



SOUTHEAST ALASKA IMPACT ASSESSMENT
Executive Summary



Margaret A. Cargill Philanthropies

Southeast Alaska Impact Assessment Executive Summary

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EXECUTIVE SUMMARY

This report provides a description of the key impacts resulting from Margaret A. Cargill Philanthropies' (MACP) funding to the Alaska Conservation Foundation (ACF) from 2011 to 2020. Funding supported community-led conservation work in the Tongass National Forest region, one of the largest remaining coastal temperate rainforests in the world. The Tongass National Forest has been significantly impacted by the “western resource management paradigm,” with its long history of exploitation (Chapin, 2010) and characterized by clear-cut logging and overfishing of adjacent waters. MACP saw the Tongass Coast as a top opportunity to invest its assets because of its large and unfragmented character, the Indigenous cultures which tie their communities to the lands and the ocean, management agreements already in place, and changes to management planning (MACP 2014 Strategy Renewal).

ACF served as a funding intermediary and

in turn funded non-profit organizations in the Tongass region to support community-based conservation efforts, which later coalesced into the Sustainable Southeast Partnership (SSP). SSP is a regional collective impact initiative that addresses complex social, environmental, and economic challenges in Southeast Alaska through purposeful collaboration. Composed of a network of more than 200 individual members who represent tribal governments, community-minded organizations, local businesses, Alaska Native corporations and other entities, culture bearers, educators, state and federal agencies, storytellers, and more, SSP has implemented an array of community-based strategies throughout Southeast Alaska.

Problem to be addressed: MACP based its funding in Southeast Alaska on a theory of change that community-based strategies, when their management is defined and implemented by the communities who most depend on them, will result in sustainable use

Box: 1 Ostrom's Determinants of Success (1990)

- Local autonomy exists or can be put in place; Leaders and entrepreneurs are present or can be developed
- Community is able to reach decisions and resolve conflicts effectively
- Community has or can develop sufficient understanding of itself and its ecosystem to guide its action
- Sufficient recognition exists of how livelihoods and well-being flow from and are dependent upon sustainable use of land, freshwater, and marine resources to support an ongoing commitment to conservation
- Regional or other mechanisms exist to link the efforts of many local communities to create large-scale ecosystem conservation results.

of land, freshwater, and marine resources in critical ecosystems. The theory of change was based on Ostrom’s (1990) “determinants of success” (See Box 1).

While earlier evaluation initiated by ACF indicated that SSP has implemented community-based strategies, MACP wanted to know, after nine years of funding, whether these approaches in fact make a difference to the communities and environment of the Tongass Coast and if so, what are the changes and impacts.

Solution to the problem: To help learn about impacts from its nine-year funding in Southeast Alaska, MACP contracted with the Goldstream Group, an evaluation firm located in Fairbanks, Alaska, to conduct an impact assessment. In assessing the impacts, the Goldstream Group used a principles-focused evaluation approach.

Box 2: Effectiveness Principle (Patton, 2018)

An effectiveness principle is a statement that provides guidance about how to think or behave toward some desired result based on norms, values, beliefs, experience, and knowledge. Principles are grounded in values about what matters to those who develop, adopt, and attempt to follow them. Principles-focused evaluation has been found effective in evaluating community impacts, regional initiatives, networks and collaborations, leadership, and collective impact.

Our data collection included the following:

- A systematic review and analysis of documents to gather background information to inform interview questions, and to identify principles underlying MACP’s coastal temperate rainforest theory of change for community-based conservation.

- Interviews with 39 individuals to explore emergent outcomes and impacts resulting from SSP’s work, key principles underlying success, and other enabling conditions or factors that have contributed to the work in Southeast Alaska.
- A literature review of relevant, publicly available datasets to identify any ecological changes over the past ten years and to develop a set of ecological indicators based on the available data. The selected resource categories were: climate, forest health, ocean temperature, wetlands, salmon habitat, and subsistence resources (including deer, bears, seals, salmon, halibut, and shellfish).
- Analysis of community indicators from a number of secondary data sources, such as population and demographics, income estimates, school enrollment, housing availability, commercial fisheries participation and earnings, and ferry traffic.

KEY FINDINGS

Community-Level Changes

MACP funding to facilitate SSP’s work clearly contributed to a number of interrelated community-level changes in Southeast Alaska that are necessary predecessors for long-term ecological sustainability (Chapin 2010, Folke et al 2005, Walker et al 2010).

Likely the most important community-level change is the increase in trust and relationships that have developed on multiple levels including between individuals, tribes, Alaska Native corporations, conservation groups, and state and federal agencies, many of which have historically experienced adversarial relationships. It took a monetary investment in SSP’s communication network and time to build the trust and relationships which allowed for negotiation of shared responsibilities and development of a mutual understanding of the region’s needs.

Box 3: Community Definition

We use community interchangeably to mean one local community, like Hoonah Kake, the regional community representing SSP partners, and the tribal community of Southeast Alaska depending on context.

A second important community-level change is an ever increasing awareness of Indigenous approaches to stewardship in the region. SSP's work reflects the values, language, and cultural diversity of Southeast Alaska's Indigenous people and has increased network members' knowledge and acceptance of Indigenous stewardship practices, such as a reciprocal relationship with the land and balanced harvesting of resources. This elevation of Indigenous approaches to stewardship is clearly demonstrated through SSP's value of Kuxhadahaan Adaayoo. analgein (a Tlingit phrase which in English means, "stop, observe, examine, act"), the act of working "with intentionality and seeking continuous improvement based on reflection and adaptation" (SSP, 2021).

SSP's work also contributed to changes in community and regional capacity to address the community's social and ecological needs over the past nine years. Increased skills and knowledge have given communities the ability to use data collected through SSP efforts, and particularly data collected using traditional ecological knowledge – to evaluate new ideas and develop long-term solutions. Additional staff enabled communities to implement strategies locally. Partnerships with organizations and individuals helped communities access additional resources and information.

Another clear community change to which SSP's work contributed is increased community resilience. Specific examples of improved community resilience include development of sustainable energy sources; construction of new housing; development of

local jobs; the Training Rural Alaskan Youth Leaders and Students (TRAYLS) program which provides youth age 15-25 with hands-on, paid opportunities in natural resources management and monitoring; the Home Energy Leadership Program (HELP) which works individual households and communities to reduce energy use and save on energy costs; and the Path to Prosperity annual business competition that rewards Southeast Alaska businesses for their positive economic, environmental, and community impact.

Finally, SSP's work contributed to increased empowerment for both tribes and communities in Southeast Alaska to act on their own behalf for social and ecological change. The roll-out of three major institutional changes in 2021 clearly illustrate the outcomes of this empowerment: the USDA announcement of its Southeast Alaska Sustainability Strategy, the launch of the Seacoast Trust, and the formation of the Indigenous Guardians Network. In all three cases, local communities and tribes have reasserted their role to protect resources by providing a strong voice in decision-making, and growing future leaders to continue that legacy.

Shared Stewardship

The community-level changes described above in turn became enabling conditions for Southeast Alaska communities to engage in shared stewardship with federal and state agencies, Native corporations and landowners, and environmental organizations.

Box 4: Shared Stewardship (Bennet et al., 2017)

Shared stewardship is characterized by the "actions taken by individuals, groups, or networks of actors, with various motivations and levels of capacity, to protect, care for or responsibly use the environment in pursuit of environmental and/or social outcomes in diverse social-ecological contexts."

On a local level, shared stewardship endeavors were successfully implemented in several individual communities:

- **Hoonah Native Forest Partnership:** Federal, state, and local partners came together to form a science-based, landscape-scale, community forest approach to watershed planning with the overall goal to achieve a measurable and resilient blend of timber, salmon, and deer production, local economic diversification, and improved watershed health.
- **Keex' Kwaan Community Forest Partnership:** Community forestry initiative with local, state, and federal partners which encourages landscape level planning, data-informed decision-making, cross boundary management, local employment, and community capacity building with the goal of improving the productivity of local watersheds for traditional or cultural use and commercial economic development while improving overall ecological resilience.
- **Sockeye salmon restoration in Klawock Lake watershed:** Problem-solving and policy-making among disparate groups to save sockeye salmon. Numerous partners – including conservation organizations, the local tribe and village corporation,

U.S. Forest Service, Alaska Fish and Game, and commercial and subsistence fishermen – have come together to build a common understanding of the history and current status of Klawock Lake sockeye.

Regionally, shared stewardship was exemplified by the formation of the Indigenous Guardians Network. The Indigenous Guardians Network is a partnership between Central Council Tlingit and Haida Indian Tribes of Alaska (CCTHITA) and the U.S. Forest Service that was forged as a result of both the work of the SSP and the U.S. Forest Service's move to a more collaborative approach to land management. The Indigenous Guardians Network supports Alaska Native communities in expressing their inherent sovereignty by applying a community's ecological knowledge and sustainable ways of living to monitor, protect, restore, and manage their homelands and waters. The Network offers technical and social support to grow the capacity of Alaska Native residents to achieve their goals for environmental stewardship and the co-management of their homelands and waters (SSP, 2022).

Also regionally, two important announcements made in 2021 illustrate how SSP has institutionalized the concept of shared stewardship. The first announcement came in July, 2021, when the U.S. Department of





Agriculture (USDA) announced its Southeast Alaska Sustainability Strategy, stating that the USDA will consult with tribes and Alaska Native corporations, and engage partners and communities in a collaborative process to invest \$25 million in financial and technical resources in sustainable opportunities for economic growth and community well-being and identify priorities for future investments. As part of this strategy, USDA will end large-scale old growth timber sales on the Tongass National Forest and instead focus resources on restoration, recreation, and resilience. (USDA, 2021)

In the second announcement, also made in 2021, Sealaska Corporation committed a \$10 million matching challenge from its carbon market proceeds as the company transitions away from old growth logging to establish the Seacoast Trust. Since then the Nature Conservancy has committed \$7 million and another \$2 million in support has been received from the Rasmuson and Edgerton Foundations. The mission of the Seacoast Trust is to support the communities of Southeast Alaska in achieving their goals for collective well-being, sustainable economic prosperity, environmental stewardship, and natural resource management. The Trust envisions a new economic model for Southeast Alaska in which access to capital and a strong foundation in Indigenous values is the basis for healthy communities in tandem with conservation of natural resources for the benefit of future generations. (Seacoast Trust, 2021)

Ecological Impacts

Shared stewardship is very likely to lead to positive ecological impacts (Chapin, 2010), and clearly having both the USDA and Sealaska end large-scale old growth logging and sales is an extremely positive indicator of ecological impacts. Nonetheless, interviews illustrated the difficulty of identifying ecological impacts that can be contributed directly to the work of SSP. Some identified changes related to SSP's forest harvest and thinning work, and reported increased signs of wildlife in thinned second growth forest. Others felt that the groundwork for ecological change is apparent, but that more time is needed before changes will be clearly evident. A third group suggested that contextual or changing influential factors such as climate change impacts – including changes in temperatures, snowfall, and precipitation – will make it challenging to contribute any ecological changes to SSP's work.

Although it may be difficult to identify ecological impacts that can be attributed to the work of SSP, SSP's current work has the greatest potential to contribute to four of the indicators of ecological impact we reviewed for this impact assessment: forest health, salmon habitat, deer populations, and salmon populations:

- *Forest Health:* The implementation of forest harvest and thinning over the past 10 years is enhancing timber resources now and will continue to do so in future years. However, the effects of climate



change and local outbreaks of spruce bark beetles, hemlock canker, hemlock sawfly, and Dothistroma needle blight may mask positive impacts to forests.

- *Salmon Habitat:* The Anadromous Waters Catalog database between 2010 and 2020 indicates an increase in salmon habitat in the Southeast Alaska region. While salmon habitat quality and availability can be positively affected by restoration activities, salmon habitat is suffering degradation from warming water temperatures at a regional level and the interactions and feedback in the system may hide any increases that result from the habitat restoration.
- *Deer Population:* The implementation of forest harvest and thinning likely has also enhanced deer populations, although trends in deer populations throughout Southeast Alaska are highly localized and dependent on unique weather events or habitat alterations. We noted significant variance in the population by game management unit (GMU) with populations either sharply declining, stable, or possibly increasing depending on the GMU.
- *Salmon Population:* any SSP programs with ecological restoration and stewardship goals may indirectly influence the subsistence harvest of adult salmon in Southeast Alaska. These programs include Spasski Creek Restoration (Hoonah), Klawock Salmon Restoration, Hydaburg Salmon Stream Monitoring, Hydaburg Stream Assessment Training, and the TRAYLS program. Despite this work, there is a generally declining trend in salmon populations. In Southeast Alaska, the combined total subsistence harvest of all salmon species was lower in 2017 than in 2010 (Fall et al., 2013, 2020).

Principles

This assessment identified seven enabling

principles which have contributed to the community-level changes and ecological impacts described. These principles, which provide guidance about how to think or behave toward some desired results based on norms, values, beliefs, experience, and knowledge (Patton, 2018), are aligned with MACP's coastal temperate rainforest theory of change for community-based conservation and Ostrom's (1990) key determinants (see Box 1) of success in natural resource conservation endeavors.

The seven principles that were identified overlap with the community-level changes and impacts described. In some cases this relationship is very direct. For example, the principle "relationships first" (aptly named by SSP) directly enabled the community change we described as improved trust and relationships. In other cases the relationship resembles a feedback loop. For example, the principle "regard for the history and culture of the region" contributes to the empowerment of tribes and communities. As tribes and communities become more empowered, this in turn works to further reinforce the principle of regard for the history and culture of the region. In many ways, SSP's principles can be thought of as broad strategies to encourage community-level change; however, the specifics of those strategies can be determined by local communities.

A regard for the history and culture of the region provided a framework for SSP to elevate Alaska Native culture, language, ways of knowing, and approaches to stewardship. It also contributed to the empowerment of tribes and communities. Very importantly, it created a safe space for network members to work towards reconciling the painful history of colonization in Southeast Alaska, thus contributing to the network's ability to build trust and relationships in the region. MACP's theory of change for community-based conservation does not include a principle that directly correlates with this healing work around colonization.

Equally important was SSP's principle **relationships first**. This principle is highlighted throughout the work of SSP. In fact, SSP approaches community decision-making and conflict resolution (a MACP principle) through the lens of relationships. Without trusting relationships in place first, neither community decision-making nor conflict resolution will be able to occur.

The principle of **local autonomy and control** is a fundamental principle of both MACP and SSP. The work of SSP is community-driven, meaning that communities identify and prioritize their own needs, design interventions that reflect their own community and cultural norms, and give local residents leadership positions which in turn enable them to further build their community's capacity. These projects are directly meaningful and relevant to community members.

This three-part approach to local autonomy and control is, in turn, a **holistic approach** to systems change that is utilized by SSP and which encompasses profit, people, and the planet. This principle aligns closely with MACP's recognition that livelihoods and well-being flow from and are dependent upon sustainable use of land, freshwater, and marine resources to support an ongoing commitment to conservation. This principle of taking a holistic approach enabled and facilitated increased community resilience. It brought an understanding that for communities to move away from a model of short-term decision making purely for economic gain and towards a new model of long-term thinking for sustainable use of the region's resources, the community must first have diversified economic opportunities, affordable energy and housing, skill building and workforce development opportunities, and cultural strength.

SSP has reflected this balance by addressing both short-term and long-term economic security and focusing on sustainable communities first, employing the patience that

is required to deeply understand the change being sought and the underlying factors to be addressed.

Having or developing **skilled leadership and facilitation** is essential to regional organization and "providing vision, social cohesion, and action" (Chapin 2010). The skilled leadership and facilitation of SSP aligns with MACP's emphasis on the importance of having leaders and entrepreneurs who can provide effective support at the local level and who can foster a culture of innovation and creativity. This impact assessment provides ample evidence that SSP embodies this principle, providing – and more importantly, modeling – effective leadership and facilitation throughout the network.

The ability to **leverage networks and resources** is a principle that also contributed to the community-level changes and impacts described, and particularly to increased community resilience, local autonomy and control, and tribal and community empowerment. It aligns with MACP's emphasis on agreements or other mechanisms to link the efforts of many local communities for large-scale ecosystem sustainability. While communities identified their priorities, SSP played a vital regional role in leveraging resources to support communities in addressing their prioritized needs. Funding provided to host organizations to then support community catalysts increased the overall capacity and resilience of communities. Further, the network itself promotes connections between people who can support each other, and who may not have otherwise connected had the network not been there. Finally, the leveraging of financial resources has led to mechanisms that will continue to support SSP's overall approach to community-based conservation, such as the USDA's Southeast Sustainable Strategy and the Seacoast Trust.

Embracing **flexibility and responsiveness** has also significantly contributed to the



impacts, in particular enabling increased community resilience and community empowerment. Allowing for responsiveness is critical to community change and impact. Responsiveness ensures the work of SSP remains practical, relevant, and engaging to communities, addressing issues that carry weight with communities as they arise. Along with this responsiveness is a spirit of creativity and innovation. SSP partners bring a willingness to explore uncharted territory, seek creative or not previously attempted solutions as new challenges emerge, and experiment with new ideas and approaches as opportunities arise.

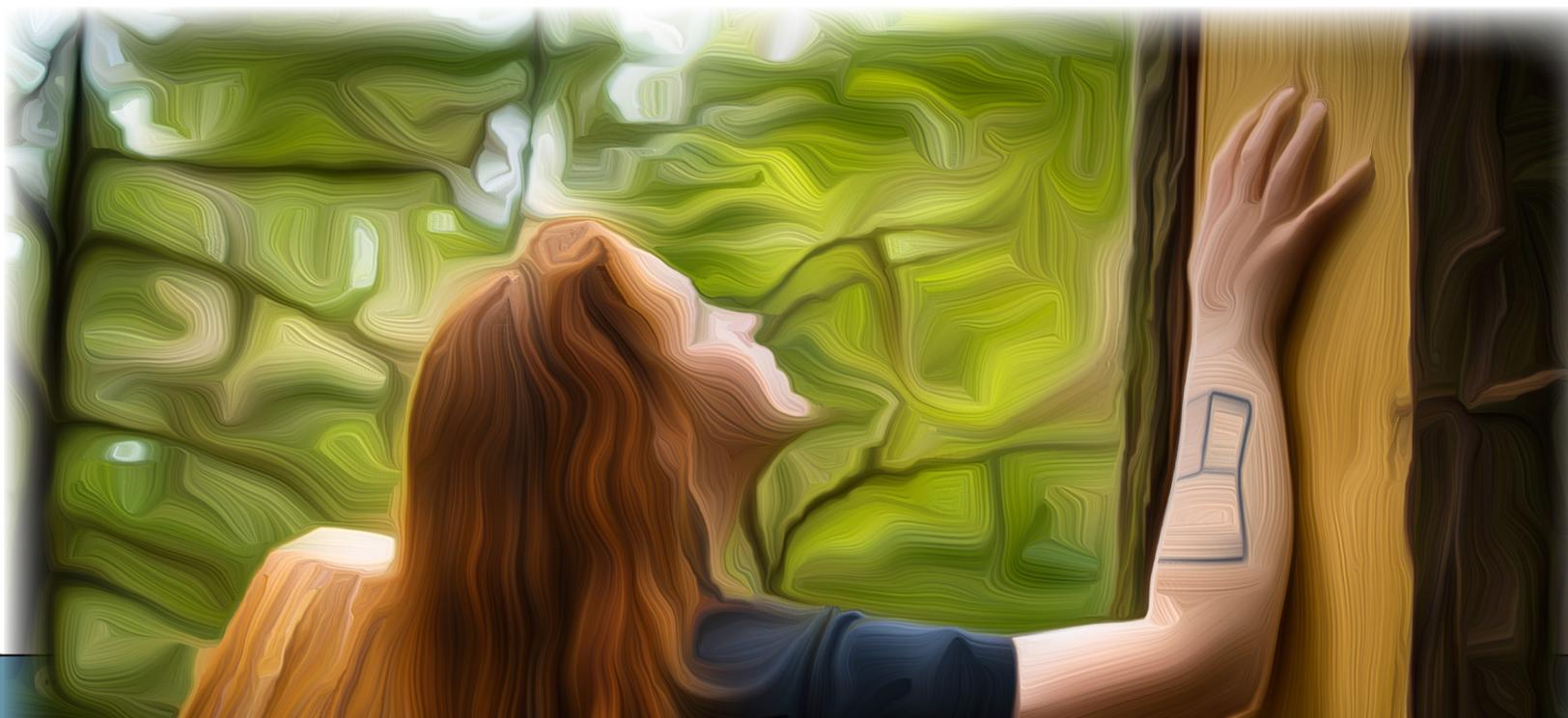
DISCUSSION

The purpose of this impact assessment was to assess the relationship between the principles underlying MACP's theory of change in its coastal temperate rainforest funding strategy and the expected impacts of MACP's funding in Southeast Alaska. We sought to better understand which factors or principles of community-based conservation strategies may engage Alaska communities and have the greatest impacts on conservation goals and community well-being in Southeast Alaska.

Findings indicate that significant community changes have occurred in the areas of

trust and relationship building, regard for Indigenous peoples and cultures, and community empowerment. These community changes have served as crucial building blocks for the communities of Southeast Alaska to assert their authority and engage in shared stewardship with state and federal agencies and landowners. **Engagement in shared stewardship is the most important impact we identified** because, as Chapin (2010) suggests, its central goal is to "sustain the capacity to provide ecosystem services that support human well-being under conditions of uncertainty and change." In other words, shared stewardship recognizes the relationship between human livelihoods and sustainable management of natural resources; a necessity in parts of the world where people rely on access to their traditional lands and waters for their subsistence.

While we did identify some evidence of ecological change in terms of thinned second growth forests and increased salmon habitat, the fact that we were not able to identify broader ecological changes does not necessarily mean they have not occurred. The region's ecology is complex and impacts are often "masked by interactions and feedback... such as subsidies to fishing fleets to maintain catch levels and incomes of fishermen, despite stock declines" as well as high variability in





system drivers, such as annual snowpack (Chapin 2010). Furthermore, it is important to keep in mind that the time period examined (approximately 10 years) is a very short period of time to be able to observe significant ecological changes.

While a **focus on relationships first and local autonomy and control stood out as the most important principles for success**, the remaining principles provide vital supporting roles. For example, a regard for the region's history and culture is crucial to the trust building process. Skilled leadership and facilitation are critical to creating a safe space for discourse and difficult healing conversations to occur. In addition, SSP's modeling of leadership and facilitation helps build leadership within communities, further enabling local autonomy and control.

Findings also indicate that MACP's theory of change and Ostrom's key determinants for success closely align with SSP's observed principles. Only one aspect of MACP's theory of change did not have a directly corresponding SSP principle: MACP's focus on learning. However, evidence indicated that SSP's principle of regard for the region's history and culture has led to a deeper understanding of the region by many network members. Furthermore, the increased regard for Indigenous approaches to stewardship, as well as increased community capacity – two of the community-level changes described – have led to a deeper understanding of the ecosystem by the community to guide its actions. Skills that were gained through hands-on stewardship activities indicate that

a learning principle on SSP's part may have been masked by the focus on implementing community projects. As such, we would suggest that a principle focused on learning is important as well.

Finally, it is extremely important to consider that the trust and relationship building, which made room for shared stewardship to occur, has grown over a period of many years, and continues to this day. The shared stewardship models exemplified by the Hoonah Native Forest Partnership, the Keex' Kwaan Community Forest Partnership, the formation of the Indigenous Guardians Network, and the USDA's Southeast Sustainability Strategy were built on years of hard work by SSP partners healing past differences, building trust, and forming meaningful relationships. Had MACP based its funding decision ten years ago on the pre-existence of these relationships, it is possible that SSP may not have been funded at that time. SSP's experience building trust and relationships exemplifies how MACP funding can effectively be used to support trust and relationship building, effectively creating the foundation essential for community-based conservation work to occur.

Limitations

This impact assessment has several limitations. First, we do not know what did not work for SSP. We were most interested in understanding what worked, including what impacts are possible with community-based conservation efforts and which effectiveness principles might help other communities



engage in shared stewardship. Therefore, the design of the impact assessment focused primarily on success.

Second, we do not know how individual community members perceive SSP and its work. Our data collection focused on key informants who were able to clearly articulate the impacts and principles of SSP. We did initially plan for community surveys as a method to fully understand community-level changes as a result of MACP funding; however, we chose to forego community surveys for three reasons. One, feedback provided by SSP leadership indicated that communities are presently overburdened and over surveyed, and that it would be extremely difficult to engage communities in another survey. Secondly, this feedback also included that community members would have a difficult time identifying changes in their community as related to SSP (for example, they may see new housing that is built or a stream restoration project as a project of the tribe rather than of SSP). Finally, it would have been difficult to design a community survey without first fully assessing the impacts of SSP; we needed to identify what the impacts were first in order to then design a survey to accurately reflect those impacts.

RECOMMENDATIONS

We recommend the following to MACP in revisiting its theory of change for community-based conservation (MACP, 2014) based on the findings and limitations of this impact assessment:

- Clearly describe the key determinants of success in the theory of change as principles. Doing so will enable MACP to use principles-focused evaluation for future evaluation efforts.
- Place greater emphasis on building trust and relationships and building local autonomy in the key determinants of success or principles. SSP has provided

many tangible mechanisms that could be integrated into these revisions.

- Revise the key determinant of success or principle “reach decisions and resolve conflicts effectively” to instead focus on building trust and relationships. Trust and relationship building is a fundamental building block that enables effective decision making and conflict resolution to occur. Without these relationships first, effective decision making and conflict resolution cannot happen.
- Integrate several enabling conditions discussed in the impact assessment more explicitly into the key determinants of success or principles, including flexibility and responsiveness and regard for a region’s history and culture. Regard for the region’s history and culture is particularly important in relation to Indigenous populations and their traditions, cultures, languages, and knowledge.
- Based on ways that SSP has exemplified the development of leaders, MACP might consider making learning the emphasis of its principle “leaders and entrepreneurs are present or can be developed.” SSP has provided significant training to network members, not only formally through workshops and meetings, but also informally by modeling the skills and best practices that they want network members to emulate. All leadership development is not provided explicitly, particularly in Indigenous communities, and this is an important activity for MACP to consider in future funding.

In addition, we recommend to MACP to improve future impact assessment studies:

- Clearly define key terminology such as “ecological impact” and “stewardship” at the beginning of the impact assessment process.





- To more effectively be able to measure impact in Southeast Alaska, it would be helpful to survey community members. Now that impacts have been more clearly defined, surveys of community members could be designed around these impacts to better assess community perceptions and validate whether impacts are truly being felt by community members who are not current or past participants of SSP.
- To more effectively be able to assess impact of MACP funding over time, we recommend identifying impact indicators (e.g., indicators of ecological impact) and collecting baseline data at the beginning of a MACP funding cycle and then monitoring these indicators over the course of MACP funding, with the full knowledge that funding may not have impact on these long-term indicators over the course of the funding period. This will allow more effective monitoring of ecological impacts and long-term sustainability of these impacts over time.

CONCLUSIONS

This impact assessment showed that MACP’s funding strategy for community-based conservation is sound and that the determinants of success included in its strategy contributed to community-level changes and ecological impact in the Tongass region. The strategy could be strengthened using the recommendations included here that are based on the work of SSP.

Clear impacts in Southeast Alaska to which MACP funding has, at least in part, contributed include community-level changes such as improved relationships, community resiliency, and community empowerment, which in turn have led to shared stewardship in the region. Shared stewardship includes the Hoonah Native Forest Partnership, the Keex’ Kwaan Community Forest Partnership, work to restore the Klawock Lake Sockeye fishery, the formation of the Indigenous Guardians Network, and the recently announced USDA Southeast Sustainability Strategy. Furthermore, resources have been leveraged to launch the Seacoast Trust, seeded through a \$10 million challenge grant from Sealaska Corporation as it ends old growth logging in the region.

While MACP funding has certainly contributed to the community-level changes and impacts described, there is no way to attribute these changes to MACP funding. However, it is clear that MACP funding and the principles of its community-based conservation strategy played a critical role in laying a foundation for ecological change to occur in the form of building local autonomy and control, increasing collaboration, building community capacity, increasing networking capacity, and leveraging resources to multiply impact and work towards systems change.

The principles of SSP and MACP’s community-based conservation strategy are for the most part in close alignment with each other, with the most important principles rooted in local autonomy and control, trust



and relationship building, and a regard for the history and culture of the region. SSP provides a replicable model for community-based conservation, particularly in Indigenous communities. This model utilizes a holistic approach that acknowledges that there must be healthy communities in order for there to be a healthy ecosystem. By continuing to employ the principles of community-based conservation that are inferred in MACP's theory of change, with the adaptations recommended from this impact assessment, MACP may continue to successfully catalyze community-based conservation in regions it funds.

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