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Financial Sustainability: AWF's Enterprise Approaches

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Kilimanjaro Heartland:



Progress to Date: Elephant research & protection implemented, community-based enterprises developed (Elerai), cross-border security network established, Corridors secured (Kitenden), Protected Areas strengthened (Amboseli).

Heartland Goal: Secure critical wildlife corridors and habitat areas linking Kilimanjaro, Arusha, Amboseli and Chyullu National Parks.

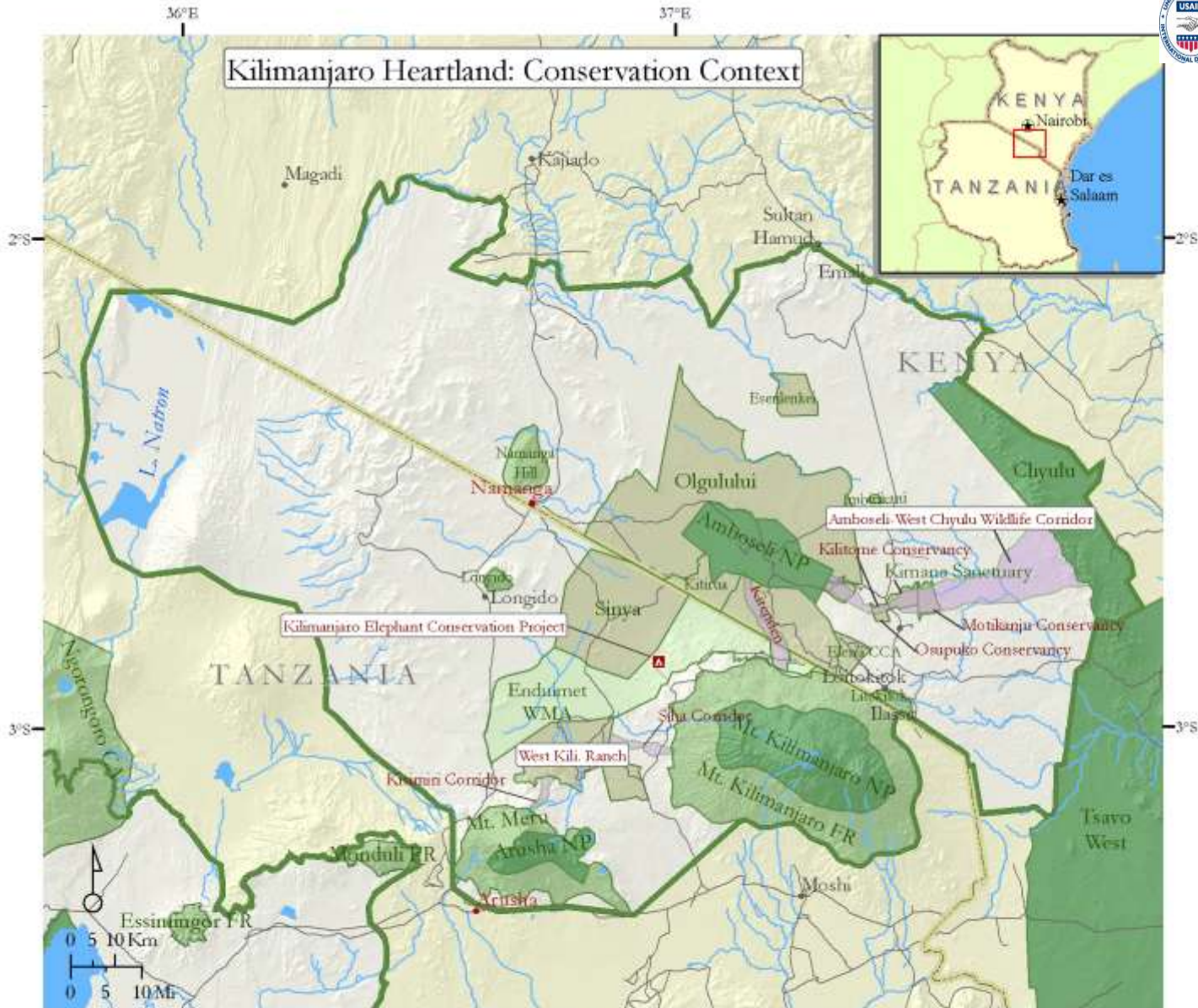
Conservation Targets: Elephant, large carnivores, diverse ungulates, black rhino

Critical threats: Conversion of natural areas to agriculture, land subdivision, human-wildlife conflict, poaching.





Kilimanjaro Heartland: Conservation Context



- AWF Office
- Road
- Stream
- ▬ Wildlife Corridor
- ▭ AWF Heartland
- ▭ National Park
- ▭ Wildlife Management Area
- ▭ Other Protected Area
- ▭ Communal/Private
- ▭ Conservation-Supportive Land

Sources:
AWF, USGS, FAO-
Africover, NASA-SRTM

AWF Spatial Analysis
Laboratory, Feb-09



SCAPES Conservation Actions

- Secure Amboseli-Chyullu wildlife corridor
- Operationalize Enduimet Wildlife Management Area (WMA) and develop Lake Natron WMA
- Monitor and Protect elephant & large carnivore population
- Strengthen trans-boundary conservation

AWF's Enterprise Approaches

Approaches

- Centered around our definition of conservation enterprise [**TRIPLE BOTTOM LINE**]

Definition

- **A commercial activity that generates economic benefits in a way that supports the attainment of a conservation objective**

Example



Enterprise Development Process

Foundations for Financial Sustainability?



MILESTONES

Concept Identified

Project Approved

Open For Business

Sustainable

Passive Engagement



PROCESSES

DUE DILIGENCE & BUSINESS PLANNING

PROJECT DEVELOPMENT

BUSINESS & BENEFIT MANAGEMENT

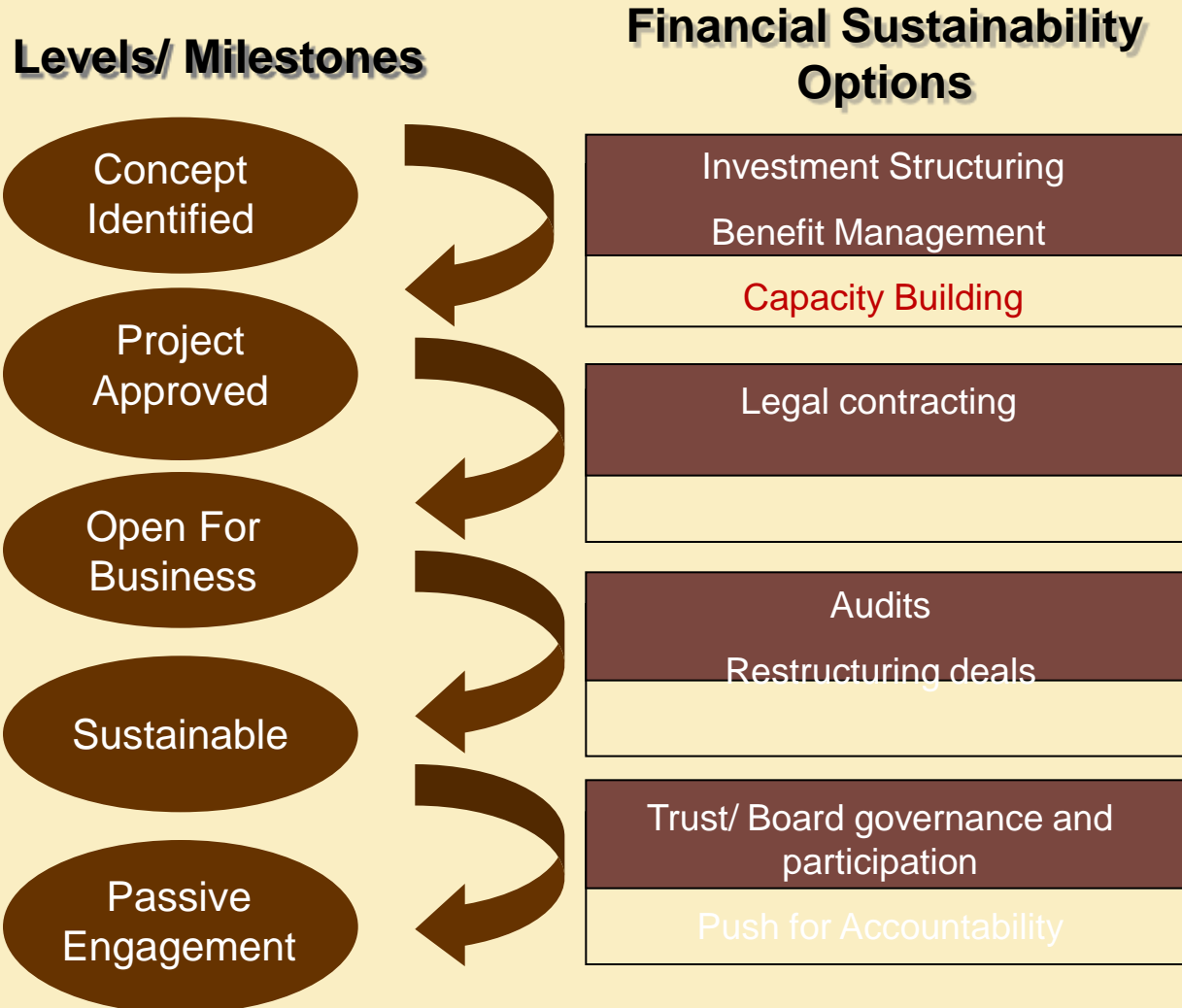
BUSINESS & BENEFIT MONITORING



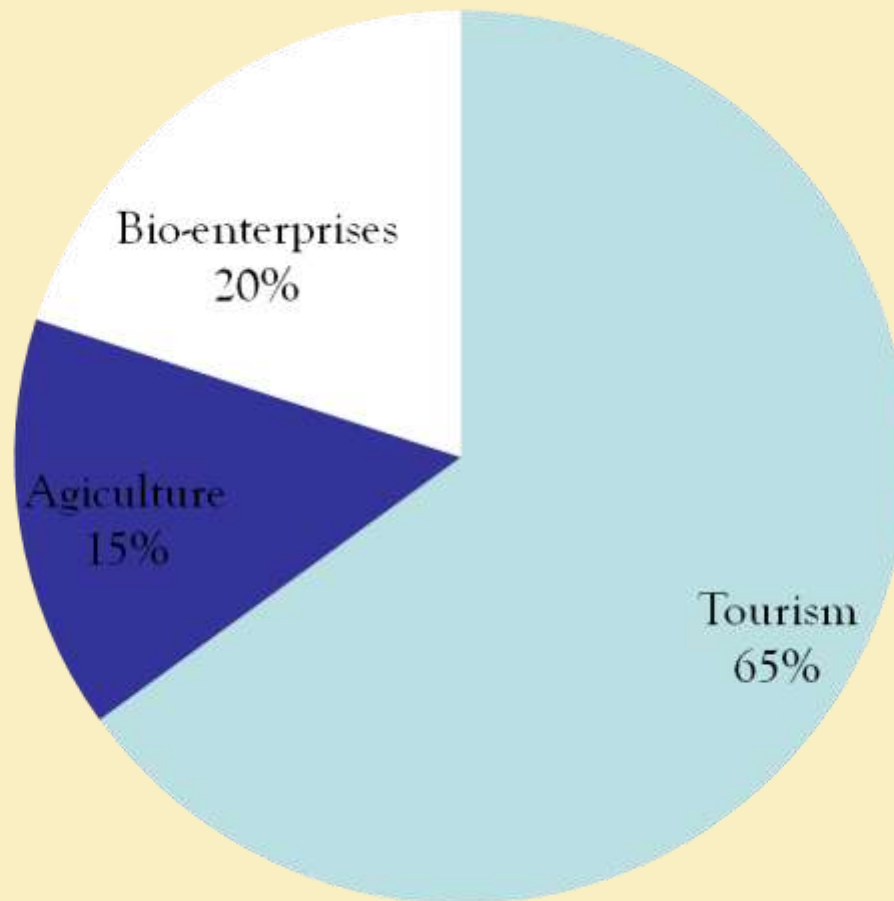
When to address Financial Sustainability

- Project Inception
- Use tools to identify the drivers for sustainability
 - Due Diligence
 - Business Planning
 - Legal contracting
 - Other collateral materials
- “Open for Business”
- “Exit Strategy”

Addressing Financial Sustainability



Diversification of Enterprise Products



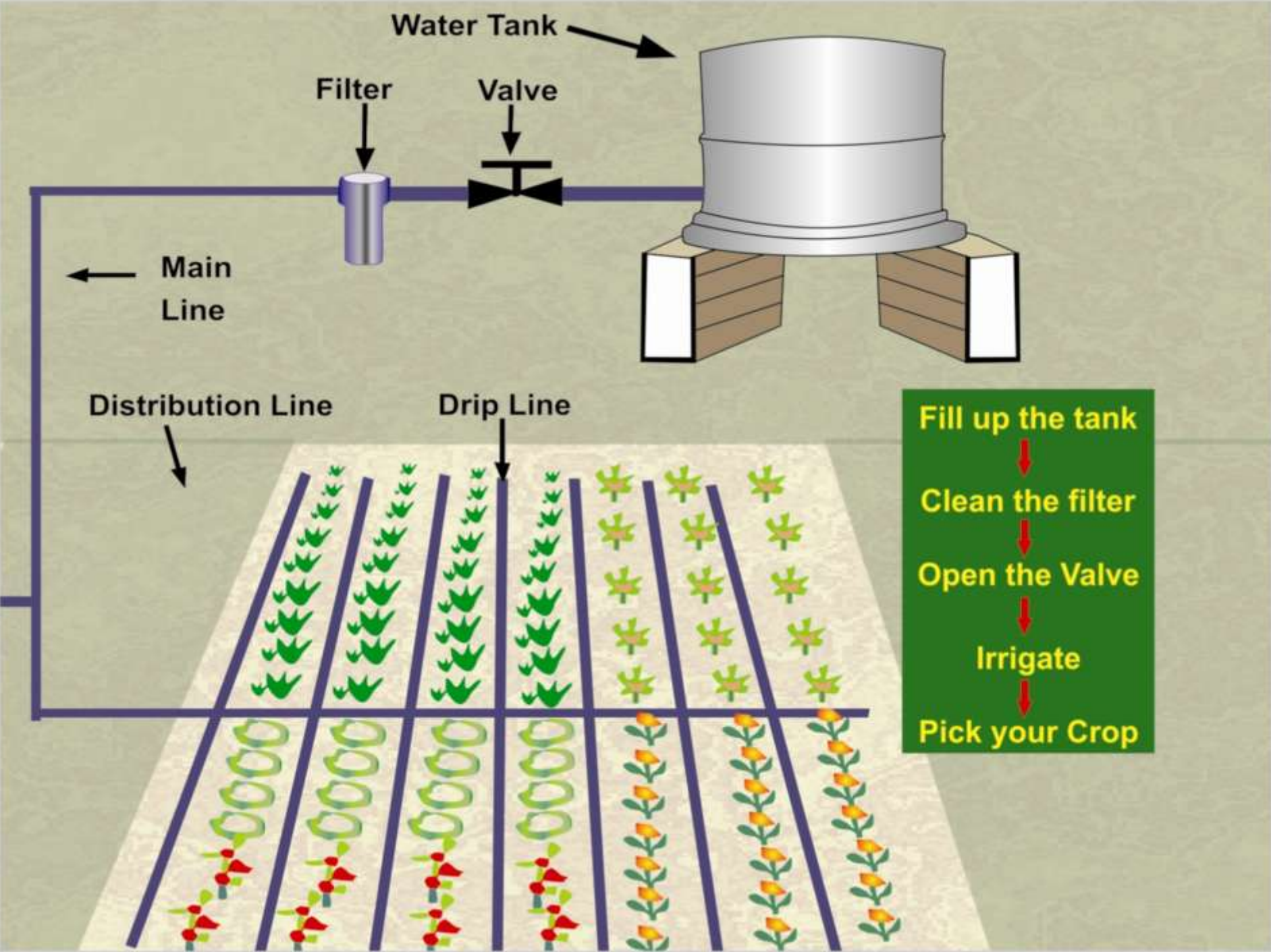




Partnership with Amiran (K) Ltd. Expanded AFK with Mini Greenhouse Tunnel Market Crop: Tomato Model

- 600 Plants can fit in one 8x15 Tunnel
- Expected Yield per Plant – 10kgs
- Expected Yield per Tunnel – 6 mt
- Total Expected Yield per 100 Farmers





Water Tank

Filter

Valve

Main Line

Distribution Line

Drip Line

Fill up the tank

Clean the filter

Open the Valve

Irrigate

Pick your Crop

AWF Livestock Enterprise Implementation Framework

Realignment of livestock industry in Kilimanjaro Heartland



Proposed orientation:

Input and services delivery to promote pastoralist competitiveness in Livestock Trade.

Increasing pastoralist market orientation and competitiveness



Range level

Livestock Market Access Centre

Transaction Security Services

- Pasture
- Genetics
- Animal Health & Veterinary Public Health
- Business Development Services (MACS)



Improving quality and food safety for trade



Improving pastoralist ability to meet market demands for meat quality and safety



Regional & International demand



Market level



Domestic demand

Who to engage?

- Livestock commodity market agents (Exporters)
- Private sector companies and processors
- Veterinary and public health professionals

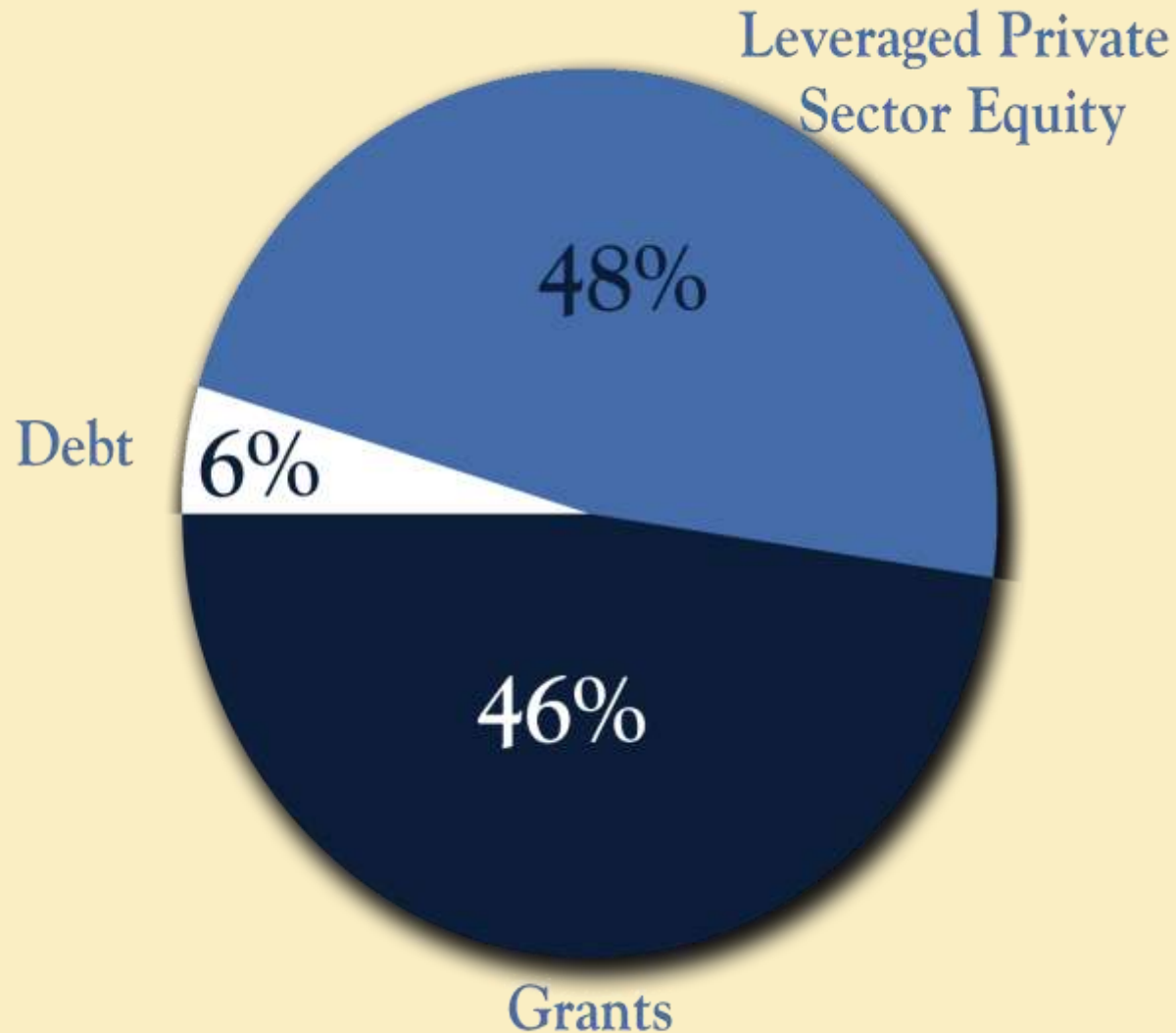
Who to engage with?

- Livestock keepers
- Market agents and service providers
- Private sector and livestock product companies
- Veterinary professionals and para-professionals
- Consultants in livestock development

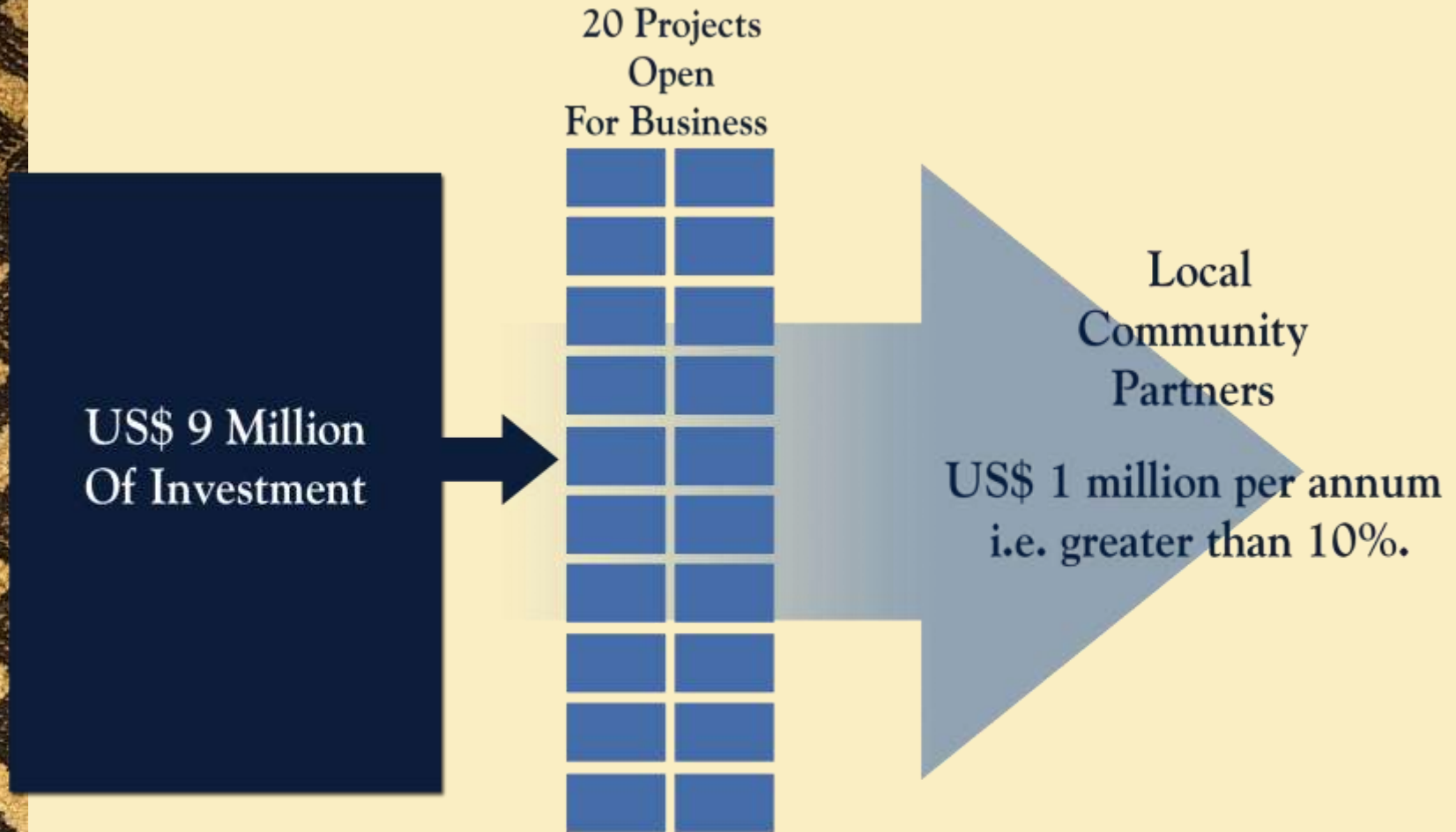
Who to engage with?

- Local meat traders
- Livestock commodity market agents
- Private sector companies and processors
- Veterinary and public health professionals
- Consumers and consumer groups

Innovative Investment structuring



Financial Tracking



Challenges

- Longer term view of sustainability
- Who has legal mandate to enforce?
- Governance Issues?
- Openness, accountability and transparency still are issues to deal with
- Resources?
- Tools?



The Future: AWF wants to:

Address inefficiencies and risks associated
supply-led financing

Craft a model for increasing and diversifying
sources of financial capital

