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**EnterpriseWorks/VITA**

*Fighting Poverty With Profit*

# Lessons on Community Enterprise Interventions for Landscape/Seascape Level Conservation Seven Case Studies from The Global Conservation Program



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# About the Global Conservation Program (GCP)

- Managed by USAID; Implemented by six conservation partners:
  - African Wildlife Foundation (AWF)
  - Conservation International (CI)
  - EnterpriseWorks/VITA (EWV)
  - The Nature Conservancy (TNC)
  - Wildlife Conservation Society (WCS)
  - World Wildlife Fund (WWF)
- Program period 1999 – 2009
- Includes over 30 landscape and seascape sites and a learning component
- The primary objective of the GCP is to conserve globally significant *in situ* biodiversity



# Operating Principles of GCP

Programs should ...

- Use a threats based approach.
- Focus on globally important sites for conservation.
- Be adaptive.
- Foster sustainability.
- Be participatory.
- Help NGOs expand their initiatives.
- Strengthen in-country capacity and foster collaboration.
- Be results-oriented.
- Integrate learning into program design.
- Complement other conservation and development activities.



# GCP and Learning Cases' Context

- GCP and other investments allowed partners to make long-term commitments (at least 10 years) to sites\*
- All sites continuing work after GCP
- While livelihoods are important in their own right and the program recognized a moral desire to reduce poverty, this was not the main goal of GCP
- Instead, projects recognized that getting the right mix of incentives and enforcement/protection is a precursor to make conservation attractive to communities, resource users, and decision makers

**In this context the seven case studies explore community enterprises and their contribution, along with other interventions, to achieving biodiversity conservation**





# Learning Themes

## Theme 1 – Threats-Based Approach

How has using a threats-based approach influenced engagement with community enterprise interventions?

## Theme 2 – Scale

How has the shift in scale to landscape/seascape level conservation influenced choices in enterprise development?

## Theme 3 – Partnerships

How has the GCP leveraged partnerships and cross-sectoral relationships to achieve livelihood/economic outcomes that support conservation at a landscape/seascape level?

# Learning Cases



**Click a Star to Download the Case Study**



# Overview of Cases

<i>Organization</i>	<i>Landscape/Seascape</i>	<i>Enterprise</i>	<i>Tenure/Group Management</i>
AWF	Maasai Steppe, Tanzania	Livestock (cattle) Production and Eco-Tourism	Group Ranch and Private Lands
AWF	Samburu Heartland, Kenya	Eco-Tourism	Wildlife Management Area/ Communal and State Lands
EWV	Western Himalayas, Nepal	Non-timber Forest Products (NTFPs) Processing	Community Forest User Groups (CFUG)
TNC	Komodo National Park, Indonesia	Eco-Tourism and Sustainable Community Fishing/Mariculture	UNESCO Man and Biosphere Reserve (Park)
TNC	Meso-American Reef, Belize, Guatemala, Honduras, and Mexico	Ecotourism Tourism, Modified Artisan Fishing, and Scuba Diving Guides	Open access adjacent to network of marine protected areas
WCS	Petén, Guatemala	Trophy Turkey Hunting	Community Concession
WWF	Terai Arc, Nepal	Non-timber Forest Products (NTFPs) Processing	Community Forest User Groups (CFUG) and National Park



# Learning Cases' Context

- Sites chosen based on biodiversity criteria, not enterprise feasibility
- Cases Seek Multiple Bottom Lines (Conservation, Economic, Social)
- Globally significant biodiversity tends to be in remote areas, with least developed infrastructure not supportive of enterprise development
- Enterprises faced greater business challenges due to their location and tenure status
- All cases involve tenure instruments that recognize wild lands and wildlife along with peoples' rights to use resources
- Tenure mechanisms required group/communal resource management
- Policy work and community organization supported the enterprise development activities
- Enterprise development in the conservation case examples was far more complex than providing business development services (BDS) and financing alone

# Theme 1 – Threats-Based Approach



How has using a threats-based approaches influenced engagement with community enterprise interventions?

# Theme 1 – Threats-Based Approach Definition

- Threats are the factors that negatively affect biodiversity. Threats should be identified at the level at which threat abatement can be undertaken.
- The threats-based approach (also referred to as a threats and opportunities-based approach to biodiversity conservation) has the following steps:
  - 1) Identify the site, scale, and conservation targets
  - 2) Identify direct threats to biodiversity
  - 3) Prioritize threats
  - 4) Develop conservation interventions to address high priority threats
  - 5) Apply adaptive management techniques.

# Theme 1 – Threats-Based Approach: Lessons on Communities

- The earlier the communities were brought into the threat analysis process, the greater the buy-in and cooperation received on conservation objectives
- Sharing of scientific data and maps with communities used in threats analysis promoted interest and diminished distrust
- Hands on activities at the sites were more persuasive than meetings held outside the villages
- Regular threats review that involved the communities promoted an understanding of how to analyze present/future threats
- Involving village elders to give context to younger village members and/or visits to neighboring communities where resource degradation was worse were powerful methods for buy-in
- GIS modeling was also useful, but more so in giving communities tools to back up their discussions with government officials



# Theme 1 – Threats-Based Approach

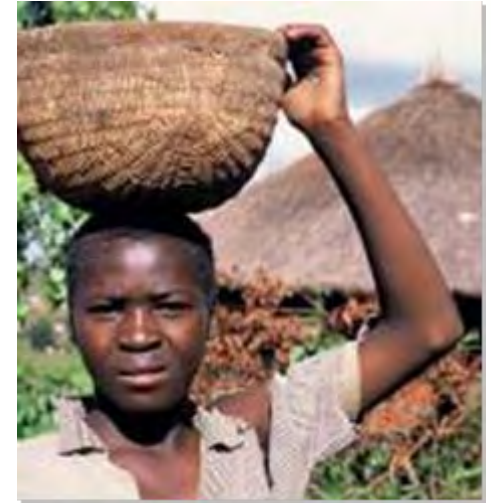
## How Community Enterprise Contributes to Reducing Threats in the Seven Cases

- Creates multiple incentives for local communities to conserve biodiversity by increasing appreciation of biodiversity value  
*(value = ecosystem services, contribution to economic security, cultural pride, subsistence gathering, & prestige in conserving unique species)*
- Provides alternative or modified\* income to lessen the pressure on biodiversity
- Provides alternative income to mitigate revenue and goods forgone when access is restricted by conservation enforcement
- Uses enterprise benefits as examples to influence policy
- Uses enterprise activities as means to gain community trust
- Raises money for research, community development, and conservation activities to promote sustainable conservation financing



# Theme 1 – Threats-Based Approach: Lessons on Introducing Alternative and Modified Enterprises

- Alternative enterprises often require significant investment in capacity building, infrastructure, market linkages to provide relatively few jobs compared to farming, herding and fishing
- But, the alternatives when tied to *in situ* biodiversity and combined with enforced zoning restrictions show hope for conserving biodiversity
- Modified enterprises and their value chains (e.g. changes in NTFP collection and fishing practices) have the potential to impact far more people, but also require a long term commitment, capacity building, and fundamental changes within value chains which can put you at odds with vested business interests





# Threats Abatement and Enterprise Connections

<i>Case/Enterprise</i>	<i>How Enterprise Addressed Threats</i>
<p>AWF - Maasai Steppe, Tanzania Livestock (cattle) production and Eco-Tourism</p>	<ul style="list-style-type: none"> <li>• Improved livestock health and productivity in exchange for community commitment to conservation actions that kept wildlife migration corridors open</li> <li>• Tied enterprise with land tenure status that supported wildlife conservation</li> <li>• Made government support of tenure policies and local enforcement more attractive because of enterprise benefits</li> </ul>
<p>AWF - Samburu Heartland, Kenya Eco-Tourism</p>	<ul style="list-style-type: none"> <li>• Increased value of wildlife for local people to conserve habitat and restrict farm expansion, a major threat</li> <li>• Tied enterprise with land tenure status that supported wildlife conservation</li> <li>• Made government support of tenure policies and local enforcement more attractive because of enterprise benefits</li> </ul>
<p>EWV - Western Himalayas, Nepal NTFP Processing</p>	<ul style="list-style-type: none"> <li>• Promoted value-added processing of NTFPs to increase value per unit harvested, so reduced harvesting could become an option – over-harvesting major threat</li> <li>• Tied enterprise development with access to government land tenure program that required a sustainable forest management plan and conservation action on other threats (fire, poaching)</li> <li>• Built trust with community on successful enterprise which led to community actions on other threats (fire reduction)</li> </ul>

# Threats Abatement and Enterprise Connections

<i>Case/Enterprise</i>	<i>How Enterprise Addressed Threats</i>
<p>TNC – Komodo, Indonesia</p> <p>Eco-Tourism</p> <p>Mariculture (fish and seaweed culture)</p>	<ul style="list-style-type: none"> <li>• Provided alternative tourism-based income (ecotourism guides, products and services for tourists) to entice people to give up unsustainable fishing practices</li> <li>• Modified artisan fishing to make more sustainable</li> <li>• Developed models and capacity to persuade government and local communities to change policies and practices</li> </ul>
<p>TNC - Meso American Reef</p> <p>Fishing Tourism</p> <p>Artisan Fishing</p>	
<p>WCS – Petén, Guatemala</p> <p>Trophy Turkey Hunting</p>	<ul style="list-style-type: none"> <li>• Provided alternative turkey trophy hunting income to entice people to give up unsustainable farming practices and protect the turkey’s habitat</li> <li>• Tied enterprise with land tenure status that supported wildlife conservation.</li> <li>• Made government support of tenure policies and local enforcement more attractive because of enterprise benefits</li> </ul>
<p>WWF - Terai Arc, Nepal</p> <p>NTFP Processing</p>	<ul style="list-style-type: none"> <li>• Promoted NTFPs to reduce human-wildlife conflict and provide alternative income</li> <li>• Tied enterprise development with access to government land tenure program that required a sustainable forest management plan and conservation action on other threats</li> </ul>

# Theme 1 – Threats-Based Approach: Importance of Group Cooperation

- Individual economic activities within the community impact biodiversity, BUT conservation at a landscape/seascape level requires group cooperation
- Effective governance of benefits distribution is important to achieve group cooperation
- Benefits have to be equitable and transparent to gain group cooperation



# Threats Abatement and Enterprise Impacts

<i>Case</i>	<i>Enterprise</i>	<i>People's primary livelihood</i>	<i>Enterprise Type:</i>	<i>Subsistence Goods from Enterprise</i>	<i>Cash from Enterprise</i>	<i>Threat Abatement</i>
AWF Maasai Steppe, Tanzania	Livestock (cattle) production and Eco-Tourism	Yes	Modified	Yes	Yes	Too early to tell, but eco-tourism stalled due to policy issues
		No	Alternative	No	Yes	
AWF Samburu Heartland, Kenya	Eco-Tourism	No	Alternative	No	Yes	Inconclusive, but enterprise has set aside more land that is protected
EWV Western Himalayas, Nepal	NTFP Processing	No	Modified	Yes	Yes	Yes for over-harvesting and fire threats
TNC Komodo, Indonesia	Eco-Tourism Fishing Mariculture	No	Alternative	No	Yes	Early indications not promising on mariculture, eco-tourism data lacking
		Yes	Modified	Yes	Yes	
TNC Meso American Reef	Fishing Tourism Artisan Fishing	No	Alternative	No	Yes	Too early to tell on threats abatement
		Yes	Modified	Yes	Yes	
WCS Petén, Guatemala	Trophy Turkey Hunting	No	Alternative	Very Minor	Yes	Yes, greater habitat protection behavior
WWF Terai Arc, Nepal	NTFP Processing	No	Modified	Yes	Yes	Yes, less poaching and greater habitat protection behavior

# Theme 1 – Threats-Based Approach: Concluding Lessons

## Where to work within a landscape/seascape?

Choose critical “conservation determined” geographic areas to achieve conservation leverage (connectivity function, areas with high human impacts, accessibility/feasibility).

## What sectors to work on within a landscape/seascape?

Choose key sectors that are directly tied to *in situ* biodiversity. Modify existing livelihoods (NTFPs, mariculture, livestock) or sustainably exploit the biodiversity for new activities (eco-tourism, trophy hunting and fly fishing).

## Who and how many to achieve conservation?

Number of people and amount of money generated has to be measured in local context. Relatively small amounts of funds, equitably and transparently distributed, can be persuasive for communities to adopt conservation.



## Theme 2 – Scale



How has the shift in scale to landscape/seascape level conservation influenced choices in enterprise development?



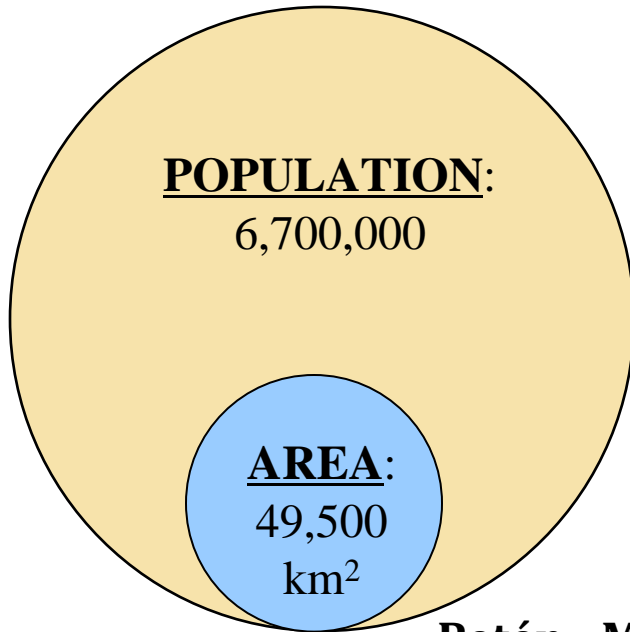
## Theme 2 – Scale: Defining Landscape/Seascape

- “Landscape and seascape-level planning offers a context in which conservation and development goals can both be effectively promoted, and become mutually reinforcing”<sup>1</sup>.
- Conservation organizations have varying methodologies for defining a landscape or seascape.
- All methods use a biological basis. Area needed for a species or suite of species; habitat protection; and ecosystem viability goals are several primary ways landscape and seascapes are defined.

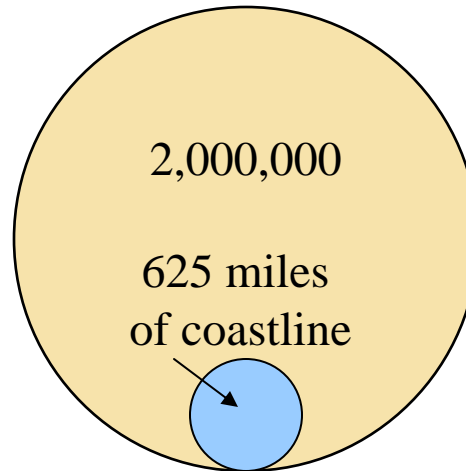


# Landscape/Seascape Size and Population

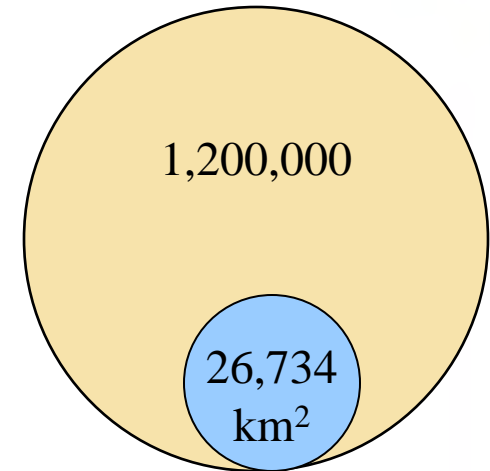
## Terai Arc



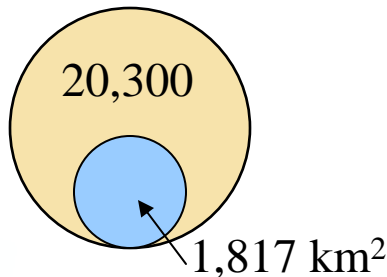
## Mesoamerican Reef



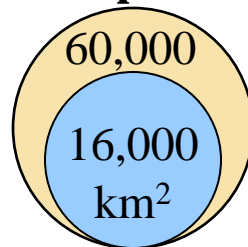
## Samburu Heartland



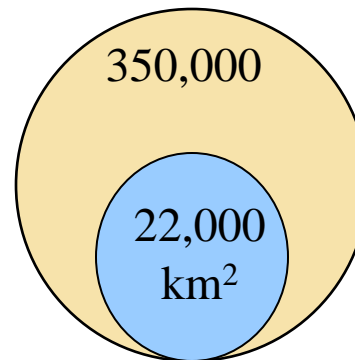
## Komodo



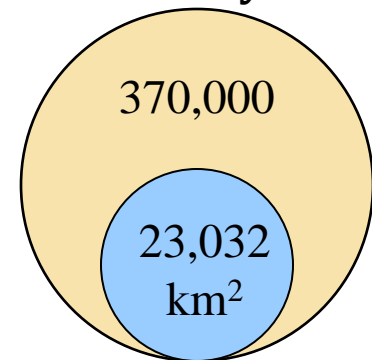
## Petén - Maya Biosphere



## Maasai-Steppe



## Western Himalayas



## Theme 2 – Scale: Cases’ Context

- Cases explicitly include areas “zoned” for human economic activities that have high biodiversity or are critical to maintaining species
- Across most sites, protected area strategies – research, capacity building, policy work, parks management - were a starting point for enterprise activities
- Lessons from protected area management influence “zoning” rules for buffer areas where people are engaged in economic activities
- The enterprise activities in the landscape/seascape interacted with private lands, community tenured lands, and common property usually owned by the government in addition to protected areas
- This meant GCP activities had to engage in community tenure issues to achieve conservation and enterprise goals

## Theme 2 – Scale: The Role of Tenure Instruments

Tailoring tenure instruments was critical for landscape/seascape conservation and enterprise development across the seven cases. The GCP partners:

- Influenced community tenure instruments to require or encourage\* biodiversity conservation
- Lobbied for zoning and permit rules to support enterprise options that favored conservation
- Promoted mechanisms within tenure agreements for community and government enforcement of conservation requirements

**The economic value of tenure security is highly sought after by communities and provides a strong incentive to engage in conservation.**

# Overview of Tenure and Enterprise Implications

<i>Case</i>	<i>Tenure Instruments Outside Protected Areas</i>	<i>Enterprise and Conservation Implications for the Landscape/Seascape</i>
<p>AWF-Maasai Steppe, Tanzania</p> <p>Livestock (cattle) production and Eco-Tourism</p>	<p>Group Ranch and Private Lands</p>	<ul style="list-style-type: none"> <li>•Group ranch brought under the management of the Tanzania Land Conservation Trust with explicit mandates to conserve migratory corridors for wildlife while operating livestock and eco-tourism enterprises.</li> <li>•Pre-emptive move to solidify land tenure mechanism meant competing owners that would have put up fences did not secure title to the land.</li> </ul>
<p>AWF – Samburu Heartland, Kenya</p> <p>Eco-tourism</p>	<p>Wildlife Management Area/ Communal and State Lands</p>	<ul style="list-style-type: none"> <li>•Showcase tourist lodge attracted high end tourism operator that gave back higher percentage of revenues to the community to create conservation incentives.</li> <li>•Government entities included early in project implementation facilitated government approval of tourism permits and actively engage government as a conservation partner.</li> </ul>
<p>EWV – Western Himalayas, Nepal</p> <p>NTFPs</p>	<p>Community Forest User Groups (CFUG) and Government Lands</p>	<ul style="list-style-type: none"> <li>•CFUG rules favorable to enterprises, but advocacy needed for some species.</li> <li>•Effective enforcement in CFUG areas used to lobby for greater CFUG areas in landscape to reduce degradation in neighboring government lands.</li> </ul>

# Overview of Tenure and Enterprise Implications

<i>Case</i>	<i>Tenure Instruments Outside Protected Areas</i>	<i>Enterprise and Conservation Implications for the Landscape/Seascape</i>
TNC Komodo Eco-Tourism Mariculture (fish and seaweed culture)	UNESCO Man and Biosphere Reserve (Park) with open Access outside the park	<ul style="list-style-type: none"> <li>•Seascape level open access makes it hard to achieve enterprise and conservation goals, as it is very difficult to restrict outsiders.</li> </ul>
TNC – Meso American Reef, Fly Fishing Tourism and Artisan Fishing	Open Access	
WCS – Petén, Guatemala Trophy Turkey Hunting	Community Concession	<ul style="list-style-type: none"> <li>•Successfully secured turkey hunting and export permits needed for enterprise within existing community concession laws; collateral effect on local wildlife policy efforts.</li> </ul>
WWF – Terai Arc, Nepal NTFPs	Community Forest User Groups (CFUG) and Private Lands	<ul style="list-style-type: none"> <li>•CFUG groups have to work within operational plans and allowable activities of CFUG tenure agreements, while private lands do not have these restrictions in Nepal.</li> </ul>



## Theme 2 – Scale: Concluding Lessons

- Consolidating community tenure groups and types of instruments under federations or associations allowed for more effective policy advocacy on both conservation and enterprise issues
- Explicit integration of community tenure instruments with broader level conservation planning, networking, awareness raising and stakeholders coordination became necessary
- Use of subsector/value chain tools to better understand how planned enterprises fit within the sector and its landscape/seascape were noted as helpful in several cases



## Theme 3 – Partnerships



How has GCP leveraged partnerships and cross-sectoral relationships to achieve community livelihood/economic outcomes that support conservation at a landscape/seascape level?

# Theme 3 – Partnerships: Evolution of Approach

- Networking and collaboration:
  - Networks to link primarily protected area managers and scientists  
*...expanding to include...*
  - Networks to link a range of stakeholders especially community representatives.
- Conservation area/tenure issues:
  - Creation of protected areas controlled by government/NGOs  
*...expanding to include...*
  - Creation of participatory resource management areas managed by communities.
- Monitoring of conservation efforts:
  - Scientists with hard conservation data and scientific data collection methods  
*...expanding to include...*
  - Local communities and project partners, augmented by NGO led monitoring meetings and workshops

# Theme 3 – Partnerships: Leveraging Trends

## Community Partnerships

- Leveraged previously under-utilized resource for conservation; GCP investment in community capacity building increased community roles in enterprise, monitoring, and advocacy.

## Government Partnerships

- Leveraged government's influence in tenure and zoning policy to support landscape/ seascape level conservation and sustainable enterprises

## NGO, Donor Partnerships

- Leveraged skills, training funds and complementary programs of agencies operating in the landscape or seascape to scale up impacts

## Private Sector Partnerships

- Leveraged the conservation message through product and services marketing in value chains that reach broad constituencies locally and internationally

# Theme 3 – Partnerships: Involving Private Sector

- Identify existing private sector actors to link to community enterprise.
- Pitch the products/services to the private sector. The private sector actors will not approach you. In all cases the NGOs played a facilitation role.
- Understand the private sector's cost structure and respect reasonable profit margins. The private sector has to make money to be sustainable\*.
- Demonstrate how the NGO activities reduce the barriers to entry for the private sector. If barriers to entry cannot be overcome, then the enterprise will not be sustainable.
- Take on private sector role as last resort. NGOs may need to insert themselves in the enterprise's activities when existing private sector actors feel barriers to entry are too high. If NGO takes on private sector role, clearly define exit strategy.



# Theme 3 – Partnerships: Barriers to Entry for Private Sector Partnerships

- Political risk, unclear how to get permits for resource extraction or services use (ecotourism), or erratic and corrupt
- Lack of local context understanding (social, environmental, and political)
- Low level of enterprise capacity within community
- Overly burdensome conservation restrictions
- Higher transport costs
- Community capacity to produce and deliver a quality product consistently

**NGO's local knowledge, relationships, and interventions reduce barriers to entry for private sector partners.**





# Private Sector Partners in the Cases Studies



# Theme 3 - Partnerships: Interviews with Private Sector Actors

- All private sector partners had company mandates to support conservation and social equity
- All noted that they were approached by the NGO and would not have known of the business opportunity otherwise
- Each commented that if the NGO had not mitigated barriers to entry, it would not have been feasible to enter into a partnership with the community enterprise
- Companies were willing to invest in conservation goals even when it meant adjusting order size and timing of orders to support sustainable harvesting; but community enterprises had to have good data on product supply and timing of supply
- Companies invested in educating their end consumers on conservation, but found changing end consumer demand patterns difficult to influence

# Theme 3 - Partnerships: – Concluding Lessons on Leveraging Cross-Sectoral Relationships

- Private Sector-NGO-Community: Each achieved a better understanding of business, social, and environmental issues, when previously each specialized in only one issue
- Government-Community: More secure land tenure and user rights (grazing, fuel and water access, medicinal herbs, wild foods) strengthened community partnerships with government
- Conservation NGO-Community-Government: International prestige in conserving globally significant areas and species influenced relationships with some government officials and communities

**Leveraging of cross-sectoral relationships to foster a better understanding of governance, enterprise development, and conservation issues built trust between partners. This allowed partners to better negotiate tradeoffs to achieve conservation.**



# Concluding Thoughts

**What have we  
learned  
from GCP  
and the seven  
cases?**





# To Address Threats to Biodiversity Conservation Community Enterprises ...

## Must have clear land/sea tenure rights that:

- Allow the community to restrict outsiders;
- Are recognized and supported by government;
- Allow the community to restrict members' resource use; and
- Reward good resource management with larger areas of land that will support multiple enterprises.





# When working at landscape/seascape scale on community enterprises ...

## Conservation NGOs should:

- Build capacity;
- Work to reduce barriers to entry for private sector partners\*;
- Institute robust biological and social monitoring; and
- Facilitate locally governed enforcement mechanisms.



# To Leverage Partnerships that Achieve Livelihood Improvement and Conservation ...

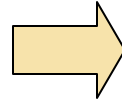
## Conservation NGOs should:

- Include government, local communities and the private sector;
- Gain an appreciation for the different partners' skill sets, capacity, priorities, and styles of communication;
- Recruit expertise that understands the different partners' perspective;
- Facilitate understanding among the partners; and
- Embrace relative strengths of each partner.



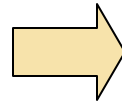
# Advice from GCP Learning for Future

Don't Forget Previous Learning



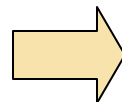
The basics when considering enterprise development and biodiversity conservation hold true - BCN learning still a good resource.

Make explicit in project design that landscape/seascape conservation requires governance, resource management, and economic changes for communities.



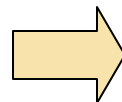
Lots of new things to balance; local people are maxed out trying to make it all work. Future efforts need to work smarter and more strategically. Build on learning from partnership leveraging.

Put more emphasis on impact data.



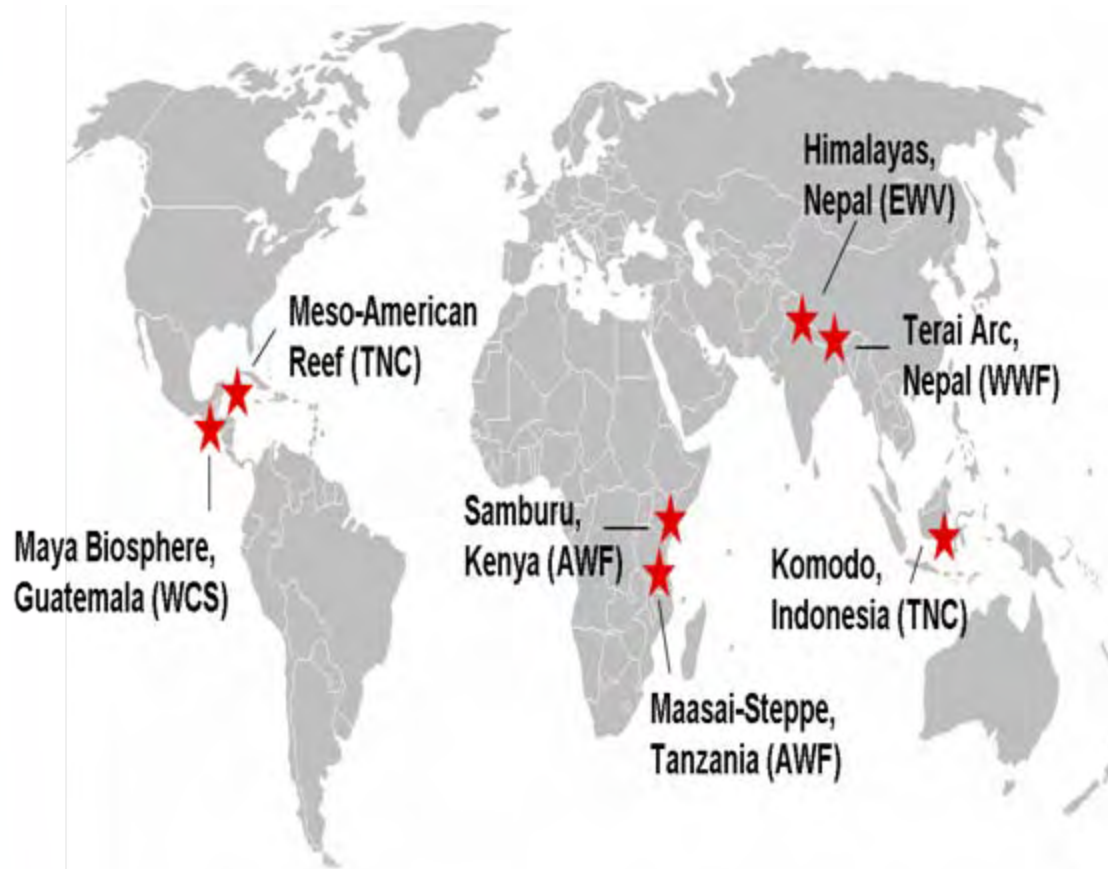
Impact data on economic activities and conservation are still lacking and more attention needs to be paid to this area.

Look continuously for opportunities to reconcile community, conservation, private sector and government interests.



This takes a significant, long term investment, but when achieved creates a strong conservation constituency.

# Click and Read to Learn More



## Progress has been made:

- Wider range of enterprises
- Greater sophistication in dealing with the private sector
- Encouragement for more experiments with a greater range of enterprise options.
- Better understanding of other interventions required to complement enterprise development in a conservation setting.





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