

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

PERU

Berenice Brizuela (Business Specialist, Forest Alliance - AIDER), Jose Chero (Environmental Specialist, Forest Alliance - AIDER), Alvaro Gallour (USAID Agreement Officer's Representative, Forest Alliance), Paul Ramirez (Investment Officer, Forest Alliance - Mirova Natural Capital), Jesua Reyna (Economic Specialist, AIDER), Marioldy Sanchez (Project Manager, Forest Alliance - AIDER)



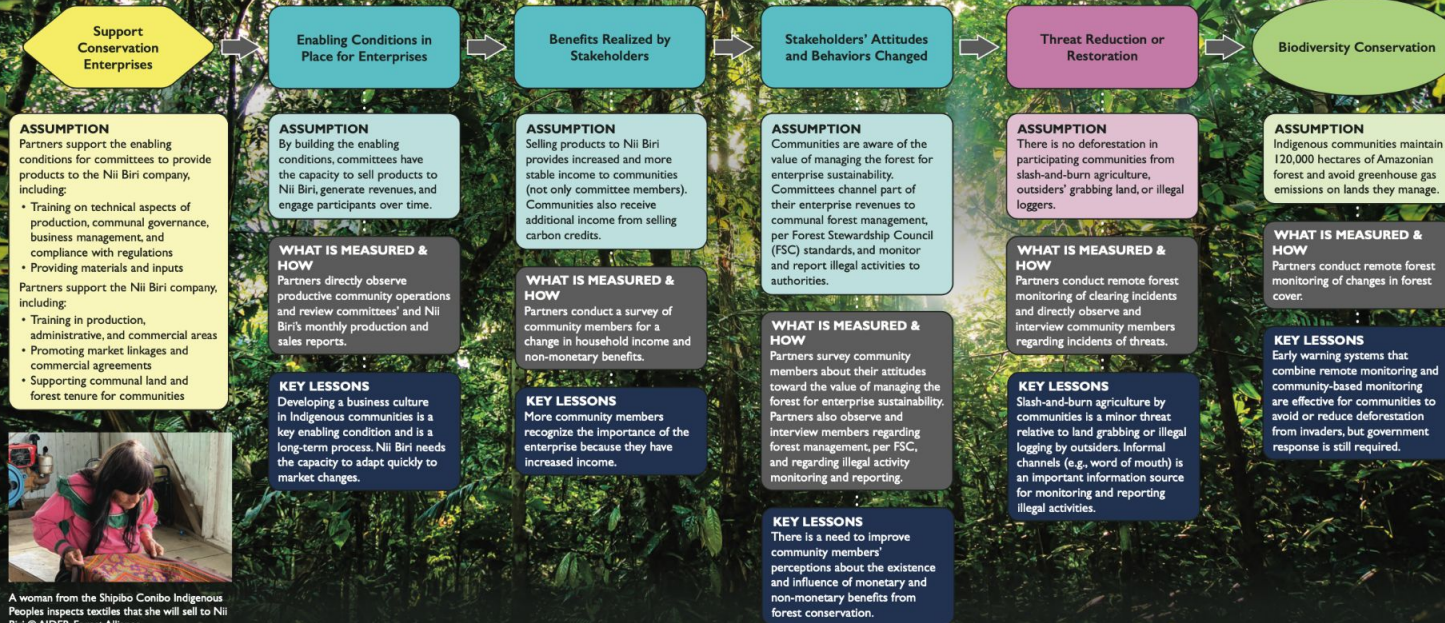
ENTERPRISE TYPES

- 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



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

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

Miora Hariwelomanana (USAID Program Specialist), Holisoa Lalaharimanitra (Gender & Youth Specialist, USAID Hay Tao), Hanta Rabefarihy (Deputy Contracting Officer's Representative, USAID Hay Tao), Fanja Randrenalijaona (Deputy Chief of Party, USAID Hikaity), Jean Solo Ratsimompratrivo (Chief of Party, USAID Hay Tao), Agathe Sector (Contracting Officer's Representative, USAID Hay Tao)

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

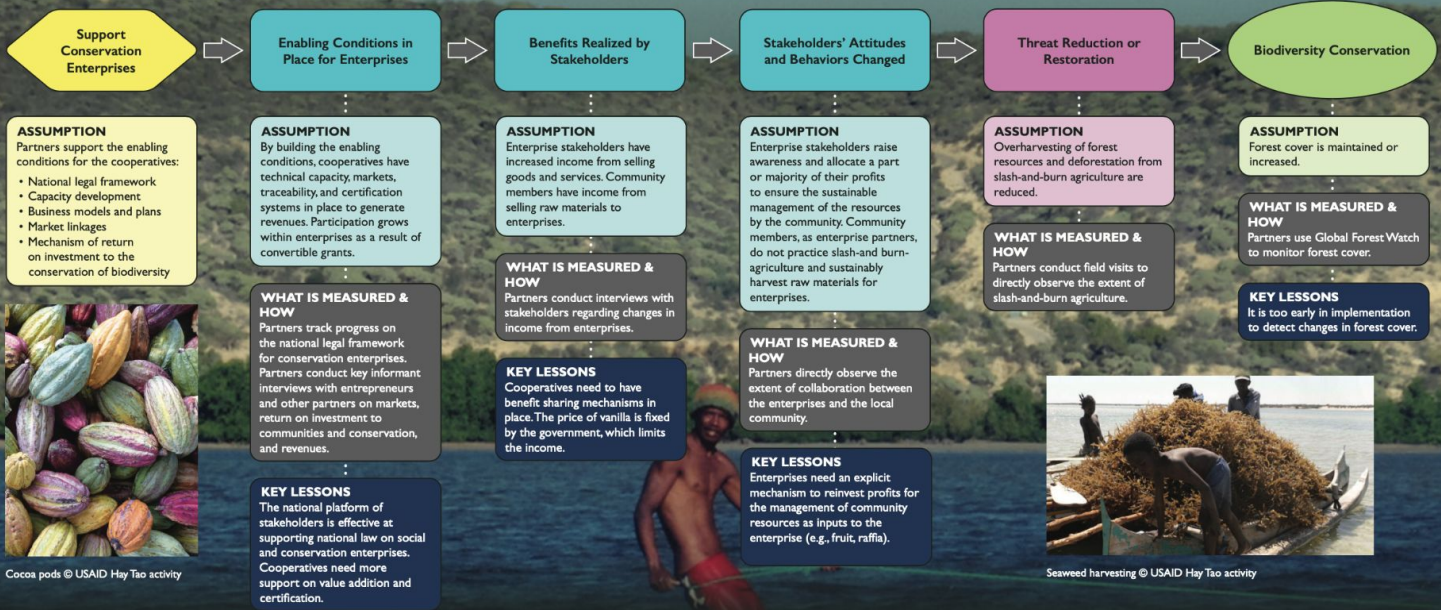
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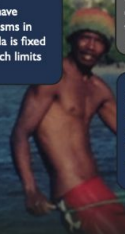
SOURCES

- USAID Hay Tao Mission trip reports and training reports at Manabe landscape (Holisoa Lalaharimanitra, Gender & Youth Specialist/Anson Randriana-Adesony Officers/Holly Ralston/dranambo Project Officers)
- Ministry of Industry, Trade and Handicraft/One District One Factory Project team (Ulrich Ramiandrasoa, Legal and Economic Studies Officer, and Tsimba Andrianavoa, National Coordinator of One District One Factory Project)

THEORY OF CHANGE



Cocoa pods © USAID Hay Tao activity



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)

ENTERPRISE TYPES

Beehive fences and honey production

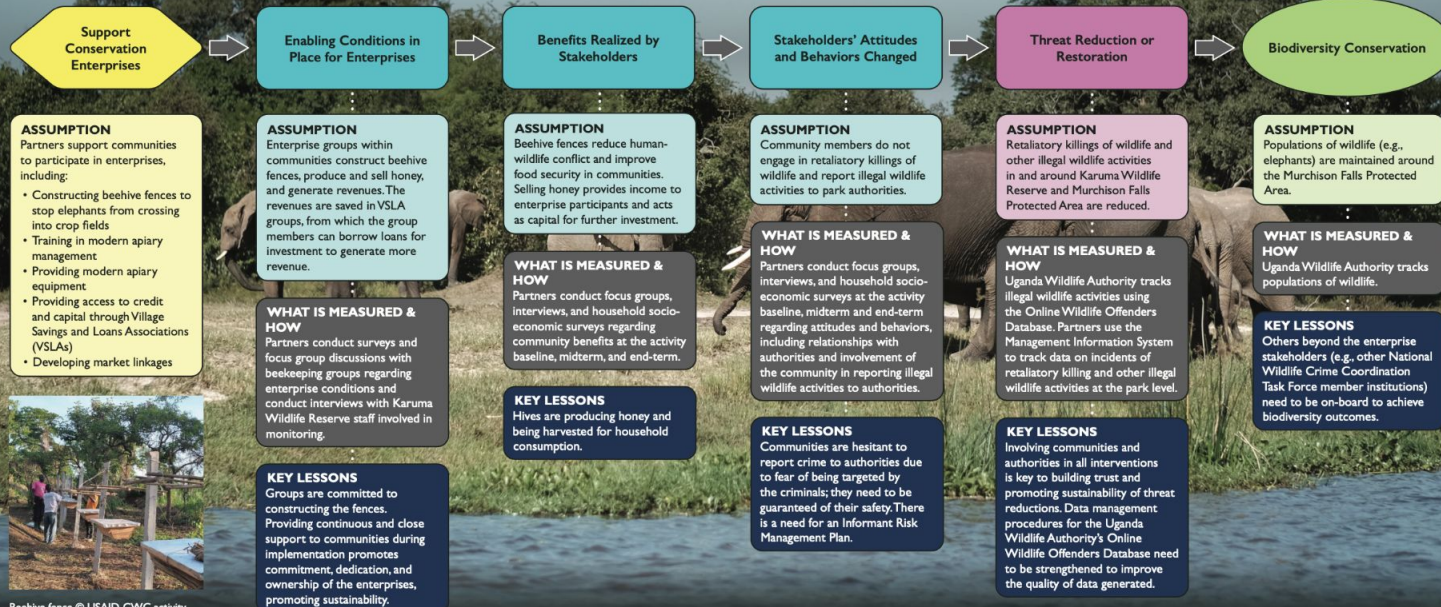
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In the first half of 2021, the USAID Combating Wildlife Crime (CWC) activity supported three enterprise groups, of about 15 members each, in communities around Karuma Wildlife Reserve in Uganda's Murchison Falls Protected Area.

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

THEORY OF CHANGE



Beehive fence © USAID CWC activity

REDUCING OVERFISHING IN LAKE MALAWI BY PROVIDING ALTERNATIVE SOURCES OF INCOME

Christine Botha (Conservation Enterprise Specialist, USAID REFRESH), Alan Brooks (Chief of Party, USAID REFRESH), Oscar Artega 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
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- Cashew nut production
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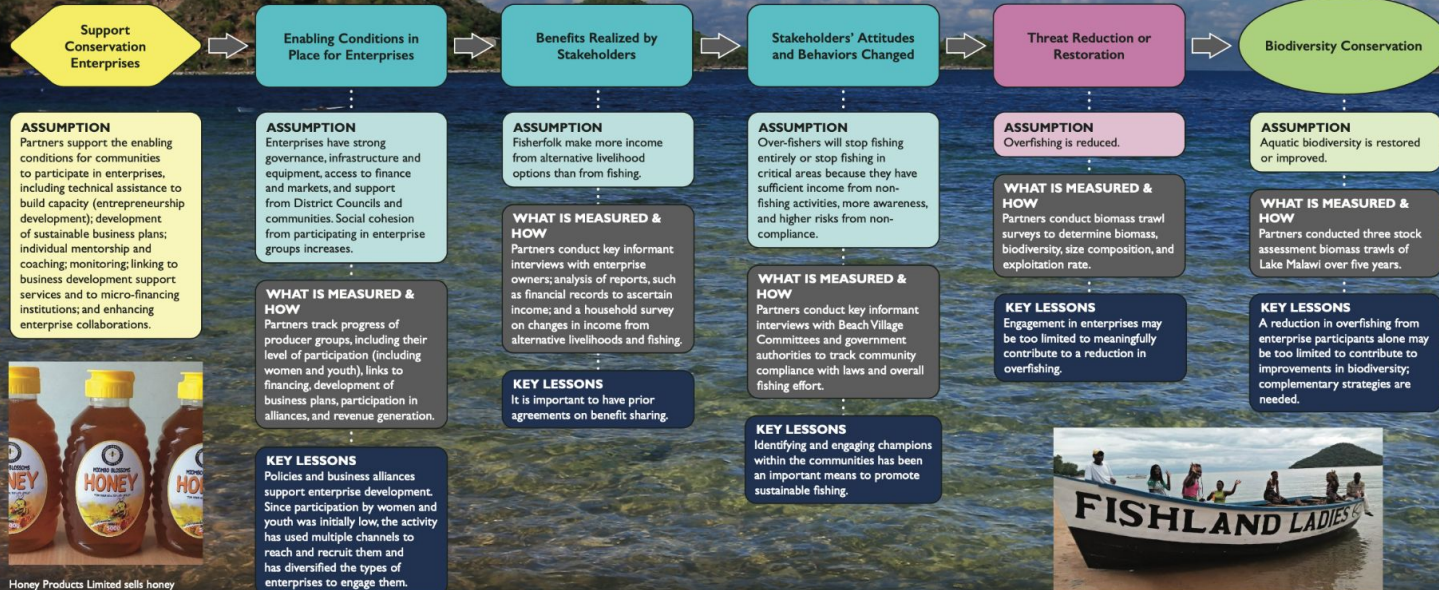
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From 2020–2021, the USAID Restoring Fisheries for Sustainable Livelihoods in Lake Malawi (REFRESH) activity conducted a diagnostic assessment and selected 35 enterprises to provide support. Enterprises will provide alternative sources of income with 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 Management Act, 1997

THEORY OF CHANGE



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



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)
- Beekeeping/social forestry
- Conservation agriculture
- Agroforestry
- Nutrition gardens
- Arts and crafts using seized snares
- Eco- and cultural tourism

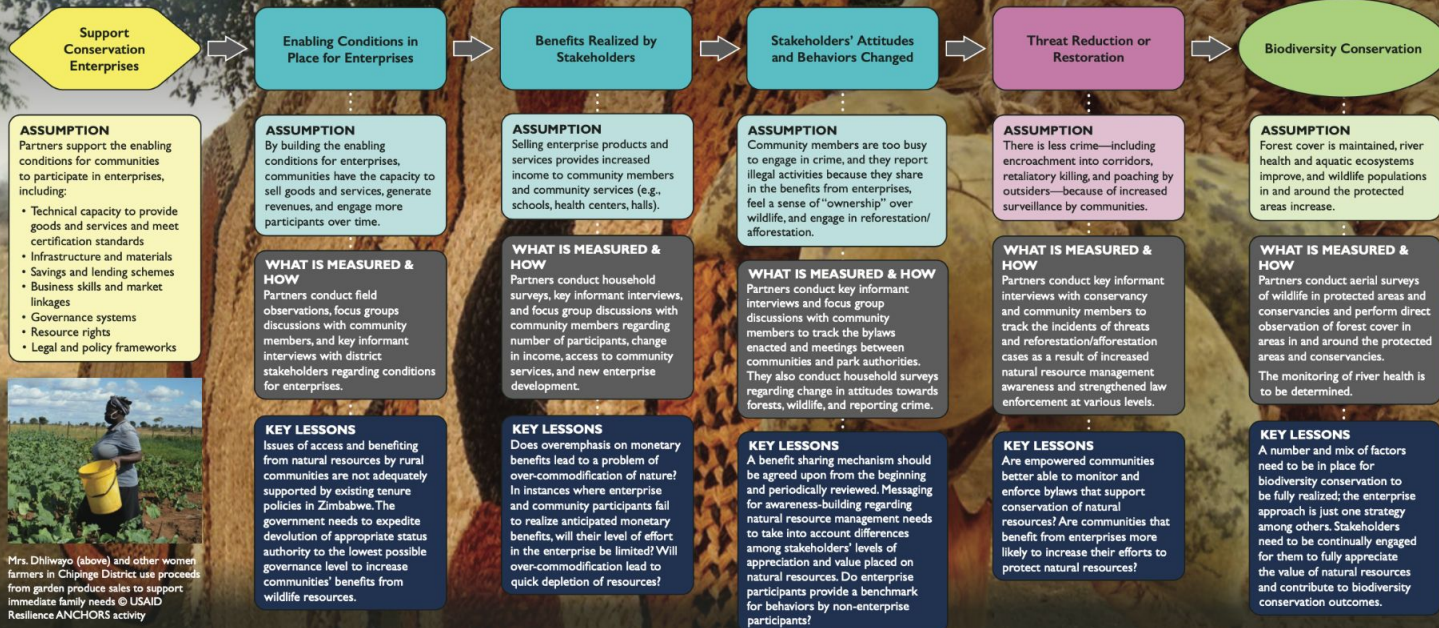
Conservation Enterprise Approach

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.

SOURCES

- Resilience ANCHORS work and activity plans: monitoring, evaluation, and learning plan; scoping field reports; activity scope of work
- Commercial Farmers' Union of Zimbabwe 99-year lease pamphlet
- "Banks declare 99-year leases worthless": The Zimbabwe Independent
- Zimbabwe Forests (Control of Firewood, Timber and Forest Products) Regulations 2012 (SI No. 116 of 2012)
- Zimbabwe Water Act: Act 311 (F8: 22:001), 19(2002), 14(2002)
- "People are not happy" - Speaking up for Adaptive Natural Resource Governance in Malawi: Evolution and Resilience in the Face of Adversity or another Case of Community Based Natural Resource Management (CBNRM) in Crisis?
- State of the Wildlife Economy in Africa Case Study: South Africa
- Wildlife Conservation in Zimbabwe: A Review of Modern Science and an Assessment of Protected Areas, Conservancies and Implications of the Indigenization Policy

THEORY OF CHANGE



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

Background photo: Resilience ANCHORS is planning a study of baobab and other common Non-Timber Forest Products available in the Southeast Lowveld in order to commercialize their gathering, processing and marketing. If a market is identified, the sale of NTFPs has the potential to raise income levels for most households. © USAID Resilience ANCHORS activity

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

Honey

HoneyHoney

Baobab juice in
Zimbabwe

Organic Soap
from India

Carob Syrup
from local
community on
Piura, Peru

Coffee from El
Salvador

Beaded products
from NRT in
Kenya-women's
conservation
enterprise

Honey

Aguaje oil from
Peru Amazon

Sustainable
shade-grown
cocoa powder in
Ghana

Face masks from
Kuna Yala
community in
Panama

Organic produce

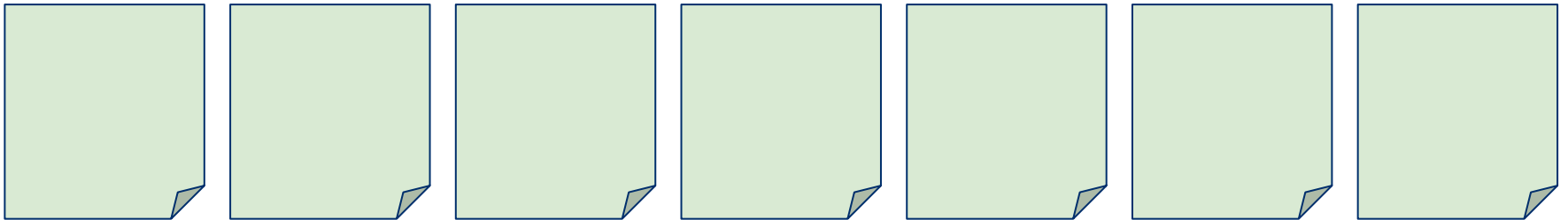
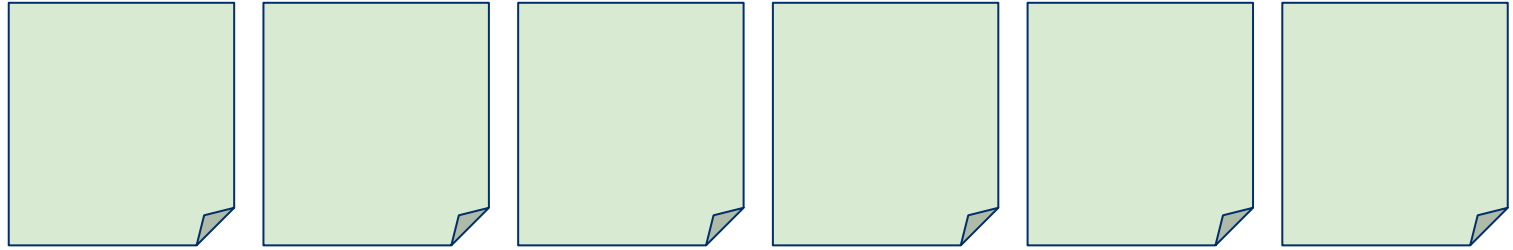
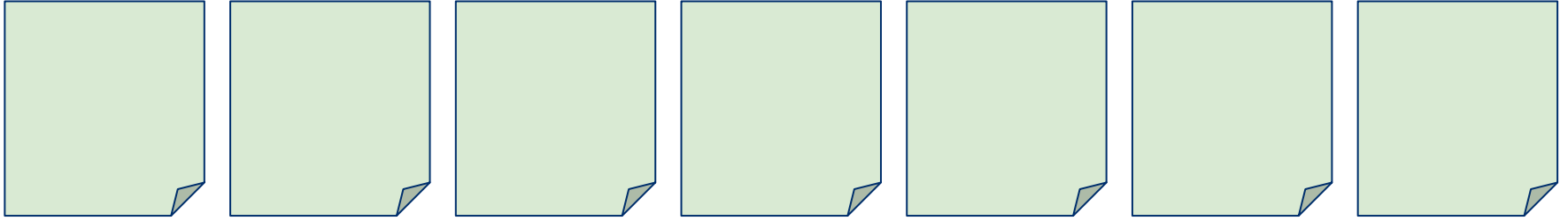
Ibis Rice Cakes

Brazilian Nut
from Madre de
Dios, Peru

COVIDEX -
Covid cure

Essential oils,
Honey
(Madagascar)

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





USAID
FROM THE AMERICAN PEOPLE

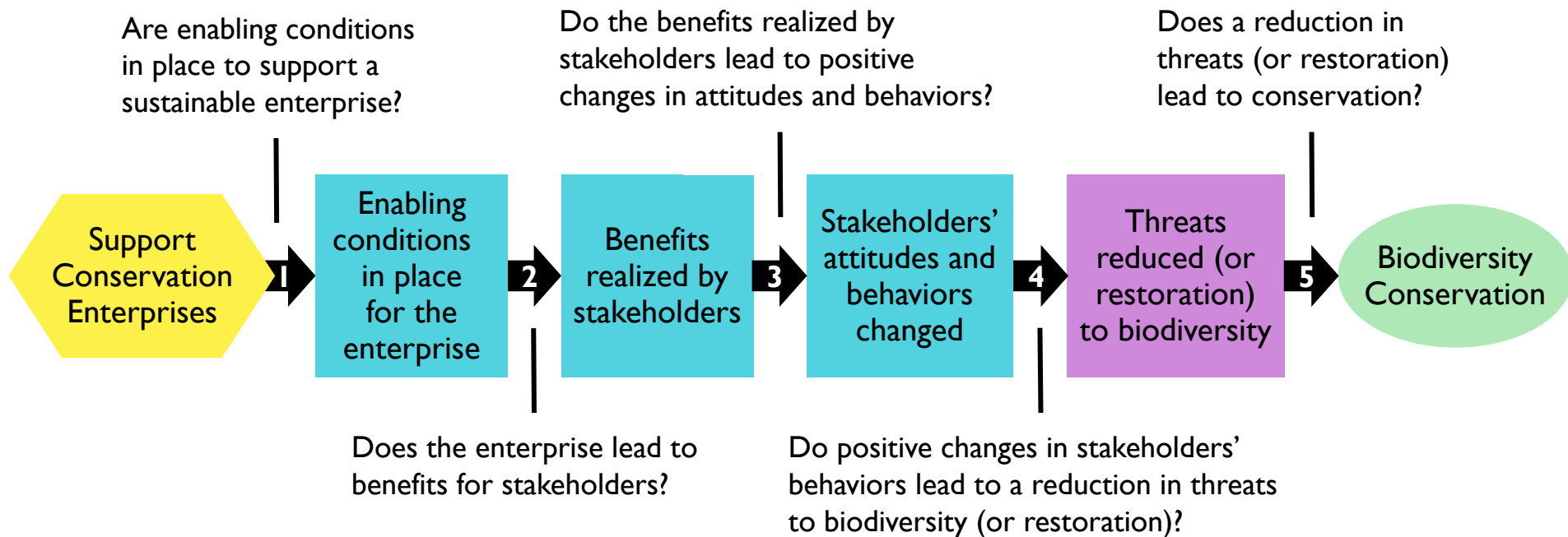
CONSERVATION ENTERPRISES: USING A THEORY OF CHANGE TO LEARN AND SHARE LESSONS ACROSS SITES

CONSERVATION ENTERPRISE IMPACT LAB REPORT-OUT
JULY 22, 2021

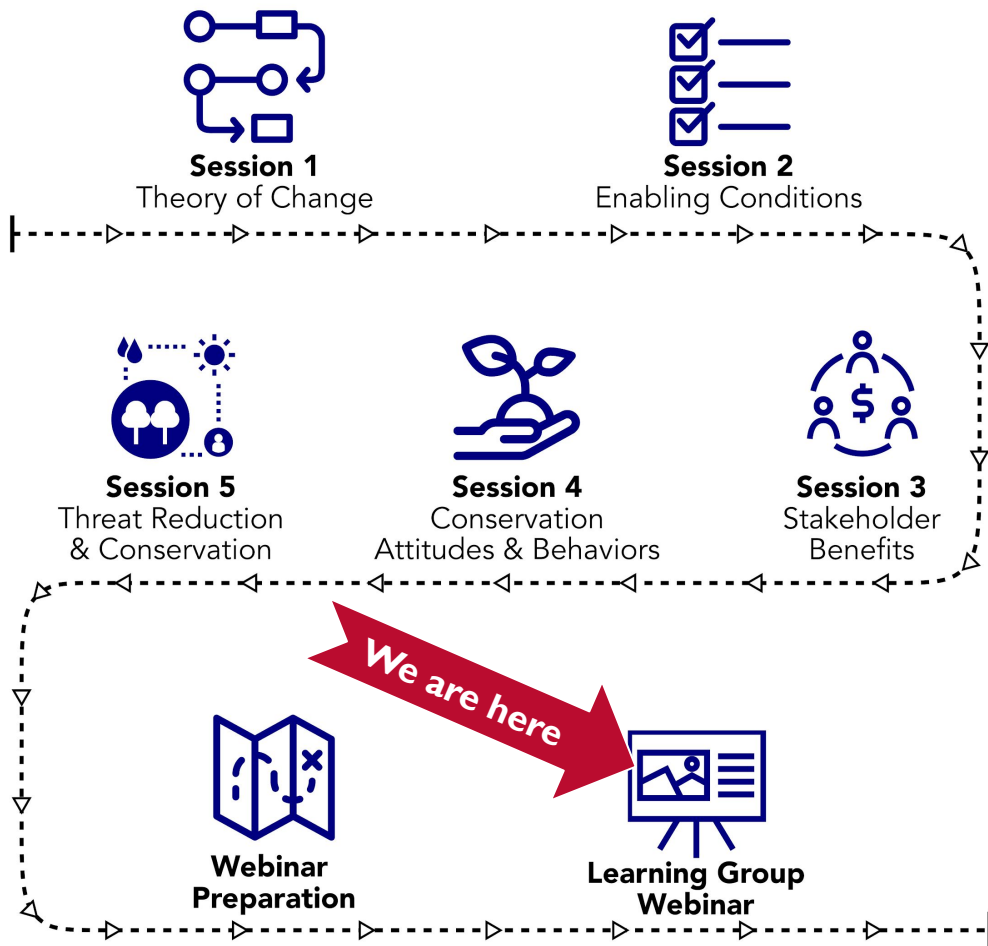
This presentation was produced for review by the United States Agency for International Development. It was prepared by Environmental Incentives, Foundations of Success and ICF for the Measuring Impact II (MI2) Contract.

USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE:

Learning Questions Examine Assumptions in the TOC



Conservation Enterprise Impact Lab Overview



Conservation Enterprise Impact Lab Tools



**Pre-session
videos**



Workbook



Sessions



**Knowledge
hub**

TODAY'S SPEAKERS

Marioldy Sanchez

USAID
Peru
Alianza
Forestal



Holisoa Lalaharimanitra

USAID
Madagascar
Hay Tao



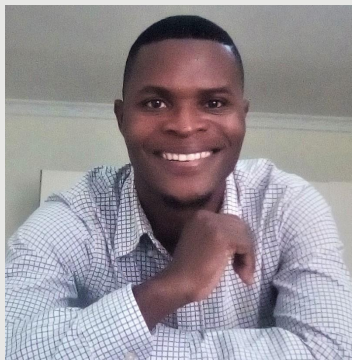
Richard Oluka

USAID
Uganda
CWC



Dziko Malonje

USAID
Malawi
REFRESH



Tawanda Makawa

USAID
Zimbabwe
Resilience
ANCHORS

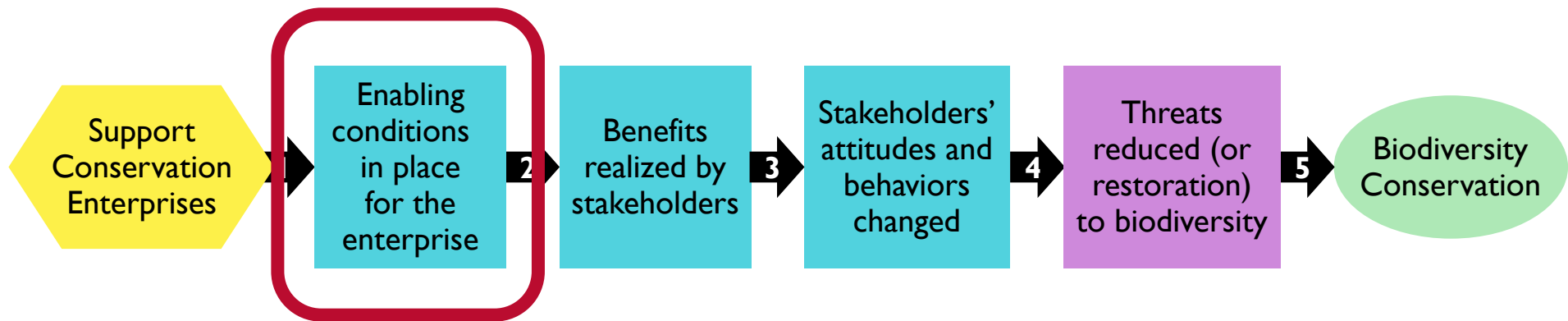


USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

Marioldy Sanchez

USAID Peru
Alianza Forestal

Project
Manager, AIDER



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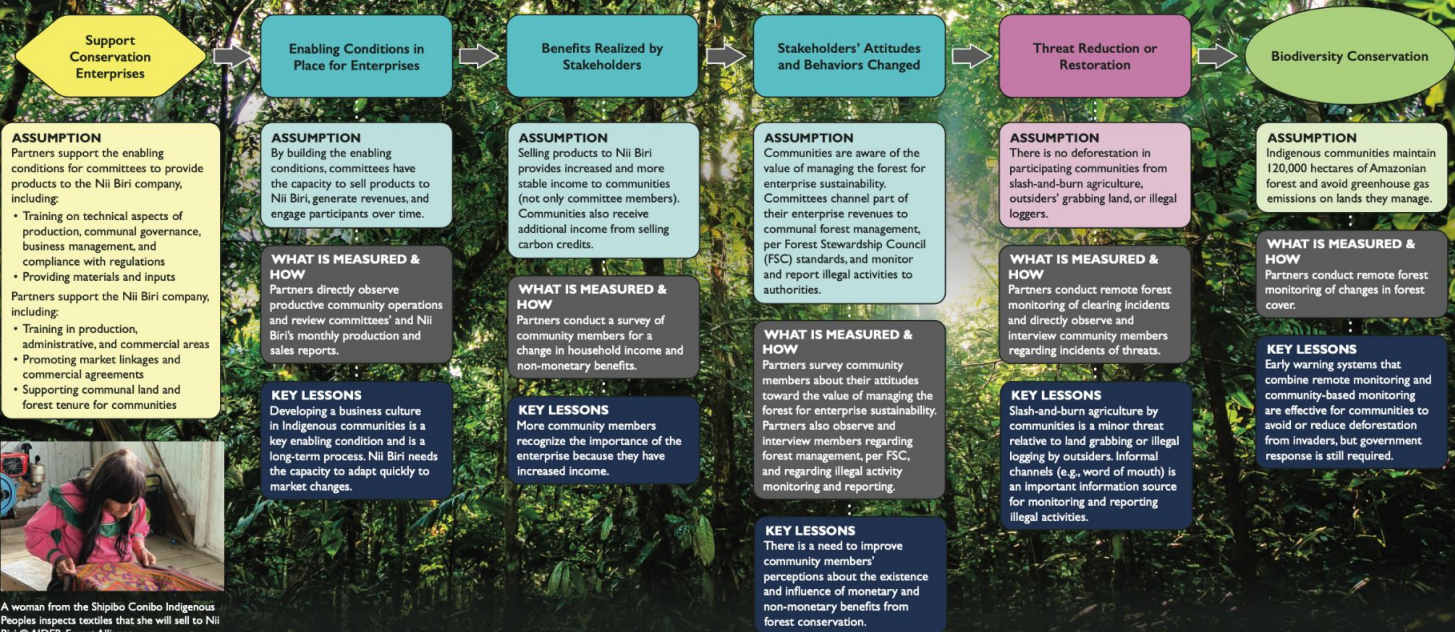
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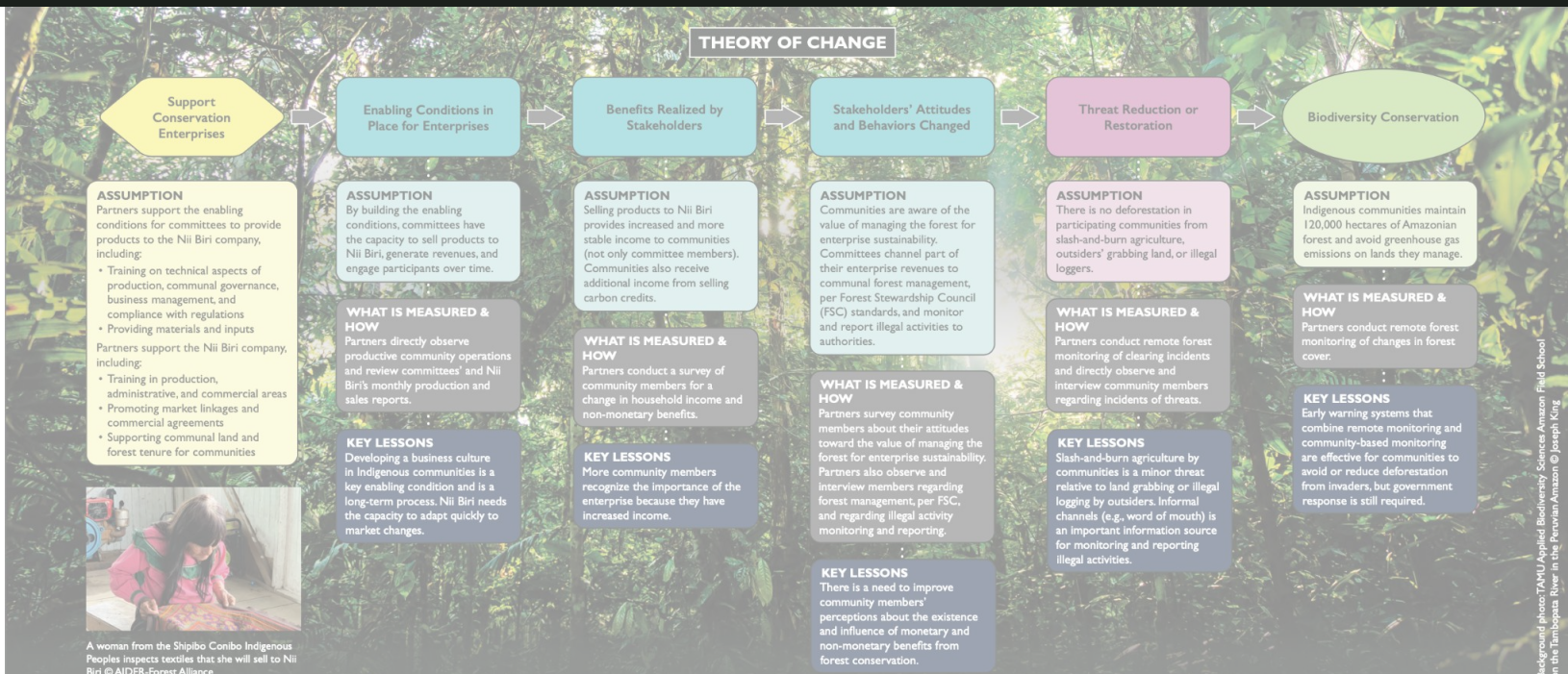
THEORY OF CHANGE



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

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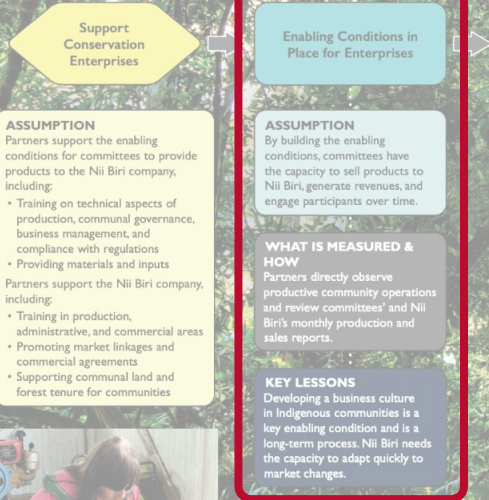


Berenice Britzuela (AIDER),
Alvaro Gallour (USAID),
Mirova Natural Capital

ENTERPRISE TYPES

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Conservation Enterprise Approach
Since April 2019, USAID partnered with 10 indigenous communities in the Peruvian Amazon to form committees, each with 15 to 60 members.



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Enabling Conditions in Place for Enterprises

ASSUMPTION

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

WHAT IS MEASURED & HOW

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

KEY LESSONS

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

Alliance - AIDER),
Forest Alliance -
Alliance - AIDER)



supported seven Indigenous communities, 18 producer groups, and Nii Biri.

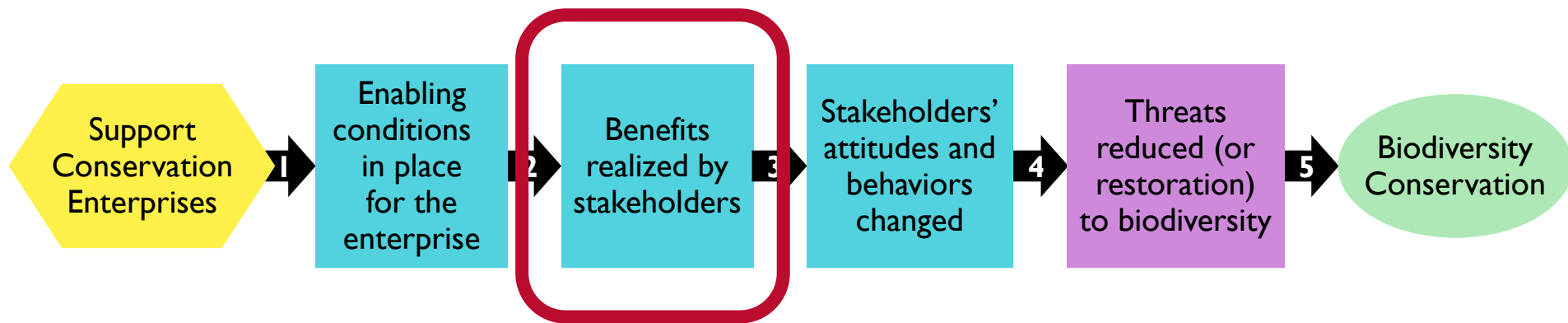


USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

**Holisoa
Lalaharimanitra**

USAID
Madagascar Hay
Tao

Gender and
Youth Specialist



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

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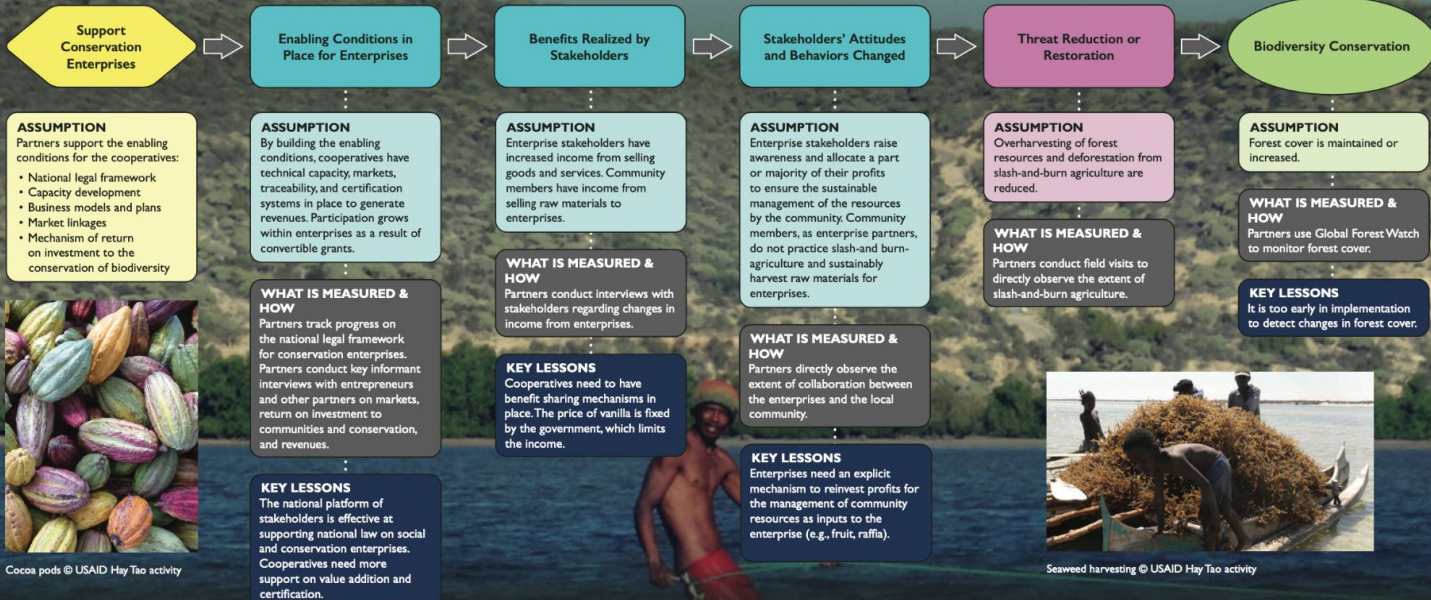
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For the past two years, the USAID Hay Tao activity has supported national laws, building the capacity of conservation entrepreneurs, and developing sustainable business models. They will be working within three regions in Madagascar and with 19 cooperatives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

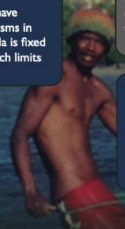
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- Ministry of Industry, Trade and Handicrafts/One District One Factory Project team (Ulrich Ramandrasoa, Legal and Economic Studies Officer, and Tsimbina Andrianavato, National Coordinator of One District One Factory Project)

THEORY OF CHANGE



Cocoa pods © USAID Hay Tao activity

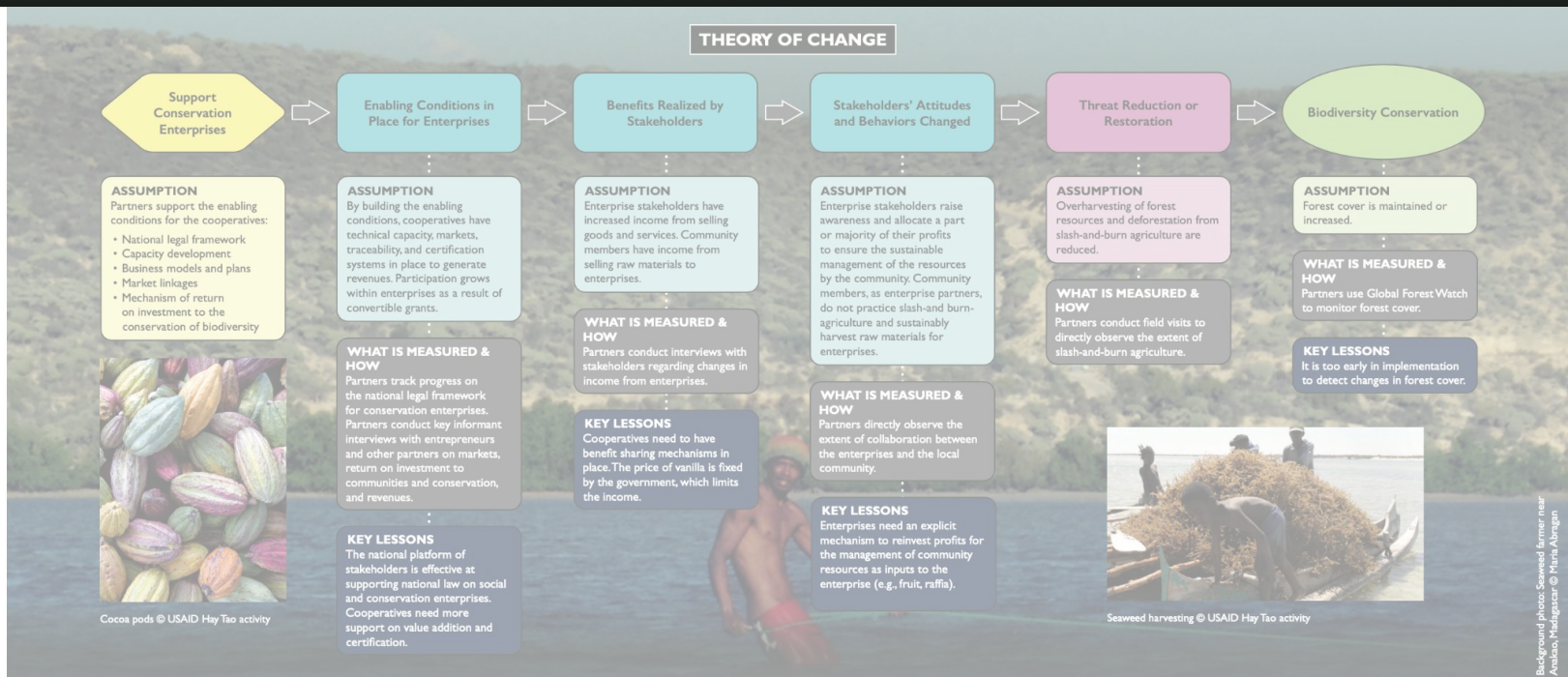


Seaweed harvesting © USAID Hay Tao activity

Miara Harivelomanana (USAID Program Specialist), Holisoa Lalaharimanitra (Gender & Youth Specialist, USAID Hay Tao), Hanta Rabefariry (Democracy Cooperation Officer's Representative, USAID Hay Tao), Fanja Baobazambahoana (Democracy Chief of Party, USAID Mission), Jean Solo

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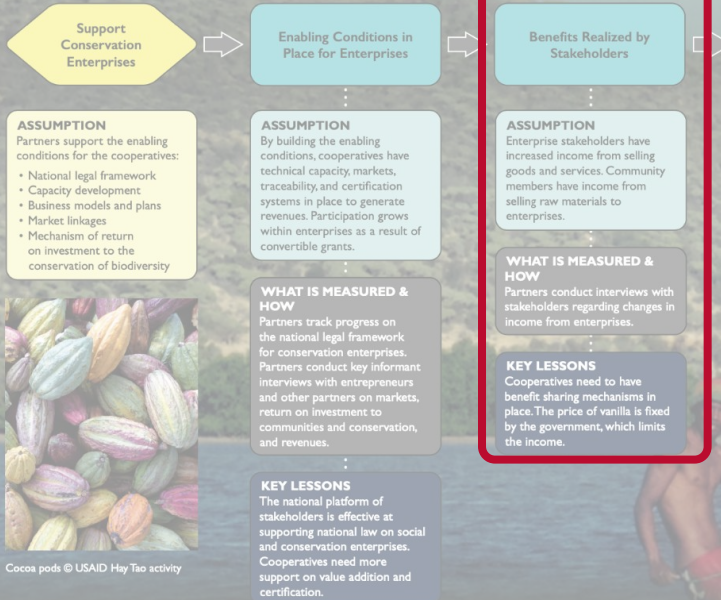
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THEORY OF CHANGE



Cocoa pods © USAID Hay Tao activity

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 & HOW

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

KEY LESSONS

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

MADAGASCAR

SOURCES

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Biodiversity Conservation

ASSUMPTION
Forest cover is maintained or increased.

WHAT IS MEASURED & HOW
Partners use Global Forest Watch to monitor forest cover.

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

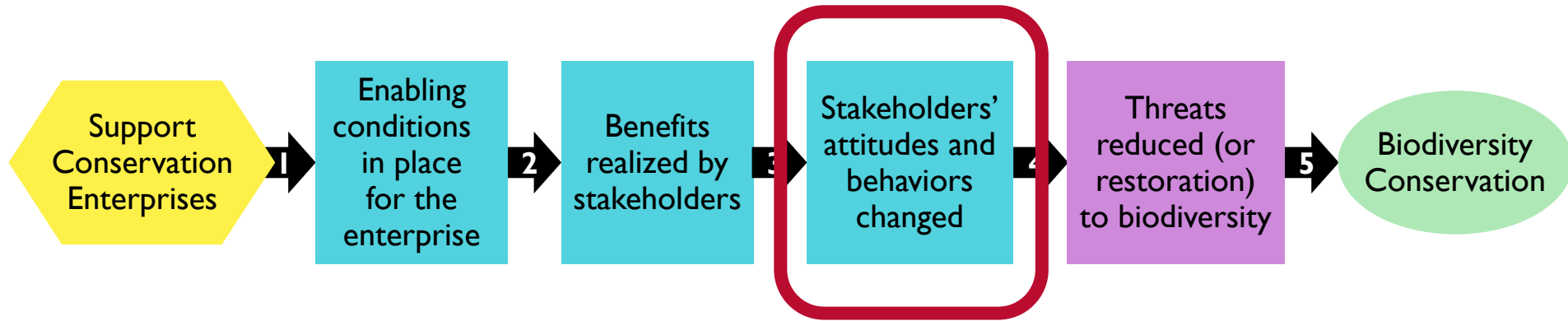


activity

USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

Richard Oluka

USAID
Uganda
CWC



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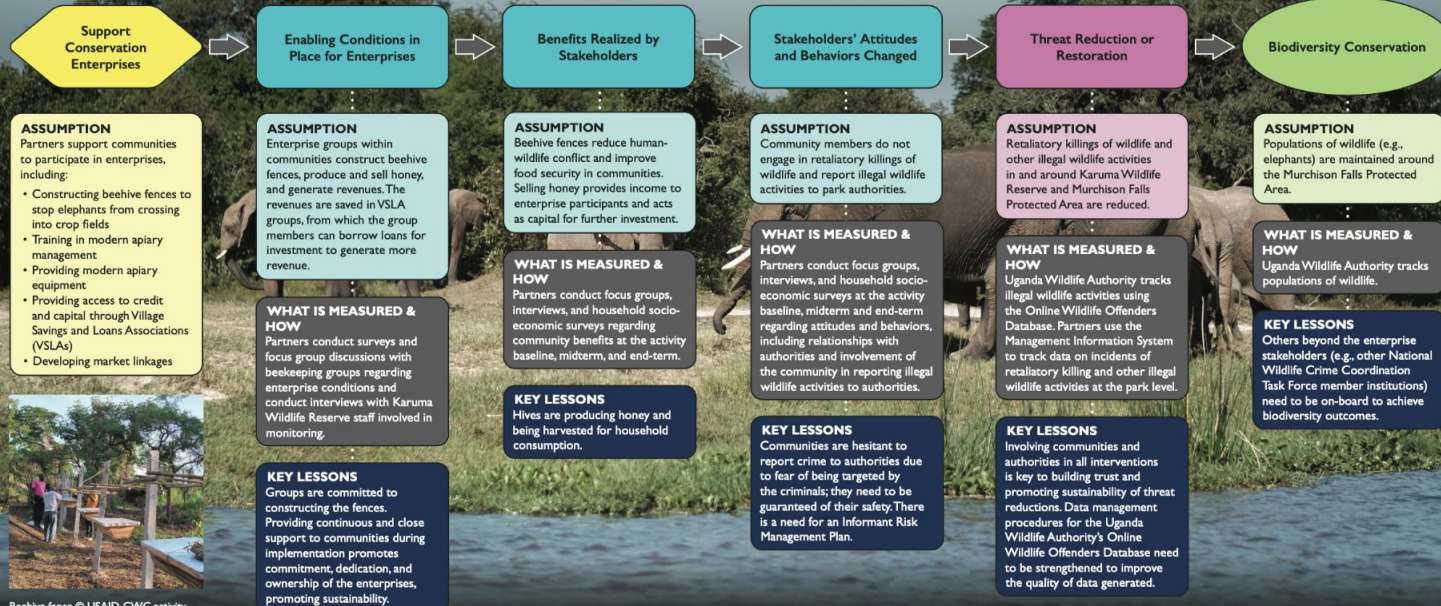
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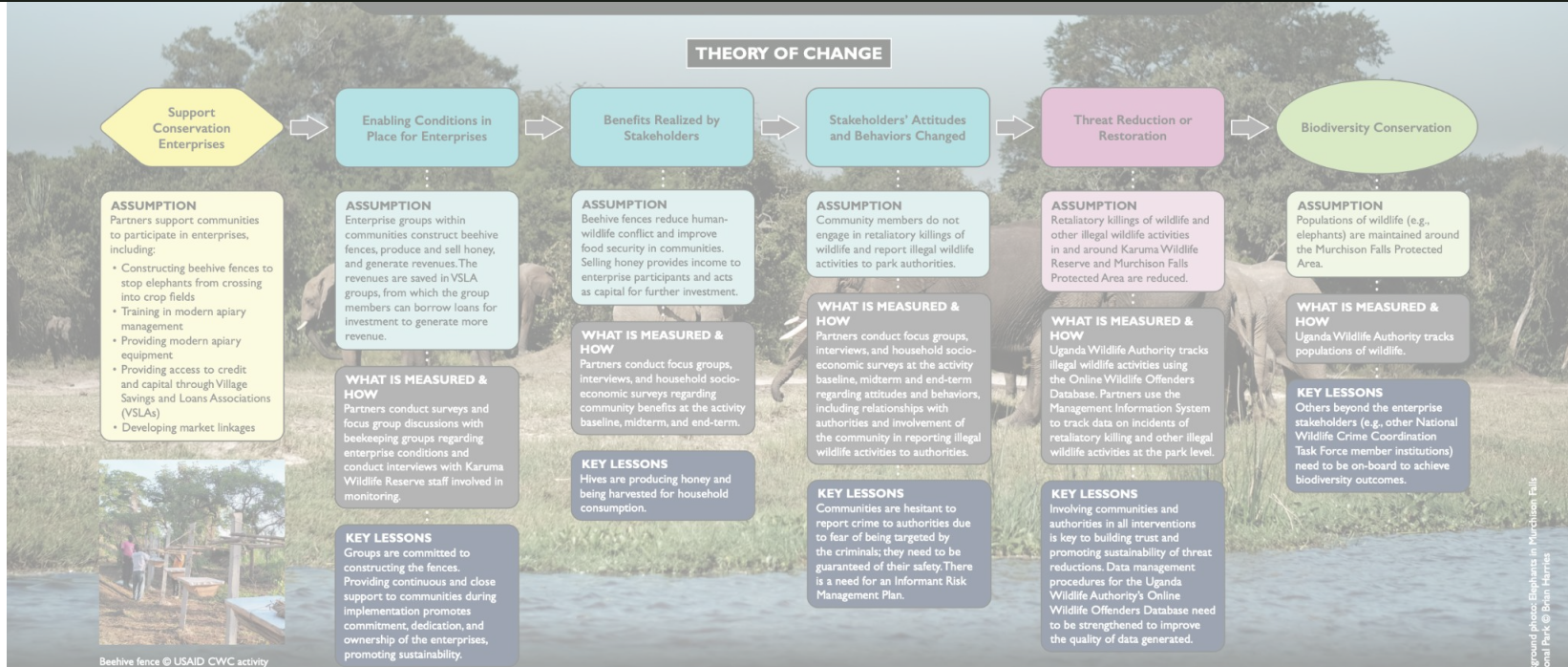
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Beehive fence © USAID CWC activity

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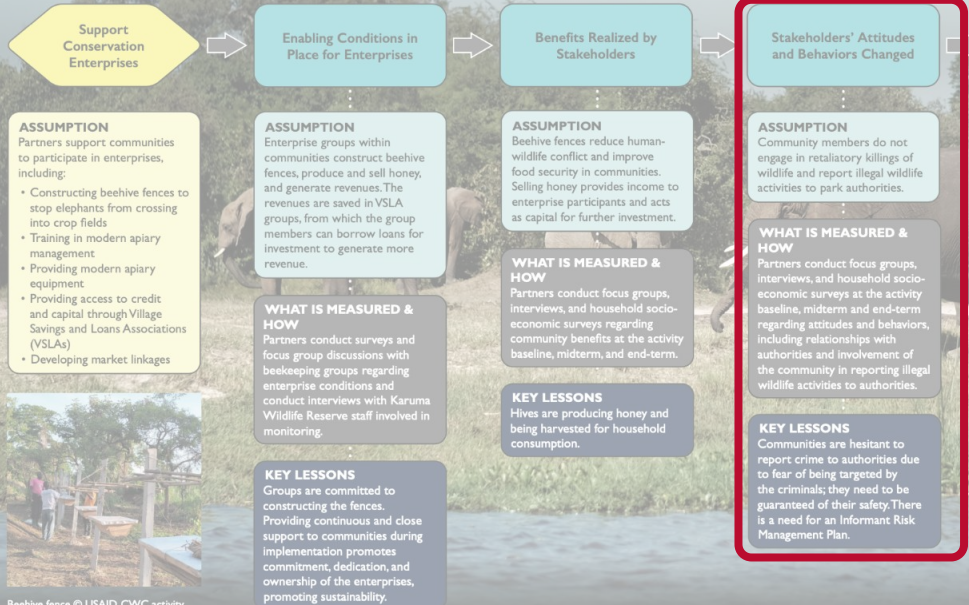
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THEORY OF CHANGE



Beehive fence © USAID CWC activity

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 socio-economic 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

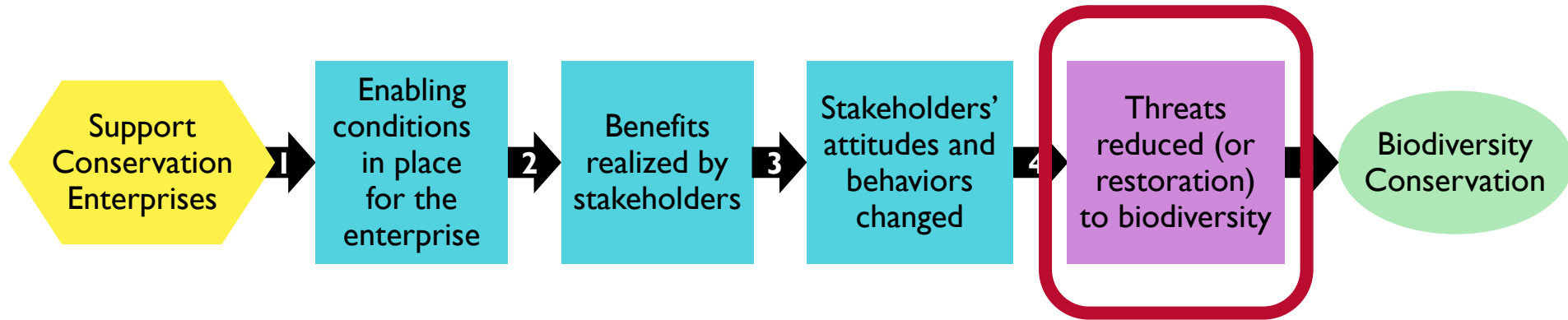
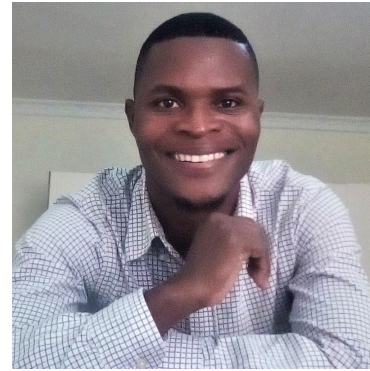
Communities are hesitant to report crime to authorities due to fear of being targeted by the criminals; they need to be guaranteed of their safety. There is a need for an Informant Risk Management Plan.

USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

Dziko Malonje

USAID Malawi
REFRESH

Business Advisor



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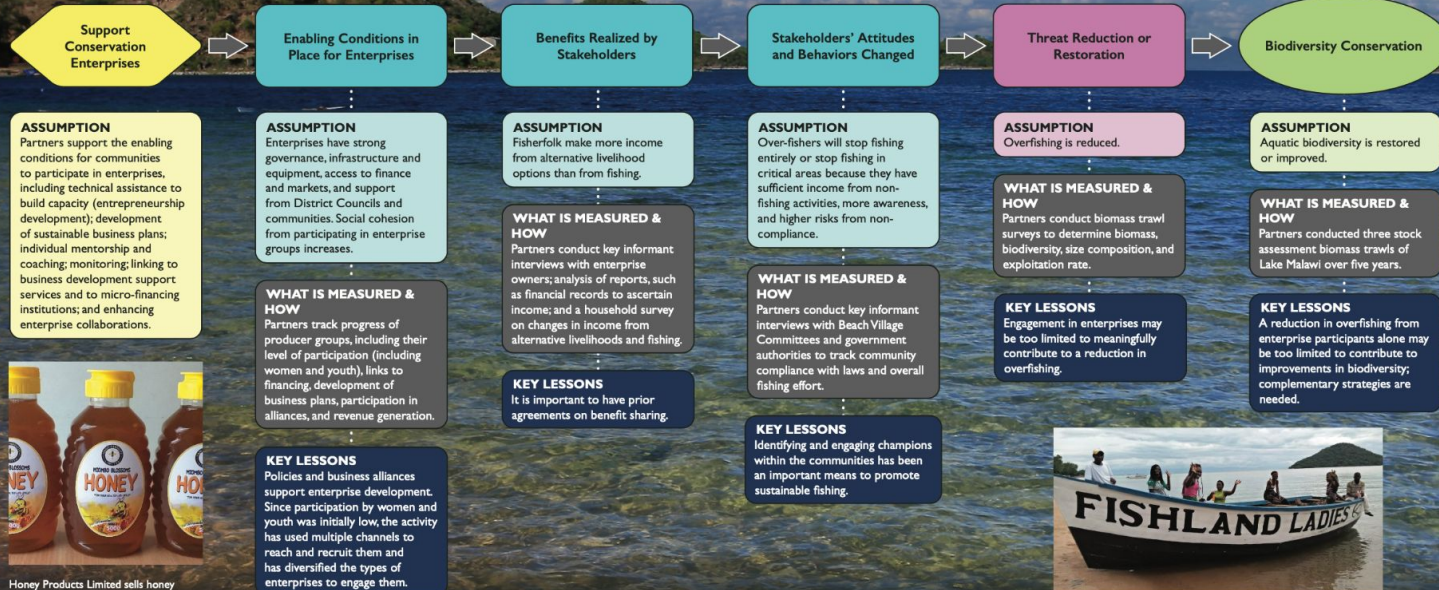
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THEORY OF CHANGE



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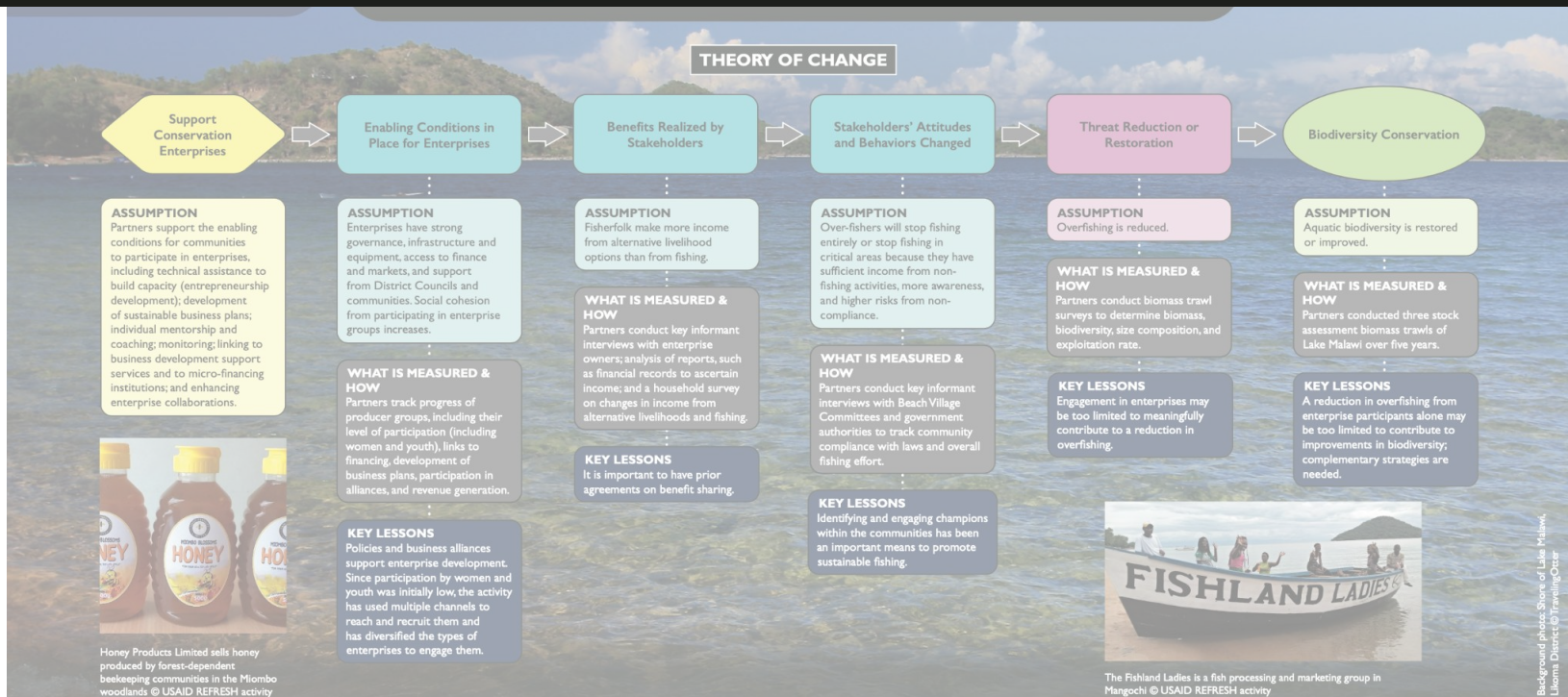


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ASSUMPTION
Partners support the enabling conditions for communities to participate in enterprises, including technical assistance to build capacity (entrepreneurship development); development of sustainable business plans; individual mentorship and 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
Enterprise governance, equipment and market access from District communities from partner groups include...

WHAT IS HOW
Partners support producer level of participation of women and financing, develop business alliances, and...

KEY LESSONS
Policies and support for youth employment has used in reach and has diverse enterprise...

Threat Reduction or Restoration

⋮

ASSUMPTION
Overfishing is reduced.

⋮

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

⋮

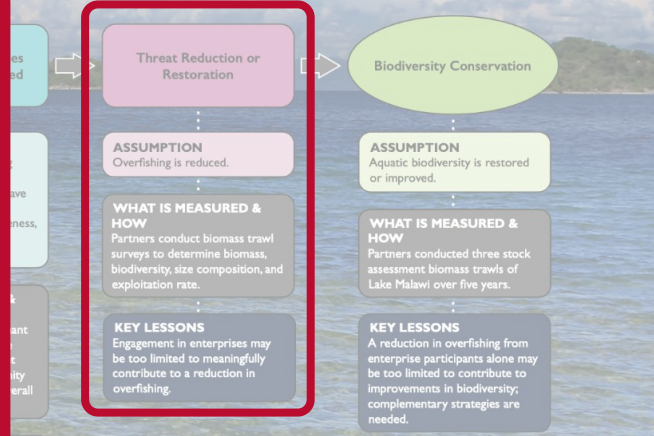
KEY LESSONS
Engagement in enterprises may be too limited to meaningfully contribute to a reduction in overfishing.

(H), Oscar Artiga Chacon (Deputy Director, Common Market for Eastern and Southern Africa representative, USAID REFRESH)



Malawi (REFRESH) activity
enterprises will provide alternative

- SOURCES**
- REFRESH results chain
 - REFRESH annual work plan 2021
 - REFRESH logical framework
 - Malawi National Fisheries and Aquaculture Policy 2016
 - Malawi Fisheries Conservation and Management Act, 1997



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

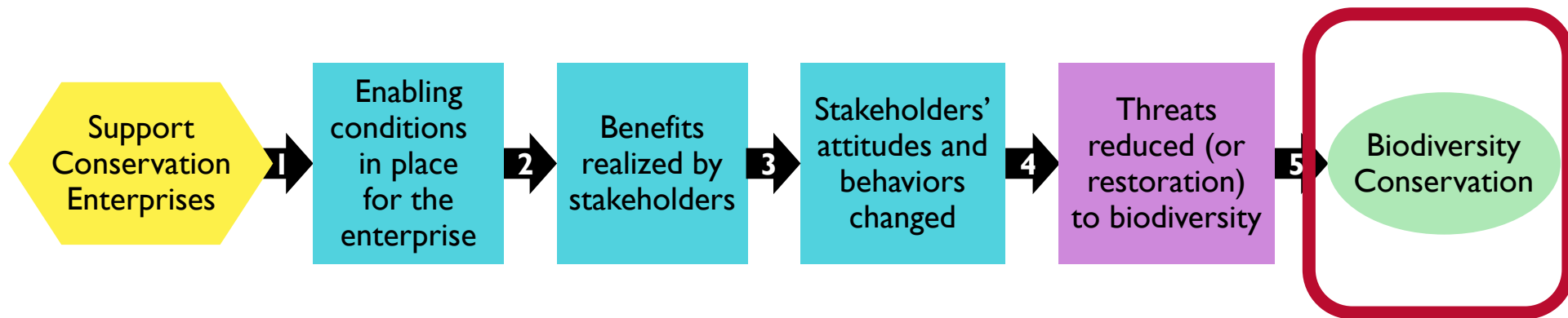
Background photo: Shore of Lake Malawi, Likoma District © TravelingOscar

USAID'S CONSERVATION ENTERPRISES THEORY OF CHANGE

Tawanda Makawa

USAID Zimbabwe
Resilience
ANCHORS

Communications
Specialist



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)



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

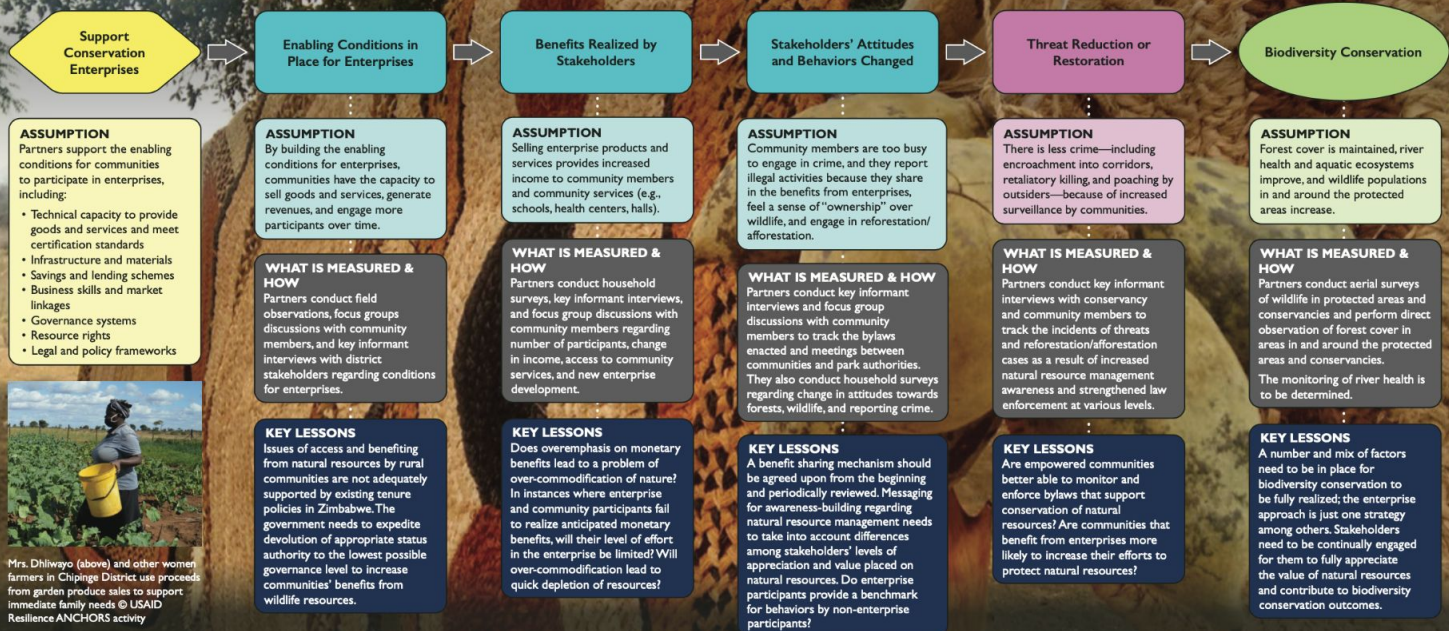
Conservation Enterprise Approach

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.

SOURCES

- Resilience ANCHORS work and activity plans: monitoring evaluation and learning plans: scoping field reports: actively scope of work
- Commercial Farmers' Union of Zimbabwe 99-year lease pamphlet
- "Batsi doctors 99-year lease worthiness." The Zimbabwe Independent: Zimbabwe Forests (Council of Forewood, Timber and Forest Products) Regulations 2012 (S.I. No. 116 of 2012)
- Zimbabwe Water Act: Act 31:1983:22:2001; 1990:02; 14/2002
- "People are not happy" - speaking up for Adaptive Natural Resource Governance in Mahurwe. Evolution and Resilience in the Face of Adversity or another Case of Community Based Natural Resource Management (CBNRM) in Crisis
- State of the Wildlife Economy in Africa Case Study: South Africa
- Wildlife Conservation in Zimbabwe: A Review of Achievements and an Assessment of Protected Areas, Consequences and Implications of the Indigenisation Policy

THEORY OF CHANGE

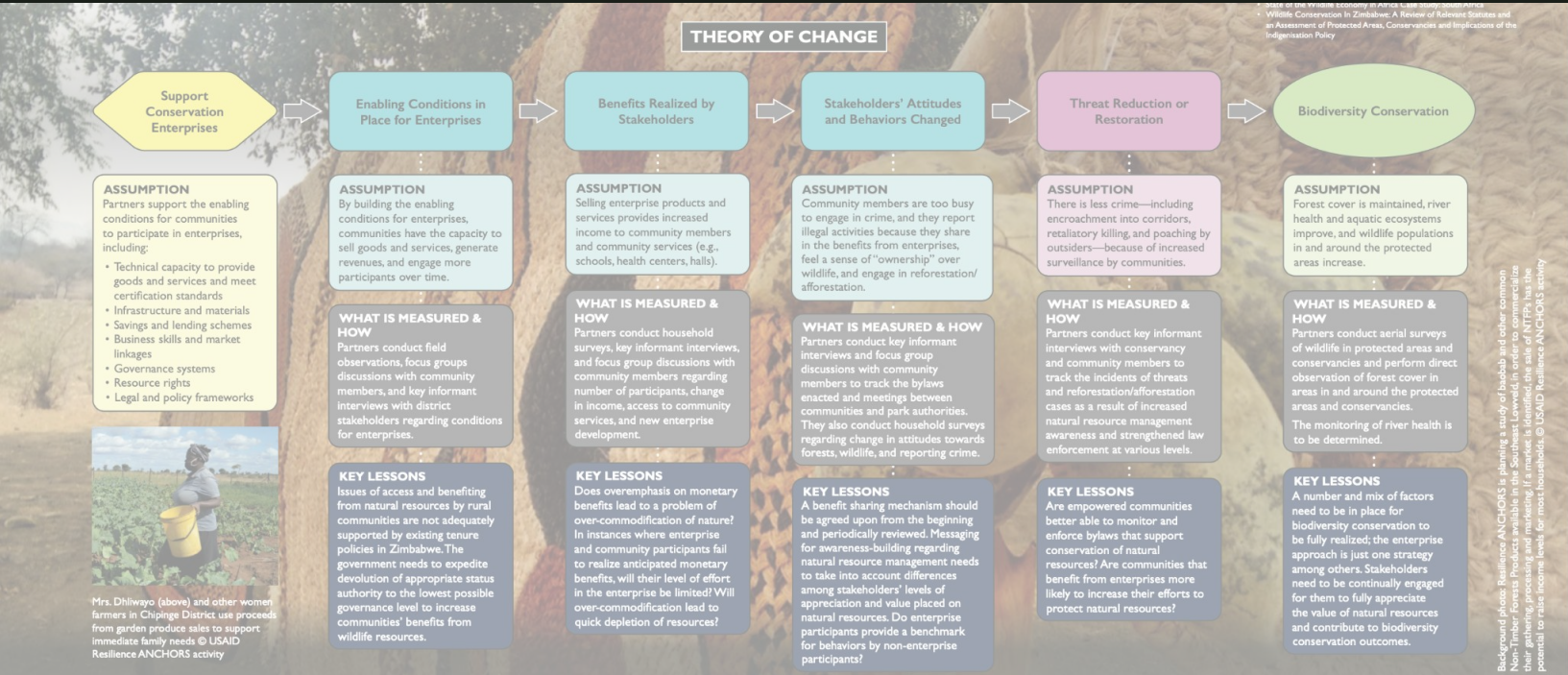


*Mrs. Dhlwayo (above) and other women farmers in Chipinge District use proceeds from garden produce sales to support immediate family needs © USAID Resilience ANCHORS activity

Background photos: Resilience ANCHORS is planning a study of baobab and other common Non-Timber Forest Products available in the Southeast Lowveld in order to commercialize their gathering, processing and marketing. If a market is identified, the sale of NTFPs has the potential to raise income levels for most households. © USAID Resilience ANCHORS activity

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

Work of the Wildlife Economy in Africa (Wileco) project
White Conservation in Zimbabwe: A Review of Addressed Barriers and an Assessment of Protected Areas, Conservancies and Implications of the Indigenisation Policy

SUPPORTING ENTERPRISES TO HELP FROM NATURAL RESOURCES AND

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



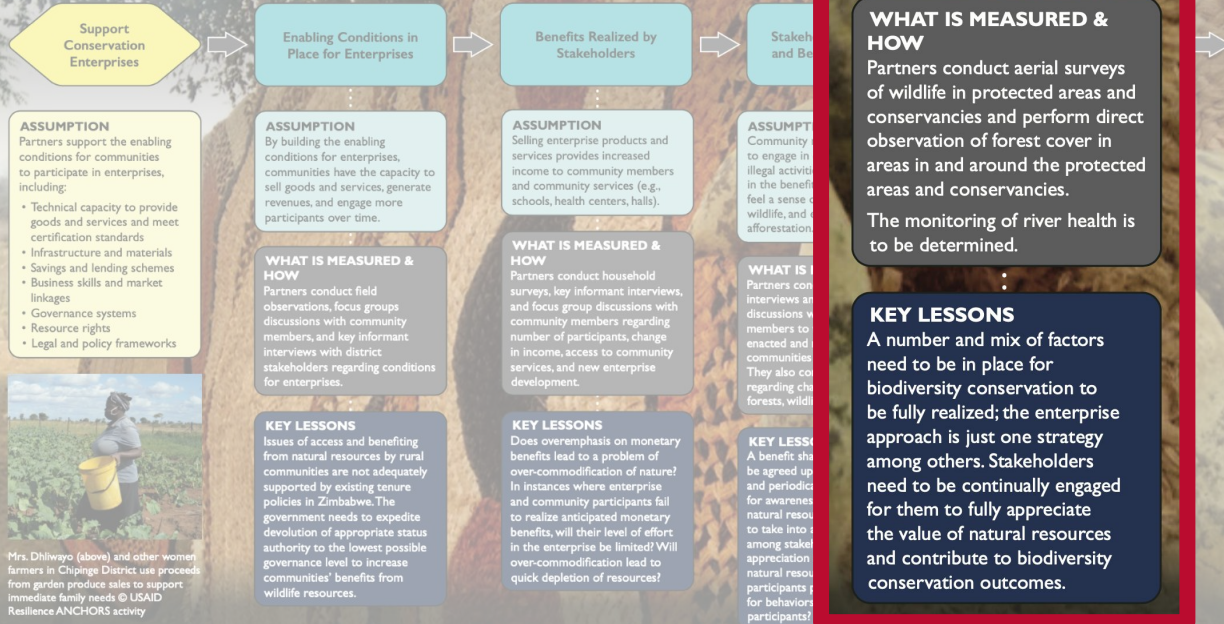
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THEORY OF CHANGE



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

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.

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- "Banks declare 99-yr leases worthless: The Zimbabwe Independent Zimbabwe Forests (Control of Firewood, Timber and Forest Products) Regulations 2012 (S.I. No. 116 of 2012)
- Zimbabwe Water Act: Act 311 of 1982 (22:0801), (39:0001), (49:0001)
- "People are not happy" - Speaking up for Adaptive Natural Resource Governance in Mabonye: Evolution and Resilience in the Face of Adversity or another Case of Community Based Natural Resource Management (CBNRM) in Crisis?
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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

USAID BIODIVERSITY
Conservation Enterprises
COLLABORATIVE LEARNING GROUP



QUESTIONS & ANSWERS

Chatbox questions:

1. 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?

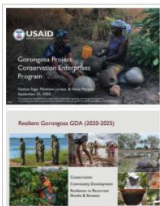
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CE Learning Group Tools and Resources

- [CE Learning Group Site](#)
- [CE Learning Agenda](#)
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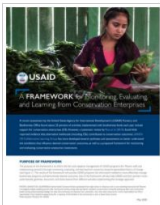
What's Happening



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 ...

[Read More](#)



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 ...

[Read More](#)



USAID E3/ FORESTRY & BIODIVERSITY
Conservation Enterprises
COLLABORATIVE LEARNING GROUP



Documents

Learning Agenda

News & Webinars

Q Search

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.

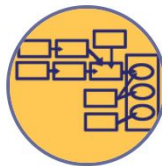
Over the past two decades, conservation enterprise approaches have been used extensively in USAID biodiversity programming. Yet, little information has been collected in a systematic way to test key assumptions regarding the effectiveness of these approaches. This group can gain a deeper understanding 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](#).

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NEED HELP?

What You Can Do Here



See What We've
Learned



Read the Latest
Research



Ask the Group



Meet Other
Members



Attend an Event

THANK YOU!

Comments or content suggestions?
Please share them!

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