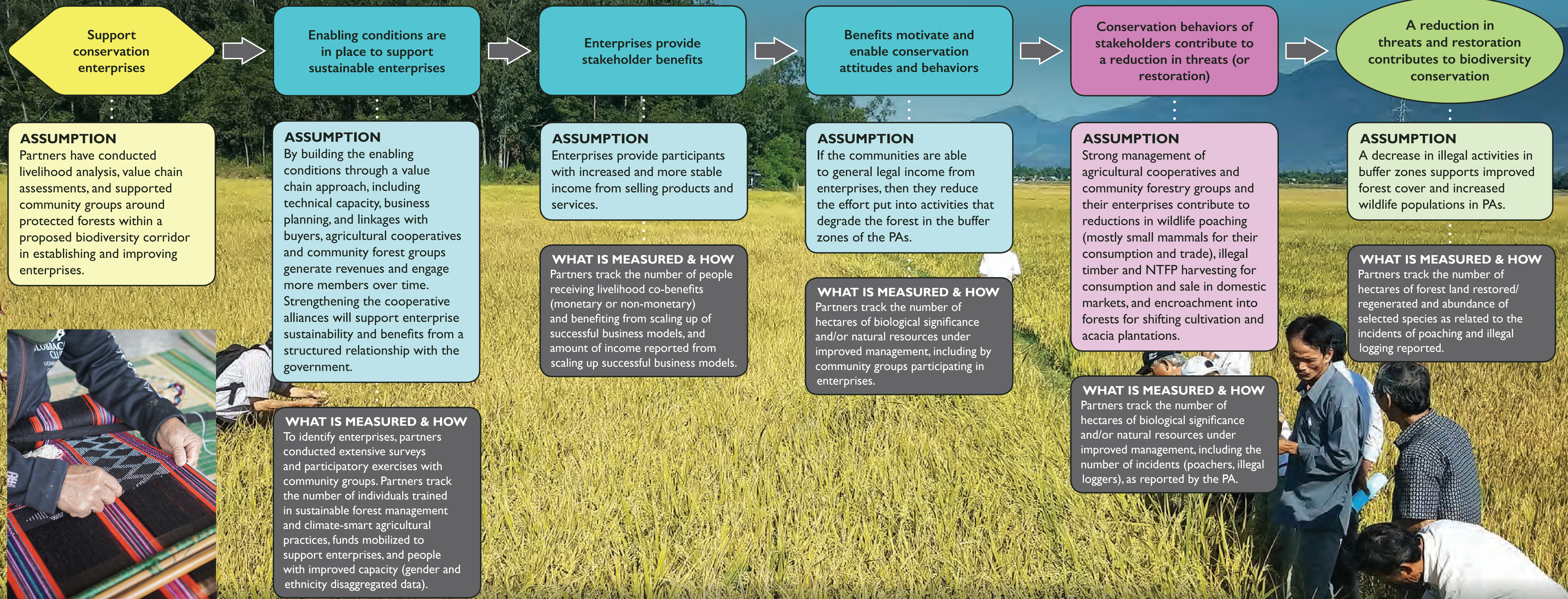
- FSC-certified Acacia for timber on bare land
- Medicinal plants
- Rattan
- Climate-smart rice production
- Ecotourism
- Handicrafts
- Vegetables and chili
- Honey

## Conservation Enterprise Approach

Since 2018, USAID has supported partners to organize groups of farmers around protected areas in the provinces of Thua Thien Hue and Quang Nam, where remnants of primary forest still exist. Enterprise support is focused on vulnerable communities, especially rural ethnic minorities living in poverty, who traditionally depend on forests for livelihood support. To ensure sustainability, the partners

mobilize funding to support village cooperatives, women's unions and other private sector stakeholders to establish enterprises aimed at generating income from sustainable sources, restoring forests, avoiding emissions from deforestation, and reducing climate vulnerability. It is still too early to know if enterprises will result in reductions in threats to protected areas.

## THEORY OF CHANGE







# ENTERPRISES AS INCENTIVES FOR COMMUNITY CONSERVATION

Beatrice Wamalwa, Brian Otiende, Ben Wandago and Mikala Lauridsen



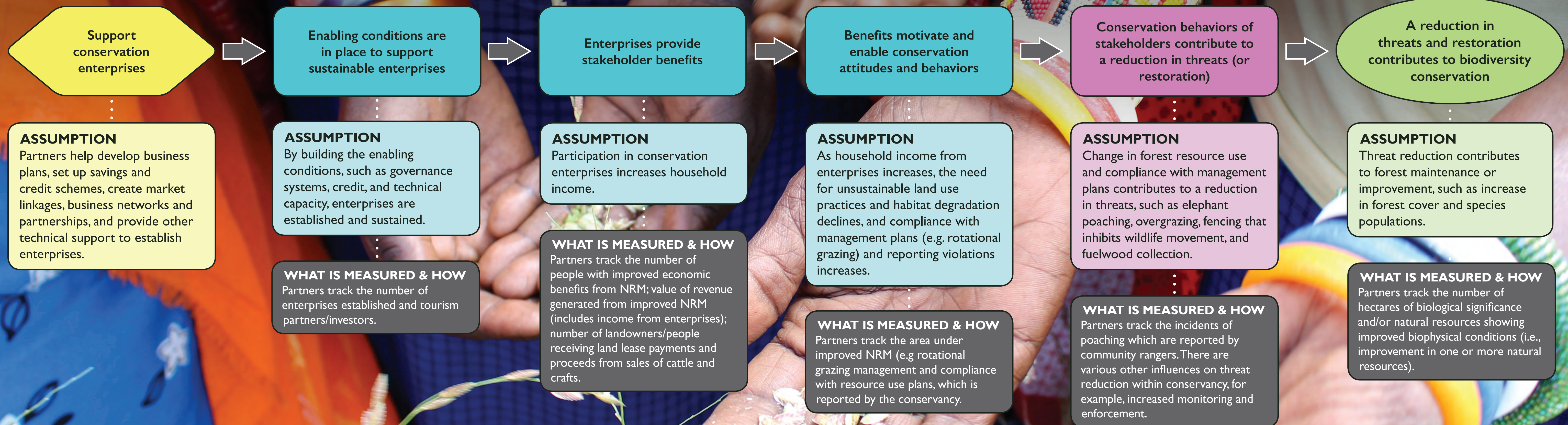
- ENTERPRISE TYPES**
- Ecotourism (camps & lodges, safaris)
  - Livestock
  - Crafts
  - Mangos
  - Fish

## Conservation Enterprise Approach

USAID is promoting conservation enterprises as an economic empowerment tool in supporting the implementation of the community conservation model across various critical ecosystems throughout Kenya. The number of people with increased economic benefits has increased and over 4.3 million hectares of biological significance have been placed under improved natural resource management. USAID's partners in Kenya include: the Northern

Rangelands Trust (NRT) and Maasai Mara Wildlife Conservancies Association (MMWCA) that are umbrella organizations representing over 50 conservancies in the northern and southern rangelands of Kenya. Efforts include supporting improved livelihoods of landowners and community members for biodiversity conservation and human well-being outcomes and improved governance and leadership structures as well as financial sustainability of the conservancies.

## THEORY OF CHANGE





# ESSENTIAL OIL AND CHARCOAL ENTERPRISE TO REDUCE DEFORESTATION



Madalitso Kaferawanthu

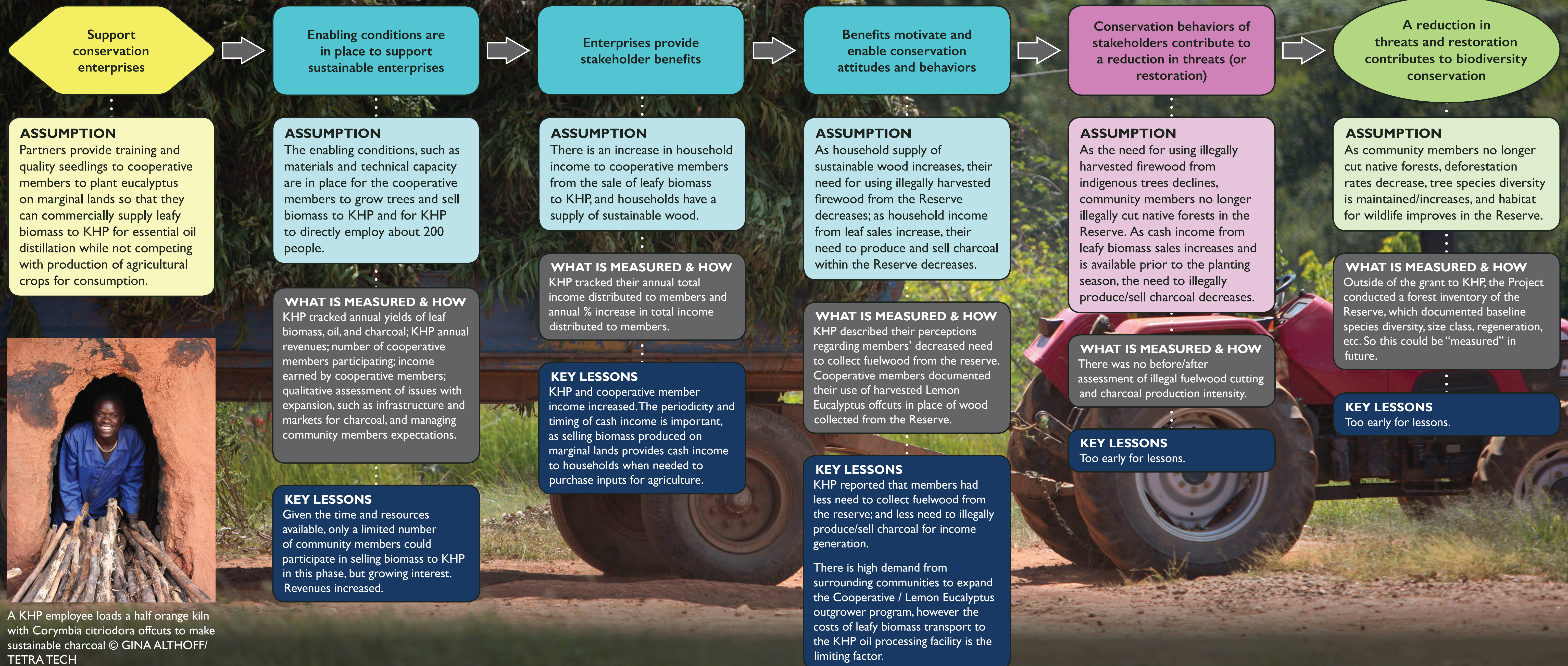
**ENTERPRISE TYPES**  
Essential oil and sustainable charcoal from plantations of Lemon Eucalyptus (*C. Citriodora*)

## Conservation Enterprise Approach

In January 2016, a USAID supported partner provided a three year grant to the Kawandama Hills Plantation (KHP). KHP is a company established in 2009 with a 55 year lease within the Viphya Plantation to a large tract of grassland with small pockets of indigenous forest, adjacent to the Perekezi Forest Reserve. KHP operates an essential oil and sustainable charcoal business produced from their plantations

of Lemon Eucalyptus. In addition, KHP has supported farmers in adjacent communities to establish a cooperative, and plant trees on their property. The members then sell the leafy biomass to KHP, twice per year, at a fair market rate, which KHP uses to distill essential oil. This relationship economically benefits cooperative members and KHP, and the sustainable charcoal is helping to offset illegally and unsustainably produced charcoal.

## THEORY OF CHANGE



A KHP employee loads a half orange kiln with *Corymbia citriodora* offcuts to make sustainable charcoal © GINA ALTHOFF/TETRA TECH



# ENTERPRISES TO IMPROVE CHIMPANZEE HABITAT AND POPULATIONS



Bronwyn Llewellyn, Jestina Kimbesa, Karolyn Upham

## ENTERPRISE TYPES

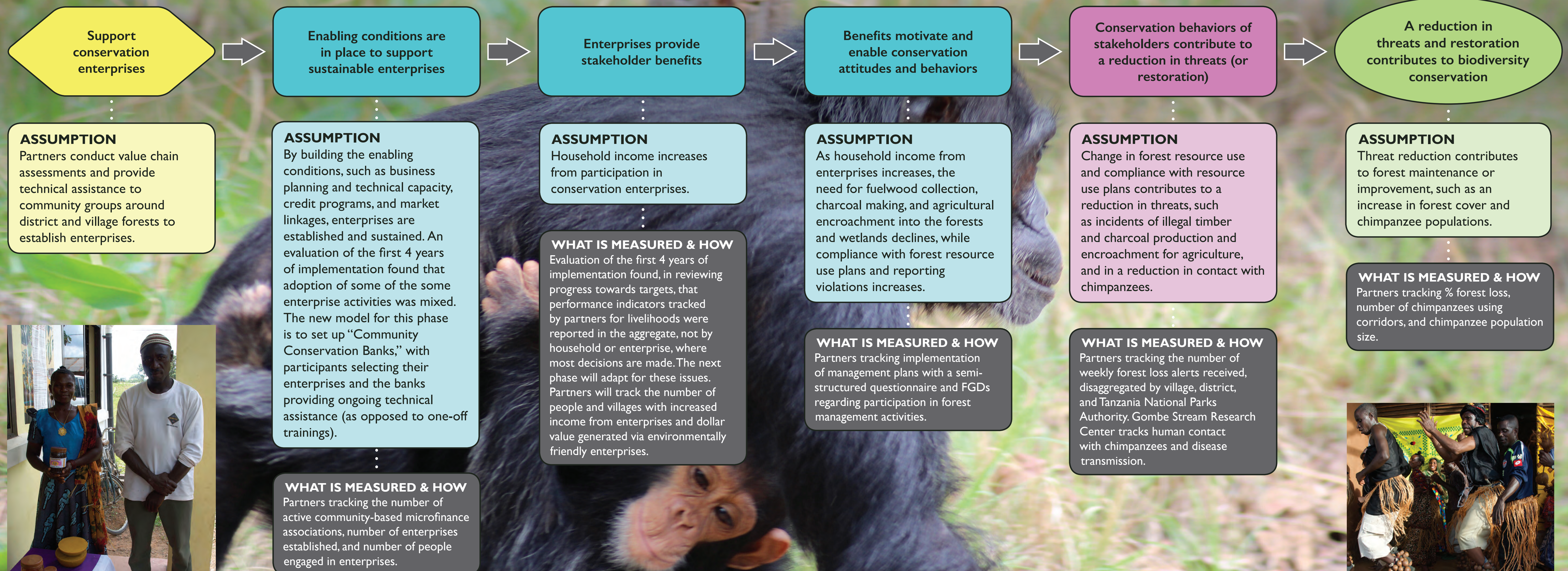
- Coffee
- Beekeeping/Honey
- Woodlots
- Mangoes
- Mushroom collecting
- Ecotourism

### Conservation Enterprise Approach

USAID is supporting partners to work together with communities, local government authorities, and government agencies to address threats to chimpanzees in Western Tanzania. During the past eight years, partners have worked with local farmers in 74 villages around both District Forests and Village Forests in the Katavi and

Kigoma regions to establish conservation enterprises. The program has recently been expanded to include a total of 104 villages. An evaluation was conducted for the first four years of implementation. Lessons from the first eight years in establishing enterprises are being applied to the next phase.

## THEORY OF CHANGE



Selling honey © BRONWYN LLEWELLYN



Local dancers perform for ecotourists. © BRONWYN LLEWELLYN





Shawna Hirsch

### ENTERPRISE TYPES

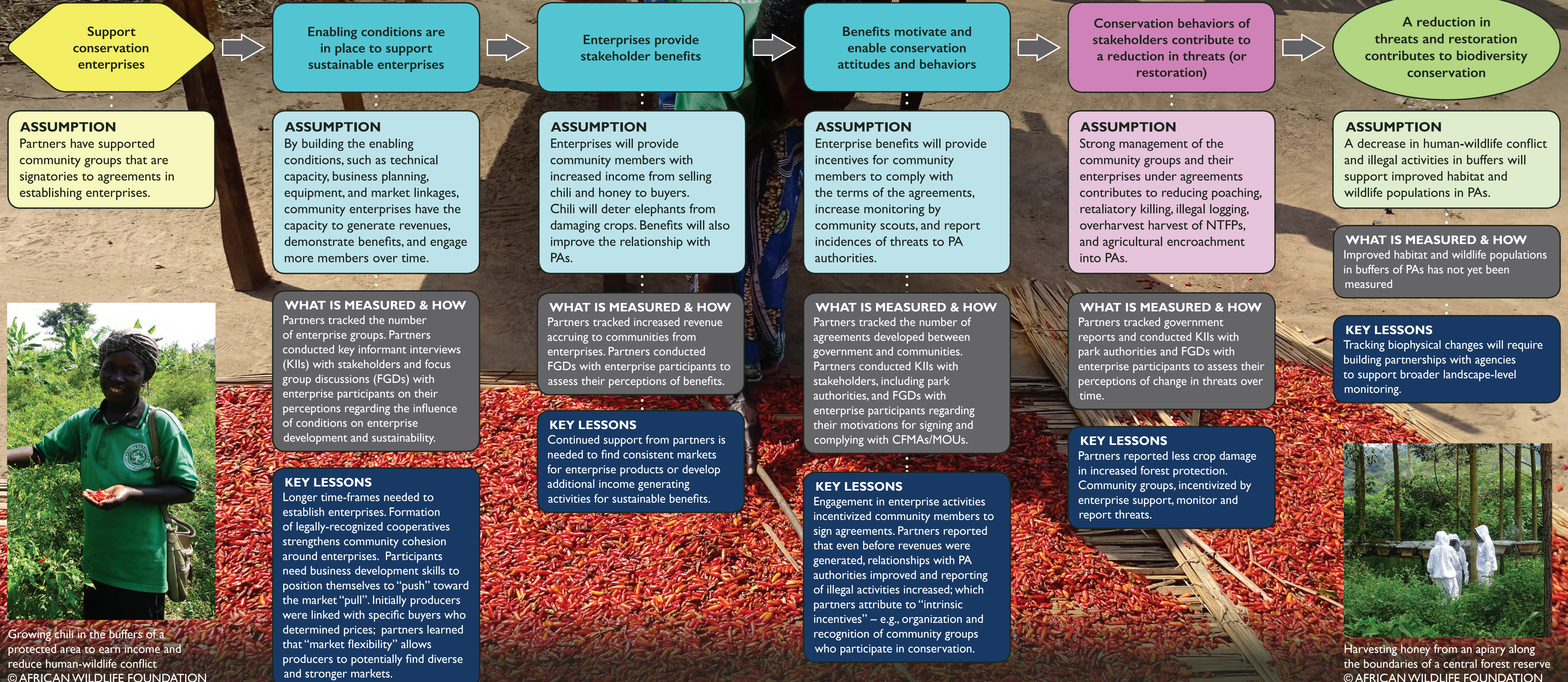
- High value crops, such as chili and vanilla cultivation not palatable to wildlife
- Beekeeping and honey processing

### Conservation Enterprise Approach

USAID has supported partners over the past 8 years to work with the National Forestry Authority (NFA) and the Uganda Wildlife Authority (UWA) to engage communities in agreements to manage resources in the buffers of protected areas (PAs), reducing crop raiding from wildlife, such as chimpanzees and elephants, and threats

from illegal activities. To date, a small subset of the community households in the villages or parishes volunteer to pilot the enterprises. Through technical assistance, equipment and seed grants through the Uganda Biodiversity Fund, community groups have established various enterprises.

### THEORY OF CHANGE



Growing chili in the buffers of a protected area to earn income and reduce human-wildlife conflict © AFRICAN WILDLIFE FOUNDATION



Harvesting honey from an apiary along the boundaries of a central forest reserve © AFRICAN WILDLIFE FOUNDATION





# ENTERPRISES THAT CHANGE POACHERS INTO FARMERS COMMITTED TO CONSERVATION

Jassiel M'soka, David Arnaldo Mijan, Jeremy Boley, Harry Ngoma, Catherine Lwando-Tembo

## ENTERPRISE TYPES

Farming crops such as nuts, rice, beans, soy and forest products such as honey that are processed and sold under the brand "It's Wild"

### Conservation Enterprise Approach

From 2012-2017, USAID supported Community Markets for Conservation (COMACO) an organization that supports wildlife conservation in eastern Zambia by providing training to small-scale farmers in sustainable agricultural practices and alternative livelihood opportunities for illegal wildlife poachers. COMACO turns their

agricultural produce into high-value food products that are sold through-out Zambia under the brand It's Wild! This is in exchange for their commitment to conservation and illegal firearms and snares. This approach is aimed at reducing poaching in the national parks and game management areas.

## THEORY OF CHANGE



Peanut butter is one of the products sold by It's Wild. © COMACO (itswild.org)



Former poachers (?) © COMACO (itswild.org)