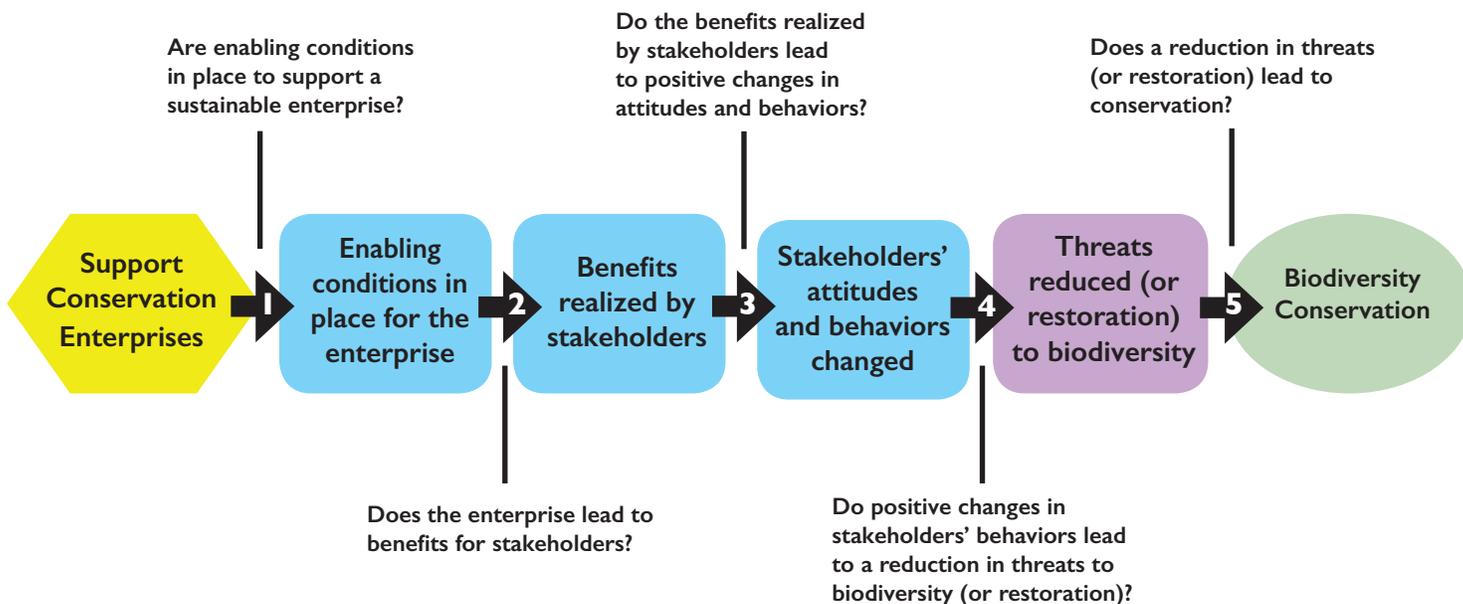![USAID - FROM THE AMERICAN PEOPLE]

MEASURING IMPACT

CROSS-MISSION LEARNING AGENDA FOR CONSERVATION ENTERPRISES

The Learning Program takes a community of practice approach to knowledge creation, sharing, and synthesis. Collaborative Learning Groups will develop and pursue shared Learning Agendas with support from E3/FAB's Measuring Impact (MI) activity. A Learning Agenda defines the specific learning questions that a Learning Group will collaborate to answer, the learning activities involved, and the intended learning products and outcomes that will result. Learning Agendas are framed around the specific theory of change underlying a common strategic approach.

A generalized theory of change for conservation enterprises was developed based on a review of USAID documents, published and grey literature, and input from USAID staff. Assessing the soundness of assumptions in the theory of change will help inform what works, what does not, and why. Specific questions regarding the assumptions in the theory of change will be explored by the Learning Group.

CONSERVATION ENTERPRISES
THEORY OF CHANGE AND LEARNING QUESTIONS

Are enabling conditions in place to support a sustainable enterprise?

Do the benefits realized by stakeholders lead to positive changes in attitudes and behaviors?

Does a reduction in threats (or restoration) lead to conservation?

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Support          →  1  →  Enabling         →  2  →  Benefits     →  3  →  Stakeholders'  →  4  →  Threats         →  5  →  Biodiversity
Conservation           conditions in           realized by          attitudes            reduced (or            Conservation
Enterprises            place for the           stakeholders         and behaviors        restoration)
                       enterprise                                   changed              to biodiversity
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Does the enterprise lead to benefits for stakeholders?

Do positive changes in stakeholders' behaviors lead to a reduction in threats to biodiversity (or restoration)?

CONSERVATION ENTERPRISES LEARNING AGENDA			
Learning Questions	Envisioned Learning Activities	Proposed Learning Products	Use/Value of Learning Products
1. Are enabling conditions in place to support a sustainable enterprise?	Group members share their experience and learn about best practices in building the enabling conditions for enterprise participation To support this activity, MI will conduct a review of publications and synthesis of best practices on enabling conditions for enterprises MI will also facilitate presentations for and discussions within the Learning Group based on the findings	Contributions to the online repository of lessons (posted on the wiki) An annotated bibliography of the literature and a synthesis of best practices (posted on website) Webinars, virtual peer assists, and/or in-person presentations or study tours for the Learning Group and others Brief on enabling conditions for conservation enterprises A checklist of considerations for conducting an assessment of enabling conditions for use in project design or start-up	The Learning Products will help USAID: • Identify the enabling conditions for enterprises at the needed scale and sustainability to achieve desired biodiversity conservation results • Prioritize investments in supporting the various enabling conditions for the enterprise
2. Does the enterprise lead to benefits for stakeholders? 3. Do the benefits realized by stakeholders lead to positive changes in attitudes and behaviors? 4. Do positive changes in stakeholders' behaviors lead to a reduction in threats to biodiversity (or restoration)? 5. Does a reduction in threats (or restoration) lead to conservation?	Groups share their experience and learn about the evidence base to support key assumptions in the theory of change for conservation enterprises To support this activity, MI will conduct a retrospective assessment of the effectiveness of an enterprise approach to biodiversity conservation (especially focused on questions 2 and 3) that includes conducting interviews and site visits with selected enterprise programs MI will also facilitate presentations for and discussions within the Learning Group based on the findings Based on the findings from the assessment, MI will develop a directory of resources for conservation enterprise design and implementation that encompasses situation analysis and definition of the theory of change.	Contributions to the online repository of lessons (posted on the wiki) A report summarizing the purpose, methods, and findings from the retrospective assessment (posted on website) A directory of resources for conservation enterprise design and implementation that encompasses situation analysis and definition of the theory of change Case study vignettes of 2-3 of the conservation enterprise approaches that can be used to illustrate key points Webinars and/or in-person presentations of the results to the Learning Group and others Discussions via Google group emails and webinars	The Learning Products will help USAID determine: • If supporting conservation enterprises may be the most strategic approach to biodiversity conservation • What contribution a conservation enterprise approach can potentially make to achieving the desired reductions in threats to (or restoration of) biodiversity • How a conservation enterprise approach fits within the broader context of their conservation activity