Value addition through integrating conservation and development

Lessons from Mozambique, Tanzania, and Nepal

The CARE-WWF Alliance’s work in Mozambique, Tanzania, and Nepal demonstrates that integrating socially inclusive and environmentally sustainable approaches adds value by building social and ecological resilience to climate change and other stressors. For example, in coastal Mozambique, seasonal fishery closures and climate-smart agriculture diversify livelihood strategies and improve year-round food security. In the interior of southern Tanzania, the Alliance strengthens the capacity of community-based natural resource management groups to sustainably manage forests in ways that generate financial revenue for community development. And, in Nepal, the Hariyo Ban Program empowers vulnerable communities to engage in natural resource governance and develop climate change adaptation plans that improve livelihoods while protecting biodiversity.

These examples illustrate that, by linking interdependent and climate-adapted development and conservation processes and outcomes, the Alliance can achieve more than either CARE or WWF, alone.

Livelihood diversification for resilience in Mozambique

In Mozambique, intervening in both agricultural and fishing sectors supported diversification of livelihoods for year-round activities in ways that contributed to both food security and ecological regeneration. When irregular precipitation reduced crop yields, communities naturally turned to the sea. Yet fishers were already exceeding sustainable catch levels and resorting to fishing illegally, such as during the closed season or with mosquito nets. The Alliance began by working with Community Fisheries Councils to raise awareness about the importance of respecting the seasonal shrimp fishery closure for annual stock regeneration. They similarly helped fishers understand how illegal mosquito nets undermine stocks by catching immature fish before they’ve reproduced. In parallel, the Alliance established farmer field schools to promote climate-adaptive agriculture practices and improved crop varieties that enrich soils and increase yields despite variation in rainfall. While year-
round food security remains elusive in this poor, malnourished area of the world, participating farmers – who are often also fishers – showed a significant increase from 9.2 to 10.6 months of access to adequate food.

Alliance work in Mozambique illustrates two lessons for developing integrated approaches that add value:

• **Generate year-round livelihood alternatives.** The Alliance added value by generating complementary livelihood opportunities across seasons. Farmer adoption of improved agriculture practices increased crop yields while likely reducing artisanal fishing pressure during the closed fishing season.

• **Meet short-term needs for long-term benefits.** By understanding the climate risk and combining community and ecosystem approaches, the Alliance crafted an integrated strategy that smooths consumption and income in the short term while allowing natural resource regeneration for longer-term livelihood security in the context of a changing climate.

**Sustainable forest management supports development initiatives in Tanzania**

In Nachingwea District, participatory forest management enables sustainable timber harvesting. This generates revenue for both forest management activities and development initiatives.

In the village of Mbondo, the Alliance began promoting sustainable forest management in 2015. With Alliance training and support, the village natural resources committee developed a sustainable harvesting plan that indicates which trees could be sold annually based on a combination of the forest’s regeneration capacity, market demand, and economic value. The plan defines that revenues will be allocated to support community development and forest management activities in accordance with Tanzanian forest law.

Between July 2017 and December 2018, the natural resources committee
earned US $21,500 from the sale of sustainable timber. Five percent of the revenues go to the District government, which connects the village committee to timber buyers and supports their forest protection activities. About 38 percent was used to purchase equipment to facilitate forest patrols and construct fire breaks. The remaining 57 percent was transferred to the village account to support social development initiatives prioritized by the entire community. Mbondo decided to build a nursery school to reduce the risks children face walking to a distant school. Mbondo’s village assembly also used forestry revenues to improve the social safety net for the village’s most vulnerable members, securing a year of health insurance for its youth and elders.

The Alliance work in Tanzania illustrates two lessons for developing integrated approaches that add value:

- **Social benefits from sustainable natural resource management.** Through village assemblies, all community members have an opportunity to discuss development challenges and decide how timber revenues should be directed to address them. This direct linkage between social benefits and sustainable forest management creates a virtuous cycle that reinforces both people’s well-being and biodiversity conservation.

- **Enabling legal frameworks matter.** Legal frameworks can make or break community-based natural resource management, so an up-front legal analysis is critical. The Government of Tanzania has laws that enable community-based conservation, through the devolution of forest management rights to the village level. The role of the District government, structure of the village natural resources committees and even distribution of revenue are all determined by law.

### Bridging sectoral expertise for robust climate analysis and interventions in Nepal

In Nepal, CARE and WWF combined community-based approaches and ecosystem-based approaches to climate change adaptation to generate robust analysis and multi-level interventions.

Bringing together the expertise of CARE and WWF helped identify the best ways to integrate community and ecosystem analyses to improve interventions. The Hariyo Ban project worked with diverse stakeholders to assess climate vulnerability of human and ecological communities. CARE’s Climate Vulnerability and Capacity Analysis engages the poor, women and other marginalized groups to understand the specific vulnerabilities they face and their capacity to adapt to climate change. WWF’s vulnerability assessments of protected areas, river basin, species and landscapes identified ecosystem vulnerabilities and resilience to climate change at broader scales, and the services they could provide to help people adapt. Together, these analyses laid the groundwork for participatory adaptation planning that embraced intra-community equity; the plans use ecosystem services to help vulnerable people to adapt while building ecosystem resilience from community to watershed, river basin and landscape scales.

Hariyo Ban illustrates two major lessons for developing integrated approaches that add value:

- **Multi-disciplinary and multi-level analyses for robust understanding.** Building on core competencies of the CARE and WWF, intra-community power and landscape-level ecological analyses generate a robust understanding of potential synergies and trade-offs in...
Nepal's dynamic social, economic and environmental context. This was critical to consolidating an integrated community- and ecosystem-based approach to climate change adaptation from community to landscape levels.

**Mutually reinforcing interventions for inclusive climate change adaptation.** Rights-based approaches, like Community Learning and Action Centers, enable women and marginalized people to play more active roles in developing community adaptation plans and benefiting from their implementation. Meanwhile, an integrated understanding of the drivers of social, ecological and climate vulnerability at smaller scales contributes to watershed management planning efforts that bring together upstream and downstream communities to support both community and ecosystem resilience.

**Conclusion**

In Mozambique, Tanzania, and Nepal, community-based natural resource management and climate change adaptation planning helped people to reduce livelihood pressures on vital fishery, forest, and freshwater resources. The three initiatives were grounded in the pursuit of viable alternatives to over-extraction and promotion of climate-adaptive livelihoods and other social benefits based on sound natural resource management. The process of value addition in each case depended on community empowerment in resource governance and decision-making, often contributing to climate change resilience of both communities and ecosystems.

Socializing and sustaining behavior change requires the acceptance of new rules and norms that conserve the ecosystems that communities depend on for their livelihoods. Facilitating this change requires a concerted effort.

Persuasive communication through organizations and media that diverse community members can access and respect can accelerate success. Using participatory approaches to diagnose the underlying causes of violations can help to move natural resource rules toward social legitimacy, while codifying them in law can create enabling conditions for community-based natural resource management and expand the scale and sustainability of those outcomes. Finally, adopting the Alliance in Nepal’s pioneering efforts to evaluate synergies and trade-offs at multiple social-ecological scales will further enable the Alliance there and elsewhere to strategically determine where and how to add value by taking an integrated community and ecosystem approach.
In Nepal, successful Alliance strategies entail building poor, vulnerable and socially-excluded leadership capacity and confidence alongside government capacity to monitor and enforce enabling policies.

The poor, vulnerable, and socially excluded (PVSE) in Nepal, such as Dalits, indigenous groups and marginalized women, struggle to raise their voices, protect their rights and equitably access the natural resources on which their livelihoods depend. To address this challenge, the Hariyo Ban “Green Forests” Program integrates gender equality and social inclusion principles and practices across its biodiversity and climate change interventions. Working with community-based organizations (CBOs), non-governmental organizations and government agencies, the program takes a rights-based approach by prioritizing human rights and dignity as an integral part of program planning and implementation and encouraging partners to address cultural and institutional drivers of poverty, like discrimination, exploitation and marginalization. The program is implemented by Alliance partners WWF and CARE in a consortium with two national organizations, the Federation of Community Forest Users Nepal and the National Trust for Nature Conservation.

Mainstreaming gender through Community Learning and Action Centers

CARE Nepal first piloted Community Learning and Action Centers (CLACs) around 2012. The methodology was adapted from Paulo Freire’s pedagogical approach on adult learning and empowerment. The effectiveness of these types of forums for building the confidence and competence of poor women to assert themselves socially, economically and politically has been demonstrated around the world. In Nepal, a CLAC brings together the PVSEs of a community by creating a forum for them to learn about their rights, discuss their challenges and become empowered to address them. Empowerment involves not only improving PVSE understanding of their rights but also building the knowledge, tools and confidence they need to pursue and defend those rights. A key to CLAC success is that it also engages advocates who are influential in the community.

CLAC participants attend weekly sessions over a four-month period.
Sessions begin with sharing feelings and daily experiences about the issues that are important to participants; other discussion topics include rights, responsibilities, livelihood and community development, forests, climate change impacts and good governance. The program also facilitates discussions about members’ roles in community conservation. Through CLACs, women have become more literate and self-confident, with many of them engaging in new income-earning activities. Their husbands’ attitudes toward them have become more positive, and they have become more respected in their communities.

**Empowering women in Community Forest User Groups**

Gender mainstreaming through CLACs has substantially increased the effectiveness of conservation CBOs, including Community Forest User Groups (CFUGs). In Nepal, CFUGs are a highly popular movement whereby the government hands over forest land to local communities so that they can manage and benefit from their forests, based on a mutually-agreed management plan. Sound internal governance is necessary for CFUGs to work effectively, with participatory decision-making and equitable benefit sharing among their members.

Hariyo Ban has strengthened the capacity of women to play leadership roles in CFUGs through technical training. The program has also reduced barriers that women face by innovatively engaging men and elites as a critical engine for women’s empowerment. Training key male members of CFUGs in women’s leadership development has increased men’s support for women in community-based natural resource management (CBNRM) initiatives and leadership positions. Working within the existing power structures, Hariyo Ban cultivated master trainers and male champions by increasing knowledge of gender equity and social inclusion among men and elites. The approach includes sensitivity training and social networking among male change agents as well as
on-the-spot-mentoring and coaching and advanced refresher trainings. The program monitors change, documents knowledge, shares information, and facilitates review, reflection and refinement of approaches based on experience.

### Enhancing community and government accountability to marginalized groups

Under Nepalese policy, government agencies as well as civil society organizations like CFUGs are accountable to PVSEs. The Community Forest Development Guideline of Nepal includes measures for participation of women and benefits to PVSEs. Namely, 50 percent of CFUG leadership committees, including at least one of the two top officials, should be women; and 35 percent of revenues from community forests should go to the poor. If a CFUG executive committee fails to follow the provisions of the state policy or does not inform the PVSE about them, it is the duty of state officials to enforce the PVSE provisions with the CFUG leadership. To enhance accountability, Hariyo Ban built awareness of these rights and the responsibilities of CFUGs and government with PVSE and CFUG members through legal training in CLACs and CFUGs.

Building the capacity of PVSEs to recognize and advocate for their rights laid the groundwork for Hariyo Ban’s strategy to improve government accountability. An important complementary measure was orienting government agencies on how to monitor the CBO practices in line with national guidelines. Hariyo Ban developed a participatory governance assessment tool to engage relevant actors in jointly identifying strengths, weaknesses and ways to improve internal governance of conservation CBOs. Using this tool, the program trained and coached representatives from local government agencies, alongside CFUGs and PVSEs, in methods for evaluating and improving governance practices. Gender-responsive budgeting and auditing was also introduced to evaluate the degree to which gender approaches have been mainstreamed, and continuously promote greater equity in CFUG and other conservation CBO initiatives.

### Conclusion

In Nepal, successful Alliance strategies entail building PVSE leadership capacity and confidence alongside government capacity to monitor and enforce enabling policies. As of 2016, Hariyo Ban had supported the formation of nearly 500 CLACs, and the consortium continues to support the approach.
and take it to scale. After participating in CLACs, members often identified ways in which CFUG management practices could be made more inclusive of PVSEs and attentive to their rights.

The consortium noted and sought to strengthen this positive feedback loop between CLACs and CFUG governance. The use of the participatory governance assessment tool helped CFUG leadership to be more aware of its responsibility to be accountable to and advocate for the rights of women, Dalits, marginalized indigenous groups and other PVSEs with government agencies. Hariyo Ban is now working on ways to take CLACs to scale.

Several lessons have emerged from the CLAC experience over the past six years:

• CLACs have transformed the lives of many PVSEs, enabling them to address injustices, adapt to climate change and improve their livelihoods, while at the same time improving local forest management.

• The role of the trained CLAC facilitator (known in Nepal as the local resource person) is essential for a successful CLAC. The challenge is retaining these young people to continue this work, as many are ambitious to develop careers beyond their communities.

• Efforts to scale up CLAC influence beyond CLAC members to other women in the community have met barriers because of geographical isolation, the premium on women’s time, and limited funding. Hariyo Ban has started post-CLAC support and is finding that emerging social activities in the community can bring together more women beyond the CLAC. Especially when supported by the local government, these social activities increasingly facilitate learning and empowerment of CLAC members and a wider set of community members.

This learning series was co-authored by EcoAgriculture Partners and the Alliance.

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An effective baseline study is critical for the design of interventions that meet communities where they are. Adoption of best practices is accelerated through learning by experience: both seeing and doing. Capacity building is also vital, and training of trainers can extend the reach of best practice knowledge.

Implementing effective community based natural resource management (CBNRM) programs requires community members to adopt more sustainable practices for managing the resources they use for their livelihoods. The experience of the CARE-WWF Alliance in Nachingwea District of southern Tanzania confirms that such behavior change can be challenging. One local community has been particularly reluctant to participate in CBNRM for fear of losing the natural resource rights upon which their livelihood security depends. Drawing on experience in agriculture, this learning brief highlights successful approaches for promoting community adoption of best practices in CBNRM and beyond.

**Community Learning Exchanges Provide Opportunity to Show Not Tell**

Community members in Kiegei B, a village in the Alliance’s project, refused to approve a proposed village forest management plan or to form a Water User Group. Community members, especially those engaged in illegal logging and mining, expressed concerns about losing access to their forest and water resources. One key strategy the Alliance employed to address Kiegei B’s reluctance to participate was a learning exchange with a model community already deeply engaged in CBNRM. The Alliance arranged for 17 village leaders and Village Natural Resource Committee members from Kiegei B to visit a nearby district to see with their own eyes the benefits of engaging in participatory forest and water management.

The cross-community visit helped key influencers in Kiegei B understand how activities could generate tangible new benefits while enabling the community to maintain control of its natural assets. For instance, local enforcement of water laws required a handful of farmers to move their fields at least 60 meters away from the river so that the community, forest, and wildlife could then benefit from improved water flows. After the learning visit, an elder apologized for undermining this effort because it threatened his farmland.
He explained, “I am sorry for the inconvenience that I caused – it won’t happen again. Now I have seen that communities can benefit from their resources.”

Exchange visits harness the power of peers showing the benefits of an intervention. This is far more effective than an NGO explaining the benefits of the same intervention—for those who attend. Since it wasn’t possible to coax all reluctant Kiegei B leaders on the learning visit, the Alliance tackled the remaining influencers through a Community Score Card exercise, a participatory tool that empowered community members to evaluate the quality of village natural resource management leadership (to learn more about this governance exercise, see Effective strategies for improving policy implementation and law enforcement at the community and district level in Tanzania). Despite transforming the minds of several leaders, Kiegei B has yet to approve the forest management plan or form a water user group.

The Alliance in Nachingwea has been arguably more successful in influencing community members to adopt sustainable agricultural practices. Given the development field’s strong focus on behavior change, the remaining examples unpack how successful approaches for promoting agricultural behavior change in Tanzania might provide insights to accelerate adoption of sustainable natural resource management practices in the same communities.

**Demonstration Plots and Training of Trainers Key to Practice Adoption**

Capacity building is a common approach to promoting best practice adoption in both conservation and development sectors. CARE’s approach to Farmer Field and Business Schools (FFBS) in Tanzania reaffirms the power of demonstration and illustrates how Training of Trainers (TOT) can accelerate uptake in a wider geography.

The Alliance’s 2016 baseline assessment in Nachingwea showed that fewer than one-third of farmers practiced even one climate-smart agriculture (CSA) technique. Rather, farmers still practiced traditional slash and burn agriculture to regularly open new fields and prepare the soil for production. Yet competition for scarce, fertile land and our changing climate make this approach increasingly unsustainable.

Through Alliance FFBSs, smallholders learn techniques like the use of crop rotation and improved seeds that are more tolerant to variable rainfall and diseases — that reduce the frequency with which farmers need to open new land while also producing higher yields.

FFBS function by setting up systematic demonstrations on agricultural plots.
where farmers experiment with and observe traditional practices and seeds side-by-side with CSA practices and improved seeds. Member farmers, and non-member observers alike, noticed that crops produced with CSA and improved seeds were more resilient and productive. Armed with new confidence in their learning capacity and knowledge, some farmers began applying CSA techniques to their own plots. In the 2018 season, farmers adopting CSA practices and seeds on their own plots increased sesame production by more than half compared to those using traditional practices and local seeds harvested.

The Alliance has multiplied FFBS impact through TOT at two levels. The Alliance employs a TOT methodology to train both government extension agents and community paraprofessionals to facilitate day-to-day CSA mentoring and FFBS activities with community members. As the learning brief “Effective strategies for improving policy implementation and law enforcement at the community and district levels in Tanzania” explores in greater detail, a 2017 TOT for Nachingwea District Agricultural Officials and Ward Extension Officers also underlines how training influencers, in particular, can create the enabling conditions for wider best practice adoption.

In short, the FFBS model successfully promotes farmer adoption of CSA because it gives risk-averse smallholder farmers a low-risk environment in which to experiment. Through learning-by-doing, FFBS members both build their capacity for technical best practice and collective action. Importantly, through their collective labor, they also witness the tangible benefits of new approaches relative to traditional ones. Moreover, training others to implement the FFBS curriculum or to otherwise promote CSA increases the number of people who learn about CSA.

Local Businesses Address Seed Supply Gap Identified in Baseline
When the Alliance began work in the Nachingwea District, the majority of farmers were using low-yielding sesame and cassava seeds with a long maturation period and vulnerability to pests, diseases and increasingly variable rainfall caused by climate change. Beyond improved seed promotion through FFBS, the Alliance sought to ensure a sustainable supply of improved seeds locally.

A Nachingwea pilot baseline study revealed that just one in 10 farmers had local access to seeds in 2016. The Alliance, therefore, helped two farmers each in each of the four pilot villages establish seed multiplication businesses. Working with additional partner organizations, District Agriculture Officers trained eight FFBS members on seed production, business and entrepreneurship. These farmers developed specialized knowledge and skills needed to prepare 24 acres of land for multiplication of sesame and cassava seeds. In the first year, one farmer earned so much income (about US$2,500) that, in the second year, he expanded his area for seed cultivation.

The Alliance also connected the seed multipliers with the Tanzanian Official Seed Certification Institute and the

By definition, participatory forest management in Tanzania harnesses market forces through community implementation of a sustainable harvesting plan that generates income for both forest management and community development initiatives. Recently, Kiegei B took notice when a majority of village timber profits went to the district government instead of the community. After seeing their resources exploited for others’ benefit, they reversed course to demand—through the Community Score Card—approval of the proposed Village Forest Management Plan. Approval of the management plan in February 2019 ensures that 95% of profits from sustainable timber harvesting stay in the village.
Two Farmer Field and Business School members harvest sesame grown using improved seeds, climate-smart agriculture and other best practices, like planting in lines.

Improved Seed Producers Association in Southern Tanzania to widen their access to markets, loans and other seed-specific business assets.

The baseline survey was crucial to evaluating communities’ starting places, both in terms of access to inputs and application of best practices. Regarding access to seeds, the survey drew attention to the reality that most farmers had to travel a significant distance to access any seeds, much less improved seeds. The Alliance then employed a markets-based approach to develop commercially-viable seed multiplication businesses. Today, these businesses have generated not only a steady supply of improved seeds for local farmers (both in FFBS and beyond) but also reliable income for the seed multipliers.

Conclusions

Taken together, adoption of both CSA techniques and wider access to improved seeds has begun to transform the sustainability of small-scale agriculture in the six project communities. Broadly, four key lessons for community adoption of best practices follow:

**BASELINE STUDY CRITICAL FOR INTERVENTION DESIGN**

A baseline is a critical starting place to formulate integrated conservation and development interventions that meet each community where it is. If well-designed, a baseline assessment allows intervention designers to evaluate the implementation of best practices and any barriers to adoption. It also facilitates measurement of change in adoption rates over time.

**CREATE OPPORTUNITIES TO LEARN EXPERIENTIALLY THE BENEFITS OF BEST-PRACTICE ADOPTIONS**

Learning by seeing or doing includes: learning exchanges with a best-practice-adopting community; low-risk experimentation with traditional versus best practices; and demonstration areas to showcase the benefits of best practice application.

**USE MARKETS TO ADDRESS GAPS AND BARRIERS**

A baseline can be critical to identifying economic barriers to best practice adoption. When possible, use markets to fill identified gaps and create sustained solutions with financial incentives to drive best practice adoption.

**TOT MAXIMIZES UPTAKE**

Extending capacity building beyond community members to diverse service providers expands the geographic reach and uptake of best practices.

These successful Alliance approaches to promoting best practice adoption in sustainable agriculture may provide insights that could be applied to move reticent communities, like Kiegei B, toward CBNRM best practice.

This learning series was co-authored by EcoAgriculture Partners and the Alliance.

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The Primeiras e Segundas (P&S) archipelago in Mozambique is home to extensive mangrove forests and coral reefs and some of the world’s poorest people. That’s why, in 2008, the CARE-WWF Alliance launched joint work in the region, building on several years of foundational investments by WWF Mozambique. While fish stocks are overfished and declining, citizens from the coast near the P&S archipelago historically lacked the legal authority to manage areas for fish stock regeneration. Through joint advocacy, the Alliance contributed to the Government of Mozambique’s decision to designate a new protected area in 2012. The P&S Environmental Protection Area (PSEPA) is the first nature reserve in Mozambique to permit local use and to formalize co-management with communities.

Advocating with one voice for the declaration of a protected area

With the declaration of PSEPA in 2012, the government of Mozambique created a new protected area—the first example of a unique legal designation that goes beyond strict protectionism. This environmental protected area includes development objectives through areas zoned for community management and subsistence use. By influencing the declaration, the Alliance played a strategic role in creating the enabling conditions for sustainable livelihoods and community biodiversity conservation in Mozambique.

Collaborative research and enabling regulations for community conservation

Collaborative research was instrumental in demonstrating to the government and communities that community-based conservation works. In 2013 and 2014, the Alliance engaged part of the Ministry of Fisheries, the Institute of Fish Research (IIP), to conduct a follow-up study on the effectiveness of no take-zones established in 2010. A Memorandum of Understanding guided refined the case for protected area declaration for each audience. CARE’s engagement in this advocacy was critical to establishing buy-in on this novel approach to protected area management within the Ministry of the Environment. In a least developed country desperate to reduce poverty, CARE’s legitimization of the message that poverty alleviation could be achieved through environmental protection was critical. Together, these actions enabled the Alliance to deliver the message with one voice that garnered support for the declaration.

Creating a new kind of protected area

In Mozambique, best practices for influencing policy to empower communities

The Alliance took a multi-pronged, multi-level approach to cultivating government champions. Through bilateral meetings with the National Conservation Areas Administration (ANAC), Ministry of Environment, the Ministry of Agriculture and Ministry of Fisheries, the Alliance refined the case for protected area declaration for each audience. CARE’s engagement in this advocacy was critical to establishing buy-in on this novel approach to protected area management within the Ministry of the Environment. In a least developed country desperate to reduce poverty, CARE’s legitimization of the message that poverty alleviation could be achieved through environmental protection was critical. Together, these actions enabled the Alliance to deliver the message with one voice that garnered support for the declaration.
co-implementation of research on the biophysical effects of these small locally managed areas that prohibit fishing. After three years, the number of fish species at least tripled and abundance also increased. Engaging not only the national IIP but also District government officials, local fishers and US scientists in this research helped to raise the profile of the no-take zone approach as well as legitimize the results in the eyes of diverse stakeholders. IIP leadership throughout the Alliance research process—from methodological design to field implementation to co-authoring the report—engendered Ministry of Fisheries ownership over the results. The Ministry’s trust in this evidence was instrumental in ensuring provisions for no-take zones as one of several community-managed areas permitted within the protected area.

The Alliance also collaborated with ANAC to support the preparation of the management plan, a regulatory roadmap for administering the protected area. By co-financing the plan’s drafting, the Alliance was able to shape the terms of reference and ensure selection of consultants with appropriate expertise. The Alliance provided feedback on the detailed plan to ensure its quality and inclusion of appropriate provisions for community management based on evidence and experience. In 2016, the Government of Mozambique approved PSEPA’s co-management plan: it puts communities front and center, from managing no-take zones to advising on administration of the entire environmental protected area.

Empowering communities for co-management
Community-based conservation functions only as well as the community-based organizations that manage the resources. That’s why the Alliance has worked to strengthen Natural Resource Management Committees and Community Fishing Councils. While some groups existed previously, the Alliance has been instrumental in building their capacity and elevating their voices to higher levels of dialogue and decision-making. In 2015, the Alliance supported the creation of the Union of Artisanal Fishers. The government-recognized Union brings together representatives of fishers’ associations from Moma, Angoche, Pebane and Larde Districts. Speaking with a unified voice, artisanal fishers were able to directly communicate with representatives of the Ministry of Sea, Internal Waters and Fish in the Nampula and Zambézia Provinces. Because of the enabling regulatory framework of the PSEPA management plan, the Union successfully advocated for the establishment of a new community-managed no-take zone in Pebane District. While less powerful community groups had previously attempted to do the same, the Union was critical to removing bureaucratic obstacles to establishment of the new community-managed area.

Conclusion
The P&S Environmental Protected Area (PSEPA) is the first in Mozambique recognizes the rights of communities to manage and use natural resources. Alliance research demonstrated the efficacy of community-management of natural resources in biological terms. Collaborating on that research with the IIP and other stakeholders was important for cultivating buy-in within the Government of Mozambique.

Paired with joint advocacy to diverse Ministries, CARE and WWF effectively delivered the common message that attending to the needs of local marine users—and empowering them to manage those resources—was key to the preservation of P&S. Subsequent financing of the PSEPA management plan secured community management, and no-take zones specifically, in the operational regulatory framework.

Finally, empowering community resource users through formation of civil society organizations that represent them at district and provincial levels is critical to the future of this budding co-management model. In PSEPA, ongoing capacity building of civil society from community to provincial levels will be critical to realizing the promise of this integrated approach to conservation and development approach.

This learning series was co-authored by EcoAgriculture Partners and the Alliance.

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In 2016, the government approved a co-management plan that puts communities front and center, from sustainable use of natural resources to managing no-take zones to advising on administration of the environmental protected area.
Effective strategies for improving policy implementation and law enforcement
At the community and district level in Tanzania
Learning Brief - June 2019
Implementing effective conservation and development strategies requires that enabling policies and laws concerning natural resource governance are adhered to and enforced. The CARE-WWF Alliance seeks to ensure that communities, including poor women, have the knowledge, capacities and will to hold local leaders and government agency duty-bearers accountable for implementing policies and enforcing laws that contribute to livelihood security and ecosystem health. This learning brief shares strategies that have proven effective in improving good governance around resource management and use in the Alliance’s Nachingwea pilot project in southern Tanzania.

Community Score Card increases accountability

The Alliance has worked since 2016 to support Participatory Forest Management, including implementation of a sustainable harvesting plan. Early on in Mbondo village, competition between village leaders over the use of funds earned through forest management, and even conflicts due to misuse, were common. Further, lack of community and government support for the Village Natural Resource Committee (VNRC) resulted in low morale within that critical community-based natural resource management organization. The Community Score Card (CSC), originally developed by CARE in Malawi, is a participatory governance tool that the Alliance successfully employed in the Nachingwea District pilot project to address these challenges.

Planning for the CSC requires strong relationships with relevant stakeholders and a deep understanding of the local context. The process begins with the formation and training of local CSC committees that the Alliance supports in leading community dialogue. The CSC committee facilitates three focus groups in parallel — discussions between community members, service providers and local government officials — to identify key areas that require change. Each focus group combines like areas, drafts an indicator that would show
improvement for each area and then prioritizes the indicators that matter most to them. The CSC committee then facilitates a meeting that brings together the community members, service providers and local government officials to discuss their respective scorecards. As a result of this dialogue, areas and indicators are prioritized, local solutions are identified and an action plan of next steps and responsible parties is agreed. Participatory monitoring at six-month intervals helps ensure that the plans are implemented and identifies additional actions that may be needed to improve the prioritized areas.

In Nachingwea, the Alliance used this process to facilitate a dialogue around the quality of community-based natural resource management services by the VNRC and responsible District government officials. Through the CSC, community members and the VNRC registered their concerns about how the communities’ natural and financial resources are managed. The CSC fostered cooperative problem-solving and action planning to address those concerns in Mbondo and another village. The process increased VNRC awareness about their responsibilities in transparently implementing sustainable natural resource management and empowered community members to hold the Committee accountable for fulfilling those responsibilities. The result was completion of agreed actions, including posting of forest revenues at the village offices. The district commended the CSC for fostering accountability and transparency within the community and village governments.

**Key strategies to enhance policy implementation and enforcement include building community members’ and local leaders’ understanding of their responsibilities in implementing community conservation policies and increasing the capacity of government officials to roll out climate smart agriculture policies.**

Invest in capacity for roll-out of agriculture regulations

While the CSC has proven effective in improving forest policy implementation at the community level, the Alliance in Nachingwea has taken a different approach to improving roll-out of legally-mandated agriculture guidelines at the District level.

In 2017, the government of Tanzania issued the National Guidelines for Climate Smart Agriculture (CSA). At that time, no investment had been made in building the understanding of government extension agents on the content of CSA practices or the importance of their roll-out. CSA practices increase farmers’ capacity to adapt to climate change and build resilience in ways that improve food security and nutrition. However, widespread adoption of CSA requires investment in appropriate extension methods, and willingness of public agencies to allocate sufficient financial resources to CSA extension programs. Through a capacity building workshop for agricultural officers and extension
agents in 2017, the Alliance cultivated understanding of and champions for CSA within the District’s Agriculture Ministry. This strategic investment ensured that there were voices inside the Ministry advocating for the allocation of adequate budget to ensure implementation of the CSA guidelines. Through agreed next steps with participants, the Alliance successfully influenced budget allocations of more than US$5,000 by 10 District Councils for CSA mainstreaming into the District Agriculture Development Plan for FY 2018/2019. The budget was, therefore, sufficient to roll out the guidelines to Nachingwea farmers in ways that delivered, locally, on the national strategy for scaling-up CSA. As this example shows, strategic capacity building of district government officials can lead to greater understanding of, buy-in to, and advocacy for the human and financial resources necessary to effectively implement national policy guidelines.

**Conclusion**

From community to district levels, these anecdotes from the Alliance in Tanzania highlight effective strategies for improving the roll-out and enforcement of policies that affect the natural and financial resources on which local men and women depend for their livelihoods and well-being. The CSC facilitated good governance through dialogue between stakeholders that created a shared understanding of laws and roles, clarifying the legal rights and responsibilities of rights-bearers and duty-bearers. As a result, community members were empowered to hold the VRNC to account for realizing their natural resource management responsibilities.

Meanwhile, CSA capacity building with the District’s Ministry of Agriculture created internal champions who became successful advocates for allocating sufficient District budget to CSA guideline roll-out. As a result, the CSA National Guidelines were, in fact, rolled out to local farmers, increasing local knowledge and capacity to adopt more climate adaptive agricultural practices. In both cases, the Alliance employed strategic capacity building techniques to develop a deeper understanding among influential stakeholders of their roles in implementing or enforcing existing laws. These approaches increased the scale of Alliance impacts by creating the enabling conditions for community members and government officials to advance project goals of sustainable natural resource management, food and nutrition security and good governance.

**This learning series was co-authored by EcoAgriculture Partners and the Alliance.**

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Together, Alliance interventions and relationships with key stakeholders from district to national levels are building a foundation that can attract the capital investment needed to make inclusive green growth in SAGCOT a success.

CARE and WWF have worked together since 2016 in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) to promote just and sustainable food systems by championing the role of civil society and putting environment and small producers front and center. SAGCOT is a public-private partnership initiated by the Tanzanian government to encourage increased investment in agricultural growth, in a way that is both environmentally sustainable and inclusive of small producers. The CARE-WWF Alliance brings value to the SAGCOT partnership by drawing on CARE’s deep expertise in improving markets for vulnerable smallholders and WWF’s extensive experience helping companies green their supply chains.

Through engagement with the SAGCOT Centre, the agency created to promote the partnership, as well as other important stakeholders, the Alliance is building the capacity of national public sector and civil society actors to influence private sector investment in the agricultural corridor. Simultaneously, the Alliance is laying the groundwork for local models that secure equitable land and water access and linkages to sustainable supply chains for small-scale producers and processors. Ultimately, the Alliance aims to steer new and existing investment by private and public sectors into agriculture value chains and systems that support environmentally sustainable and socially inclusive economic growth. This learning brief distills early lessons from Alliance strategies to date and draws out implications for how to approach influencing private sector actors in SAGCOT moving forward.

Influencing private sector agriculture investment to follow sustainability guidelines

Instituting voluntary social and environmental performance guidelines to promote the consistency of private sector investments with SAGCOT’s vision for Inclusive Green Growth (IGG) requires that they be well understood by companies as well as local producers and communities.

Beginning in 2016, WWF and CARE
have played strategic roles in preparing and championing an IGG guidance tool, together with other partners that constitute the SAGCOT Green Reference Group, an advisory group to the SAGCOT Centre comprised of civil society and the private sector. WWF provided leadership for the Green Reference Group’s Environmental Feeder Group, while CARE has led its Social Feeder Group. In this role, CARE used the Food and Agriculture Organization’s Voluntary Guidelines on Property Rights as an organizing framework for the group’s work to ensure land access for smallholder producers. In Tanzania, 70 percent of women depend on farming for their livelihoods, while smallholder farmers produce 90 percent of food in the country. Application of such guidelines is thus critical to defending the rights of women smallholders.

The Alliance was also instrumental in ensuring that diverse users could understand and use the IGG guidance tool. The Alliance worked with the SAGCOT Centre and other stakeholders to engage with 20 companies to conduct self-assessments of their compliance with the IGG guidelines. The effort involved presenting the guidelines in a way that facilitated small, medium and large producers’ and processors’ understandings of what IGG means, as well as the tool’s provisions. The dialogue process started a conversation with enterprises and producers to unpack the meaning and importance of the terms “inclusive” and “green.” Distilling the guidelines into a checklist of categories and a table for scoring compliance helped users visualize how to use the tool to synthesize, share and compare information. Results of the self-assessments were discussed and ideas for how the companies could improve their performance were identified.

Learnings from this pilot with private sector actors were integrated into the most recent version of the IGG guidelines. The field testing of the IGG guidelines improved the likelihood that businesses will move beyond theoretical adoption to practical implementation.

In Tanzania, Village Land Use Planning is a policy tool that engages community members in delineating their land for various livelihood, community and environmental uses. Village Land Use Planning provides a legal mechanism for addressing conflicts over land and natural resources, while securing smallholder tenure, designating conservation areas and identifying areas for investment. Village Land Use Planning has not been widely completed due to knowledge, capacity and funding gaps.

In the Great Ruaha River Basin, the Alliance is piloting a landscape-scale approach to Village Land Use Planning that explicitly targets inclusion of water users, women and youth. In 2018, the Alliance tested the practicality of working at a watershed scale through a pilot initiative with six villages in Mufundi District along the Ndembera River. The process stimulated villages to work together toward the establishment of by-laws designed to improve smallholder access to land, water and market opportunities in ways that both generate income and preserve ecosystem functions. Alliance staff and the District Commissioner, who led the pilot, reported that this innovative approach...
resulted in efficiency gains in time spent and reductions in cost.

Interim results were communicated to national, district and village level stakeholders as well as SAGCOT Centre and companies considering investment in the region. The Alliance’s plan to complete the land use process through the final stage is designed to further address identified knowledge, capacity and funding gaps. One key outcome of the completed Village Land Use Planning process will be Investment Management Plans. These plans will guide investors to finance initiatives in ways consistent with the plans, including respecting the designation of areas zoned for agricultural development and conservation.

Changes to national Village Land Use Planning guidelines that improve efficiency, effectiveness, inclusion and sustainability are likely to dramatically accelerate the adoption of land use plans which better maintain ecosystem services and environmental flows. Completed Village Land Use Plans are important for stabilizing smallholder tenure security and land governance conditions, which many companies look for prior to investment.

**Selecting crops to maximize social and environmental benefits**

Triple-bottom-line assessment and dialogue between CARE, WWF and local stakeholders enable strategic Alliance investment in sustainable value chains, laying the groundwork for business investment that benefits smallholders. Since investment in SAGCOT by multinational corporations has been slower than anticipated, the Alliance has increased its efforts in creating conditions for investment by local companies. Focused on the Iringa Region of SAGCOT’s Ihemi Cluster (a key geographic area of focus for implementing IGG), the Alliance has joined a growing coalition of partners engaged in promoting the SAGCOT Ihemi Cluster Development Framework. Within this collaborative planning forum, the Alliance is laying the foundation to assume a strategic role in highlighting crops for which markets are present and which can be grown by smallholders using sustainable intensification methods that limit demands on scarce water resources.

In 2017, the Alliance commissioned a detailed market systems assessment that screened crops for their suitability to the SAGCOT context, including through consultation with Ihemi Cluster stakeholders. The Alliance’s core technical team in Tanzania carefully considered the findings and recommended a focus on Irish potatoes and common beans for the Alliance’s work in the Ihemi Cluster.

The Alliance’s prioritization of poverty reduction and gender inclusivity brought to light the dependence of women and youth on Irish potato production, while stimulating debate as to the crop’s production characteristics, including the impacts of water and pesticide use. A commitment to evaluating the performance of Irish potato using climate-smart agriculture methods—while assuring it not be grown in wetlands or near water...
private sector actors to fulfill their roles in inclusive green growth in SAGCOT.

Strategic analysis of environmental and social aspects of crop selection, often considered a purely economic decision, is critical to reveal the whole picture of synergies and trade-offs between value chain options. The holistic market assessment helped the Alliance to focus on the most critical areas of support to farmers and companies to maximize economic benefits and minimize the environmental footprint.

**Conclusion**

Working from district to national levels on multiple fronts positions the Alliance to provide strategic leadership in creating the enabling conditions that incentivize sources—allows time to further evaluate whether the crop’s water use through its relatively short growing cycle has a manageable impact in terms of water quantity and quality. The Alliance team selected common beans as a second value chain for their nutritional value and important contributions to soil health.

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Conclusion

Working from district to national levels on multiple fronts positions the Alliance to provide strategic leadership in creating the enabling conditions that incentivize private sector actors to fulfill their roles in inclusive green growth in SAGCOT.

The Alliance’s deep experience in integrated programming and history of working on conservation and development in Tanzania imbue the partnership with unique expertise and credibility. This has enabled the Alliance to spearhead ground-truthing of the IGG guidance tool with businesses and community stakeholders; pilot a multi-village land use planning process that is poised to influence national Village Land Use Planning guidelines; and promote crops that lay the strategic groundwork for private investment in sustainable value chains that benefit small-scale producers and processors.

Together, Alliance interventions and strong relationships with key stakeholders from district to national levels are building the foundation that can attract the capital investment needed to make the SAGCOT experiment in inclusive green growth a success. Building on recent momentum, the Alliance is well positioned to link the application of triple-bottom-line agricultural investment standards with landscape-scale Village Land Use Planning to design and develop valuable models in SAGCOT.

The Alliance pilot initiative will test the feasibility of realizing synergies between ecological conservation and inclusive development through multi-stakeholder investment in sustainable value chains on strategic landscapes. Drawing on its proven leadership capacity in partnership formation, the Alliance can facilitate effective coalitions of stakeholders and experts to assess, design, implement, document, learn, adapt and improve initiatives that use markets to unlock opportunities for the rural poor and the environment. By catalyzing a dynamic IGG model, the Alliance can improve the livelihoods of small-scale producers and processors and protect critical river ecosystems in pilot landscapes while increasing the environmental sustainability and positive socio-economic benefits of agricultural growth in the SAGCOT corridor.
Proactive research, opportunistic learning by doing, reflection with partners and stakeholders and consolidation into guidance documents produces actionable lessons for integrated programming.

In 2008, the CARE-WWF Alliance embarked on a unique strategic partnership that seeks to realize co-equal conservation and development objectives. The design of the Alliance’s flagship project in Mozambique, which launched the same year in the Primeiras e Segundas archipelago, built on the lessons and failures from early integrated conservation and development projects. Because such work is fraught with trade-offs, capturing evidence and communicating lessons learned from integrated program experience has always been central to the Alliance approach. This brief describes evaluation, research, and learning approaches the Alliance has used to advance evidence, lessons, and impacts across its integrated conservation and development portfolio.

Investing in research and learning in Mozambique
In 2008, the Alliance invested in a socioeconomic and ecological baseline to design an effective flagship project in Primeiras e Segundas. An extensive household survey and several biological assessments were used to design project interventions that took into account the region’s complex, social-ecological system. In Mozambique, the Alliance focused subsequent research and learning on evaluating and improving the effectiveness, equity, and sustainability of interventions critical to its integrated approach to livelihood security and biodiversity conservation. Qualitative mid-term evaluations in 2010 and 2016 helped to analyze what seemed to be working well and identify necessary course corrections. Follow-up household surveys in 2014 and 2018 provide a mid-term and end-line against which to measure social impact. Throughout the decade, the Alliance created space for learning through exchange visits between Alliance community members and CARE and WWF staff within and between project countries.

The Alliance filled identified evidence gaps through more targeted research studies by staff, expert consultants, and university and government partners. Research with consultant and university
partners explored: the effects of conservation agriculture on soil stability and water filtration, two important determinants of yields and resilience to climate change impacts; and adoption rates of conservation agriculture practices among Mozambican farmers. Similarly, Alliance research with consultant and government partners addressed the biophysical impacts and social perceptions of community-managed, no-take zones for fish stock regeneration (see also, Creating a new kind of protected area: In Mozambique, best practices for influencing policy to empower communities). The Alliance used research about these interventions as a decision-making tool, offering a critical evidence base for policy advocacy discussions and other scaling up decisions.

Despite these investments in research and learning, the Alliance in Mozambique simultaneously offers a cautionary tale for integrated conservation and development projects. First, the 2008 household survey was completed before sampling design shortcomings were identified. Since the baseline sampling methodology is critical to establishing statistical significance, detailed oversight is necessary to establish a valid baseline against which impacts can be meaningfully compared in the future. Meanwhile, biological data was not collected with the same rigor or regularity as the social data. This is largely due to the complexity and cost of collecting biological data, especially in marine environments. Finally, lessons identified through exchange visits and mid-term evaluations did not always lead to implementation of recommended project adaptations due to limited funding. Budgeting during proposal development must take into account the expense and challenge of biological data collection and the necessity of adaptive project management. These shortcomings offer important insights for ensuring that research and learning investments effectively and efficiently drive conservation and development results.

Reflective learning engages stakeholders for adaptive management in Tanzania

The Alliance in Tanzania took a less research-based and more reflective approach to adaptive management based on program experience. In Nachingwea, the Alliance team uses an Alliance lessons learned template as a framework for reflection with stakeholders. The template was designed, based on best practice, as a step-wise process to help staff identify what has gone well, what has not gone as planned, and why. The template also challenges staff to articulate a succinct summary of the lessons learned, to provide supporting evidence, and to identify what they will do differently.

In Tanzania, these annual reflection meetings with diverse stakeholders have helped to capture lessons and keep interventions on target. In November 2016, the team facilitated the first annual, multi-stakeholder meeting since the beginning of the pilot project the previous December. Participants were divided into three groups—beneficiaries, village leaders, and District government representatives—to gather distinct perspectives on the project’s successes and challenges. The project team then compiled and synthesized the three groups’ results. Stakeholders concluded that five aspects of the project were working well, while two were deemed less effective. The groups articulated reasons for these determinations and recommendations for improvement; the synthesized findings were presented to the participants for further discussion.

In 2017, Alliance staff, government, and project participants agreed that freshwater management presented among the project’s greatest challenges to sustainability. Farmers in a community called Kiegei B were reluctant to stop cultivating rice and vegetables in the fertile zone near the river. As such, the project team agreed that additional training on water resources management and laws was critical; for instance, the Alliance socialized the legal prohibition on farming within 60 meters of a natural water body. The team also prioritized well construction in the community and organized a learning exchange between influential leaders and farmers in Kiegei B and a community that had overcome similar livelihood concerns to benefit from sustainable natural resource management. Finally, the project resolved to engage other influential community members in a Community Score Card exercise to deepen
understanding and accountability around the importance of good governance of village water and forest resources (see also, Effective strategies for improving policy implementation and law enforcement: at the community and district level in Tanzania).

As explored in depth in Successful approaches for promoting best-practice adoption: Lessons for sustainable community-based natural resource management in Tanzania, these project adaptations successfully convinced a reluctant community to adopt more sustainable natural resource management practices. In short, the Alliance in Tanzania team effectively used a participatory learning approach to quickly identify what wasn’t working, as well as valuable insights about what’s working well, to adapt and prioritize approaches for subsequent integrated programming.

Systematic learning and documentation for impact at scale in Nepal
The Alliance in Nepal’s approach to learning includes the best practices of research as a decision-making tool, as in Mozambique, and collaborative learning, as in Tanzania. The Hariyo Ban program—a USAID-funded consortium of WWF, CARE, the Federation of Community Forest Users Nepal and the National Trust for Nature Conservation—illustrates how proactive, strategic learning with diverse partners can drive adaptive management to improve integrated programming at scale.

Hariyo Ban established a systematic learning approach throughout the program cycle to understand and communicate what works and what doesn’t, and to adapt programmatic approaches accordingly. Systematic learning encompasses learning from existing literature and knowledge, learning proactively around agreed questions through research and experience with regular reflection, learning by doing, and taking advantage of learning during windows of opportunity that may emerge. For instance, existing community-based and ecosystem-based approaches to climate change adaptation formed the basis of early adaptation program design. Recognizing knowledge gaps, program staff and consortium partners proactively developed challenging research and learning questions to be answered as part of the project’s learning agenda. One example from the first phase of Hariyo Ban (2011-2016) was: “How can a river basin approach help to integrate conservation, adaptation, and payments for ecosystem services (PES), and what are the challenges?”

During implementation, regular meetings were held to reflect on project experiences, study intervention successes and challenges, and synthesize lessons from research and experience. An important lesson that emerged from community adaptation work is that climate adaptation cannot be achieved by working only at community scale. Larger scale interventions that engage upstream and downstream stakeholders collaboratively—e.g., reforesting the upper parts of a catchment to reduce the risk of floods and landslides that
can result from more intense rainfall in the lower catchment—are required for effective climate adaptation. An example of opportunistic learning comes from recovery interventions that Hariyo Ban supported after the devastating and tragic earthquake of 2015. The Ghorka Earthquake caused many landslides and the project learned about the value and limitations of participatory bioengineering approaches in restoring landslide sites in watersheds to reduce future disaster risk.

This combination of proactive, learning-by-doing and opportunistic learning approaches proved critical to developing Hariyo Ban’s approach to integrated water resources management. One pilot PES activity in the project initially focused on reducing siltation in the Marshyangdi River with scattered, site-based interventions. Learning from results of the pilot and the integrated river basin approach elsewhere, the team shifted the intervention toward integrated watershed management planning. This helped the intervention to go beyond siltation control, engaging upstream and downstream stakeholders through a single plan at a larger scale to integrate terrestrial and freshwater conservation, climate change adaptation, disaster risk reduction and carbon sequestration while ensuring economic benefits for communities. Including the river basin question in the learning agenda helped the Nepal team to reflect on this approach and take advantage of synergies across project components. The program’s mid-term evaluation was also valuable in affirming the importance of taking this approach to scale.

The severity and unpredictability of climate change impacts in Nepal underlines the importance of learning for adaptive management to build human and ecosystem resilience from community to river-basin scales. The program has published extensively about its programmatic approaches as lessons learned briefs, practical tools and guidance documents. In Hariyo Ban Phase II (2016-2021), these disaster-resilient, climate-adaptive methods for river basin management will be scaled up in collaboration with local authorities.

**Conclusion**

Learning approaches in Nepal include and build on best practices also used by the Alliance in Mozambique and Tanzania – research as a decision-making tool and regular reflection meetings. In Tanzania and Nepal, reflection with stakeholders on lessons learned through experience has provided strategic insights to drive the adaptive management process that characterizes the Alliance’s dynamic, evidence-based approach to integrated programming. While the global Alliance facilitated identification of a set of common learning questions in Mozambique and Tanzania mid-way through programming, identification of a strategic learning agenda upfront is clearly more effective. Hariyo Ban’s consistent investment in addressing its learning questions—whether through planned research or reflection or more opportunistic learning-by-doing—sets the Nepal consortium apart.

Broader application of Hariyo Ban’s multi-pronged approach to programmatic learning stands to enhance learning and adaptation practices across the Alliance portfolio. Engagement with relevant partners and stakeholders around a proactive learning agenda helps ensure that scarce time and human and financial resources are utilized to advance knowledge around the highest priorities for program impact. Capturing and documenting lessons with diverse partners makes them more relevant to a wide range of stakeholders. Hariyo Ban’s publication of the program’s lessons-to-date in the form of practical guidance makes them accessible for adoption by local to global practitioners. Strategic use of these guidance documents could strengthen the sound foundation that the Alliance has laid for capturing, communicating and applying lessons learned for adaptive project management in Mozambique and Tanzania.

Continuous learning and adaptation are critical to improving integrated approaches in order to accelerate and scale up conservation and development impacts.