

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

Berenice Brizuela (Business Specialist, Forest Alliance - AIDER), Jose Chero (Environmental Specialist, Forest Alliance - AIDER),

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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.

THEORY OF CHANGE

Support Conservation Enterprises

ASSUMPTION

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

- 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 &

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

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

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.

Benefits Realized by

Stakeholders

The state of the WHAT IS MEASURED & HOW

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

KEY LESSONS

More community members recognize the importance of the enterprise because they have

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.

Stakeholders' Attitudes

and Behaviors Changed

DIE THE PARTY WHAT IS MEASURED & HOW

Partners survey community toward the value of managing the 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.

Threat Reduction or Restoration

ASSUMPTION

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

WHAT IS MEASURED & HOW

Partners conduct remote forest monitoring of clearing incidents and directly observe and interview community members regarding incidents of threats.

KEY LESSONS

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.

Biodiversity Conservation

ASSUMPTION

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

WHAT IS MEASURED &

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



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

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MADAGASCAR

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.

- Randra, Advocacy Officer; Holly Rakotondraiambo, Project Officer)
 Ministry of Industry, Trade and Handcraft/One District One Factory
 Project team (Ulrich Ramiandrasoa, Legal and Economic Studies Offici
 and Tsimbina Andrianaivo, National Coordinator of One District One

THEORY OF CHANGE

Support Conservation **Enterprises**

Partners support the enabling

· National legal framework

Business models and plans

conservation of biodiversity

Cocoa pods © USAID Hay Tao activity

Capacity development

· Mechanism of return

on investment to the

conditions for the cooperatives:

ASSUMPTION

Market linkages

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.

Enabling Conditions in

WHAT IS MEASURED &

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.

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.

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

Benefits Realized by

Stakeholders

WHAT IS MEASURED &

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

Stakeholders' Attitudes

and Behaviors Changed

harvest raw materials for WHAT IS MEASURED &

enterprises.

HOW

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).

Threat Reduction or **Biodiversity Conservation** Restoration

ASSUMPTION

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

WHAT IS MEASURED &

Partners conduct field visits to directly observe the extent of slash-and-burn agriculture

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



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)

UGANDA





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.

THEORY OF CHANGE

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

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

Benefits Realized by Stakeholders

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 &

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

Stakeholders' Attitudes and Behaviors Changed

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.

Threat Reduction or Restoration

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.

KEY LESSONS

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.

Biodiversity Conservation

ASSUMPTION

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

WHAT IS MEASURED &

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.



REDUCING OVERFISHING IN LAKE MALAWI BY PROVIDING ALTERNATIVE SOURCES OF INCOME

MALAWI



Chrispine Botha (Conservation Enterprise Specialist, USAID REFRESH), Alan Brooks (Chief of Party, USAID REFRESH), Oscar Artiga Chacon (Deputy Director, TechnoServe entrepreneurship programs), William Dothi (Monitoring, Evaluation, Research, and Learning Specialist, Common Market for Eastern and Southern Africa Secretariat), Dziko Malonje (Business Advisor, USAID REFRESH), Bruce Sosola (Agreement Officer's Representative, USAID REFRESH)

ENTERPRISE TYPES

- Eco-tourism
- 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.

- · REFRESH results chain
- REFRESH annual work plan 2021
 REFRESH logical framework
- Malawi National Fisheries and Aquaculture Policy 2016

THEORY OF CHANGE

Support Conservation **Enterprises**

Enabling Conditions in Place for Enterprises



Stakeholders' Attitudes and Behaviors Changed

Threat Reduction or Restoration

Biodiversity Conservation

ASSUMPTION

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

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 &

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.

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.

ASSUMPTION Overfishing is reduced.

WHAT IS MEASURED & HOW Partners conduct biomass trawl surveys to determine biomass. biodiversity, size composition, and exploitation rate

KEY LESSONS

Engagement in enterprises may be too limited to meaningfully contribute to a reduction in overfishing.

Aquatic biodiversity is restored or improved. WHAT IS MEASURED &

HOW Partners conducted three stock assessment biomass trawls of Lake Malawi over five years.

KEY LESSONS

A reduction in overfishing from enterprise participants alone may be too limited to contribute to improvements in biodiversity; complementary strategies are



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



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

Rose Chipfupa (Monitoring, Evaluation, and Learning Program Officer, USAID), Cary Farley (Chief of Party, USAID Resilience ANCHORS), Kevin Fox (Office Director, Economic Growth, USAID), Tawanda Makawa (Communications Specialist, USAID Resilience ANCHORS), Ronald Ruybal (Senior Natural Resource Management Advisor, USAID), Cryton Zazu (Deputy Chief of Party, USAID Resilience ANCHORS)

ZIMBABWE









ENTERPRISE TYPES

· Non-timber forest products (e.g., harvest and use of mopane worms, baobab fruits, marula fruits)

Support

Conservation

Enterprises

Partners support the enabling

conditions for communities

certification standards

to participate in enterprises,

· Technical capacity to provide

· Infrastructure and materials

· Savings and lending schemes

· Business skills and market

Legal and policy frameworks

Governance systems

Resource rights

goods and services and meet

ASSUMPTION

including:

linkages

- 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.

THEORY OF CHANGE

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

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.

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

Benefits Realized by

Stakeholders

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 are too busy to engage in crime, and they report illegal activities because they share in the benefits from enterprises, feel a sense of "ownership" over wildlife, and engage in reforestation/ afforestation.

Stakeholders' Attitudes

and Behaviors Changed

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?

ions, 2012 (S.I. No. 116 of 2012) we Water Act, Acts 31/1998, 22/2001

Wildlife Conservation In Zimbabwe: A Review of R

Biodiversity Conservation

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

WHAT IS MEASURED & HOW

Threat Reduction or

Restoration

Partners conduct key informant interviews with conservancy and community members to track the incidents of threats 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?

ASSUMPTION

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

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.

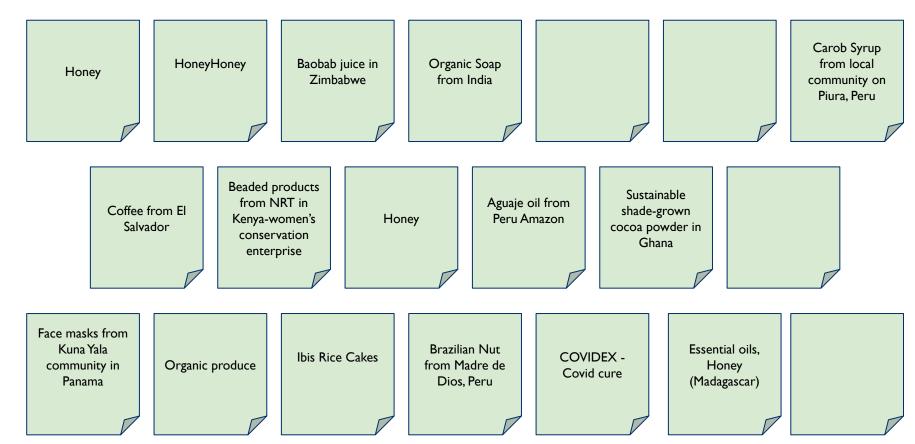
KEY LESSONS

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.

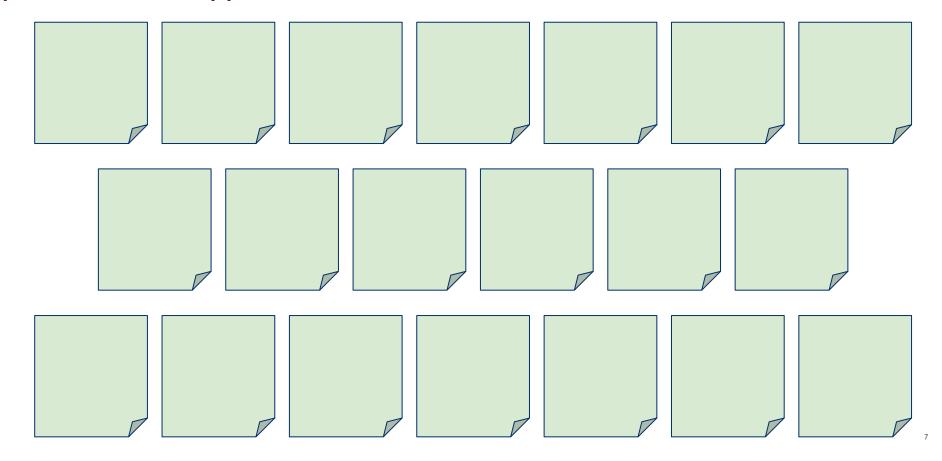
farmers in Chipinge District use proceed from garden produce sales to support immediate family needs © USAID Resilience ANCHORS activity

Mrs. Dhliwayo (above) and other w

Do Now: What is the last conservation enterprise product that you purchased or supported?

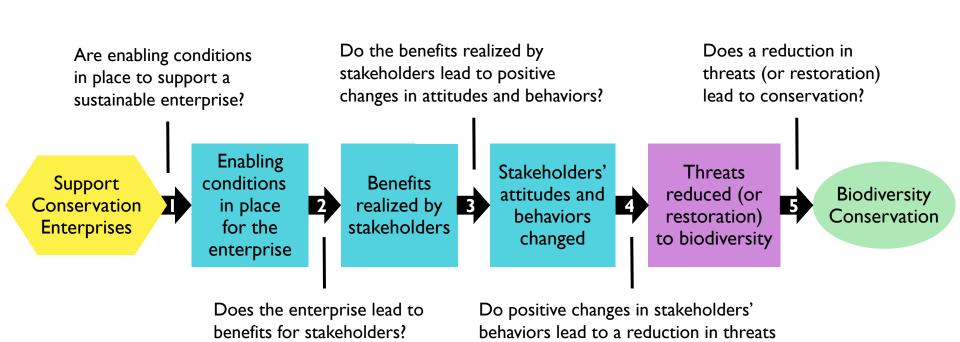


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USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE: Learning Questions Examine Assumptions in the TOC



to biodiversity (or restoration)?

Conservation Enterprise Learning Group Products

Support Conservation **Enterprises**

Enabling conditions in place for the enterprise

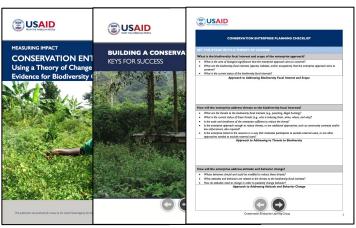
Benefits realized by 3 stakeholders

Stakeholders' attitudes and behaviors changed

Threats reduced (or restoration) to biodiversity

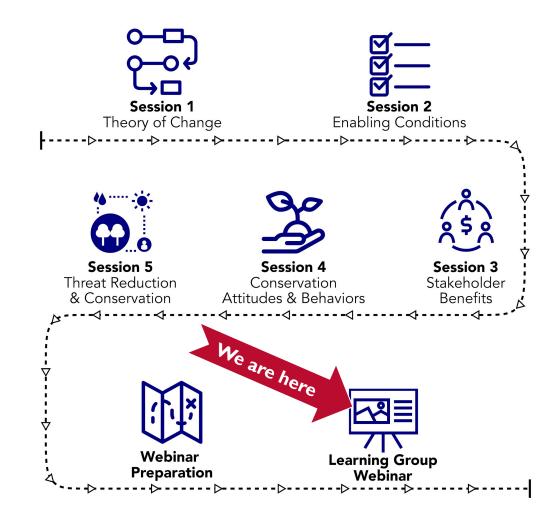








Conservation Enterprise Impact Lab Overview



Conservation
Enterprise
Impact Lab
Tools



Pre-session videos



Workbook



Knowledge hub



Sessions

TODAY'S SPEAKERS

Marioldy Sanchez USAID Peru Alianza Forestal



Holisoa Lalaharimanitra USAID Madagascar Hay Tao



Richard Oluka USAID Uganda CWC



Dziko MalonjeUSAID
Malawi
REFRESH



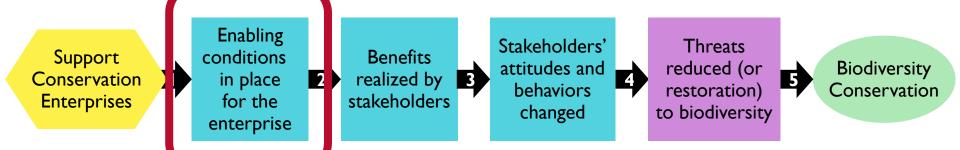
Tawanda Makawa USAID Zimbabwe Resilience ANCHORS



USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

Marioldy
Sanchez
USAID Peru
Alianza Forestal
Project
Manager, AIDER







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AIDER







ENTERPRISE TYPES

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Benefits Realized by Stakeholders

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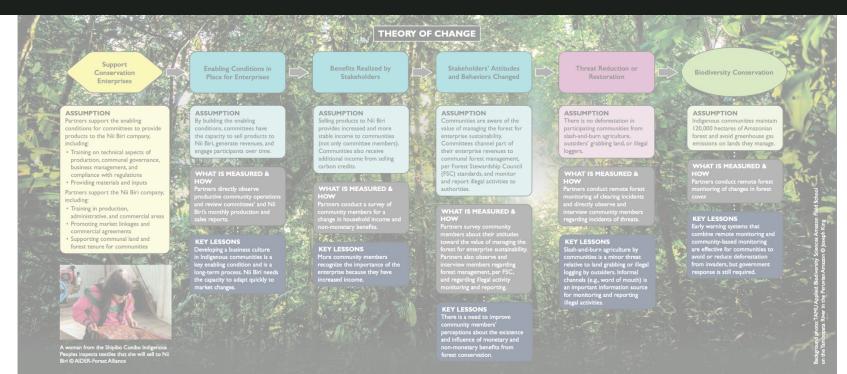






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SUPPORTING IND AND AGRO

Enabling Conditions in Place for Enterprises Alvaro Gaillour (U Mirova Natural Ca

RODUCE FOREST **PERU AMAZON**

AIDER









ENTERPRISE TYPES

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Conservation Enterprise Ap Since April 2019, USAID partne committees, each with 15 to 60

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Peoples inspects textiles that she will sell to Nii Biri © AIDER-Forest Alliance

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Alliance - AIDER)

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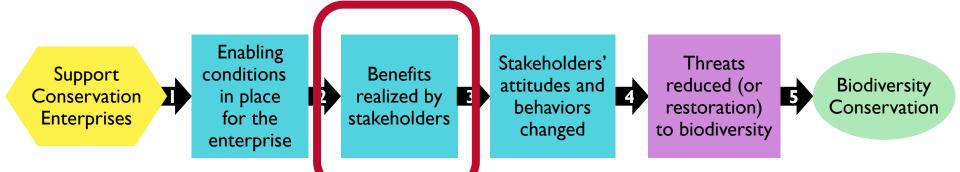
KEY LESSONS

USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

Holisoa
Lalaharimanitra

USAID
Madagascar Hay
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Gender and
Youth Specialist





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MADAGASCAR

ENTERPRISE TYPES

- · Sustainable production of cocoa, spices,
- essential oils, peanuts, and vanilla
- Agroforestry
- · Seaweed farming
- Ecotourism
- lam 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.

- USAID Hay Tao Mission trip reports and training reports at Menab landscape (Holisos Lalaharimanitra, Gender & Youth Specialist; Arse Randria, Advocacy Officer; Holly Rakotondralambo, Project Officer

THEORY OF CHANGE

Support Conservation

Enterprises

ASSUMPTION

Partners support the enabling By building the enabling conditions for the cooperatives: conditions, cooperatives have technical capacity, markets, National legal framework traceability, and certification Capacity development

systems in place to generate Business models and plans revenues. Participation grows

Market linkages

ASSUMPTION

 Mechanism of return on investment to the conservation of biodiversity

Cocoa pods © USAID Hay Tao activity

TOTAL SEC. WHAT IS MEASURED &

convertible grants.

within enterprises as a result of

Enabling Conditions in

Place for Enterprises

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.

Benefits Realized by Stakeholders

ASSUMPTION

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

WHAT IS MEASURED &

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

Stakeholders' Attitudes and Behaviors Changed

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

WHAT IS MEASURED & HOW

enterprises.

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).

Threat Reduction or **Biodiversity Conservation**

ASSUMPTION

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

Restoration

WHAT IS MEASURED &

Partners conduct field visits to directly observe the extent of slash-and-burn agriculture.

ASSUMPTION Forest cover is maintained or increased.

WHAT IS MEASURED &

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



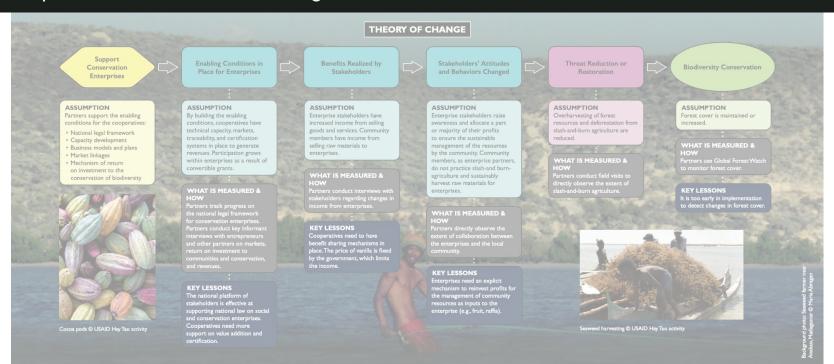
SUPPORTING THE ENABLING CONDITIONS FOR ENTERPRISES AS AN ALTERNATIVE TO SLASH-AND-BURN AGRICULTURE

MADAGASCAR

Miora Harivelomanana (USAID Program Specialist), Holisoa Lalaharimanitra (Gender & Youth Specialist, USAID Hay Tao), Hanta Rabefarihy (Deputy Contracting Officer's Representative, USAID Hay Tao), Fania Randrenalliiaona (Deputy Chief of Party, USAID Mikaiy), Jean Solo

Conservation Enterprise Approach

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SUPPORTING THE ENABLING CO AS AN ALTERNATIVE TO SLASH

Miora Harivelomanana (USAID Program Specialist), Holisoa Lalahariman (Deputy Contracting Officer's Representative, USAID Hay Tao), Fanja I Ratsisompatrarivo (Chief of Party, USAID Hay Tao), Agathe Sect

ENTERPRISE TYPES

- AgroforestrySeaweed farming

- Jam production Beekeeping and honey production
- Baobab cultivation and harvesting
- Market gardening

Conservation Enterprise Approach

For the past two years, the USAID Hay Tao activity has support entrepreneurs, and developing sustainable business models. The

THEORY OF

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



ASSUMPTION

By building the enabling conditions, cooperatives have systems in place to generate revenues. Participation grows within enterprises as a result of

KEY LESSONS

ASSUMPTION

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

KEY LESSONS

place.The price of vanilla is fixed by the government, which limits the income.

Benefits Realized by **Stakeholders**

ASSUMPTION

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MADAGASCAR

Biodiversity Conservation

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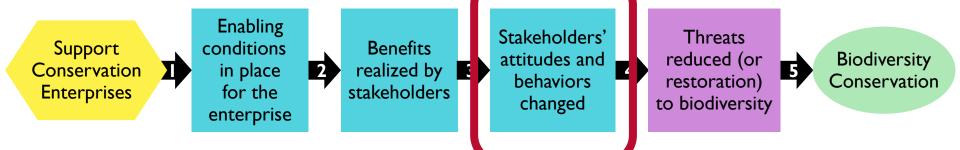
KEY LESSONS



USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE









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)

UGANDA









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

THEORY OF CHANGE

Benefits Realized by Stakeholders

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

Enabling Conditions in

Place for Enterprises

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.

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 &

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

Stakeholders' Attitudes and Behaviors Changed

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.

Threat Reduction or Restoration

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.

KEY LESSONS

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.

Biodiversity Conservation

ASSUMPTION

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

WHAT IS MEASURED &

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.



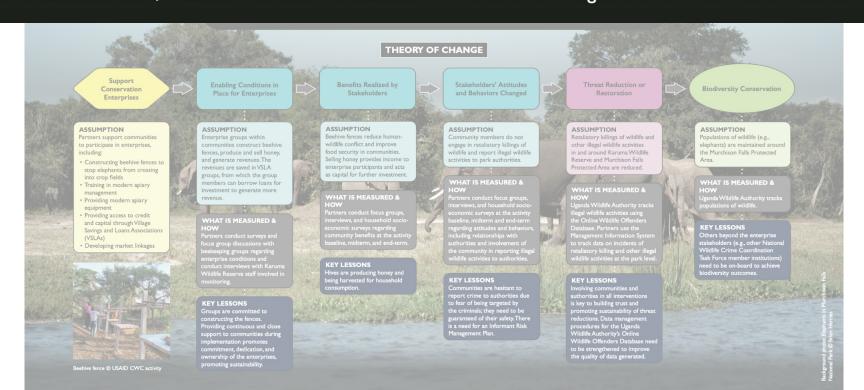
SUPPORTING BEEHIVE FENCES AND HONEY PRODUCTION TO REDUCE HUMAN-WILDLIFE CONFLICT NEAR PROTECTED AREAS

WWillie Society Society

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

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.





SUPPORTING BEEHIVE FENCES AND HONEY PROD REDUCE HUMAN-WILDLIFE CONFLICT NEAR PROTE

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

ENTERPRISE TYPES

Beehive fences and honey production

Conservation Enterprise Approach

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THEORY OF CHANGE

Support Conservation Enterprises

ASSUMPTION

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

ASSUMPTION

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KEY LESSONS

Hives are producing honey and being harvested for household consumption.

Stakeholders' Attitudes and Behaviors Changed

ASSUMPTION

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Stakeholders' Attitudes

© RUSI

ASSUMPTION

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and Behaviors Changed

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KEY LESSONS

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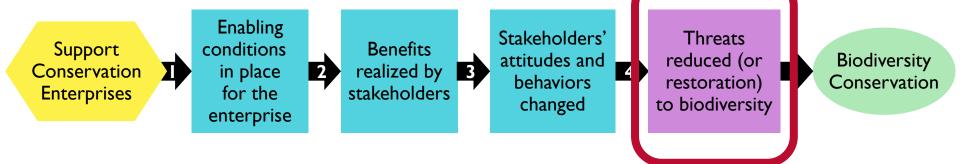
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Background photo: Elephants in Murchison Falls National Park © Brian Harries

USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

Dziko Malonje
USAID Malawi
REFRESH
Business Advisor







REDUCING OVERFISHING IN LAKE MALAWI BY PROVIDING ALTERNATIVE SOURCES OF INCOME

MALAWI



Chrispine Botha (Conservation Enterprise Specialist, USAID REFRESH), Alan Brooks (Chief of Party, USAID REFRESH), Oscar Artiga Chacon (Deputy Director, TechnoServe entrepreneurship programs), William Dothi (Monitoring, Evaluation, Research, and Learning, Specialist, Common Market for Eastern and Southern Africa Secretariat), Diziko Majone (Business-Advisor, USAID REFRESH), Bruce Sosial (Agreement Officer's Representative, USAID REFRESH)

ENTERPRISE TYPES

- Eco-tourism
- 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.

SOURCES

- REFRESH results chain
- REFRESH annual work plan 2021
 REFRESH logical framework
- Malawi National Fisheries and Aquaculture Policy 2016
- Malawi Fisheries Conservation and Manageme

THEORY OF CHANGE

Support Conservation Enterprises

Enabling Conditions in Place for Enterprises

Benefits Realized by Stakeholders Stakeholders' Attitudes and Behaviors Changed Threat Reduction or Restoration

Biodiversity Conservation

ASSUMPTION

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.

D G HÖNEY HÖ

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

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 &

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.

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 non-fishing activities, more awareness, and higher risks from non-compliance.

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.

ASSUMPTION Overfishing is reduced.

WHAT IS MEASURED & HOW Partners conduct biomass trawl

Partners conduct biomass trawl surveys to determine biomass, biodiversity, size composition, and exploitation rate.

KEY LESSONS

Engagement in enterprises may be too limited to meaningfully contribute to a reduction in overfishing.

Aquatic biodiversity is restored or improved.

WHAT IS MEASURED & HOW

Partners conducted three stock assessment biomass trawls of Lake Malawi over five years.

KEY LESSONS

A reduction in overfishing from enterprise participants alone may be too limited to contribute to improvements in biodiversity; complementary strategies are needed.



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



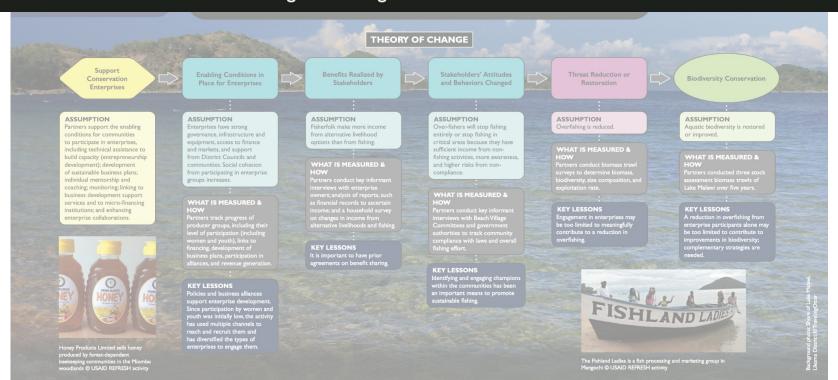
REDUCING OVERFISHING IN LAKE MALAWI BY PROVIDING ALTERNATIVE SOURCES OF INCOME





Conservation Enterprise Approach

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ENTERPRISE TYPES

- Sustainable agri-businessesSustainable rice producers

- Cashew nut productionEco-friendly processing of high quality cassava flour

Conservation Enterprises

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groups inc

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

Threat Reduction or Restoration

ASSUMPTION

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KE MALAWI CES OF INCOME

Oscar Artiga Chacon (Deputy Director, non Market for Eastern and Southern Africa sentative USAID REFRESH)

nterprises will provide alternative

MALAWI





Malawi (REFRESH) activity

ASSUMPTION

KEY LESSONS

Engagement in enterprises may be too limited to meaningfully contribute to a reduction in

Biodiversity Conservation

ASSUMPTION Aquatic biodiversity is restored

or improved.

Lake Malawi over five year

KEY LESSONS



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

USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

Tawanda Makawa

USAID Zimbabwe Resilience ANCHORS

Communications
Specialist



Support Conservation Enterprises Enabling conditions in place for the enterprise

Benefits realized by stakeholders

3

Stakeholders' attitudes and behaviors changed

Threats reduced (or restoration) to biodiversity

Biodiversity Conservation



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

ZIMBABWE











Rose Chipfupa (Monitoring, Evaluation, and Learning Program Officer, USAID), Cary Farley (Chief of Party, USAID Resilience ANCHORS), Kevin Fox (Office Director, Economic Growth, USAID), Tawanda Makawa (Communications Specialist, USAID Resilience ANCHORS), Ronald Ruybal (Senior Natural Resource Management Advisor, USAID), Cryton Zazu (Deputy Chief of Party, USAID Resilience ANCHORS)

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.

THEORY OF CHANGE

Support Conservation Enterprises

Partners support the enabling conditions for communities conditions for enterprises, to participate in enterprises, revenues, and engage more · Technical capacity to provide

- goods and services and meet certification standards
- · Infrastructure and materials
- · Savings and lending schemes · Business skills and market
- linkages

ASSUMPTION

including:

- Governance systems
- Resource rights Legal and policy frameworks



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

Enabling Conditions in Place for Enterprises

ASSUMPTION

By building the enabling communities have the capacity to sell goods and services, generate 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

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.

ASSUMPTION

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

Benefits Realized by

Stakeholders

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 are too busy to engage in crime, and they report illegal activities because they share in the benefits from enterprises, feel a sense of "ownership" over wildlife, and engage in reforestation/ afforestation.

Stakeholders' Attitudes

and Behaviors Changed

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?

ions, 2012 (S.I. No. 116 of 2012) we Water Act, Acts 31/1998, 22/2001

Wildlife Conservation In Zimbabwe: A Review of R

Threat Reduction or **Biodiversity Conservation** Restoration

Forest cover is maintained, river There is less crime-including encroachment into corridors, retaliatory killing, and poaching by outsiders-because of increased surveillance by communities. areas increase

WHAT IS MEASURED & HOW

ASSUMPTION

Partners conduct key informant interviews with conservancy and community members to track the incidents of threats 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?

ASSUMPTION

health and aquatic ecosystems improve, and wildlife populations in and around the protected

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.

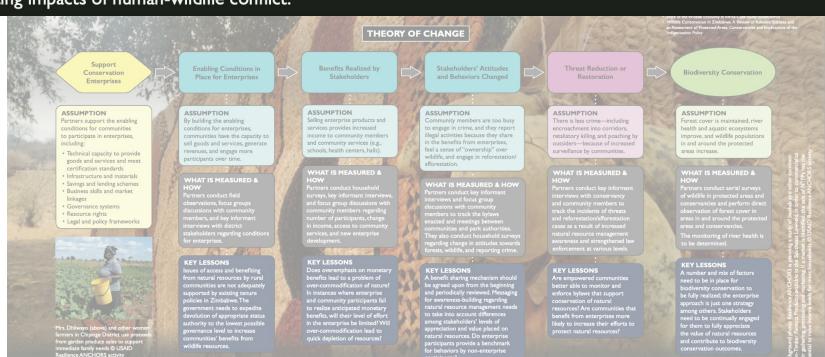


SUPPORTING ENTERPRISES TO HELP COMMUNITIES BENEFIT FROM NATURAL RESOURCES AND REDUCE POACHING



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.





SUPPORTING ENTERPRISES TO HELF FROM NATURAL RESOURCES AN

Rose Chipfupa (Monitoring, Evaluation, and Learning Program Officer, USAID), Cary Farley (Chief of Party, Growth, USAID), Tawanda Makawa (Communications Specialist, USAID Resilience, ANCHORS), Ronald Ri Zazu (Deputy Chief of Party, USAID Resilience).

ENTERPRISE TYPES

- Non-timber forest products (e.g., harvest and use of mopane worms, baobab fruits, marula fruits)
- Beekeeping/social forestry
- Conservation agricultur
- Conservation agricult
- Nutrition gardens
- Arts and crafts using spized spare
- Eco- and cultural tourist

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ASSUMPTION

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sell goods and services, generate

revenues, and engage more

participants over time.

KEY LESSONS

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communities are not adequately supported by existing tenure policies in Zimbabwe.The

ASSUMPTION

Conservation

Enterprises

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 wome farmers in Chipinge District use procee from garden produce sales to support immediate family needs © USAID Resilience ANCHORS activity

Conservation Enterprise Approach

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THEORY OF CHANG

Senefits Realized Stakeholders

ASSUMPTION

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WHAT IS MEASURE HOW

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ASSUMPTI Community is to engage in illegal activitie in the benefits feel a sense of wildlife, and of afforestation.

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Partners con interviews an discussions w members to enacted and communities They also coregarding cha

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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.

ZIMBABWE









SOURCES

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Governance in Mahenye. Evolution and Resilience in the Face of Adversity, another Case of Community Based Natural Resource Management (CBNI in Crisis?

State of the Wildlife Economy in Africa Case Study: South Africa

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

Biodiversity Conservatio

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DISCUSSION

LEARNING GROUP RESOURCES

- CE Learning Group Site
- CE Learning Agenda
- CE MEL Framework

Question: These are 3 common challenges experienced by these 5 enterprises--how have you dealt with them?

- Community willingness to report others is low
- The enterprise does not substitute household income enough to incentivize behavior change
- Community willingness to reinvest enterprise profits is low

Conservation Enterprises
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PHOTO: JASON HOUSTON FOR US

QUESTIONS & ANSWERS

Chatbox questions:

- I. Usually in rural settings the entrepreneurial culture is very low. How have the activities addressed this in the target communities?
- 2. The USAID/MI-2 CE work has identified the influence of non-economic benefits from participation in CE engagement. For example, in Malawi/REFRESH we have a result that engaging in fisheries value addition CEs will foster further champions for sustainable fisheries management as participation in the CE increases awareness and interest. What did the teams find about the influence of non-economic benefits for changing behavior?

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CE Learning Group Tools and Resources

- **CE Learning Group Site**
- **CE Learning Agenda**
- **CE MEL Framework**

What's Happening



Webinar Presentation: Gorongosa Project Conservation Enterprises

Working with approximately 200,000 people living in Mozambique's Gorongosa National Park buffer zone, the USAID Integrated Gorongosa and Buffer Zone Program ...

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A Framework for Monitoring, Evaluating, and Learning from Conservation Enterprises

The Conservation Enterprise Learning Group developed a MEL framework for USAID and Implementing Partner staff to use to inform the adaptive management of their ...

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Conservation Enterprises

Conservation enterprises approaches are defined by a development hypothesis (theory of change) that if income is increased through conservation enterprises, then participants will discontinue environmentally unsustainable activities, leading to reductions to threats to the environment.

Over the past two decades, conservation enterprise approaches have been used extensively in USAID biodiversity programming. Yet, little information has been collected in a systematic way to test key assumptions regarding the effectiveness of these approaches. This group 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. Explore the Conservation Enterprise Learning Agenda .



NEED HELP?

What You Can Do Here











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THANK YOU!

Comments or content suggestions? Please share them!

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