

External Review of IUCN 2007

Annex 1 of Volume 1

Report on Linking Conservation to Livelihoods in Africa (Objective 2)

Authors:

Winfried Zettemeyer

Nico Rozemeijer

Jim Woodhill

March 2008

Table of contents

Summary	ii
Acronyms and Abbreviations.....	vi
List of Figures and Tables	viii
1. Introduction.....	1
1.1 Scope and Objectives	1
1.2 Methodology	2
1.3 Methodological Limitations	3
1.4 Structure of this Report	4
1.5 Acknowledgements	4
2. The Conceptual Background	5
2.1 The Environment-Development Link	5
2.2 Analytical Framework Used in this Report.....	5
2.3 The Evolution of Current Thinking and its Articulation at IUCN: ‘Landscapes, People and Power’	9
3. Scope and Relevance	13
3.1 Portfolio Assessment of the Africa Regions	13
3.2 Insights from the Case Study Projects	14
3.3 Key Findings and Lessons	22
4. Impact and Effectiveness.....	24
4.1 Insights from the Case Study Projects	24
4.2 Key Findings and Lessons	28
5. Efficiency, Sustainability, Scaling up and Learning	31
5.1 Insights from Case Study Projects	31
5.2 Key Findings and Lessons	35
6. Conclusions and Recommendations	39
6.1 Towards Sustainable Development: Clarifying the Thinking behind the Conservation-Poverty Link.....	39
6.2 Project Design: Balancing Strategic Influencing with Field Implementation.....	40
6.3 Monitoring and Evaluation, Learning and Knowledge Management	41
6.4 Donor Expectations and Support	41
6.5 Capacities and Partnerships.....	42
6.6 Recommendations.....	42
Appendix 1 Conceptual Evolution of the Environment-Development Link.....	44
Appendix 2 Persons Consulted	49
Appendix 3 References Consulted	59

Summary

For Objective 2 the review team assessed IUCN's programme delivery in building the case for linking conservation to livelihoods in Africa. The review examined the scope of work, its relevance, the delivery of benefits for conservation and poverty reduction, how purposeful IUCN is in designing projects that link poverty and conservation, and how well it scales up and transfers lessons.

A study of twelve projects across East, Southern and West Africa formed the basis of the review for this objective. The projects were nominated by the IUCN regions as being representative of their work in the conservation and poverty reduction domain. The case studies were complemented by interviews with donors, members, IUCN staff and other key informants along with a review of relevant documentation.

The review used the conceptual framework of the Millennium Ecosystem Assessment (MA) to define the different dimensions of the link between conservation and poverty. The determinants of human wellbeing in the MA closely reflect the five capitals of the livelihoods framework. As will be further explained, the review team felt that the analysis of IUCN's work is also helped by making a distinction between *direct poverty reduction* and *improving livelihood assets*.

IUCN has a clear and well articulated position on the relationship between conservation and poverty reduction and it places this central to its work, which includes an explicit focus on gender.

The twelve projects studied show that IUCN is executing a diverse range of initiatives that all have a very clear link between conservation and improving people's livelihood assets. These include coastal zone projects where sustainable fisheries management is central; integrated forest conservation and development projects; river basin management projects; and project to support the development of natural products and policy orientated projects with clear livelihood benefits. What is particularly notable is IUCN's focus on an ecosystem approach where ecosystem services for people livelihoods are considered equally important with or dependent upon conservation.

There is no doubt that the work being done by IUCN on such projects is making an important contribution to sustaining the resource base on which people depend for their livelihoods and which if degraded will lead to greater poverty. It is also clear that IUCN is adopting approaches of working with people in a participatory way that can empower them to sustainably manage their own resources. IUCN is also strongly committed to developing systems of governance that include rather than exclude the poor from decision making over natural resources.

The case for the relevance and impact of IUCN's poverty and conservation work can, at this stage largely only be made on logical grounds. IUCN has done very little in its projects to clearly analyse livelihood risks and potential benefits from its planned interventions. Further monitoring and evaluation of the extent of poverty impact is largely non-existent.

The case for IUCN's impact on direct poverty reduction is more difficult. Direct poverty reduction is used here to mean income generating activities or other means of improving people's financial situation, food security and access to basic services. Certainly a significant number of IUCN' projects have included components for direct poverty reduction. However, again lack of monitoring and evaluation and the lack

of any attempt to collate information across projects make a clear assessment of the scale and potential impact of this impossible. There are certainly a series interesting and inspiring examples of where this has happened. Notwithstanding this, the overall impression is that, given the scale of poverty in the project areas, the impact of IUCN's interventions on direct (short-term) poverty reduction is unlikely to be more than marginal at best.

While considerable awareness about gender issues has been created within IUCN over the last decade, the direct impact of this on IUCN's poverty and conservation work is difficult to determine. There are examples of explicit consideration of gender. However, just as project design could be improved to be more explicit about how poverty impacts will be achieved the same can be said for gender. The review could see no evidence of systematic monitoring of the gender dimension of IUCN's work and could find no attempt to collate and synthesise experiences and lessons from the gender dimension of linking poverty and conservation.

The review noted a considerable weakening in strength of IUCN's attention to poverty reduction in moving from broad policies and principles through to project design and eventually to monitoring and evaluation. IUCN's articulation of the conservation poverty link at the corporate level is sound and impressive. The goals and objectives of most projects set ambitious targets for poverty reduction. How this will be achieved is not so clearly laid out in the project design. In implementation IUCN makes less use than it could of partners with development specialisation and it lacks the full range of expertise required for effectively implementing direct poverty reduction initiatives. Finally, the monitoring and evaluation of the poverty reduction dimensions of projects is largely non-existent.

An impressive array of publications is associated with many of IUCN's projects. The link between conservation and poverty is often a central theme and a point for learning lessons. What is much less clear is how well insights from different projects have been collated into an overall synthesis of lessons learned that has relevance for policy influencing at various scales. It seems that there is often more attention to the production of the publication than to its follow up and use. The review found the information available IUCN web-sites and in the Knowledge Network fragmented, partial and hard to access.

A critical question raised by the review is where IUCN should focus, given its value proposition, to improve the linkages between conservation and poverty reduction. The view of many IUCN members and secretariat staff, which is supported by the review team, is that more attention could be given to creating the enabling environment for conservation issues to be more integrated into poverty reduction and other development projects. This would require IUCN to be more active at the national policy level, and to engage actively with development financing institutions and implementing agencies. In the policy arena sector development plans and poverty reduction strategy plans are examples of potentially important points of engagement. However, this sort of engagement would require a different funding model and a willingness by donors to fund IUCN for strategic influencing work in place of the current emphasis on field implementation. The work with Parliamentarians in West Africa, the Parliamentarians' visit to the Mt Elgon Project and the directors of conservation meetings in East Africa, together with projects such as the Southern Africa Biodiversity Support Programme, are good examples of what IUCN could be doing on a wider scale.

IUCN could potentially strengthen its conservation and poverty work by establishing more and closer partnerships with development organisations. Three benefits could arise from this. One, strengthening the

expertise needed for designing and implementing direct poverty reduction interventions. Two, it would achieve greater integration of conservation issues into the work of development organisations. Three, expanding the experience base on which to draw lessons about conservation poverty links.

While recognising that IUCN is heavily funded through ODA resources, the review considers that donors should be realistic in their expectations of IUCN. The implementation of large scale direct poverty reduction projects is clearly not core business for IUCN, nor does it have the expertise. Yet clearly the conservation issue is central and fundamental to poverty reduction. The challenge for donors and IUCN is to ensure the right niche, focus and set of partnerships to optimise IUCN's value added contribution to a sustainable livelihoods approach to poverty reduction.

In 2005 IUCN launched the Conservation for Poverty Reduction Initiative (CPRI) which clearly positions IUCN in relation to the Millennium Development Goals. A target of USD 300 million was established for this initiative. The project part of the web-site dealing with the initiative is under construction. The new Livelihoods & Landscapes and Mangroves for the Future programmes respond to many of the issues and opportunities raised by this review. These will be very important models for IUCN in the future, and deserve considerable management support to ensure effective implementation.

Reflecting the CPRI, the 2009-2012 Programme sets out an ambitious direction for IUCN in relation to managing ecosystems for human wellbeing (thematic priority area 4). Many of the issues raised in this review are reflected in the Programme, in particular a greater focus on policy influencing and the establishment of partnerships with development agencies. To achieve the ambitions of the new programme, careful attention will have to be given to IUCN's own expertise in this area, particularly in the regional offices. While IUCN is often adept at using the language of development – rights based approaches, livelihoods, participation, risk and vulnerability – it is not so clear that the expertise always exists to turn these concepts into well designed interventions and then to effectively implement them. This will be an important challenge for IUCN to respond to over the coming programme period.

The table below shows a summary of the main findings of the review of linking conservation and poverty reduction. A full discussion of each finding is given in Annex 1 to this report.

Main review findings on Linking Conservation and Poverty Reduction

1	IUCN has a strong and well articulated position on the link between conservation and poverty reduction and working to achieve this link is central to the development of its programmes in Africa.
2	IUCN's activities linking poverty reduction and conservation in Africa are highly relevant to key stakeholders (African governments, African civil society, donor community, international development community), especially so given the escalating decline of natural resources and the consequent negative impacts on people's livelihood assets.
3	Poverty reduction in several or all of its dimensions is included in most of the projects. However, the level of poverty analysis (including the gender dimension) in project design is generally low and poverty reduction assumptions and strategies insufficiently well articulated.
4	The projects studied demonstrated IUCN's potential for linking together its strategies of knowledge, empowerment and governance to help create an enabling environment for livelihood improvement
5	Most of IUCN's field projects have a policy influencing component and there have been notable

	successes. However linking lessons across projects, regions and scales to provide an overall knowledge base for policy influencing remains fragmented and generally weak.
6	Claims of positive impacts on poverty in any of its dimensions (including gender), can most often not be substantiated because of the - sometimes conspicuous - absence of M&E systems at programme level or insufficient M&E systems at project levels (no baselines, no impact monitoring).
7	The current funding model obliges the Secretariat at regional and country levels to generate income by implementing ODA projects for which it does not always have the necessary expertise and capacities. This model seems to discourage partnerships with development organisations, pushes IUCN beyond its niche and jeopardises its reputation for quality in analysis and project implementation.
8	Membership engagement in IUCN programme activities in Africa, including Commission members, is very limited. Members have been underutilised so far, especially in linking conservation and development interventions.
9	Strategic partnerships with development-oriented NGOs that can fill gaps in IUCN competencies are currently insufficiently explored.
10	IUCN makes good attempts at scaling up and replicating its project activities with some clear successes. However, limited resources and systems for 'beyond' project learning, knowledge management and up-scaling clearly limit its potential in this regard.
11	IUCN has been relatively successful in the institutional embedding of its biodiversity conservation/livelihood interventions. However, financial sustainability is less secure and projects too often depend on follow-up funding that can not be guaranteed by IUCN, with a serious risk for the sustainability of project results.
12	IUCN is contributes to conservation knowledge especially in repackaging information for practitioners use. Laudable efforts are made to document project experiences and lessons learnt that are often considered excellent quality publications for use by an international audience.
13	IUCN is less effective in internal learning. M&E at programme and strategic levels is largely absent. Feedback into strategic programming is sub-optimal for a 'learning organisation'.

Acronyms and Abbreviations

ABS	Access to genetic resources and Benefit Sharing (CBD convention)
BRAO	Western Africa Regional Office
C+D	Conservation and development
CBD	Convention on Bio-Diversity
CBNRM	Community-Based Natural Resource Management
CEPA	Communication, Education and Public Awareness (CBD-IUCN/CEC)
CRMA	Collaborative Resource Management Agreements
CSRP	Commission Sous-Régional de Pêche
DEA	Department of Environmental Affairs (Botswana)
EARO	Eastern Africa Regional Office
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FIBA	Fondation Internationale du Banc d'Arguin
FLM	Fédération Luthérienne Mondiale
GEF	Global Environmental Facility
HOORC	Harry Oppenheimer Okavango Research Centre
IAS	Invasive Alien Species
ICDP	Integrated Conservation and Development Project
IMROP	Institut Mauritanien pour la Recherche océanographique et de Pêche
IUCN	International Union for the Conservation of Nature
KEG	Knowledge, Empowerment and Governance (IUCN strategy)
KN	IUCN Knowledge Network
LPP	Landscapes, people and power
LLLP	Livelihoods & Landscapes Leverage Programme
LLS	Livelihoods and Landscapes Strategy
M&E	Monitoring and Evaluation
MACEMP	Marine and Coastal Environment Management Project
MDGs	Millennium Development Goals
MEA	Millennium Ecosystem Assessment
MECDP	Mount Elgon Conservation and Development Programme

MEREC	Mount Elgon Regional Ecosystem Conservation Programme
MOFA	Ministry of Food and Agriculture, Ghana
MUIENR	Makerere Institute of Environment and Natural Resources
NGO	Non-Governmental Organisation
NTFPs	Non-Timber Forest Products
NWP	National Wetlands Programme (Uganda)
ODMP	Okavango Delta Management Plan
OKACOM	Permanent Okavango River Basin Commission
OMVS	Organisation pour la Mise en Valeur du Fleuve Sénégal
PAGEV	Projet d'Amélioration de la Gouvernance de l'Eau dans le Bassin de la Volta
PPP	Programme de Participation du Public à la Gestion des Ressources en Eau et de l'Environnement dans le Bassin du Fleuve Sénégal
PRCM	Programme Régional de Conservation de la Zone Côtière et Marine
RBDS	Saloum Delta Biosphere Reserve, Sénégal
ROSA	Regional Office Southern Africa
SIDA	Swedish International Development Agency
SADC	Southern Africa Development Community
TCMP	Tanzania Coastal Management Partnership
TCZCDP	Tanga Coastal Zone Conservation and Development Project
UNEP	United Nations Environment Programme
UNCBD	United Nations Convention on Biodiversity Conservation
UNCCD	United Nations Convention to Combat land degradation and Desertification
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UWA	Uganda Wildlife Authority
WANI	Water and Nature Initiative
WCED	World Commission on Environment and Development
WWF	World Wide Fund for Nature

List of Figures and Tables

Figures

Figure 1 Ecosystem services and their links to human well-being

Figure 2 Drivers of change

Tables

Table 1 Specific project objectives and overall goals of the selected projects

1. Introduction

External Reviews of the World Conservation Union (IUCN) have been undertaken regularly since 1991. These are commissioned by IUCN and its core framework donors jointly with the main purpose of improving the design and delivery of the IUCN Programme. The review is intended to be forward looking and to examine a few topics in depth rather than attempt to investigate the breadth of the entire IUCN Programme. It is timed to assist donors to consider their future support to IUCN for the period 2009-2012 and to assist the Director General and Council to develop future strategy and action for the next Intersessional Period.

This report is part of the 2007 External IUCN Review and deals with the second (out of three) evaluation objective to assess IUCN's programme delivery in building the case for linking conservation to livelihoods in Africa.

1.1 Scope and Objectives

The main purpose of the 2007 External Review was to assess the IUCN Programme and its delivery on the ground, through the Commissions and the Secretariat with Members and partners, with an emphasis on assessing the links between conservation and livelihoods and practice and policy. The overall conclusions from the review should provide insight into the future operational models and programme strategies that will ensure optimal value from IUCN's niche and unique structure. As said above, this report deals with the second of the three evaluation objectives:

To assess IUCN's programme delivery in building the case for linking conservation to livelihoods in Africa.

The review team was expected to collect data from all sub-regions of Africa where possible and appropriate, and address the following sub-objectives:

1. Based on available documentation, summarise the scope of IUCN's work linking the conservation with poverty reduction, both purposefully and as a by-product or consequence of its work;
2. To assess the relevance of IUCN's conservation – poverty reduction work both to IUCN's stakeholders in Africa; and the literature on the practice of sustainable development and poverty reduction;
3. To assess the effectiveness of IUCN's conservation – poverty reduction work in terms of delivery of benefits (both conservation and poverty reduction), in terms of IUCN's Knowledge-Empowerment-Governance Strategies and in terms of linking field practice with policy.
4. To assess the extent to which IUCN is efficient, that is, purposeful in the planning, design and implementation of its activities linking conservation with poverty reduction;

5. To assess the extent to which IUCN and its partners are able to successfully replicate, scale up or transfer lessons from activities linking conservation with poverty reduction.

The report is organised around the main findings with respect to these sub-objectives.

1.2 Methodology

A review of IUCN's programme delivery in building the case for linking conservation to livelihoods is difficult, given the worldwide scale of IUCN operations and the differences of contexts. Choices limiting the geographical scope of the review (relevant for objective 2) were made by, and/or in consultation with, the Review Steering Committee. The scope of IUCN's interventions was explored on the basis of interviews, literature and the "IUCN Knowledge Network" (KN, intranet), focusing on three regions in Africa (Eastern, Southern and Western Africa, or in IUCN language EARO, ROSA and BRAO respectively).

For the fieldwork, 12 cases from Africa, believed to be representative of "the IUCN way of doing things", were selected as a basis for literature research, discussions with Secretariat staff, Commission members, IUCN members, and other stakeholders, as well as for project visits.

The link between conservation-livelihoods¹ was analysed on the basis of 17 main evaluation questions given to the team which follow the commonly used set of evaluation criteria - relevance, effectiveness, efficiency, impact and sustainability, and, additionally, the capacity of IUCN as a "network to learn"² - detailed in 35 sub-questions. They have been addressed through literature research, a scoping analysis, interviews with projects' stakeholders and key resource persons inside and outside IUCN, and through fieldwork in the mentioned three regions in Africa during the period July – September 2007. Given the constraints in time and resources, even the restricted number of cases does, obviously, not allow for attaining the level of single project reviews or evaluations. Instead, the cases were used as entry points to assess the performance of the IUCN network, the strategic engagement with members, commissions and partners, IUCN's niche in the 'sustainable development market' and its institutional embedding. The analysis, conclusions and recommendations reflect information assembled in a short time, mostly through interviews.

For an estimate of the scope of IUCN's activities linking poverty reduction and conservation in the three regional programmes in Africa, a spreadsheet was drawn up (including the other 2 evaluation questions) and submitted to the Western, Southern and Eastern Africa Regional IUCN offices for completion.

¹ The concepts livelihoods, poverty reduction and development are used interchangeably when paired with conservation.

² A more detailed description of the performance questions and methodology applied during the IUCN External review 2007 is provided in the Inception report of 31st of May 2007.

In the area of Evaluation Objective 2, the scoping questions refer to:

1. the number of projects and programmes with an *explicit poverty reduction objective* and its relative weight in the programmes, measured in terms of the overall objective and an explicit contribution to poverty reduction; and
2. the number of projects and programmes with an *unintended poverty reduction effect* and its relative weight in the programmes, measured in terms of the overall effect and the non-intentional contribution to poverty reduction.

The data were drawn from the IUCN Knowledge Network and projects (categories C and D) were selected for the 2002 – 2006 (5-year) period.

1.3 Methodological Limitations

IUCN has been working in Africa at the interface of conservation and development for a considerable time in a great variety of programmes and project interventions, each promoting approaches that are context specific. To do justice to all of IUCN's work requires an evaluation exercise for which, unfortunately, sufficient time and resources were not made available. The selection of only 12 case studies as entry points is a very limited sample of the scope and breadth of the IUCN programmes in Africa let alone at a global scale. Conclusions and recommendations drawn from this sample cannot be generalised without taking their respective limited context into account.

The case study approach was obviously only one element of the review methodology. Literature was reviewed and interviews with IUCN staff in the region, project staff, IUCN members, Commission members, partners and relevant stakeholders resulted in a wealth of information on the performance of IUCN in building the case for linking conservation to livelihoods in Africa. Also for literature review time for in-depth research was not sufficiently made available.

Another limitation, in a practical sense, was the difficulty in accessing the relevant project and programme information on the IUCN Knowledge Network. The review team encountered considerable difficulties in tracking down the project documents, reviews, and internal or external evaluation documents necessary as starting points for the review. This difficulty was compounded by the limited development of M&E systems at programme and organisational levels.

Despite the limited evidence base, however, the review team feels that the combination of review methodologies has resulted in a set of informed conclusions, and allowed it to focus on emerging issues which provide valuable lessons for IUCN in preparation for the next Intersessional Period.

1.4 Structure of this Report

This report is an annex to the main report of the External Review, but is designed as a stand-alone report on IUCN's performance in linking conservation to livelihoods in Africa. After a short introduction on the conceptual development of the linkage over the past decades (section 2) and the role of IUCN in developing this thinking, the main part of the report (sections 3, 4 and 5) addresses the abovementioned review sub-objectives and related research questions (see evaluation matrix in the inception report). Section 6 concludes with recommendations to assist IUCN in further preparation of the next 2009-2012 Intersessional Period. The findings and recommendations in this annex are synthesised in the main report on the overall findings of the External Review 2007.

1.5 Acknowledgements

The authors of this report would like to thank their colleagues from the larger review team for their contributions: Mine Pabari in Eastern Africa, Isabelle Niang in West Africa, Anne Whyte in Canada, Lotje de Vries, Ingrid Gevers in the Netherlands. Furthermore, the collection of data and the consultation of a wide selection of stakeholders (see the relevant annex to this report for details), amongst them IUCN staff, affiliates, members, and partners for the necessary input in this review would not have been possible without the constructive support of the directors and staff of the regional IUCN offices BRAO, EARO and ROSA, and of their respective country offices, to all of whom we are grateful. Lastly, we appreciate the great support received from IUCN Gland in our request for relevant documentation. Especially we would like to thank Alex Moiseev and Marge Gaudard.

2. The Conceptual Background

The thinking about conservation has changed dramatically since the inception of the International Union for the Conservation of Nature in 1948. The link with socio-economic development of mankind as user of the 'conserved nature' has steadily evolved. The conceptual thinking about the inter-linkages between nature conservation and development continues. This section aims to provide a short overview of this debate.

2.1 The Environment-Development Link

With the continuing and increasing degradation of ecosystems in the recent past, IUCN's mission, *to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable*, has acquired more and more importance and urgency. There is abundant evidence that environmental degradation and poverty are closely linked in a cause-effect relationship. Depending on the context, this relationship can work both ways: degraded ecosystems place a growing burden on human well-being and development, leading to destitution, loss of human life and social instability, and - inversely - the endeavour of humans to overcome poverty puts increasing pressure on natural resources, frequently at a scale that causes irrecoverable loss of biodiversity. For more detail on the development of conceptual thinking over the years linking environment and development see appendix 1. For the purpose of this report the Millennium Ecosystem Assessment (MEA) framework was used.

2.2 Analytical Framework Used in this Report

The Millennium Ecosystem Assessment (MEA), a four-year international work programme launched by United Nations Secretary-General Kofi Annan in June 2001, provides a consistent conceptual framework, published in 2003³, applicable to the analysis of IUCN's linking of conservation with development. This detailed and state-of-the-art analytical tool allows focusing on the reciprocal effects of the environment and human well-being and also supplies part of the methodological base in IUCN's new Intersessional Programme for 2009-2012 to be adopted in Barcelona in October 2008.

The MEA framework is structured around 3 basic concepts:

1. The Ecosystem: *a dynamic complex of plant, animal, and micro-organism communities and the nonliving environment interacting as a functional unit, of which Humans are an integral part;*
2. Ecosystem services: *the benefits people obtain from ecosystems, including provisioning services such as food and water; regulating services such as regulation of floods, drought, land degradation,*

³ Ecosystems and Human Well-being: A Framework for Assessment, 2003, page 4. For the purpose of this section especially the MEA framework is referred to and not so much the 2005 MEA synthesis reports.

and disease; *supporting* services such as soil formation and nutrient cycling; and *cultural* services such as recreational, spiritual, religious and other nonmaterial benefits; and

3. Human Well-being, including basic material for a good life, freedom and choice, health, good social relations, and security. Well-being is at the opposite end of a continuum from poverty, defined as the deprivation of well-being along the above dimensions. The constituents of well-being, as experienced and perceived by people, are situation-dependent, reflecting local geography, culture, and ecological circumstances.⁴

The links of ecosystem services - provisioning, regulating and cultural services - and human well-being - security, resource access, health and social relations - are shown in Figure 1.

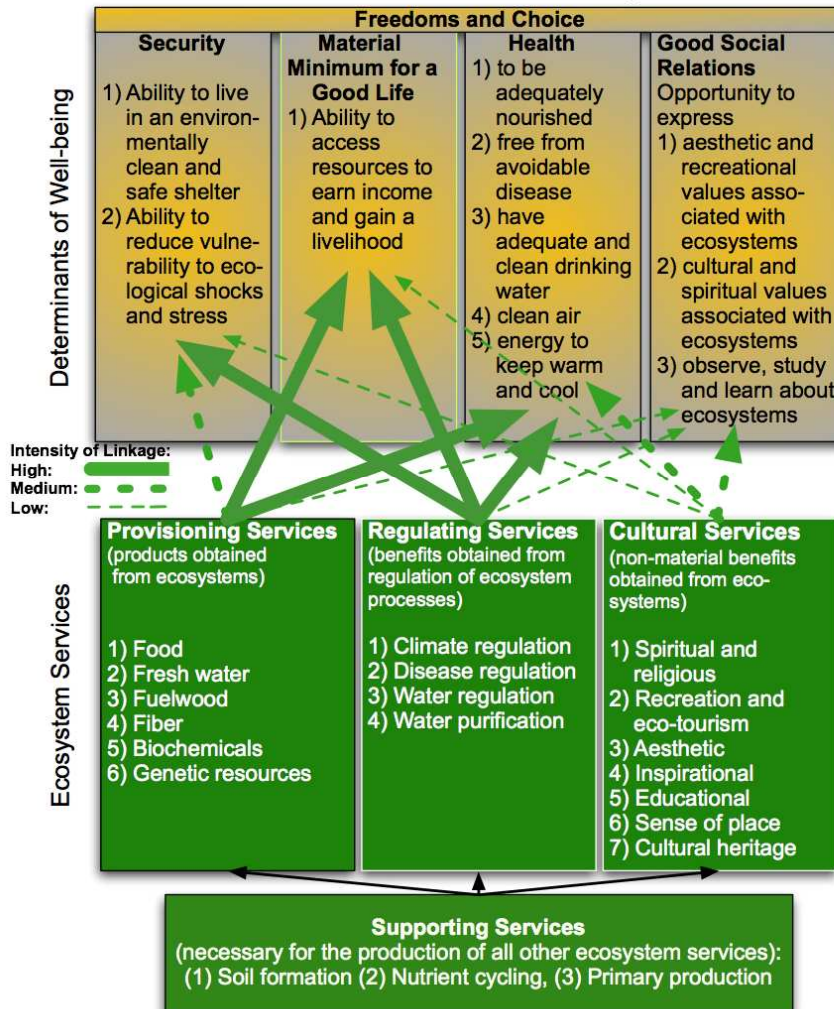
The MEA framework operationalises the loose concept of Sustainable Development by describing in detail how changes in ecosystem services influence human well-being towards the better and the worse, with different intensity of the linkages (width of the arrows).

What the Figure does *not show*, however, is the fact that the overall capacity (supply) of services in many places in the recent past has become so insufficient in the face of increasing demand - even at the present low patterns of consumption in the developing world - that the provision of one service will reduce the availability of another service, resulting in a general situation of limited trade-offs between services and often in a shift of the costs of degradation from one group of people to another - mostly the poor - or to future generations. An example of this situation is found in the Pangani river programme in Tanzania and the Volta river programme in Burkina and Senegal (cases selected for this review), where the scarce resource water has to be distributed in a situation of conflicting demands: upstream versus downstream users, agricultural versus hydropower users versus livestock keepers, big farmers versus small farmers, and all of them versus the defenders of a minimum environmental flow in the river, without any chance to satisfy all. Consequently, sustainable development implies limits and difficult choices must necessarily be made.⁵

⁴ Ibid, page 12.

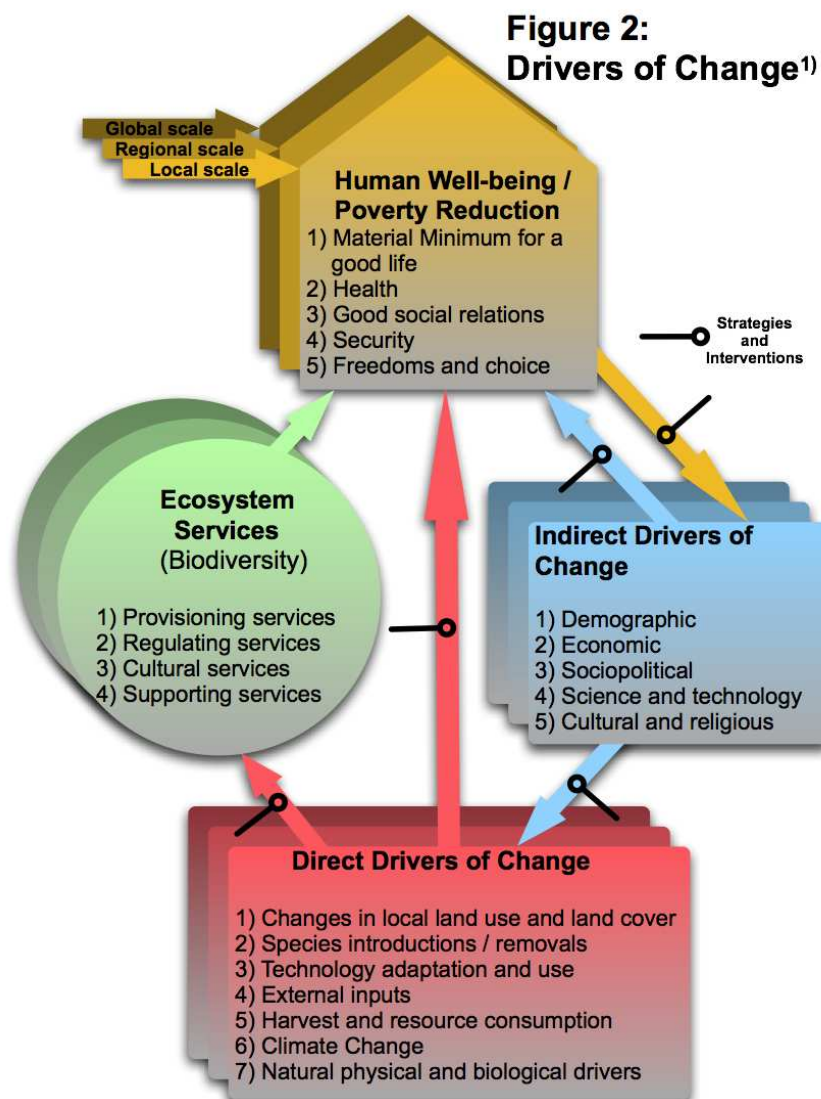
⁵ This development had already been foreseen by IUCN in 1980 and the Brundtland report from 1987, with societies drawing too heavily on already overdrawn environmental resource accounts to be affordable far into the future without bankrupting those accounts (Brundtland: Our Common Future, The Interlocking Crises, para 25).

Figure 1: Ecosystem Services and their links to human Well-being¹⁾



1) adapted from MEA Ecosystems and Human Well-being, Summary, 2003, p. 5

The links between ecosystems and human well-being are subject to change. *Drivers of this change* are the forces which influence the ecosystem service levels. The Millennium Ecosystem Assessment conceptual framework assumes that a dynamic interaction exists between people and ecosystems, in which people both directly and indirectly *drive change* in ecosystems and these changes *feed back* into human well-being (just as the Prescott-Allen ‘Egg of Well-being’ implies – see Appendix 1). At the same time, other factors independent of the environment change the human condition, and many natural forces influence ecosystems (Figure 2).



¹⁾ adapted from MEA Ecosystems and Human Well-being, Summary, 2003, p. 9

Human well-being and poverty reduction are indicated in the *top box* of Figure 2 to emphasize the primary focus in the context of the conservation-development link.⁶

Changes in factors that *indirectly* affect ecosystems, such as population, technology, and lifestyle (middle right), can lead to changes in factors *directly* affecting ecosystems, such as the catch of fish or the application of fertilizers to increase food production (bottom). The resulting changes in the ecosystem (middle left) cause the ecosystem services to change and thereby affect human well-being (top). These interactions can take place at the local, regional and global *geographic/spatial scale* and can cross these. For example, a global market may lead to regional loss of forest cover, which increases flood magnitude

⁶ MEA Ecosystems and Human Well-being: A Framework for Assessment, 2003, page 36, 37. Obviously, the 'stages' represented here are preceded by others in history and describe just a small window in time.

along a local stretch of a river. Similarly, the interactions can take place across different *time scales*. Actions can be taken - see the 'valve handles' - either to respond to negative changes or to enhance positive changes at almost all points in this framework. All this can happen on local, regional and global scales which are interdependent.

Although in principle a cause-effect model, the MEA framework goes beyond the pure linearity of the Logical Framework 'problem tree' used in the development community, but also beyond the conservation community's normally stipulated Pressure-State-Response model which allows for circular relationships, as it incorporates the effects of changes on human well-being and its feedback on the pressure variable. The MEA framework additionally introduces time and the geographic scales of processes which correspond to the degree of differentiation of ecosystems in both dimensions.

The MEA framework is clear in that increasing 'human well-being' (reducing poverty) is more than only economic development (with indicators such as increased income, jobs, consumption of nature products for subsistence, etc.). In line with the five OECD DAC dimensions of poverty (economic, human, socio-cultural, political and protective capabilities) and in line with the Sustainable Livelihood Model (five forms of capital), the MEA framework defines poverty as a multi-faceted condition of lacking security, resource access to gain livelihood, healthy environment, good social relations and freedom to choose.

The term poverty reduction, as used in this report, concurs with the above definition. When the term "direct poverty reduction" is used a more narrow (economic) interpretation is implied.

2.3 The Evolution of Current Thinking and its Articulation at IUCN: 'Landscapes, People and Power'⁷

As mentioned above, in practice many organisations in the fields of conservation and development have continued, long after the first calls for integration of their agendas in the 1980s, on narrow separate mandates which only recently have started to become more integrated. Historically, the approach of organisations such as IUCN has developed in *three distinct stages*, according to the current perception of nature, conservation and their beneficiaries at the time - an educated elite in the 19th century, later a rather amorphous 'mankind', today specifically including the poor:⁸

1) Stage 1 - Preservation: nature is wilderness for which people are a threat (1960s and 1970s)

This vision starts from the ecological status quo at the time which was to be preserved 'in the common human interest', mainly through the establishment of protected areas and the removal of the local population, considered as a destructive force linked to human action such as overgrazing, slash-and-burn agriculture and poaching. Obviously, this exclusionary "fines and fences" approach was detrimental

⁷ R.J. Fisher, Stewart Maginnis, W.J. Jackson, Edmund Barrow, Sally Jeanrenaud: Poverty and Conservation. Landscapes, People and Power (IUCN 2005). For the development of conservation thinking, see also Jules Pretty: People, livelihoods and collective action in biodiversity management, in: Tim O'Riordan, Susanne Stoll-Kleemann: Biodiversity, Sustainability and Human Communities. Protecting beyond the protected, Cambridge 2002, 61-86, and Walter V. Reid: Epilogue, *ibid*, p. 311.

⁸ *Ibid*.

especially for indigenous and other poor rural people which lived in and around the 'wild' areas by denying them access to their traditional resource base, a social cost considered "external" to the benefit/cost considerations of the decision makers (though there were continuing attempts by a minority of conservationists to include the needs of local people).

2) Stage 2 - "Conservation with development": nature is biodiversity and people can be a resource for achieving conservation goals (from the 1980s onwards)

In this phase, the relationship of people and nature is redefined, partly because of the insight that the previous approach was self-defeating and too costly, partly because ethical arguments about the unequal distribution of costs and benefits of conservation became stronger. Poverty was now seen as one of the *reasons* for unsustainable practices and the potential of traditional people for conservation and their traditional rights to resource use were stressed. The focus shifted to buffer zones around protected areas, "Integrated Conservation and Development Projects" (ICDP) and "Community-Based Natural Resource Management (CBNRM). In this perspective, however, responding to social concerns was still understood as a means to conservation of nature as the final goal.

The main tools for reducing pressure on protected areas became so called Integrated Conservation and Development Projects, with the aim to provide compensation to local people for the loss of access, to create buffer zones around protected areas and to stimulate socio-economic development of the communities in them. Several of the 12 selected projects for the present review have their origins in, and have developed from, this form of intervention. Most of the current thinking of IUCN around protected area management falls in this category⁹.

Community-Based Natural Resource Management (in the form of community forestry, collaborative forest management and community fisheries) became a popular subset of ICDPs, establishing partnerships between political authorities and local communities for the management and use of natural resources in or outside protected areas. CBNRM interventions are based on the experience that, under certain conditions, local people have not destroyed but rather enriched biodiversity and landscapes and that their knowledge can help to maintain stable environmental conditions, and, at the same time, maintain or reinstitute their traditional rights to resources.¹⁰

3) Stage 3 - Conservation and development: two objectives, often requiring trade-offs

This more holistic approach, promoted in recent years by a large part of the scientific community and by core IUCN staff,¹¹ can be considered IUCN's current thinking. It does not claim either conservation or development to be means for achieving each other's goals but commits explicitly to both. It expands the narrow, one might call it 'elitist', definition of the 'common human interest' of stage 1 (see above) to fully include local people, especially the poor. It stresses the importance of multiple geographical scales (local,

⁹ See reports on the World Parks Congress in Durban in 2003 on "benefits beyond boundaries". See also: Lea Scherl et al: Can protected areas contribute to poverty reduction? IUCN, 2004.

¹⁰ See Jeffrey Sayer and Bruce Campbell: The Science of Sustainable Development. Local Livelihoods and the Global Environment, Cambridge 2004, on the characteristics and problems of ICDPs (page 92) and CBNRM initiatives (page 23).

¹¹ See for the former, Walter V. Reid advocating to "re-integrate humanity and biodiversity" (Epilogue to O'Riordan and Stoll-Kleemann: Biodiversity, sustainability and human communities. Protecting beyond the protected, Cambridge 2002, p. 312), and, for IUCN: R.J. Fisher, Stewart Maginnis, W.J. Jackson, Edmund Barrow, Sally Jeanrenaud: Poverty and Conservation. Landscapes, People and Power (IUCN 2005).

national, global) and institutional levels (communities, regional, national governments, international conventions) for analysis and effective action.

The ‘Landscapes, people and power’ (LPP) approach¹² is very much in line with the Millennium Ecosystem Assessment framework described above, with ecosystem and human well-being as their main goals and the focus on indirect and direct drivers of change which are active at different levels (see Figure 2).

A salient feature of LPP is its recognition of the complexities of contexts and the opportunities they offer, and the resulting pragmatism of the approach in science¹³ and development practice in the face of ever increasing demands on natural resources: *“It is unrealistic to expect win-win solutions to all attempts to combine conservation and development. Trade-offs often do need to be made, but synergies are also possible. The important thing is to aim for the best of all realistic outcomes, through negotiations..... Linking conservation and poverty reduction means trying to achieve the best possible outcome, not necessarily a perfect outcome... Rather than thinking in terms of win-win, win-lose or lose-lose combinations, it may be more useful to think in terms of win more-lose less.”*¹⁴

A recent operationalisation of this new thinking in the area of forest management and conservation is the Forest Conservation Programme’s Livelihoods and Landscapes Strategy (LLS), a large, multi-region leverage initiative. LLS is supposed to contribute to the UN MDGs by generating policy-relevant lessons about the positive *contribution that forest resources can make to the rural poor* in 25 countries around the world. By aligning with national poverty reduction priorities, LLS lays the foundation for diverse stakeholders to agree upon and implement locally-defined action that will improve the livelihoods of the rural poor and maximise sustainable use of forest resources. Lessons learned in ever changing environments will be shared amongst IUCN partners and members and ongoing results will be used to positively influence policy making decisions.¹⁵

Another recent development is the “Conservation for Poverty Reduction Initiative”, an IUCN Leverage Initiative, launched in 2005, also in support of the Millennium Development Goals¹⁶ which focuses on IUCN’s institutional capacity in biodiversity conservation *as a tool for improving human well-being*, in order to provide a facility to mobilize needed complementary skills through partnerships and alliances. According to this initiative, it is not enough to protect biodiversity and hope that this will be sufficient to meet the immediate needs of the rural poor: for biodiversity conservation to contribute effectively to rural poverty reduction, its practitioners must also take steps towards improving human well-being through 4 outcomes which correspond to the wide definition of poverty: *empowering people* to influence state

¹² A denomination used here for convenience, the authors dispense with giving it an explicit new name.

¹³ ‘sustainability science’, see Stoll-Kleemann and O’Riordan: Enhancing biodiversity and humanity, in: O’Riordan and Stoll-Kleemann: Biodiversity, sustainability and human communities. Protecting beyond the protected, Cambridge 2002, p. 300.

¹⁴ R.J. Fisher et al., pages 24 and 80.

¹⁵ IUCN Knowledge Network: Banner_Forest_EN_vecto_rollup_english.pdf. The LLS comprises four theses: poverty reduction, markets and finance, governance and forest landscape restoration and runs over 4 years. It employs adaptive management and learning and integrates with national poverty reduction strategies. IUCN Knowledge Network: LLS_presentation_October_2006.ppt.

¹⁶ IUCN: Conservation for Poverty Reduction. An IUCN Leverage Initiative in Support of the Millennium Development Goals, May 2007.

institutions, participate in political processes, and engage in local decision-making; *enhancing capacities* through education, acquisition of skills, and better health; *improving governance* that promotes peoples' rights to access lands, resources, financing and other economic assets; and *enhancing security* by reducing vulnerability to unplanned events such as economic shocks, disease, natural disasters.

3. Scope and Relevance

This section aims to summarise the scope of IUCN’s work linking conservation with poverty reduction, both purposefully and as an unforeseen consequence of its work. Data collection, consultation and analysis focused on Africa, as prescribed in the ToR.

3.1 Portfolio Assessment of the Africa Regions

An attempt was made to assess the project portfolios of the 3 African regions that were selected for case studies during this review. Starting from the ‘ABC list’ of projects (2002 – 2006) as available on the KN, an attempt was made to screen these for “explicit poverty reduction objectives” and “unintended poverty reduction effects”, and for the degree to which these were reflected in the budget. The findings are limited. During the review, it became clear that a quantitative estimate of the scope of IUCN’s conservation-poverty reduction work would be difficult to make and could not be considered “objective”. This situation resulted from the limited response by regional offices to repeated requests for the necessary information¹⁷. EARO provided valuable information on 30 projects, of which, according to the data 14 (47%) had explicit poverty reduction objectives and 12 (40%) had had unintended poverty reduction effects.

Regional Office	# of projects of which information was available 2002 – 2006	# of projects with explicit poverty reduction objectives	% of total budget expenditure (a)	# of projects with unintended poverty reduction effects	% of total exp. (b)	Total a and b
EARO	30	14 (47%)	9%	12 (40%)	2%	11%

Of the IUCN interventions in Eastern Africa at regional or country level for which data were provided, 87% link biodiversity conservation and poverty reduction in one way or the other. There are interventions which touch all dimensions of human well-being, ranging from civil society capacity building in the Nile Basin project, various environmental policy development initiatives securing access to natural resources for the poor (see also the case studies below), strengthening participation of the rural poor in integrated water resources management and forestry programmes (“strengthening voices for choices”), etc.

The selected cases in the ROSA and BRAO regions suggest a similar focus (and relevance) in these regions.

The scoping analysis at EARO raises an interesting issue. While most (26 out of 30) of the assessed projects have a poverty reduction objective (explicit or unintended), the average weighting factors (attributed by IUCN staff) result in a total budget allocated to poverty reduction (in this case interpreted as increase in income) of only 11 %. This observation seems to confirm a general perception during the

¹⁷ ROSA did not deliver despite earlier positive responses. BRAO provided incomplete information. EARO and BRAO alleged that the project list on the KN was not complete, that the financial entries were not always correct, and that the weighting of projects in terms of their “explicit poverty reduction objective” or their “unintended poverty reduction effect” took too much time.

review that the question is less about whether IUCN incorporates “livelihoods” or poverty reduction in its interventions, but how it does this and to what extent.

3.2 Insights from the Case Study Projects

A case study approach formed the backbone of the review consultations in Africa. The sections below are structured according to the evaluation criteria mentioned in paragraph 1.1 above. Combined with staff interviews at various levels and literature review (see appendices to this report), the case study findings form the basis for analysis and lessons learnt.

The 12 cases selected for the review (see table 1 below) differ with respect to their scale (local/national/regional), their subject, their context, and the historical point in time when they were planned and implemented. Several of the 12 selected cases are current phases of projects which started as ICDP or CBNRM interventions a long time ago; others are of much more recent design. The preparation of the earliest project considered here (Djoudj) began at the end of the 1980s. Consequently, their intervention logic and the underlying theoretical models that IUCN developed and/or applied over time - conservation as the final goal with or without poverty reduction measures, or both objectives in their own right - differ greatly and have shifted in accordance with the evolution of theoretical and methodological thinking over the years and the results obtained. The design of most projects reflects IUCN’s continuous reshaping of the link between biodiversity conservation and development in Africa.

Table 1 comprises the specific project objectives and the overall goals of the selected projects for comparison. This is followed by a short description of each of the 12 cases in terms of their intervention logic, related to certain concepts of the Millennium Ecosystem Assessment framework and the current IUCN LPP approach, and regarding their relevance for IUCN’s stakeholders in Africa.

Table 1 Specific project objectives and overall goals of the selected projects

Project/Programme	Purpose/Specific Objective	Overall Goal
Okavango Delta Management Plan, Botswana	To develop a comprehensive, integrated management plan for the <u>conservation and sustainable use</u> of the Okavango delta and surrounding areas	To integrate resource management for the Okavango delta that will ensure its long-term <u>conservation</u> and that will provide benefits for the present and future <u>well-being of the people</u> , through sustainable use of its natural resources
Southern Africa Biodiversity Support Programme, SADC region	To establish capacity and institutional mechanisms that enable SADC member states to collaborate in <u>regional biodiversity conservation</u> , specifically to manage Invasive Alien Species (IAS) and to apply <u>Access to Benefit Sharing</u> (ABS) mechanisms	To link with international (UNCBD) policy formulation (translating the convention in effective national biodiversity strategic action plans (NBSAPs) and subsequent policy discussion on mainstreaming UNCBD principles in regional (SADC) policies.
UNCCD initiative, SADC region	The project is a regional partnership between IUCN and FRAME (USAID-	To link with the UNCCD convention implementation and formulation

	funded) and aims to document achievements and share knowledge in sustainable NRM (read CBNRM) as a means of <u>combating environmental degradation and desertification, reducing poverty</u> and promoting good governance (in Southern Africa).	(translating the convention in effective National Action Plans (NAPs)
Natural Futures Programme, Southern Africa	Market failures that hinder the emergence of a pro-poor natural product sector in Southern Africa are addressed in such as way as to <u>diversify rural livelihood options</u> and <u>improve natural resources management options</u>	<u>Livelihoods of poor people and environmental sustainability enhanced</u> through the development of a vibrant pro-poor natural products sector in Southern Africa
Mount Elgon (MERECP) Kenya (last phase)	The conservation status and the benefits of the Mt. Elgon ecosystem to <u>environment quality and livelihoods</u> are enhanced	Integrated ecosystem conservation and management for <u>sustainable development and enhanced well-being to people and environment</u>
National Wetlands Uganda	To sustain the bio-physical and socio-economic values of wetlands for present and future generations	Knowledge generation, policy formulation and 'popularisation' and capacity building, for policy development, improvement of livelihoods, <u>sustainable development and the conservation of biodiversity and the ecosystem</u>
Pangani River Tanzania	Strengthen <u>integrated management</u> systems in Pangani Basin; promote the <u>sustainable use</u> of natural resources; establish <u>conflict resolution</u> mechanisms; promote community-based <u>natural resource management system</u>	Mainstreaming climate change into <u>Integrated Water Resources Management</u> in the Pangani Basin (Main UNDP Project)
Coastal Zone Programme, Tanga Tanzania	Collaborative coastal and marine <u>resource management</u> by District administration, resource users and other stakeholders <u>is improved</u>	Integrity of the Tanga coastal zone <u>ecosystem is improved</u> , and its resources <u>support sustainable development</u>
Coastal Zone Programme, BRAO (PRCM) 7 countries in West Africa	Natural resources and biological and cultural diversity of the West-African coastal zone and marine areas are preserved and managed in order to <u>secure the future of society</u> .	Components: Co-management of marine protected areas; Conservation of habitats and species; <u>Fisheries management; Eco-tourism development</u> , Oil exploitation; Scientific research; Communication.
Senegal River Basin (Djoudj, Diawling, PPP) 4 countries West Africa	<u>Djoudj (last phase): 3 conservation objectives</u> (management, research, institutional strengthening) <u>2 development objectives</u> (peripheral area,	Djoudj (last phase): to preserve a part of the Senegal River Delta by <u>protecting</u> the Djoudj National Bird Sanctuary and <u>promote sustainable</u>

	<p>ecotourism)</p> <p>Diawling: Improve restoration and <u>conservation of biodiversity</u> through the establishment of a transboundary biosphere reserve under the principles of <u>sustainable resource use benefiting the population</u>.</p> <p>PPP: (1) ...share with the stakeholders water management policy; (2) demonstrate <u>natural resource management systems</u></p> <p>(3) Elaborate mechanisms for local, national and transboundary consultations</p>	<p><u>development</u> in its periphery</p> <p>Diawling: Strengthening of the institutional capacities for <u>Natural Resource Management</u> of marine protected areas in West Africa</p> <p>PPP: to achieve an effective <u>participation</u> of all stakeholders involved in planning and decision making <u>in the sustainable management</u> of the Senegal river basin</p>
Saloum Delta Biosphere Reserve (Senegal)	<p>To promote the mechanisms for integrated management and rational use of the natural resources in the Saloum Delta with the <u>participation of the population while</u> assuring the maintenance of the fundamental ecological processes and the <u>conservation of its biological diversity</u></p>	<p>Conserve the natural and archaeological assets and restore degraded areas; Put in place an environmental observatory; Promote <u>eco-development activities</u> to the benefit of the population in the Saloum Bio-Reserve; Create an organisational /institutional structure for the Saloum Bio-Reserve</p>
Volta River Basin Burkina and Ghana	<p>Implementation of:</p> <p>Decision-support knowledge base;</p> <p>Pilot <u>IWRM interventions</u> (crops, fish, livestock, drinking water); Policy and institutional change; Learning and coordination</p>	<p><u>Improve water governance</u> in the Volta River Basin through a consensus on key water management principles and institutionalised coordination mechanisms</p>

(1) The aim of the **Okavango Delta Management Plan (ODMP, Botswana)** was to initiate and facilitate an integrated planning process for this Ramsar site, including a long-term vision for the development and management of the delta, adopted by all major stakeholders; the determination of levels of use of its natural resources in order to ensure their sustainability and protection; determination and implementation of research needs and monitoring requirements; establishment of an institutional framework to implement the management plan; and creation of capacity in the different implementing agencies. It can be described as a “stage-2 project” (see section 2.3), a large intervention on a local scale (“conservation with development”) with an ecosystem approach to sustainable development. There are no specific poverty reduction interventions planned (with the exception of one pilot project on crafts marketing in Tsodilo World Heritage Site, a negligible part of the total budget). However, a positive impact on livelihoods through the implementation of the ODMP is generally assumed by IUCN. The institutional level extends from the communities up to the national government which has to create the necessary legal framework for implementation.

The initiative is relevant as the Okavango wetland is a fragile ecosystem, largely unknown with respect to its functioning, with an enormous economic potential (tourism, water), requiring a cautious approach and an “integrated” management plan.

The livelihoods or poverty reduction dimension of the plan is reflected in the application of the ecosystem approach, and the envisaged “sustainable use” of natural resources. The relevance for poverty reduction of the project follows from the seven operational objectives as defined in the ODMP (draft February 2007). These include the preparation of guidelines to streamline gender, HIV and poverty during ODMP implementation; the management of small channel blocks primarily for community access to livelihood activities; the assessment and mitigation of wildlife/human and wildlife/livestock conflicts; strategies to enhance citizen participation and product diversification in the tourism sector; and ensuring that traditional access rights to natural resources for subsistence in concessions are respected. However, how to have an impact on poverty is not clearly stated; a context analysis of poverty in the area is absent and no specific targets for addressing poverty have been set. Except for the Tourism Development Plan, operational details are left to current/future “plans” of the various departments involved.

(2) The **Southern Africa Biodiversity Support Programme (SADC region)** links an international convention (CBD) to regional (SADC) and national policy development of the 10 member states, specifically on policies, regulations and institutionalisation to manage Invasive Alien Species (IAS) and to apply Access and Benefit Sharing (ABS) principles. The programme aims to build an enabling policy environment that, indirectly, has the potential to benefit poor communities depending on natural resources. It can be characterised, with respect to the prominence of development objectives, as an intervention between stage-2 and stage-3 at a wide (regional) geographical scale and at national and international institutional level.

(3) The **UNCCD initiative (SADC)** is essentially a policy development initiative pulling together best practices on Community-based Natural Resources Management projects as best vehicles to combat land degradation and desertification. Indirectly, again, the projected outcome of the initiative is perceived to be the recognition of community-based approaches towards NRM, and hence may lead to the improvement of the livelihoods of poor, natural resource dependent communities; a stage-3 intervention on a regional geographical scale and national institutional level.

Both the Southern Africa Biodiversity Support Programme (project 2 above) and the UNCCD initiative build on conventions such as the UNCBD and UNCCD and are relevant for poverty reduction. One of the three objectives of the Convention on Biological Diversity (Article 1) is the “*fair and equitable sharing of the benefits arising out of the utilization of genetic resources, including by appropriate access to genetic resources and by appropriate transfer of relevant technologies, taking into account all rights over those resources and to technologies, and by appropriate funding*”. A framework for the access to genetic resources and benefit-sharing (ABS) is provided in Article 15 of the Convention. In addition, Article 8 (j) contains provisions to encourage the equitable sharing of the benefits arising from the utilization of knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant for conservation and sustainable use of biological diversity. They thus uphold the inter-linkages between conservation and development, and the elaboration of the ABS, and the translation of the protocol into national policy and implementation mechanisms offer opportunities for linking conservation to equitable development.

(4) The **Natural Futures Programme** (regional programme to support nature-based industries) consists of a mix of interventions, some of which target economic (indirect) drivers of change such as certification of natural products, barriers to trade and other direct drivers such as enterprise development and

sustainable harvesting and processing techniques of natural product harvesters, processors, and producer groups. IUCN believes that natural products (veld products or NTFPs) present an opportunity to improve the livelihoods of rural people, a stage-3 intervention on a wide geographic and institutional scale.

The initiative is relevant for poverty reduction. In the regions' resource-poor and remote and dry areas, a large and probably partly unknown number of plant species have (subsistence) value through processing and product development for commercial purposes which create income and job opportunities to rural people (often women). The programme supports these opportunities through certification, enterprise development and trade promotion.

(5) The **Mount Elgon Regional Ecosystem Conservation Programme (MERECP)** envisages the development of a broad 'Mount Elgon Ecosystem Conservation and Development Strategy'. However, its success is restricted on the Kenya side by the legal framework and conservation measures which hardly benefit the population (fencing of the park is not interpreted by the population as a solution to wildlife damage to crops but as an exclusion of access to the park's resources). On the Uganda side, the legal framework allows natural resource use in parks, and strategies are based on the access to ecosystem services. Although geographically trans-boundary, it remains on the Uganda side a stage-2 ICDP on a local site-specific scale, on the Kenya side, even more restricted, in practice a local traditional national parks project (stage 1) with an insufficient institutional basis which considerably limits its impact in livelihood terms.

The project is, in principle, relevant for IUCN's work for livelihood improvement ('development'). The programme holds a double ambition of sustainable management of biodiversity and of securing livelihoods in a trans-boundary setting. It is a novel pilot and demonstration initiative of national and regional interest throughout its two phases which build on two national projects in both Kenya and Uganda. Mechanisms to maintain the size and integrity of the ecosystem are being developed and implemented as well as agriculture and NR-based income generating activities and resource use agreements (in Uganda in 2005, there were 50 in place), which aim at improving relationships between local people and the state. The approach is participatory and bound into a development framework that can be replicated elsewhere. The programme is intended to help local authorities in developing approaches to local level economic growth and development, in a harmonized and coordinated way through local level District Development Plans, the District Environmental Action Plans and park related activities. Local authorities can include programme funds in their own work plans and budgets.

(6) The **Uganda National Wetlands Programme (NWP)** originated in 1986, with the establishment of Uganda's Ministry of Environment Protection, which proposed a ban on wetland drainage and conversion, based on several reports of UNEP and IUCN about the decline in wetlands and their functions.¹⁸ Thereafter, in 1988, the Government of Uganda ratified the Convention on Wetlands (Ramsar). The initial two years of the Programme from 1989 were intended to establish the Wetlands Conservation and Management Programme, based in the new Department of the Environment. The focus of Phase II was to "*take advantage of the agreed policy and turn it into an effective management tool in wetland interventions across Uganda*". This involved further development of institutional structures, capacity building, awareness raising, wetland inventories and targeted research. Phases III and IV focused on

¹⁸ WUD/IUCN (2005). *From Conversion to Conservation: Fifteen Years of Managing Wetlands for People and the Environment in Uganda*. WID, Kampala, Uganda and IUCN Eastern Africa Regional Programme, Nairobi, Kenya.

“institutional strengthening for consolidation of key programme achievements and securing long-term funding for the wetlands sector”¹⁹. The initial design of the project in the late 80s did not include livelihood issues directly, but focused on conservation of wetlands and its biodiversity and aimed to develop a national wetlands policy. Through demonstration sites interaction with wetland resource users led to the development of Wetland Resource Use Guidelines, in order to increase production of food and goods without compromising the other functions of the wetlands. From a demonstration site approach, the programme evolved into an ecosystem approach. Communities are involved through community-based wetland management plans (CBWMP). A set of tools (e.g. CEPA) is available to ensure that different stakeholder groups are involved and encourages the identification of specific activities for women. The approach used by the NWP has been to promote a shift away from top down conservation enforcement to one that seeks to demonstrate the value of wetlands in economic terms, and can as such be labelled a ‘stage 3’ intervention.

The project is highly relevant in the context of conservation and development, given the importance of wetlands for livelihoods in Uganda through the amount of direct production and consumption services (fish, fuel wood, building poles, sand, thatch, wild foods, medicines, agriculture, pasture, transport, recreation) and possible future uses (pharmaceutical, industrial, leisure etc.). Pressure on wetlands results from meeting immediate short-term needs (food, water, shelter) and from the opportunities offered through conversion (‘reclamation’) into agricultural (rice) and industrial land and commercial estate and housing as the last free and cheap areas for infrastructure development, and their conservation is essential for the continuation of the direct services and the storage and regulation of surface water as a means of production, thus contributing vast amounts to the country’s economy.

(7) The **Pangani River Basin Management Project** is of a modern (‘stage-3’) kind, aiming at a balance of conservation and livelihood impacts under a trade-off perspective, institutionally involving communities in water resource management which influences local land use, technology, harvest and other drivers with a direct bearing on human well-being, on a river basin scale to be extended nationwide. Securing environmental flows is expected to have a positive effect on various provisioning, regulating and supporting ecosystem services which benefit humans.

In the programme, benefits accrue at considerable cause-effect and time distance from IUCN’s activities, but still poverty reduction is one of the final goals. People near the river depend on a variety of marine and terrestrial resources and on drinking water for their survival. If the ecosystem is not maintained, livelihoods suffer. In the project design, Pangani exemplifies the interdependence of quality of life and the environment in a context of scarcity. This is equal to the Diawling project with which Pangani shares the environmental flow concept. Three questions are asked: (1) how well are the people, (2) how well is the ecosystem, and (3) how do people and the ecosystem affect each other. In this project, the full range of benefits and costs of major water developments and uses are outlined upfront, so that decisions can be made in a more balanced and informed way than in the past. The design is based on the assumption that, given the limitation of water supply, there is a trade-off between development - human well-being - and resource protection - ecosystem well-being - , and that a balance between the two has to be found, incorporating thresholds of social and of environmental concerns.

¹⁹ National Wetlands Programme – End of Term Evaluation, Royal Netherlands Embassy, November 2003.

(8) The **Tanga Coastal Zone Conservation and Development Programme** started as a 'stage-2' ICDP/CBNRM, including numerous income generating activities outside the fisheries sector. It ended up benefiting poor stakeholders almost entirely via 'provisioning ecosystem services' (conservation of fish stocks through collaborative management), as the supply of external inputs and adaptation of agricultural technology was abandoned after the first phase and not taken up again. Geographically local, the project later influenced interventions on a national scale, but the project did not yet manage to acquire national institutional support for its 'Collaborative Management Areas' which conflicted with the legally established 'Beach Management Units' based on experiences from Lake Victoria.

It was recognised early that the expected increase in the coastal population would make it difficult to establish sustainable fisheries without developing other means of ensuring adequate livelihoods, food and income, and, in turn, that the lack of income generating opportunities was one of the main causes of overexploitation and use of destructive fishing methods. So the TCZCDP aimed from the beginning at safeguarding the resources of the Tanga coastal environment for the benefit of present and future generations of residents, thus linking conservation and development.

The TCZCDP was one of the first coastal management programmes in the region to make livelihoods improvement a key objective. In the first phase, in a very broad and ambitious approach, the project attempted to try and implement a whole series of new livelihood activities, develop and implement fisheries and mangrove management plans, establish and mainstream new institutional arrangements for coastal management, and build capacity through a major training and environmental education programme. However, four years into the programme, it was realised that the number and scope of its objectives were unrealistically high, leading to a narrowing of focus to the sustainable management of artisanal fisheries which seemed a more appropriate approach given the available programme resources. Respondents during interviews were strongly aware of the importance of the livelihoods issue, in that they strongly deplored the programme's retreat from direct livelihood activities (as opposed to the conservation of fish stocks as an ecosystem service) after a promising start in the first phase due to what they assume was a bias of IUCN towards conservation.

(9) The **Programme Régional de Conservation de la Zone Côtière et Marine (PRCM)** stresses the importance of the coastal and marine resources for the sustainable livelihoods of people. It works at the West-African regional level through the strengthening of the "enabling environment" ('indirect drivers', amongst others, in the realm of policy development). The programme as a whole as well as several of its project components (such as the Grey Mullet/Mulet Jaune IUCN project in Mauritania) thus aims - as do many fisheries projects - at conservation which by their nature often have proven to create tangible development impacts.

The programme was established through a joint initiative by IUCN, the International Foundation for the Banc d'Arguin (FIBA), WWF, and Wetlands International, in partnership with the Sub-regional Fisheries Commission (CSRP) in order to coordinate efforts to protect the coastal zone in the region's seaboard countries (Mauritania, Senegal, Cape Verde, Gambia, Guinea Bissau, Guinea and Sierra Leone); to improve the overall coherence of actions, to pool available resources, enhance skills at regional level, foster exchanges of experiences, and develop research, training, communication and advocacy action in order to promote a shift towards sustainable development in coastal and marine areas, a change from which human societies would reap the benefits; that is, objectives clearly relevant in the context of

conservation and development. However, these ambitious objectives are far from being reached. The 2006 evaluation stated that the social and human aspects in the fisheries components had been neglected.

(10) The **Senegal River Basin Projects** - Plan Quinquennal de Gestion Intégrée (PQGI) du Parc National des Oiseaux du Djoudj and its follow up, Parc National du Diawling (PND) and the Programme de Participation du Public à la Gestion des Ressources en Eau et de l'Environnement dans le Bassin du Fleuve Sénégal (PPP) have quite different approaches. The Djoudj/Senegal project was originally a pure 'stage-1' conservation project (in 1993 IUCN took over the management of a traditionally designed national park) without many references to livelihoods of the poor population driven out of the park and/or living around it, and used 'cultural ecosystem services' (ecotourism) only at a later stage (and to a limited extent). It was the most 'traditional' IUCN project of the 12 reviewed projects on a local scale and has never developed further than an ICDP.

The Diawling/Mauretania project, having learnt from Djoudj, is a spectacularly successful case of restoring ecosystem services to the population through changes in local land use and land cover, and securing these through institutional socio-political changes (legislation and research).

The PPP project, working about 1000 km upstream, in turn, has the largest scale geographically and belongs to the most 'modern' ones of the reviewed cases, relying on indirect drivers such as the participation of all stakeholders in the management of the Senegal river basin. It has a huge leverage for livelihoods and is institutionally supported by several national governments.

The three projects show the increasing role of livelihoods / poverty reduction / community participation in management of natural resources over time. Whereas in later phases of Djoudj (originally created in 1971) 'development measures' expressed social concerns (provision of water, health station, supply of drugs and materials, emergency transport) and the intention to reduce pressure from the Park (handicraft boutique, later some ecotourism), that is, a typical 'stage-2' approach, Diawling (1991) included development expressly into the Parks objectives (*sustainable use* of the natural resources; *permanent and harmonious development* of the range of activities of the local population; *co-ordination of the pastoral and fishing activities* within its boundaries) in a collaborative framework. PPP (2004), the most modern design, focuses on turning agriculture-focused water management within OMVS into sustainable management of the Senegal River Basin, dealing mostly with non-protected, agricultural areas.

(11) The **Saloum Delta Biosphere Reserve (RBDS)** project in Senegal aims to showcase the benefits of conservation in the conceptual framework of an ICDP on a local scale (for example, how conserving zones on the Saloum Islands has increased mollusc collection in quantity and value), while simultaneously developing alternative livelihoods for local people to reduce the pressure on the conservation core zone. Thus it seeks to directly enhance conserving ecosystem services as well as human well-being.

The project has mainstreamed livelihood improvement as part of the project design and the subsequent management planning addresses needs of a majority of stakeholders. Among the measures which directly benefit the population in the Bio-Reserve are development of eco-tourism, shrimp, oyster and honey production, market gardening, a micro-credit scheme, health infrastructure, drinking water supply, combined with conservation measures such as mangrove replanting, protection of water resources through anti-salinisation dams, and community forest management which increase sustainable use of NTFPs.

(12) The **Project for Improving Water Governance in the Volta Basin (PAGEV)** is of modern design and very similar to the Senegal-PPP project. It uses indirect drivers of change to protect and improve the ecosystem services of the Volta river through a consensus on key water management principles and institutionalised coordination mechanisms such as the establishment of the Volta Basin Authority which is one of the achievements of this project. The project also supplies some direct benefits to the well-being of stakeholders in the context of Integrated Water Resource Management measures as a means to secure their cooperation in river bank erosion control. It combines conservation and development goals, is trans-boundary and institutionally supported by two governments.

Similar to Pangani, livelihood issues in the PAGEV project are further down the cause-effect line from IUCN's intervention, but it clearly links conservation and poverty reduction. Although the objectives framework of the first phase focus on water management, and neither livelihoods nor poverty are mentioned anywhere (see above), the link is obvious in a region and in a project in which the vast majority of the population depend on water for their survival (the objective of poverty reduction is 'above the window' which frames the strategy of this project). The prevention of conflicts for water through efficient and equitable management is an important means of halting the decline of livelihoods and/or reducing poverty.

3.3 Key Findings and Lessons

Recapping the above data we come to the following key findings:

Finding 1: IUCN has a strong and well articulated position on the link between conservation and poverty reduction and working to achieve this link is central to the development of its programmes in Africa.

Finding 2: IUCN's activities linking poverty reduction and conservation in Africa are highly relevant to key stakeholders (African governments, African civil society, donor community, international development community), especially so given the escalating decline of natural resources and the consequent negative impacts on people's livelihood assets.

Key stakeholders *are aware* of IUCN's work linking conservation and poverty reduction and, judging by the interviews which were conducted, want more of it, as it is relevant to their own goals. Among these goals, poverty reduction through environmental protection and restoration is prominent (however IUCN's role in environmental policy formulation and influencing processes is highlighted much more frequently).

Finding 3: Poverty reduction in several or all of its dimensions²⁰, is included in most of the projects. However, the level of poverty analysis in project design is generally low and poverty reduction assumptions and strategies insufficiently clearly articulated.

²⁰ Such as basic needs to sustain a good life, freedom and choice, health, good social relations, and security (see section 2.2 above).

In most of the 12 selected cases, poverty reduction in the broader sense is included in the objectives, either directly or further along the cause-effect ladder (such as in Pangani and the Volta River Basin project) and, thus, not explicitly mentioned. The focus on poverty has recently sharpened with IUCN's Initiative Conservation for Poverty Reduction and, more specifically, the Livelihoods and Landscapes Strategy referred to above.

The regional situational analysis documents produced prior to the 2005-2008 Intersessional Period analyse human well-being at a regional level but not to the level of detail needed for strategic pro-poor interventions and poverty reduction outcomes²¹. The cases, in general, show little reference in project design to poverty analysis and target group (the poorest of the poor) identification and prioritisation. This may be partially explained by the fact that few strategic partnerships with strong development-oriented organisations have been created for designing and implementing projects. Most of the selected cases aim to increase human well-being at the project purpose level, so some form of strategy to achieve it can be expected as part of the project design. In most cases, strategies focus on providing alternative livelihoods, sustaining ecosystem services and creating an enabling policy environment for people (including the poor) to secure access to benefits of the natural environment. These strategies may result in poverty reduction impacts. However, project design documents include little analysis of available options and of the efficiency of choices. Goals and project outputs, let alone the impact of the projects, are frequently far removed from each other in cause-effect terms. While acknowledging that the domain of poverty/biodiversity is one of uncertainties and unpredictability, the review found few attempts to formulate strategies which are systematically tested and adapted during implementation.

²¹ See for example the concluding section of the ROSA situational analysis "Emerging programmatic priority issues for IUCN ROSA" in which the scope for pro-poor interventions is not very visible.

4. Impact and Effectiveness

This section assesses the effectiveness of IUCN's conservation-poverty reduction work in delivering benefits in terms of conservation and poverty reduction. As much as possible data are presented in a gender disaggregated manner. A short comment is provided on each of the 12 selected case studies.

4.1 Insights from the Case Study Projects

(1) There is currently little evidence that the integrated planning exercise in the *Okavango Delta* in Botswana has resulted (or is likely to result) in better or more secure livelihoods of the poor rural population. At most, building the capacity of government staff working in the Okavango to think and work according ecosystem approach principles is only likely to have a positive livelihood impact in the (very) long term. The planning exercise itself has added little to already existing strategies and mandates of stakeholders in the delta. Also, more support for "citizen businesses to venture into tourism", for example, can hardly qualify as pro-poor development. Guidelines were prepared to "mainstream gender in the ODMP process" but it is too early to assess the extent and effect of these efforts in the implementation of the Management Plan, let alone the impact on the role and position of both men and women in the Delta.

(2) The *Southern Africa Biodiversity Support Programme* (SADC region) was successful in translating selected UNCBD policy principles into national and regional (SADC) guidelines and policy components. The partnership between IUCN and SADC has resulted in SADC establishing an "Environment and Sustainable Development Unit" which is supposed to take the initiative further at SADC level hopefully further contributing to an enabling policy environment to link conservation to development.

(3) For the SABSP, and the *UNCCD initiative*, in principle, there are potential livelihood benefits across all scales - local, regional and global. However, measuring their impact is not (yet) possible, as these projects have either only begun recently and/or because their approach to conservation-poverty reduction is indirect and poses attribution problems.

(4) The domain of the *Natural Futures Programme* offers potential for positive livelihood impacts. Its support for the sustainable exploitation of veld products (NTFPs) and their derivatives in the region assists poor communities in often dry, remote and resource-poor areas to add value to a variety of commonly found plants. Collection and processing offer income and job opportunities, often to women. However, the recently started programme is of short duration, has a complicated funding arrangement and is a seemingly isolated ROSA activity, the overall effect of which is thus currently impossible to assess. If effectively implemented, an impact on marginally reducing poverty in selected areas in the region is likely, especially for the position of women. In the absence of baselines and a programme M&E system, the extent of impact will, however, remain difficult to assess.

(5) In the *Mount Elgon project*, the main qualification of an activity as sustainable development was, in the true spirit of an ICDP, its potential to reduce local people's need to clear forested land for crop production and their dependency on forest products. Starting from the predecessor project MECDP,

alternative resources were provided for those that had been normally harvested from the protected forest (e.g. woodlots or agro-forestry; improved grasses on farms as an alternative to grazing in the forest). There were attempts to improve *productivity* on farm land (breeding and improved feeding programs; soil conservation) and *efficiency* of resource-use (improved stove program), and to provide *substitutes* for resource from the protected area (e.g. fish production). There is anecdotal evidence of the impact of these activities on the Uganda side (for example, increased land productivity and income generation from honey and milk and from the opportunities for some families to sell surplus production). Conclusive systematic evidence, however, is missing. Although an excellent M&E system was elaborated between 2004 and 2006, only ecological monitoring has started and no social monitoring had taken place as yet by May 2007. As is common in most African communities, women in MERECP are directly and indirectly involved in natural resource management. The degradation of the natural resource therefore affects them directly. Declining agricultural and livestock yields and increased workloads in fetching water and firewood are major examples. MERECP does not include gender and equality as explicitly targeted objectives (though previous phases did). The objectives are to be pursued at all levels of programme implementation and many of the suggested activities may benefit women as a target group. Also, the collaborative management agreements on the Uganda side try to ensure that women are appropriately involved as their interests with respect to forest resources are different from men (women rank vegetables, mushrooms, medicine and firewood higher than men). Impact on the socio-economic position of women in the area cannot be quantified.

(6) The ***National Wetlands Programme in Uganda (NWP)*** has helped to set in place the policies, laws, institutions and mechanisms for wetlands conservation and management. The project has gone a long way in establishing a knowledge base on wetlands, previously non-existent, with a baseline, inventories and classification of all wetlands (National Wetlands Inventory and NW Information System), the establishment of a legal and institutional framework, and of principles for wetland management (“Kampala Matrix”) with community involvement, shaped according to the Ramsar Convention, respective approaches to management, the embedding of the project as a Division into the Ministry and the development of a Wetland Sector Strategic Plan (2001-2010). The NWP made a conscious choice to collect gender-segregated data for the Wetlands inventories.²² This is important as different available products in a wetland are not of equal interest to all wetland adjacent people (papyrus harvesting and brick making are predominantly carried out by young males, whereas the harvesting of palm leaves and the respective weaving of mats is mainly dominated by women). However, the direct and indirect effects on livelihoods, let alone on gender, can only be estimated, but are likely to be very important.

(7) The ***Pangani River Basin project*** is in an early stage of development. Only after implementing the plan and measuring its effects can the question of impact be fully answered. The situation analysis from 2003 and the Internal Review from 2004 and the overarching UNDP project document cover diverse interests of stakeholders by production patterns but there is very little information on gender effects. However, if consensus can be reached on how to balance the respective needs of stakeholders, there is a

22 Ministry of Water, Lands and Environment, Wetlands Inspection Division, National Wetlands Programme Phase IV, End of Phase Report April 1999-December 2002, May 2003; Wetlands, Water Resources And Agricultural Productivity: An Important Synergy For Biodiversity Conservation; Reint J Bakema and Lucy Iyango: Engaging Local Users in the Management of Wetland Resources. The Case of the National Wetlands Programme Uganda, 2001.

high probability, given the great leverage of the project that it will contribute to halting of, or even reversing, the degradation of livelihoods for both, men and women.

(8) In *Tanga*, the absence of a functional socio-economic monitoring system over most of the project period makes it difficult to assess whether or not the natural resource management interventions have resulted in improved livelihoods. However, many interviewees in the Tanga region, both in the government and in the villages, perceive an improvement in the social and economic well-being of coastal communities over the last decade. Indirect effects of the Tanga Programme stem from the role it played in the development of national coastal management policies and structures such as the Tanzania Coastal Management Partnership (TCMP), and the Marine and Coastal Environment Management Project (MACEMP, World Bank/GEF, 61 million US\$) which are, among others, based on the approaches of the Tanga project. From the beginning, the TCZCDP took explicit steps to involve both men and women in all steps of resource management, to ensure greater equity in well-being, access to resources, and participation in decision making. In Phase II, improved equity between men and women was made a special focus and gender committees were set up in the villages and a Regional Gender Adviser was appointed for the Programme.²³ As a result, there is now a more balanced representation of women and men in committees and decision making bodies: The participation of women at village meetings rose from 7% in 1995 to 38% in 2006. Women were included in most of the training courses and received a range of material assistance. Their confidence increased, which contributed to their successful participation in management activities and decision-making bodies. It is however unclear to what extent programme activities have led to greater economic benefits for women, as information to demonstrate such changes is not available.

(9) *PCRM* was criticised by an evaluation in 2006 for its ‘negligence of the human and social aspects of the fisheries components’. However, the Grey Mulletts project in Mauritania, one of its components carried out by IUCN, has been successful in improving peoples’ livelihoods through the support to traditional fish processing by the Imraguen women in the Banc d’Arguin. Due to the development of commercial mullet fishing for their eggs, the Imraguen women and their traditional livelihood had become marginalized. The project has stemmed the loss of local knowledge and re-energized the role of women in the fisheries sector of the Banc d’Arguin, mainly through trainings on hygiene, providing material and technical support, and the encouragement of commercialization. The Imraguen women are currently competing successfully with the commercial sector in the transformation of fish into oil and other products.

(10) For the **Senegal River projects** some scattered evidence was found about their impact on livelihoods, although no systematically collected information is available.

Around the *Djoudj* Park, after initial losses of incomes through the exclusion from the parks resources (which affected women as well with respect to firewood and medicinal plants) livelihoods of the about 3000 people were improved, or at least their decline halted, with respect to health (reduction of waterborne diseases triggered by the construction of the dams) and general living conditions (provision of clean water), incomes (marketing of handicrafts) and the sale of services to tourists (camp, boating, park fees), equivalent to an estimated 2,50 Euros per head, or around 15-20 Euros per household and year.²⁴

²³ IUCN Putting Adaptive Management into Practice- collaborative coastal management in Tanga northern Tanzania Draft July 2007.

²⁴ Calculated on the basis of oral information during interviews.

Traditional craft is mainly the work of women and their sale – prices are established through a women’s pricing committee - benefits them directly. No more specific information on the gender effects could be obtained.

For the Diawling Park, the initial recovery from a man-made desert (a consequence of the construction of the 2 dams) to a functioning ecosystem brought spectacular benefits over and above those which could be expected looking at the pre-dam period. Fish catches improved and attracted many outsiders. Environmental flows are as much about people as they are about the environment. The project stands out for the inclusion of women in the fine-tuning of artificial flooding of the Diawling basins: women who gather a perennial grass for mat making insisted that the flood should be preceded by rain, which would have postponed flooding to late August in most years to the detriment of the (male) fishers. As a compromise, rainfall was simulated by practising short flood pulses in July to moisten the floodplain and thus initiate the vegetative growth of the grasses. Also, under the project’s auspices, women organised themselves into market gardening associations and came to supply Nouakchott with vegetables and to export fish to Senegal. The economic upswing linked to the restoration of the Diawling area’s natural resources is thought to have improved the livelihoods of women and men alike; how much in numerical and gender distribution terms, though, could not be determined.

The PPP project activities are rather distant from the OMVS impact level (livelihoods) and no impact on livelihoods can be observed yet. The objectives, though, include strengthening the community organizations and pay special attention to the integration of women’s groups and vulnerable or marginalized groups in the process.

(11) IUCN activities in the *Saloum Delta Biosphere Reserve* (Senegal) have increased incomes from several sources mentioned above (see section on relevance). The Saloum population depends mainly on natural resources, particularly those located in the forests, so conservation efforts link immediately with livelihoods. Women have benefited, apart from their share in rural development measures (honey production, village banks, oysters transformation) from literacy courses, about 1000 of them from the savings and credit programme and from forest conservation measures which have increased their revenues through the maintenance of the resource base. ‘Economic interest groups’ for women have established themselves. However, no systematic and disaggregated data on the development of benefits to livelihoods could be obtained.

(12) The **Volta River Basin** programme (PAGEV, Burkina and Ghana), with respect to its potential impact on livelihoods, is similar to the other projects of large geographical scale like Pangani, PPP/Senegal river, and Okavango Delta. Its potential, however, appears to be still higher due to their greater social, political and economic leverage. The project aims at protecting or enhancing, through collaborative resource management, both, provisioning (food, water) and regulating services (flood control) via indirect socio-political drivers of change, and thus intends to avoid or mitigate local, regional and national conflicts and their multiple negative consequences on human well-being. The project tries to lift the limitations of access to water for rural livelihoods, particularly for the poor and women, groups that are not strongly represented in decision-making bodies at an international scale. PAGEV tries to ensure that women groups are represented on the Community consultation/Stakeholder forum steering committees. Also, at least 25% of areas to be restored and land to be allocated following relocation from river banks will be made available to the women groups. Women will specifically be trained and

empowered for tree nursery development and river banks reforestation activities. PAGEV will assist the District Assemblies and Prefectures in the development of gender mainstreaming tools as well as an internal gender strategy to enable monitoring of progress towards gender-related goals. These project intentions have not yet been fully realised due to the short time of implementation. The Final Evaluation Report of June 2007 states a series of positive gender effects, although the access of women to land in the projects' pilot zone is still restricted. In its implementation practice, the project has contributed directly, but as a 'by-product', to the improvement of livelihoods. However, its wider regional and long-term benefits cannot be quantified yet.

4.2 Key Findings and Lessons

Finding 4: The projects studied demonstrated IUCN's potential for linking together its strategies of knowledge, empowerment and governances (KEG) to help create an enabling environment for livelihood improvement.

All selected cases show intervention strategies in line with the IUCN's strategic KEG framework:

Knowledge for sustainable use of natural resources is generated in the Pangani project and the ODMP. Knowledge is repackaged for use by practitioners to better link conservation and livelihood objectives (such as in the SABSP and the UNCCD initiative), and knowledge exchange takes place in various initiatives which are especially interesting when community voices and experiences are brought in (see Country Lessons Learnt Workshops in EARO in 2004)²⁵. Besides the 12 selected cases, other similar regional IUCN programmes exist (e.g. the CBNRM Support Programme in Botswana/ROSA).

Empowerment and capacity building to enable people and institutions to manage natural resources in a sustainable and equitable manner (obviously not only the poor) is part and parcel of a majority of the case studies: training, exposure through workshops and conferences, technical advice and consultancies. Other, more regional IUCN programmes (not selected as case studies) in this domain are the CEPDHAC programme in Western and Central Africa, the Nature and Poverty Programme of IUCN/NL/WWF and the EARO programme "Making the linkages – Conservation as a core asset for livelihood security in Eastern Africa", which targets Parliamentarians and Directors of Government Departments in that region.

Improving *governance* to promote sustainable development is an important strategy to lay a foundation for sustainable livelihood benefits. A number of cases focus on trans-boundary management issues, cross country and multiple stakeholder collaboration and on creating platforms for dialogue and public participation (e.g. Pangani, PAGEV, OMVS, ODMP, Tanga, NWP and MECDP).

Finding 5: Most of IUCN's field projects studied have a policy influencing component and there have been notable successes. However linking lessons across projects, regions and

²⁵ EARO convened a series of national workshops to bring communities in the region together to learn lessons on linking natural resources to livelihood, share experience and write up these experiences in 40 to 50 "lessons learnt leaflets", and workshop reports. Communities came from Uganda, Kenya and Eritrea. This initiative was not part of the selected case studies but is worth mentioning here.

scales to provide an overall knowledge base for policy influencing remains fragmented and generally weak.

Policy influencing fits very well with what is perceived to be the niche of IUCN (in line with its KEG strategy) and is prominent in initiatives of national and regional (or trans-boundary) nature. IUCN proves to be effective in translating international protocols (e.g. CBD, UNCCD) in regional (for instance SADC) and national policies and guidelines. The IUCN intervention is perceived as having enhanced the policy environment at SADC and national levels for livelihoods improvement. However, it is as yet impossible to say to what extent this is sufficient to produce impact at local level. The involvement of IUCN in trans-boundary management of conservation areas (e.g. Mount Elgon) is considered important. The same applies to national policy development in the river basin projects, and at regional level in PRCM and Tanga.

Where it concerns specific methodologies to link conservation and development activities, less evidence exists that IUCN programmes have used field experience to influence national/global policies. The UNCCD initiative is a notable exception, which feeds best practices into local level community-based natural resources management regimes to combat land degradation and desertification into the global UNCCD debate. Although IUCN's move towards the conservation and development approach is applauded by many interviewees, the organisation is generally considered to have weak linkages with local communities, which is perceived to be an essential condition for success. The majority of respondents, such as in Eastern Africa, believes that IUCN is not in a position to adequately harness livelihood issues without partnering with development NGOs.

Finding 6: Claims of positive impacts on poverty in any of its dimensions, can most often not be substantiated because of the - sometimes conspicuous - absence of M&E systems at programme level or insufficient M&E systems at project levels (no baselines, no impact monitoring). The same holds true for impact on gender roles and positions. It appears that a gender focus is included in most projects, with possible benefits for women but impact could not be quantified.

It is difficult to substantiate claims of impact without clear evidence. Measuring the success of IUCN's conservation-poverty reduction work in terms of effectiveness and impact, delivering benefits with respect to livelihoods, poverty reduction and conservation, requires monitoring systems with baselines and sufficient time to allow projects to bear fruits. In most cases, M&E systems were inadequate and baseline information absent or not elaborate enough. Monitoring the impact and effectiveness of the 12 projects studied thus seems to be as problematic as in many interventions of the development community.

The absence of appropriate M&E systems makes it impossible to determine, for example, the impact of the successful translation of CBD protocols in SADC policy development on the poor in Southern Africa or the consequences for the hunters and gatherers in the Okavango delta of integrative instead of sectoral planning of natural resources of the Delta. There is evidence of improved livelihoods through conservation in the IUCN Grey Mullet project in Mauritania, through ecotourism in the Saloum and Djoudj national parks in Senegal, in Tanga (first phase) and through agriculture and natural resource activities in support of NP buffer zone communities in Mount Elgon/Uganda. In general, however, this evidence is based on the perceptions of those interviewed and is not substantiated by documented evidence.

In terms of perceptions, the picture of impact is mixed. The ecosystem services' *income generating capacity* is in most cases perceived as too limited to 'pull people out of poverty', if the resource base is not to be destroyed - whichever of the commonly applied poverty thresholds is taken. This is fully recognised by IUCN²⁶. On the other hand, a statement often heard by respondents is that without the projects, the resource in question would not exist anymore, such as the forest in Mount Elgon, fish stocks in Tanga, birds in the Djoudj and in Diawling, all of which would have deteriorated the population's living conditions further.

Generally, the impression is that the selected projects have resulted, or are likely to result, in some impact on human well-being objectives (and in some cases specifically on women), but how much is currently impossible to specify.

²⁶ See foreword by the IUCN Director General in: R.J. Fisher, Stewart Maginnis, W.J. Jackson, Edmund Barrow, Sally Jeanrenaud: *Poverty and Conservation, Landscapes, People and Power* (IUCN 2005).

5. Efficiency, Sustainability, Scaling up and Learning

This section will assess the extent to which IUCN is purposeful (efficient) in the planning, design and implementation of its activities linking conservation with poverty reduction, and the extent to which IUCN and its partners are able to replicate, scale up or transfer lessons from these activities.

5.1 Insights from Case Study Projects

(1) Successful implementation of the *Okavango Delta Management Plan* is uncertain. The Department of Environmental Affairs (DEA) has opened a district office (the first one in the country) which will help in coordinating the components of sector ministries and other organisations; the ODMP planning process brought sector Ministries and civil society together to plan for the management of the Delta in an ‘integrated ecosystem approach’, and sector ministries and civil society received training in integrated planning models and ecosystem thinking. However, the coordinating and monitoring government agency (DEA, part of the Ministry of the Environment) has no power to enforce policies. Its potential to coordinate a district plan at district level through implementation by sector ministries (with HQs at national level) remain to be seen. The current project setup with the DEA in a lead role was a choice made during the design phase. It is not clear to what extent other options, such as an ‘independent’ river basin authority, were explored. Also, the coordination of planning and implementation of the ODMP is based on a Botswana Wetlands Policy that is still in draft. Lastly, the availability of resources for planning and implementation have dried up with the imminent closure of the project, and progress will depend on individual sector budgets and individual projects.

Attempts to scale up and feed into Okavango basin management initiatives, such as the OKACOM (Permanent Okavango River Basin Commission – Angola, Botswana and Namibia) – were, according to the 2005 Mid-term review, “negligible”. There are currently three additional Okavango basin programmes independent from IUCN/ODMP (SIDA-funded “Every River has its people” project, the GEF-funded Biokavango project and the USAID-funded regional project supporting the OKACOM). The existence of four programmes (with different donors), not too different from each other and covering the same Ramsar site, raises questions about the efficiency of design, planning and coordination and the role that an organisation as IUCN could have played in this context.

The Okavango Delta Management Plan project has, over and above its brokering function, generated new conservation knowledge with detail on (the potential) linkages between biodiversity conservation and development of the delta: an economic valuation study, a tourism development study and a “CBNRM Action Plan”, although these came too late to contribute to the design of the ODMP.

(2) The *Southern Africa Biodiversity Support Programme* (SADC region) seeks to mainstream the relevant policy and practice issues (ABS, IAS) nationwide for which long-term interventions are required,

as policy processes at this level are slow and complex. There is a danger that with the closure of the programme the initiatives to incorporate the adopted principles into national policies will stall and endanger the successful implementation of CBD article 8j (benefits for indigenous and local communities embodying traditional lifestyles relevant for conservation and sustainable use of biological diversity).

On the other hand, the programme led SADC to establish an “Environment and Sustainable Development Unit” which may take the initiative further at SADC level. Furthermore, the programme, as much as the UNCCD initiative, are examples of IUCN’s effectiveness at repackaging knowledge for practitioners to use at the interface of biodiversity conservation and development, contributing to both scaling up of project findings, as well as institutional embedding.

(3) The *UNCCD* initiative was successful in translating the UNCCD Convention into local/national practice, but financing of further activities to combat desertification and land degradation has not been secured. The expanded knowledge, based on implementing UNCCD objectives (through community-based natural resources management models) in Southern Africa, was used by ROSA to prepare a more comprehensive IUCN programme in the region on “Drylands and Livelihoods”.

(4) The *Natural Futures Programme* is a relatively short term intervention, but includes a complex set of objectives (certification of natural products, international trade, enterprise development) predominantly managed by IUCN/South Africa. The initiative will probably require longer term support and the role of IUCN vis-à-vis relevant members or strategic partners needs to be addressed to maximise sustainability. The programme intends to scale up certification of “natural products” to a regional/international level in order to access the international market. However, the size, positioning and duration of the current programme is too limited to expect tangible results.

Strategic partnerships do not feature significantly in the Southern Africa case studies. The ODMF described above is a case in point. The Natural Futures Programme was originally conceived through IUCN South Africa but later regionalised and became dependent (for a period of 2 years) on four different donor agreements. The project is predominantly managed and implemented by IUCN staff (hired for this purpose) with only a small budget component managed through a regional Natural Product Marketing organisation (Phytotrade Africa) that could have played a much more important role in increasing efficiency (and sustainability).

(5) In *Mount Elgon*, the efficiency of conservation-development operations on the Kenya side is hampered by the legal framework which prevents the communities’ use of park resources. On the Uganda side, there are doubts about the efficiency of the Collaborative Resource Management Agreements (CRMA) between the UWA and the communities to access resources that cannot be found elsewhere and which are critical for their livelihoods, as some CRMAs are reported to be formal exercises which do not benefit the population to a substantial degree.

In the Mount Elgon programme the majority of respondents believe that IUCN is not in a position to deal with livelihood issues without partnering with development NGOs.

For the Mount Elgon, the Uganda Wetlands, and the Tanga projects there are several reports on the experience gathered in the different phases - though published with considerable delays²⁷.

(6) The *National Wetlands Programme* in Uganda has been absorbed by Government structures and (financial) sustainability seems reasonably secured. The project evolved into a programme and ultimately a branch of government, the Wetlands Inspection Division (WID) in the Ministry of Water, Lands and the Environment. From the beginning, the Programme was embedded into government structures down to the district, and IUCN built local capacity. The Ugandan government mobilised a 4-5 million Euro grant from Belgium and the WID gets a direct government allocation from the poverty reduction funds which are now used to finance WID staff and activities. The Water & Nature Initiative (WANI) drew lessons from the UWP when developing its original concept. One of them was that conservation projects need to create tangible benefits for people and address their priorities. This subsequently became a key criterion in WANI demonstration projects. An ecosystem valuation technique developed and applied in Nakivubo wetland in Uganda has been taken up as a case in the VALUE toolkit developed under the WANI programme.

The key stakeholders in the National Wetlands Programme in Uganda collaborated with a significant number of government agencies and non-government organisations to implement different activities. Examples include²⁸:

- The Local Government Authority. The programme worked closely with the districts to conduct district wetland inventories, which involved training district officers.
- Working with the National Biomass Study Project (Forest department) to update wetland maps.
- Collaborating with King's College UK and MUIENR to conduct digital aerial surveys.
- Contributing to training organised by organisations such as the National Environment Management Authority (NEMA), a mechanism for sharing experiences on wetland management.
- Collaborating with the Ministry of Agriculture, Animal Industry and Fisheries on issues related to sustainable wetland agriculture; ensuring that the Plan for Modernisation of Agriculture (PMA) remained wetland friendly and demonstrating the relevance of sound wetland management for the successful implementation of the PMA.
- Working closely with several NGOs including Nature Uganda and Environmental Alert to, for example, promote collaboration for the management of Important Bird Areas (IBAs). WID also collaborated with Nature Uganda as a member of the National Liaison Committee for a UNDP/GEF-NGO and government partnership IBA project.

²⁷ Integrating Sustainable Development Activities and Conservation. The case of Mt Elgon Conservation and Development project (1988-2002); Roberts, Barrow et al. Securing Protected Area Integrity and Rural People's Livelihoods Lessons from Twelve Years of the Mount Elgon Conservation and Development Project MECDP 13 July 2006; IUCN Putting Adaptive Management into Practice - collaborative coastal management in Tanga, northern Tanzania, 2007; Elroy Bos et al. (editors): From Conversion to Conservation. Fifteen Years of Managing Wetlands for People and the Environment in Uganda, 2005. Another interesting lessons learnt document in around the Kibale/Semliki project (not a selected case study): Chhetri et al; Securing Protected Area Integrity and Rural People's Livelihoods: Lessons from Twelve Years of the Kibale and Semliki Conservation and Development Project (2004).

²⁸ NWP End of Phase IV Report.

(7) In *Pangani*, efficiency gains in the future are likely. The Government has decided to scale up the principal approach of the project to cover all nine river basins in Tanzania and it already publicises the results on environmental flows in international congresses (10th International River Symposium and Environmental Flows Conference, September 2007 in Brisbane in Australia).

In Eastern Africa, partnerships feature more prominently. The Pangani river basin project partners with environmental flow specialists from South Africa and teams up in participatory action research processes with the Tanzanian NGO Pamoja Trust. For the programme, no special risks for sustainability were found.

(8) The *Tanga Coastal Zone Conservation and Development Programme (TCZCDP)*, innovative for Integrated Coastal Zone Management programmes at the time, is presently operating at a 'subsistence level'. Continued funding of the current activities through the national budget, especially of those outside the fisheries sector, is the major concern in terms of sustainability. The programme has successfully inspired far greater projects with its methodology and experience. Best practice documents have been and are being published.

(9) The *PCRM* programme as a whole appears to be quite stable due to the diversity of donors and the firm commitment of some "to stay" (such as FIBA). However, the long-term goals can only be achieved if project components are integrated into one common (logical) framework and, especially, socio-economic and sociological expertise is added to integrate the economic and human dimension into the project. In its first phase until 2007, the programme was a rather inefficient conglomerate of marine and coastal related projects and programmes of the four main donors (IUCN, WWF, FIBA and Wetlands International). They were joined under the PCRM umbrella, but originally had been individually designed with no important links with each other, though working in the same domain (such as the components Fisheries agreements, the Grey Mullet project, Marine Protected Areas and Species and Habitat). There is a potential for efficiency improvements in the second phase which, after the evaluation of November 2006, combines the components in only two major "axis": Fisheries and Marine Protected Areas.

(10) In the *Djoudj* project the Parks Authority is still struggling for ownership and the rather insignificant contribution of the project to the population's livelihoods might not be able to sustainably divert pressure from the park's resources. Diawling is well embedded in national structures. The Djoudj experience has been used in the Diawling Park in Mauritania (about the same size) and both, as a huge scaling up effort in the big GEF project with the OMVS/Senegal and with PPP as a component.

The Diawling Senegal River project experience has been especially well publicized²⁹. The link between conservation and livelihoods is covered in studies on the economic value of non-timber forest products, game and freshwater fisheries in Senegal, the value of ecotourism in the Djoudj National Bird Park and strategic publications, such as on poverty and conservation³⁰.

²⁹ Hamerlynck and Duvail (IUCN Mauretania): The rehabilitation of the delta of the Senegal River in Mauritania 2003; *Hamerlynck and Duvail*: Mauritania: Managed flood releases and livelihoods - lower delta Senegal River, 2004.

³⁰ R.J. Fisher, Stewart Maginnis, W.J. Jackson, Edmund Barrow, Sally Jeanrenaud: Poverty and Conservation. Landscapes, People and Power (IUCN 2005).

In the Senegal river projects, IUCN cooperated/cooperates with OMVS and a variety of partners such as Caritas in the Djoudj project, the Institut Mauritanien pour la Recherche océanographique et de Pêche (IMROP) and the Fédération Luthérienne Mondiale (FLM) in Diawling.

(11) The *Saloum* project in its present phase focuses on the implementation of a five year renewable management plan of the Bio-Reserve. Although there is general agreement among respondents about the beneficial effect of the project, its efficiency is under some doubt given a reported lack of initiative to formulate a new plan and the fact that the structures of the RBDS management plan do not meet (steering committee and scientific and technical committee). Furthermore, the fact that responsibility for fisheries is not transferred to local institutions hampers the protection of areas and species, its control through the population and the cooperation with the regional services of fisheries, which allegedly do not take advice from local people.

The sustainability of the Saloum project appears precarious, often solely dependent on the small revenues created by income generating activities (e.g. honey, eco-tourism), in spite of the reported benefits for the population. The issues here are the transfer of fisheries' competence to the local people for better consistency and control measures, and the continuation of funding from national budgets after donors' retreat which is presently obviously not assured.

(12) The PPP and *Volta River programmes* are integrated into regional trans-boundary institutions based on international agreements which provides stability. Their future funding, however, is only secured to the extent that they achieve the objectives for which they were created, and that an acceptable level of cooperation between the respective governments can be maintained, undisturbed of other conflicts of interests. The project results have received strong interest from communities outside the PAGEV pilot zone as well as from the Volta Basin Authority and from agricultural programmes in the pilot zone. On the Ghana side of the border, the MOFA (Ministry of Food and Agriculture, Ghana) in Upper East Region has introduced buffer zones in their dry season cropping support programme for communities along the Volta River, and PAGEV's strategies are being employed in the rehabilitation of some critically degraded watersheds in Ghana.

The Volta project has partnered with conservation and development organisations, such as Ministries, decentralized local government, NGOs and civil society.

5.2 Key Findings and Lessons

Finding 7: *The current funding model obliges the Secretariat at regional and country level to generate income by implementing ODA projects for which it does not always have the necessary expertise and capacities. This model seems to discourage partnerships with development organisation, pushes IUCN outside its niche and jeopardises its reputation for quality in analysis and project implementation.*

Finding 8: *Membership engagement in IUCN programme activities in Africa, including Commission members, is very limited. Members have been underutilised so far, especially in linking conservation and development interventions.*

Finding 9: *Strategic partnerships with development-oriented NGOs that can fill gaps in IUCN competencies are currently insufficiently explored.*

Finding 10: *IUCN makes good attempts at scaling up and replicating its project activities with some clear successes. However, limited resources and systems for 'beyond' project learning, knowledge management and scaling up clearly limit its potential in this regard.*

A precise judgment on the **efficiency** of IUCN's efforts is difficult due to the mentioned lack of M&E information on the results of the projects on the one hand, and the limited time to bear fruits, on the other. In the given frame, only general remarks can be made.

The main external constraints to efficiency for IUCN - and thus to achieve a higher impact on both conservation and livelihoods - appears to be the ever-important core-funding problem which has been compelling the organisation to engage in revenue-generating project work of limited scope and binding human resources for tasks which, in some cases, might be considered less urgent and of less leverage with respect to major conservation and development challenges. Staff numbers of IUCN national - and regional - offices are tellingly low and mentioned repeatedly by stakeholders: a handful in the Uganda office, two in the Tanzania office (compared to 70 WWF staff members in Tanzania).

As for the management of conservation-poverty reduction interventions, a considerable number of stakeholders (national IUCN staff and counterparts alike) complained about an unnecessary centralisation of project administration and decision-making in the understaffed Western and Eastern Africa regional offices, leading to sometimes important delays in operations.

Apart from this, efficiency of the IUCN network operations depends on the engagement of IUCN members and Commission members. However, IUCN members and Commission members engage in planning, implementation, knowledge sharing and capacity building in a mainly formal role with limited effect. Interventions could become more efficient by drawing on the experience of Commission members, but examples of this were rarely found during the review. Also, there was very little involvement of organisations with IUCN member status in implementing the 12 selected interventions. While acknowledging that some Union members in Africa have capacity limitations, this does not mean they do not have the potential to be strengthened and participate for mutual benefit.

The extent to which IUCN has been successful in striking strategic partnerships in order to achieve its objectives in the most efficient manner is very limited. Strategic partnerships do not feature prominently in IUCN interventions, especially not with large development-oriented organisations. The review considers this a missed opportunity, as projects which link conservation to development require expertise and experience which is scarce in conservation organisations.

Finding 11: *IUCN has been relatively successful in the institutional embedding of its biodiversity conservation/livelihood interventions. However, financial sustainability is less secure and projects too often depend on follow-up funding that cannot be guaranteed by IUCN, with a serious risk for the sustainability of project results.*

One of the main factors ensuring **sustainability** of results³¹ requires embedding interventions institutionally into national structures so that they are owned - and later funded - by the host institutions, and in retreating from a role of a “doer” to the one of facilitator or partner (in a network which catalyses knowledge towards conservation and/or wise use of nature). These factors have been achieved in most of the projects, even older ones, such as Mount Elgon. However, obstacles to financial sustainability remain in the majority of projects jeopardising the funding of the expansion of activities, and their maintenance.

Attempts by IUCN or its partners to **scale up or replicate** conservation–poverty reduction interventions show mixed results. Seven out of 12 cases can be considered successful in this respect, examples are Mount Elgon, Tanga, Uganda Wetlands programme and Pangani. Less successful in scaling up project lessons was the ODMP.

Finding 12: *IUCN contributes to conservation knowledge especially in repackaging information for practitioners use. Laudable efforts are made to document project experiences and lessons learnt that are often considered excellent quality publications for use by an international audience.*

Finding 13: *IUCN is less effective in internal learning. M&E at programme and strategic levels is largely absent. Feedback into strategic programming is sub-optimal for a ‘learning organisation’.*

On the basis of the 12 cases from 3 regional offices in Africa there is no doubt that IUCN has generated useful knowledge on the practice of linking conservation with poverty reduction, learning from failures as much as from successes. Examples of relevant and useful IUCN documents have been mentioned above.

However, as much as the IUCN discourse stresses the importance of learning, and profiles itself as a knowledge brokering organisation, knowledge gathering and feedback leave much to be desired. Results of an organisation-wide M&E effort are not visible. M&E capacity is weak in Western, Southern and Eastern Africa alike and local M&E initiatives are either absent or are not being carried through. It proved to be difficult, in some case impossible, to trace project evaluation documents (external or internal). When such documents were available, they contained little information on the impact of interventions.

Too little attention appears to be given to systematic internal learning and drawing lessons. IUCN staff complains about lack of time to reflect on practice and project results, and about ‘lessons learned ending up in files’. In summary, apart from the mentioned publications, too little evidence is found at regional level of a “learning IUCN”.

On global level, the IUCN “Knowledge Network” (KN), a depository of reports, circulars, programmes and all sorts of documents, is not clearly structured. This makes it difficult to use and to update, further aggravating its limited usefulness. Important basic documents on the 12 cases, such as project documents,

³¹ That is, of sustainable livelihoods, not the way these are achieved which changes with context. See Jeffrey Sayer and Bruce Campbell: *The Science of Sustainable Development. Local Livelihoods and the Global Environment*, Cambridge 2004, page 38 on the concepts of sustainable development, implying the improvement of human livelihoods while maintaining options to allow for adaptation to change.

mid-term reviews, evaluations, and lessons learnt could not be found on the KN, but had to be obtained from elsewhere.

This situation does not make it easy for IUCN to systematically build better mechanisms and methods to link field practice and policy in the area of poverty reduction-biodiversity conservation. In addition, the current funding model at regional and country level through short term projects is not conducive for investment in knowledge management and does not enhance institutional memory.

6. Conclusions and Recommendations

The findings of the field missions in Africa show IUCN as a global organisation with a very good reputation which extends to headquarters, regional and national offices. Member organisations as well as Commission members want to engage with IUCN as membership lends them credibility and gives them access to a global network of conservation organisations and related knowledge. The currently predominant thinking in IUCN on linking biodiversity conservation and poverty reduction, the subject of this review, is generally supported by the membership (and other stakeholders) and considered relevant in the African context, although the present engagement of members as well as that of the Commissions in the implementation of IUCN interventions is very limited. There is a tendency for the Secretariat to dominate project implementation.

Most of the IUCN conservation interventions in Africa include a development component, although the attempted scoping exercise failed to deliver conclusive figures due to incompleteness of provided data. The selected 12 cases, notwithstanding the limitations and biases of this sample, showed IUCN building the case for linking conservation to livelihoods in Africa, as described in previous sections.

However, implementing projects with a conceptual link of conservation and poverty reduction is not sufficient to reduce poverty levels of project target groups. Project design targeting poverty, strategic programme choices, strategic partnerships and a quality M&E framework to test the assumptions underlying the strategic choices are necessary in order to generate and assess impact. The review shows that it is currently very difficult for IUCN (and the reviewers) to assess the impact of IUCN's programmes on poverty reduction in Africa with an acceptable degree of certainty.

6.1 Towards Sustainable Development: Clarifying the Thinking behind the Conservation-Poverty Link

IUCN has, for a long time, shown a high profile in the discourse on linking biodiversity conservation and development in Africa and stands out through its history as a powerful driver of methodological thinking in this area, starting from its World Conservation Strategy from 1980, continued through the last decades and demonstrated in the most recent efforts to 'rethink' environment and development in the 21st century.

IUCN is visible in an impressive number of publications, think-tanks, conferences and other fora, contributing to the thinking to sustainable development and the links between conservation and livelihoods.

However 'unique' IUCN might be considered (or might consider itself) in terms of its membership network, its knowledge network including the Commissions, its observer status at the UN assembly and its achievements in conservation proper, in the conservation-development field it is not a unique player. There are many international environmental organisations working in Africa at the interface of poverty reduction and biodiversity conservation, such as, among many others, African Wildlife Foundation, World

Wildlife Fund, Wetlands International, Fauna and Flora International, Conservation International, and Birdlife International.

At project implementation (field) level in this area, IUCN cannot be called a “cutting-edge” player. The organisation’s *‘best practices’* in the poverty-conservation field have developed slowly and have over long stretches of time not lived up to its own visionary concepts of ecosystems and sustainable development known from the 1980s onwards. The fusion of conservation and poverty reduction into sustainable development has taken long in practice and is still underway. From the 12 cases, selected as representative for the environment/development link, only roughly 50% can qualify as interventions geared to both, development and conservation with the unavoidable trade-offs between them.

The scoping exercise mentioned above, in spite of its methodological limitations and disputable evidence, shows that poverty reduction objectives have not permeated the total programme over the past 5 years in the 3 regions as much as expected. Even though the general perception amongst interviewees was that IUCN in Africa is interlinking conservation with livelihood improvement, the actual expenditures for intended and unintended poverty reduction (an indicative figure of 11%), does not concur with this statement.

With all this said, there is a general appreciation that IUCN has achieved much in the area of conservation and development through programmes relevant to key stakeholders (African governments, African civil society, donor community, international development community), especially so in the face of the continuing and in certain areas worsening environmental and poverty crises on the continent. Some have indeed improved the livelihoods of the rural poor in Africa. The IUCN projects that appear to pursue sustainable development most effectively and that can, for that matter, be considered the most ‘modern’ ones, are those that do not instrumentalise conservation and development as respective means to ends, but that accept in their design trade-offs between the two objectives and the continuous settlement of interests, such as the water management projects Diawling at local level, Pangani and Uganda Wetlands at national level, and the Volta Basin (PAGEV) project at regional level.

6.2 Project Design: Balancing Strategic Influencing with Field Implementation

IUCN’s policy work carried out by its regional and national offices and projects which focus on policy frameworks, e.g. securing the health of ecosystems, equitable access to natural resources, empowerment, and public participation of stakeholders in decision making on a national and international scale (such as Uganda Wetlands, PPP, PAGEV, PRCM), have a much higher leverage potential in terms of sustainable development than field projects on a local level (such as Diawling). They could, therefore, be considered as the most promising option for future engagement. Many development agencies have been retreating from the ‘front’ in the last decades and centred their activities on capacity building at a higher institutional level (e.g. SNV, GTZ).

However, field projects are, apart from their revenue generating function for the stabilisation of IUCN activities at regional and national levels, essential for the generation of environmental and socio-economic

knowledge, the fostering of learning and the subsequent development of 'good practice' which can be scaled up and replicated through policy action. Cases in point are Diawling and Pangani for the development of the environmental flow concept, the Mount Elgon project for resource use agreements, the Tanga project for collaborative fisheries management practices, and the Grey Mullet project (PCRM) for the re-empowerment of women in the fisheries sector.

6.3 Monitoring and Evaluation, Learning and Knowledge Management

M&E systems at programme and organisational level were largely absent. At project level, information on the tangible (quantifiable) or intangible impact of IUCN project interventions was difficult to retrieve.

IUCN is generally effective in generating and disseminating conservation knowledge. The repackaging of information for practitioners use and the documentation of project experiences are appreciated by an international audience for their quality. A steady stream of valuable knowledge is published each year.

However, many of these publications are project-related and not fed systematically into IUCN's institutional memory (especially after closure of the project) to make them available for ongoing internal learning. IUCN project, country, and regional websites in Africa were often found not to be updated, with key information (such as project evaluation documents, baselines, and other M&E information) unavailable and/or only accessible through personal contacts.

The same is true for the IUCN Knowledge Network in which some information is either difficult to find, or outdated, incomplete, or erroneous (as the scoping exercise showed).

6.4 Donor Expectations and Support

The interviews with donors in the 7 African countries showed their high esteem of IUCN and their high expectations and support with regard to the organisation's role in conservation and, though to a lesser extent, in the reduction of poverty. With a large proportion of the IUCN funding being ODA-driven (allegedly 80% of Framework Donor funding) it is evident that ODA financiers expect implementation of their poverty reduction agendas and 'value for money' (efficiency) and impact in this area.

The expectations of donors and the importance of ODA funds as sources of finance for IUCN activities is in line with the IUCN's perceptible move towards sustainable development as an integrated approach to both, conservation and livelihood challenges and make further donor support likely.

As for the balance between field projects and policy influencing work, donors appear to favour the latter, especially due to the ongoing shift of aid delivery from projects to sector and general budget support which reduces their influence on specific interventions in favour of a higher leverage in general environment and development policy issues. Given the restraint imposed by their diplomatic status, donors, especially bilateral embassies, expect IUCN to act as an environmental and, for that matter, socio-

political, ‘watchdog’ and a discussion forum for which the organisation, given the composition of membership (governments, government agencies on the one hand, NGOs and advocacy groups on the other) is well suited.

6.5 Capacities and Partnerships

IUCN is an undisputed leader in conservation, but not in the socio-economic field. This shows clearly in the design, implementation and results of projects. To venture further into the realm of sustainable development substantial new competencies (knowledge, skills and attitudes) in new domains are required, but currently not available in the IUCN secretariat at the different levels and to the required degree. The question is whether IUCN should develop these competencies within the secretariat, tap into the required expertise of members and Commissions, or strike strategic partnerships with organisations that can fill the capacity gaps.

In the short and medium term, striking partnerships with strong development organisations appears to be the most effective choice. To expand socio-economic expertise within the secretariat requires considerable funds, and to mobilise members of the Commissions is, given their restricted role in the past, not straightforward either.

Members, on the other hand, seem to offer an untapped potential. They have been underutilised so far, especially in projects which link conservation and development. It is acknowledged that the secretariat at regional and national level is often forced to apply an opportunistic funding strategy to sustain its operations which sometimes leads to a competition for funds between the secretariat and the membership. However, the capacity of members - which are admitted to the union in terms of their commitment to *conservation*, not development - , appears, in spite of an untapped potential, not sufficient. There seems to be a mismatch between the IUCN programme’s focal domains (e.g. climate, energy, payment for environmental services) and the respective agenda of members, while, on the other hand, more “development-oriented” organisations can not become members of IUCN due to the focus of their mission.

Consequently, strategic partnerships with development-oriented NGOs, currently insufficiently explored, can fill current gaps in IUCN capacities.

6.6 Recommendations

1. **The Focus on Conservation and Poverty** - IUCN continue to develop its focus on the link between conservation and poverty as a core element of its overall strategy
2. **Niche and Role** - IUCN clarify its niche and value added role in promoting the link between conservation and poverty and in particularly give more attention to complementing field project work with activities aimed at creating an enabling policy and institutional environment.

3. **Monitoring and Evaluation** - IUCN institute monitoring and evaluation systems that enable it to much more rigorously report on the scope, outcomes, impacts and lessons of its conservation and poverty work.
4. **Theories of Change** - IUCN, when designing conservation and poverty reduction projects, be more rigorous in analysing and articulating the underlying theories of change that will lead to conservation and poverty benefits.
5. **Partnerships for Development** - IUCN work more in partnership with development orientated organisations.
6. **Broadening the Membership** - IUCN make it possible for development orientated organisations who have a strong conservation interest to be IUCN members.
7. **Implementation with Members** - IUCN focus more on supporting and building the capacity of members to implement projects and advocate for conservation poverty linkages rather than the current focus on direct implementation through the regional secretariats.
8. **Integrated Programmes** - IUCN work towards furthering the Livelihoods & landscapes and Water and Nature Initiative type programmes which link field projects to strategic issues in a structured and coordinated way.

Appendix 1 Conceptual Evolution of the Environment-Development Link

The linkage of environment and development, starting with the environmentalism which emerged in Europe and North America in the 1960s and 1970s, has acquired prominence from the 1972 Stockholm UN Conference on the Human Environment which delineated the “rights” of humans to a healthy and productive environment, the Ecosystem Conservation Group of 1975 (IUCN, UNEP, UNESCO, FAO) and especially with IUCN’s (together with UNEP and WWF) World Conservation Strategy from 1980³².

IUCN’s groundbreaking paper showed how conservation can contribute to the development objectives of governments and suggested, as a strategic principle, to integrate conservation and development by abolishing narrow sector approaches. It led to the global recognition of the linkage between environment and development and also meant a major shift from ascribing value to conservation of a natural resource merely based on its ethical and spiritual- ‘intrinsic’ - value, towards a more and more utilitarian concept of conservation, shifting the perspective from preventing the adverse consequences of development policies on ecosystems, towards their productive use by present and future generations.

This line of thought was taken up and developed further by the Brundtland report³³ in 1987 which focuses on environmental issues within an *economic and political frame*, and moved them into the core of the international *development* debate. It advocates an economic growth model with a broader distribution of economic goods, and in this context forcefully denounces the separation of environmental and developmental issues:

“The environment does not exist as a sphere separate from human actions, ambitions, and needs, and attempts to defend it in isolation from human concerns have given the very word “environment” a connotation of naivety in some political circles. The word ‘development’ has also been narrowed by some into a very limited focus, along the lines of ‘what poor nations should do to become richer’, and thus again is automatically dismissed by many in the international arena as being a concern of specialists, of those involved in questions of ‘development assistance’. But the ‘environment’ is where we all live; and ‘development’ is what we all do in attempting to improve our lot within that abode. The two are inseparable.”

The Resolution of the UN General Assembly in 1983³⁴ which established the Commission which was headed by G.H. Brundtland, calls for long-term environmental strategies to achieve *sustainable*

³² The separation of studies of the human community ('development') and the plant and animal community ('environment') was denounced as early as 1935 by Aldo Leopold as an "anomaly". See Jeffrey Sayer and Bruce Campbell: *The Science of Sustainable Development. Local Livelihoods and the Global Environment*, Cambridge 2004, page 3. For the history of the environment-development link and the 'sustainable development' concept see also William Adams: *Green Development: Environment and Sustainability in the Third World* (2nd edition) 2002, chapter 3; idem: *The Future of Sustainability Re-thinking Environment and Development in the Twenty-first Century*, February 2006.

³³ Brundtland: *Our Common Future: Report of the World Commission on Environment and Development*, 1987.

³⁴ UN Resolution 38/161[1]; "Process of preparation of the Environmental Perspective to the Year 2000 and Beyond".

development, a concept which has become increasingly prominent from that time onwards, and calls for common and mutually supportive objectives of governments which take account of the *interrelationships between people, resources, environment and development*.

As the report shows, already in 1983 - and before - there was a growing realization that it is impossible to separate economic development from environmental issues, as many forms of development erode the environmental resources upon which they are based, and as environmental degradation can undermine economic development; that poverty can be a major *cause and effect* of global environmental problems, and that it is, therefore, futile to attempt to deal with environmental problems without encompassing poverty and the factors underlying it.

The complexity of the challenges of environment and development - or conservation and livelihoods³⁵ - and their linkages were clearly described:

- Environmental stresses are linked to one another and must be addressed simultaneously. Failure in one area worsens the situation in another, successes in one area can benefit others;
- Conservation of the environment excludes and/or limits certain patterns of economic development which are based on the degradation of land, water, forest and the atmosphere. On the other hand, conservation promotes the livelihoods of people who depend on these resources, provided they use them sustainably. In turn, development measures which draw on relatively abundant resources can take pressure off other resources, e.g. protected areas.
- Environmental and economic problems are linked to social and political factors such as population growth with its effect on resource availability and the ensuing social tensions.

Consequently, decision making processes have to integrate both aspects: “Economy is not just about the production of wealth, and ecology is not just about the protection of nature; *they are both equally relevant* for improving the lot of humankind.”³⁶

However, despite the recognition from 20 years ago that the sharpening environmental and poverty crises were not separate - an environmental crisis, a development crisis, an energy crisis - but ‘interlocking’ and ‘all one’, that the ecological dimensions of policy be considered as much as the economic and other dimensions, on the same agendas and in the same national and international institutions, many organisations facing those challenges, including IUCN, have continued to work based on narrow separate mandates. In practice institutional and organisational inertia and interests and the need for specialised expertise have continued to favour the compartmentalisation of the fields of development and conservation over many years.

³⁵ Here, the term livelihoods is understood as the ways in which people make a living, poverty as a state of reduced or limited livelihood opportunities. In terms of the link to conservation, both are used synonymously, as are the terms development and reduction of poverty.

³⁶ Brundtland: Our Common Future, 1.3 The Economic Crisis, par. 42.

Sustainable Development

The idea of sustainability dates back more than 30 years to the new mandate adopted by IUCN in 1969 which spoke of ‘the perpetuation and enhancement of the living world – man’s natural environment – and the natural resources on which all living things depend’, so as to achieve the highest sustainable quality of life.³⁷

The concept of sustainable development, - meeting the needs of the present, especially the poor, without compromising the ability of future generations to meet their own needs (Brundtland Report) -, provides a framework - although a rather loose or imprecise one - for the integration of environment and development policies which ensure that growing economies protect their ecological roots to support growth over the long term.

Sustainable development is explicitly concerned with defining social welfare goals (e.g. poverty reduction in all its dimensions) and the means by which they are pursued (e.g. conservation of ecosystems). It describes a process of change of exploitation of resources, reorientation of investments, technological development and institutions which enhances both the current and the future potential to meet human needs and aspirations, the major objective of development.³⁸

³⁷ William Adams: *The Future of Sustainability. Re-thinking Environment and Development in the Twenty-first Century* (IUCN), February 2006

³⁸ Brundtland: *Our Common Future*, 2.1 The concept of Sustainable Development

The concept of sustainable development has developed and played a role in the following events and reports (see Millennium Ecosystem Assessment *Ecosystems and Human Well-being - A Framework for Assessment*, page 26):
Events:

- United Nations Conference on the Human Environment (Stockholm, 1972)
- United Nations Conference on Environment and Development (Rio de Janeiro, 1992)
- World Conference on Human Rights (Vienna, 1993)
- International Conference on Population and Development (Cairo, 1994)
- Global Conference on the Sustainable Development of Small Island Developing States (Bridgetown, 1994)
- World Summit for Social Development (Copenhagen, 1995)
- World Conference on Women (Beijing, 1995)
- World Food Summit (Rome, 1996)
- United Nations Millennium Summit (New York, 2000)
- Initiative for the Heavily Indebted Poor Countries (2001)
- World Summit on Sustainable Development (Johannesburg, 2002)

Reports:

- *World Conservation Strategy: Living Resource Conservation for Sustainable Development* (IUCN UNEP and WWF 1980)
- *Our Common Future* (WCED 1987)
- *Caring for the Earth: A strategy for sustainable living* (IUCN et al. 1991)
- *Statement on Population* (statement of 58 scientific academies, 1994)
- *The Challenges of an Urban World* (statement of 72 scientific academies, 1996)
- *Our Common Journey: A Transition Toward Sustainability* (NRC 1999)
- *United Nations Millennium Declaration* (2000)
- *Transition to Sustainability in the 21st Century: The Contribution of Science and Technology* (statement of 73 scientific academies, 2000)

The most recent initiative is IUCN's 'The Future of Sustainability', the aim of which is to communicate and operationalise a new vision and strategy for advancing environmental and human sustainability that is relevant to the

The concept of sustainable development has become associated mostly with three dimensions, or ‘pillars’ (or 3 concentric circles as in the IUCN Programme 2005-2008, at other places 3 overlapping circles)³⁹: *economic growth, environmental protection and social progress*. They reflect the insight that high levels of well-being for one part of the population can coexist with widespread poverty of other groups. Sustainable development is understood to require a closer integration of these three pillars to secure a more sustainable form of development through time.

The problem with this model is, though, that it implies the possibility of a wide number of win-win situations or unlimited trade-offs between the 3 dimensions, when this, in fact, is not always the case (e.g., species as a whole cannot be traded off as they are then irrecoverably lost). Also, the distinction between *social* and *economic*’ progress - which might make sense for economists who use to differentiate between production and distribution -, as opposed to the environment which is not an institution created by man, seems unnecessary and confusing.

The approach developed by Robert Prescott Allen (with IUCN support) in his “The Well-being of Nations” (2001) who distinguishes between *human* and *ecosystem* well-being is much more convincing with its direct focus on human well-being instead of the separation in ‘social’ and ‘economic’ determinants. His metaphor of the ‘Egg of Well-being’ with the human condition as the yolk embedded in the white of the ecosystem which supports the former, is intuitively attractive. He also takes up the challenge to operationalise these concepts through a country-by-country index of quality of life and the environment based on five dimensions with a further 10 elements each for human and ecosystem well-being.⁴⁰ This index was only calculated once (for 1996-1999) and has, unfortunately, not been maintained, different from the widely used Human Development Index which is less broad and not equally focused on the environment.

Another recent definition of the Sustainable Development concept is the Sustainable Livelihoods approach with its ‘four capitals’:⁴¹ development is considered to be sustainable *if and only if* the stock of 4 assets per capita remains constant or rises over time,

global challenges of the 21st century in preparation for the 4th IUCN World Conservation Congress in Barcelona in 2008. In this context the objective is to coordinate and synthesise the following processes dedicated to the articulation of a new vision and strategy for achieving a sustainable future:

- The Brundtland+20 Initiative (Norway)
- The Renewed Sustainable Development Strategy (European Union)
- The GEO + 4 Project (UNEP)
- The Sustainable Development Dialogues; Forum for the Future (United Kingdom)
- ISIS Council (Switzerland)

³⁹ See William Adams: *The Future of Sustainability Re-thinking Environment and Development in the Twenty-first Century*, February 2006, page 2

⁴⁰ Robert Prescott Allen: *The Wellbeing of Nations. A country-by-country index of quality of life and the environment*, Washington, Covelo, London (Island Press), 2001

⁴¹ European Commission DG Regio: *Evaluating Socio Economic Development, Sourcebook 1: Themes and Policy Areas: Sustainable Development* (Tavistock Institute, GHK, IRS) 2003, 4, 12, 14; and Barry Pound et al. (editors): *Managing Natural Resources for Sustainable Livelihoods*, London 2003. See Jeffrey Sayer and Bruce Campbell: *The Science of Sustainable Development. Local Livelihoods and the Global Environment*, Cambridge 2004, page 216 on other definitions of livelihood assets such as in DFID’s Framework for Sustainable Rural Livelihoods (<http://www.dfid.gov.uk/pubs/files/poverty-elimination-ssr-2-1.pdf>).

- manufactured capital: economic infrastructure;
- natural (environmental) capital: eco-systems and natural resources that provide services for social welfare;
- human capital: the productivity potential of individual people based on their health, motivation, talents and skills; and
- social capital: social trust, norms and formal and informal networks that people can draw upon to access resources, solve common problems and create social cohesion.

A rural livelihood is considered sustainable when it is resilient enough to bounce back from stresses and shocks, maintaining its assets without degrading the natural resource base.⁴²

⁴² Barry Pound et al. (editors): *Managing Natural Resources for Sustainable Livelihoods*, London 2003, page 2.

Appendix 2 Persons Consulted (covering both review objectives 2 and 3)

IUCN External Review 2007 - persons consulted (in no specific order) - related to Review Objectives 2 and 3			
Persons consulted	Designation	Organisation	When (in 2007)
Bill Jackson	Director Global Programme (GP)	IUCN Gland	23.04
Gabriel Lopez	Director Global Strategies	IUCN Gland	23.04
Jane Ganeau	Acting Head Membership	IUCN Gland	24.04
Jean Yves Pirot	Senior Coordinator GP	IUCN Gland	25.04
Jeff McNeely	Chief Scientist	IUCN Gland	9.05
Joshua Bishop	Advisor Economics&Environment	IUCN Gland	16.05
Martha Chouchena-Rojas	Head Global Policy	IUCN Gland	7.05
Ger Bergkamp	Head Water programme	IUCN Gland	8.05
Simon Rietbergen	Ecosystem Management Programme	IUCN Gland	9.05
Nancy MacPherson	Performance Assessment Advisor	IUCN Gland	9.05
Carl Gustaf Lundin	Head Marine Programme	IUCN Gland	9.05
Sheila Abed	Chair Commission Environmental Law	IUCN CEL	24.04
Holly Dublin	Chair Species Survival Commission	IUCN SSC	14.05
Ton Boon von Ochsee	Appointed IUCN Councillor	IUCN	14.05
Keith Wheeler	Chair Commission Education and Communication	IUCN CEC	14.05
Aban Kabraji	Regional Director Asia	IUCN ARO	14.05
Kent Jingfors	Regional Programme Coordinator Asia	IUCN ARO	15.05
T.P. Singh	Programme Coordinator Ecosystems and Livelihoods	IUCN ARO	15.05
Tamas Marghescu	Regional Director Central Europe	IUCN Europe	15.05
Gretel Aguilar Rojas	Regional Director Meso America	IUCN ORMA	15.05
Silvia Sanchez	Councillor	IUCN	15.05
Puri Canals	Councillor	IUCN	15.05
Alistair Gammel	Councillor	IUCN	15.05
Scott Hajost	Executive Director USA Multilateral Office	IUCN USA	15.05

Alice Kaudia	Regional Director East Africa	IUCN EARO	15.05
Zohir Sekkal	Councillor	IUCN	15.05
Kami Taholo	Regional Director Oceania	IUCN Oceania	15.05
James Murombedzi	Regional Director Southern Africa	IUCN ROSA	15.05
Robert Hofstede	Acting Regional Director South America	IUCN SUR	15.05
Al-Jayousi Odeh	Head WESCANA	IUCN WESCANA	15.05
Alejandro Iza	Head European Law Centre	Bonn	16.05
Gonzalo Oviedo	Special Advisor Social Policy	IUCN Gland	16.05
Bihini Won Wa Musiti	Acting Regional Director Central Africa	IUCN BRAC	16.05
Aime Nianogo	Acting Regional Director Western Africa	IUCN BRAO	16.05
Hillary Masundire	Chair Commission on Ecosystem Management	IUCN CEM	16.05
Javed Jabar	Councillor	IUCN	16.05
Manfred Niekisch	Councillor	IUCN	16.05
Hans Friederich	Head Donor Relations	IUCN Gland	16.05
Lucy Deram-Rollason	Donor Relations	IUCN Gland	16.05
Steward Maginnis	Head Forest Conservation Programme	IUCN Gland	16.05
Ignacio de las Cuevas	Members Survey	IUCN Gland	16.05
Nikita Lopoukhine	Chair World Commission on Protected Areas	IUCN WCPA	16.05
Piere Hunkeler	Councillor		16.05
Kelly West	Programme Coordinator EARO		23.05
Masego Madzwamuse	Regional Programme Development Officer	IUCN ROSA	June/July
Tabeth Chiuta	Programme coordinator ROSA	IUCN ROSA	June/July
Simba Mandota	Zambezi Valley Wetlands Project II	IUCN ROSA	June/July
Wilson Mhlanga	Zambezi Valley Wetlands Project II	IUCN ROSA	June/July
Lazarus Mapfundematsva	Accountant	IUCN ROSA	June/July
James Makunilee	IT ROSA	IUCN ROSA	June/July
Cathrine Mutambirwa	M&E officer	IUCN ROSA	June/July
Susan Madau	Natural Futures Programme	IUCN ROSA	June/July
Zachs Hlatshwayo	Country Coordinator	IUCN SA	June/July
Kristy Faccor	Natural Futures Programme	IUCN ROSA	June/July
Eben Chonguica	Programme coordinator ROSA	IUCN ROSA	June/July
Gamu Msoro	Finance Officer	IUCN Botswana	June/July
Kamwenje Nyalugwe	Environmental Lawyer	IUCN ROSA	June/July
Dorah Thobogang	Admin Officer SABSP, Botswana	SABSP	June/July

Enos Shumba	Regional Programme Manager SABSP, Botswana	SABSP	June/July
Dikabello Kgoboyatshwene	Admin Officer	IUCN Botswana	June/July
Felix Monggae	CEO KCS/Chair National Committee IUCN Botswana	KCS	June/July
Hisso Sebina	Conservation International Botswana	CI	June/July
Moses Selebatso	Conservation International Botswana	CI	June/July
Leo Braack	Conservation International Southern Africa	CI	June/July
Gerrit Bartels	Indigenous Vegetation Project Botswana	IVP	June/July
Charley Motshubi	Indigenous Vegetation Project Botswana	IVP	June/July
Raymond Kwerepe	Indigenous Vegetation Project Botswana	IVP	June/July
Ruud Jansen	Manager Environmental Support Programme Botswana	UNDP/DEA	June/July
Luca Perez	GEF Delivery Support, Botswana	UNDP	June/July
Portia Segomelo	Dep. Director DEA (Botswana Government)/IUCN member	Government of Botswana	June/July
Jan Broekhuis	Technical advisor Ministry of Environment, Wildlife and Tourism, esp. on TFCAs (KAZA)	Government of Botswana	June/July
Douglas Thamaga	VPR&D/IUCN member Botswana	VPR&D	June/July
Bonatla Tsholofelo	KSC/ IUCN member Botswana/Manager "Every River has its People" project	KCS	June/July
Dollina Malepa	DEA/IUCN member Botswana	DEA	June/July
Dave Parry	Ecosurv Consulting Botswana	Private consultant	June/July
Tigele Mokobi	ODMP Communication specialist Maun	IUCN Botswana	June/July
Sekgowa Motsumi	ODMP Public Information Officer Maun	DEA	June/July
Felicity Rabolo	Department of Tourism	Government of Botswana	June/July
Lesedi Ntsekiseng	Department of Tourism	Government of Botswana	June/July
Dr. Nkobi Moleele	Biokavango project/HOORC	University of Botswana	June/July
Map Ives	Okavango Wilderness Safaris	Private sector	June/July
Nixon Magapi	Secretary	Tawana Land Board	June/July
Chairman and 6 members	Okavango Kopano Mokoro Community Trust/NG 32 communities	Community	June/July
Brigitte Schuster	Programme officer	IUCN/Botswana	June/July
Inger Stoll	Counsellor	Norwegian Embassy, Pretoria	June/July
Gus le Breton	Director Phytotrade Africa	Harare	June/July
Racine KANE	Head of the mission	IUCN Office in Dakar	June/July
Amadou Matar DIOUF	Programme coordinator	IUCN Office in Dakar	June/July
Oumou K. LY	BRAO focal point for economy, gender, equity	IUCN Office in Dakar	June/July

Abdoulaye KANE		Former director of IUCN Dakar office	June/July
Aboubacry KANE		IUCN Saloum Bureau in Sokone	June/July
Ngor NDOUR			June/July
Mohamed Lemine Ould Baba	Programme Coordinator	IUCN Mauritania Programme Office	June/July
Mathieu Ducrocq (telephone interview)	Marine Program Officer for West Africa	IUCN Mauritania Programme Office	June/July
Matthieu Bernadon	Technical Advisor	IUCN Mauritania Programme Office	June/July
Amadou Ba	Programme Officer	IUCN Mauritania Programme Office	June/July
Bladine Melis	Communication Officer	IUCN Mauritania Programme Office	June/July
Barthelemy Jean A. Batiemo	M&E Programme Officer	IUCN Mauritania Programme Office	June/July
Jean Marc GARREAU	Coordinator of the regional programme	IUCN BRAO, Ouagadougou	June/July
Michel OUEDRAOGO			June/July
Gnouzou	Responsible of the PAGEV project	IUCN Mali	June/July
Alioune DIALLO	Charged of programme	Netherlands Embassy, Dakar	June/July
Gerard SCHULTING	Second Secretary		June/July
Göran Björkdahl	First Secretary	Swedish Embassy, Dakar	June/July
Halima Diakité DIALLO	Assistant to the International Cooperation for Development		June/July
DIENG Ndiawar	Technical councillor	Ministry of Environment and Protection of the Nature, Senegal	June/July
Fatima Dia TOURE		Senegal	June/July
Alioune DIAGNE MBOR	President	Association Sénégalaise des Amis de la Nature (ASAN)	June/July
Aby DRAME	Chargée de programme	ENDA Tiers Monde, Senegal	June/July
Moctar NIANG	Director	CSE, Senegal	June/July
Medou LO		CSE, Senegal	June/July

Almamy WADE		CSE, Senegal	June/July
Ba Amadou	Director / Secretary	Ministry of Environment, Department Protected Areas, Mauretania	June/July
Maimouna Mint Saleck	Vice president	Amis de la Nature et de la Protection de l'Environnement (CANPE), Mauretania	June/July
Tomane CAMARA	IUCN Bureau in Guinea Bissau, Vice president of the Members committee for West Africa - Deputy	Accao Para o Desenvolvimento (AD)	June/July
Cheikhna SIDIBE		Donko (NGO), mali	June/July
Georges Henri OUEDA	Director of the conservation programme, Burkina	Naturama (NGO)	June/July
Lambert Georges OUEDRAOGO	Director	Direction of the nature conservation (State), Burkina	June/July
Ali LANKOANDE		CEDA (NGO), Burkina	June/July
Abdoulaye NDIAYE	Deputy Director	Wetlands International	June/July
Ibrahima NIAMADIO	Sustainable Fisheries Programme Officer	WWF WAMER (West Africa Marine Ecoregion) Programme Office	June/July
Ndeye Dia Mbacke DIA	Regional expert	OMVS	June/July
Alassane SAMBA	Coordinator of the Bilan prospectif	PCRM - Bilan Prospectif	June/July
Ciré Amadou KANE,	Permanent Secretary	CSRP	June/July
Philippe TOUS	Technical adviser	CSRP	June/July
AboubacarSIDIBE	Scientific adviser	CSRP	June/July
Bahi ould Beye	Informatics	CSRP	June/July
Renaud BAILLEUX	Project on fisheries agreement	CSRP	June/July
Abdoulaye DIAME	Executive secretary	WAAME	June/July
Sylvie Goyet	General Director	FIBA	June/July
Jean-Jacques Goussard	Member of the Ecosystem Commission of IUCN	EOC	June/July
Pascal Vardon	French-German Technical advisor	Ministère de l'environnement	June/July
Jean GOEPP	Coordinator of projects	Oceanium	June/July

Dr. Chris G.Gakahu	Assistant Resident Representative Sustainability (Energy & Environment)	United Nations Development Programme (UNDP) Kenya	27th Aug
Henry Ndede	Programme Officer, Water, Regional Office for Africa	United Nations Environment Programme (UNEP) Kenya	27th Aug
Dixon G.Waruinge Programme Officer	United Nations Environment Programme (UNEP)	Kenya	27-Aug-07
Dr. Alice Kaudia IUCN Regional Director	IUCN EARO	Kenya	28th Aug
Prof. James L.ole Kiyiapi Permanent Secretary	Ministry of Environment and Natural Resources, Kenya	Kenya	28th Aug
Mr. Muchiri Iphrim Deputy Director	Kenya Forestry Service	Kenya	28th Aug
Dr. Jean-Marc Boffa Senior Tree Scientist/Lead Scientist for Biodiversity	World Agroforestry Centre	Kenya	28th Aug
Samuel G.Gichere Chief Economist	Ministry of Environment and Natural Resources, Kenya	Kenya	28th Aug
Prof. Richard E.Leakey Richard Leakey & Associates Ltd, Turkana Basin Institute	Africa Conservation Fund	Kenya	28th Aug
Florence Chege	CABI	Kenya	28th Aug
Dr. Sarah Simons Global Director, Invasive Species	CABI	Kenya	28th Aug
Dr. Geoffrey Howard Special Advisor -Invasive Species	IUCN EARO	Kenya	29th Aug

Edmund Barrow Coordinator, Forest & Dryland Conservation, and Social Policy IUCN-The World Conservation Union Eastern Africa Regional Office,	IUCN EARO	Kenya	29th Aug
Dr. Kelly West, IUCN Regional Programme Coordinator for Eastern Africa	IUCN EARO	Kenya	29th Aug
Dr. Melita Samoilys IUCN (Previous) Coordinator, Marine & Coastal	IUCN EARO	Kenya	
Liesl Karen Inglis, Programme Officer EU, Delegation of the European Commission to the Republic of Kenya	European Union	Kenya	29th Aug
Kikki Nordin Counsellor, Head of Lake Victoria Initiative Embassy of Sweden	Embassy of Sweden	Kenya	29th Aug
Dr. Kwame Koranteng Regional Representative	WWF Eastern Africa Regional Programme Office (EARPO)	Kenya	29th Aug
Dr. K.W.Kipkore Deputy Executive Secretary (Projects Development)	Lake Victoria Basin Commission	Kenya	2nd Sept
Ignace A.J. Mchallo Director, Environment Impact Assessment	National Environment Management Council (NEMC), Tanzania	Tanzania	3rd Sept
Dr. Sizya Lugeye Agriculture & Natural Resources Advisor	Irish Aid	Tanzania	3rd Sept
Lewis M.Nzali Senior Environmental Management Officer	National Environment Management Council (NEMC), Tanzania	Tanzania	3rd Sept
Eric Kamoga Mugurusi Director of the Department of Environment, Vice Presidents Office	Vice Presidents Office, Department of Environment	Tanzania	3rd Sept

Richard Muyungi, Assistant Director Environment	Vice Presidents Office, Department of Environment	Tanzania	3rd Sept
Dr. Magnus Ngoile Team Leader/Pew Fellow	Marine and Coastal Environment Management Project (MACEMP)	Tanzania	3rd Sept
Robert Sululu Manager	Marine and Coastal Environment Management Project (MACEMP)	Tanzania	3rd Sept
Mr. Geoffrey F.Nanyaro Director of Fisheries	Ministry of Natural Resources and Tourism, Fisheries Division	Tanzania	3rd Sept
Eng. B.T.Baya Acting Director General	National Environment Management Council (NEMC), Tanzania	Tanzania	3rd Sept
Jeremiah Daffa TCMP Manager	Tanzania Coastal Management Partnership (TCMP)	Tanzania	4th Sept
Abdulrahman S.Issa Country Director IUCN Tanzania Country Office	IUCN EARO	Tanzania	4th Sept
Dr. Hermann Mwageni Country Representative	WWF Tanzania Programme Office	Tanzania	4th Sept
Mr. Mihayo	Water Resources Department, Tanzania	Tanzania	4th Sept
Peter C. Kangwa PAMOJA Director	PAMOJA	Tanzania	5th Sept
Eng. Nkubwa Zonal Irrigation Officer	Pangani Basin Water Office	Tanzania	5th Sept
Ndibalema S.K.Kisheru Prime Minister's Office	Ministry of Regional Administration and Local Government, Tanzania	Tanzania	7th Sept
Mr. Paul Baruti City Director for Tanga	Prime Ministers Office, Regional Administration and Local Government	Tanzania	7th Sept
Mr. Kisiwa Acting District Fisheries Officer	Muheza District	Tanzania	7th Sept
Shedrack M.Mashauri Principle Tourism Officer	East African Community Secretariat	Tanzania	5th Sept
Wiliam L.Luanda Project Manager c/o Pangani River Basin Office	IUCN EARO	Tanzania	5th Sept

Hassan Kalombo	Tanga Coastal Zone Conservation and Development Programme	Tanzania	6th Sept
Solomon Makoloweka	Tanga Coastal Zone Conservation and Development Programme	Tanzania	6th Sept
Mafabi Rashid Nambale District Environment Officer, Sironko Mwambu Magdalene District Prod. Officer - Mbale District Watsombe A.K. Assist Agric Officer, Mbale Wanakina G.D. Natural Resources Focal, Manafwa Chemangei Awadh, District Natural Resources Officer, Kapchorwa District Local Government Arineitwe D.Enock, National Forestry Authority	Mt Elgon Conservation Development Project (Uganda Focals)	Uganda	1-Sept
Masreka Augustine Johnson, Chief Warden Mt. Elgon Conservation Area	Uganda Wildlife Authority	Uganda	2nd Sept
Alex Muhweexi Country Director	IUCN EARO	Uganda	30th Aug
Dr. Eldad Tukahirwa, Head, Programme Management Unit ASARECA	Association for Strengthening Agriculture Research in Eastern and Central Africa	Uganda	30th Aug
Rachel Musoke, Assistant Commissioner/Environment Division Department of Environment Affairs	Ministry of Water and Environment, Uganda	Uganda	30th Aug
Paul Mafabi, Assistant Commissioner, Wetlands Inspection Division	Ministry of Water and Environment, Uganda	Uganda	30th Aug
Solveig Verheyleweghen, Second Secretary	Royal Norwegian Embassy	Uganda	30th Aug
Melakou Tegegn Discourse Coordinator	Nile Basin Discourse Project (NBD)	Uganda	30th Aug

Philip Mark Busuru, Finance & Admin Officer	Nile Basin Discourse Project (NBD)	Uganda	30th Aug
Michel Rentenaar Deputy Head of Mission	Royal Netherlands Embassy, Uganda	Uganda	30th Aug
Chihenyo Mvoyi Programme Officer IUCN Uganda Country Office	IUCN EARO	Uganda	31st Aug
Tom Mugisa, Programme Officer, Technical Services PMA Secretariat	Plan for Modernization of Agriculture	Uganda	31st Aug
Justin Ecaat Environment Specialist	United Nations Development Programme (UNDP)	Uganda	31st Aug
Pauline Akidi Desk Officer, Environment and Natural Resources	Ministry of Finance, Uganda	Uganda	31st Aug
Dr. Aryamanya Mugisha Henry Executive Director	National Environment Management Authority (NEMA), Uganda	Uganda	31st Aug
Mark Smits	Water Management Advisor	IUCN Gland	
Andrew Hurd	Senior Programme Coordinator - Marine Programme	IUCN Gland	
Julian Roberts	Marine Programme Officer	IUCN Gland	
Sandra Hails	Ramsar	Ramsar Secretariat in Gland	
Nick Davidson	Ramsar	Ramsar Secretariat in Gland	

Appendix 3 References Consulted (covering both review objectives 2 and 3)

	Author	Title	Year	Publication details
Global Programme Related Documents				
GENERAL	IUCN	Forging linkages, an assessment of progress 2004	Jun-05	IUCN Gland
GENERAL	IUCN	Investing in our natural assets - The IUCN Programme 2009 - 2012 (Draft)	Apr-07	IUCN Gland
GENERAL	IUCN	IUCN membership strategy 2005 - 2008	Feb-04	IUCN Gland
GENERAL	IUCN	Pragmatic solutions, an assessment of progress 2005	Jun-05	IUCN Gland
GENERAL	IUCN	The IUCN Programme 2005 - 2008, Many Voices, One Earth	May-04	IUCN Gland
GENERAL	IUCN	The IUCN Programme Progress and Assessment Report for the year 2000	Mar-03	
GENERAL	IUCN	Working, Programme report 2006	Jun-05	IUCN Gland
GENERAL	IUCN	Shaping a Sustainable Future, The IUCN Programme 2009-2012, to be adopted at the World Conservation Congress Barcelona, Spain, 5-14 October 2008		IUCN Gland
GENERAL	IUCN	An Eye on Nature Biodiversity in Today's World, A Situation Analysis for the IUCN 2009-2012 Programme	Jan-07	IUCN Gland
GENERAL	IUCN	A Knowledge Management Strategy for IUCN, Draft for Approval	Dec-05	IUCN Gland
GENERAL	IUCN	Getting Ready for 2005, An Agenda for Refocussing Strategic Management Functions and Processes of IUCN's Global Secretariat	Sep-04	
GENERAL	IUCN	International Conservation Policy Strategy For the Policy and Global Change Group	Jun-05	
GENERAL	IUCN	Members list	Jun-07	
GENERAL	IUCN Director General	Strengthening IUCN - Decisions and recommendations on organisational change	May-07	IUCN Gland
GENERAL	IUCN Director of Global Strategies	Envisioning IUCN's Future: A discussion paper on strategic orientations for global leadership, Draft	May-07	IUCN Gland
GENERAL	IUCN internal	IUCN programme 2005 - 2008	May-04	IUCN Gland

GENERAL	IUCN internal	Pragmatic solutions, an assessment of progress 2005	Jun-05	IUCN Gland
GENERAL	IUCN M&E Initiative	Managing evaluations in IUCN - a guide for IUCN programme and project managers	Jun-05	IUCN Gland
GENERAL	IUCN Policy and Global Change Group	International Conservation Policy Strategy	Jun-05	IUCN Gland
GENERAL	Kenneth Iain MacDonal	IUCN: A History of Constraint. Address given to the Permanent workshop of the Centre for Philosophy of Law Higher Institute for Philosophy of the Catholic University of Louvain (UCL), Louvain-la-neuve	Feb-03	
ROSA	IUCN	Programme and Assessment report 2005	March-06	ROSA/Harare
ROSA	IUCN	Programme and Assessment report 2006	March-07	ROSA/Harare
ROSA	IUCN	Programme Plan 2005-2008 of IUCN Southern Africa	Undated	ROSA/Harare
ROSA	IUCN	Regional situational analysis of Southern Africa	Undated	ROSA/Harare
GENERAL	Bruszt, G. et al	External review of IUCN 2003	Jun-05	IUCN Gland
Global Level Reviews				
GENERAL	IUCN	Draft Management Response to the Review of IUCN's Influence on Policy	May-05	
GENERAL	IUCN	IUCN performance assessment, summary of first performance results	May-06	IUCN Gland
GENERAL	IUCN	Global Survey for IUCN Secretariat Staff Members Results	Jun-05	
GENERAL	IUCN internal	Key policy initiatives of the IUCN secretariat and commissions	Undated	IUCN Gland
GENERAL	IUCN Office of Performance Assessment	Survey of global donors and partners Summary of results	June-06	IUCN ARO
GENERAL	IUCN/Universalia	Meta-evaluation - an analysis of IUCN evaluations 2000 - 2002	June-03	IUCN Gland
GENERAL	MacPherson, Nancy	IUCN Performance Assessment. Summary of First Performance Results	Sep-06	
GENERAL	Ofir, Z. et al	Review of IUCN's influence on policy, phase 1: describing the policy work of IUCN	Feb-05	IUCN Gland
GENERAL	Whyte, Anne and Zenda Ofir	External review of IUCN Commissions	May-04	IUCN Gland
GENERAL		Regionalisation and Decentralisation Review		

Other Documents Consulted				
BRAO	Ba, Cheikh Omar. et al	The Economic Value of Wild Resources in Senegal, A preliminary evaluation of non-timber forest products, game and freshwater fisheries	Jun-05	IUCN Gland
BRAO	Bergkamp, Dyson Scanlon (eds)	Flow - The Essentials of Environmental Flows	Jun-05	
BRAO	Bernardon, Matthieu	Cogestion des ressources marines en Afrique de l'Ouest. Exemple de la pecherie du mullet jaune	Apr-07	
BRAO	Biney, Charles A.	The Volta Basin Authority	Apr-07	
BRAO	Borrini Feyerabend et T Farvar	Renforcement des capacités et appui mutuel parmi les sites du réseau RAMAO sur le processus de gouvernance participative & les outils de sa mise en oeuvre - Rapport des formateurs	Nov-05	
BRAO	Bundi Aduna, Aaron	The Impact Of River Basin Management Issues On Communities In The Volta Basin	Nov-06	
BRAO	Burkina Faso- Republic of Ghana	Momorandum of Understanding on the Setting up of a Joint Technical Committee on Integrated Water Resources Management	Dec-05	
BRAO	Chambers, Lucas	A Hand on a Wing - The Djoudj National Bird Park	N/A	
BRAO	Chambers, Lucas	Forging the Diawling - The Diawling National Park	Apr-02	
BRAO	DANIDA	Programme d'Appui au Développement de l'Agriculture du Burkina Faso 2006-2011	Dec-05	
BRAO	Dansokho, Mamadou	Le Consentement à payer pour la visite du Parc national des oiseaux du Djoudj au Sénégal	Jul-03	
BRAO	Duvail, S. and O. Hamerlynck	Mitigation of negative ecological and socio-economic impacts of the Diama dam on the Senegal River Delta wetland (Mauritania), using a model based decision support system	Jun-05	
BRAO	Duvail, S. and O. Hamerlynck	The rehabilitation of the delta of the Senegal River in Mauritania	Jun-05	
BRAO	El Waled et Hamerlynck	La problématique de l'intégration du Parc National du Diawling dans une réserve de Biosphère du bas-delta Mauritanien	Jun-05	
BRAO	FAO	Irrigation Potential in Africa A Basin Approach - The Volta Basin	Jun-05	
BRAO	GIRMAC	Presentation du Programme de Gestion Intégrée des Ressources Marines et Côtieres - Girmac	Mar-03	

BRAO	Giron Yan, Ndiaye Paul, Sall Aliou and Witt Piet	Evaluation à mi parcours du Programme Régional de Conservation de la zone Cotière et Marine en Afrique de l'ouest (PRCM) rapport final	Feb-07	PRCM/IUCN
BRAO	Hamerlynck, Olivier	The Diawling National Park: Joint Management for the Rehabilitation of a Degraded Coastal Wetland	Jun-05	
BRAO	Houinsa, David G.	Projet d'amélioration de la Gouvernance de l'Eau dans le Bassin de la Volta. Rapport d'Evaluation Finale	Jul-03	
BRAO	IFPRI	Improved Water Supply in the Volta Basin	Feb-05	
BRAO	Issa Sylla, Seydina and Demba Baldé	Djoudj National Bird Park	Jun-05	
BRAO	IUCN	International Organizations Accept 'Environmental Flows' As Solution To Social Conflict Over Water 2004 IUCN News Release	Jun-05	
BRAO	IUCN Bureau du Sénégal et Réseau National Zones Humides (RENZOH)	Typologie et Problématique environnementale des zones humides de la rive gauche du Senegal	Jun-05	IUCN Gland
BRAO	IUCN internal	Water Governance in West Africa: legal and Institutional Aspects	Jun-05	IUCN Gland
BRAO	IUCN Mauretanie	La Réserve de Biosphère Transfrontière du Delta Du Fleuve Sénégal RBBDM	Sep-04	
BRAO	IUCN Mauritania	Rapport annuel 2003	Jun-05	
BRAO	IUCN PPP	Atelier Echange Societe Civil et OMVS Dakar	Jan-06	
BRAO	IUCN PPP	Rapport Annuel Janvier à Décembre 2005	Jun-05	
BRAO	IUCN PPP	Rapport Annuel Janvier à Décembre 2006	Jun-05	
BRAO	IUCN-PPP	Atelier national de partage de connaissances et d'expériences entre les institutions de recherche de la Mauritanie	20 July 05	
BRAO	IUCN-PPP	Document synthétique des ateliers d'information et d'échanges sur la charte des eaux du fleuve Sénégal	Dec-06	
BRAO	IUCN-PPP	Note De Presentation De La Demarche De L'uicn Pour La Promotion De La Participation Du Public A La Gestion Des Eaux Et De L'environnement Du Fleuve Senegal	Feb-05	
BRAO	IUCN-PPP	Promouvoir la Participation du Public a la Gestion de L'eau et l'environnement du Fleuve Senegal avec l'Appui de l'Union Mondiale Pour La Nature (UICN) (Document de Capitalisation)	Dec-07	

BRAO	Madiodio Niasse	Strengthening Transboundary Waters Management via Information sharing and learning among stakeholders The Case of the Senegal River Basin IUCN Bangkok	Nov-04	
BRAO	Niasse, Madiodio	Reconciling Development and Conservation Imperatives - The Case of Diawling Floodplain in the Lower Senegal River Mauritania	Nov-04	
BRAO	O Rajel, Ahmed et al.	Gestion Transfrontaliere des Ressources Naturelles Etude de Cas: Bas Delta du Fleuve Senegal	March-01	
BRAO	OMVS	Organisation pour la Mise en Valeur du fleuve Sénégal Charte des Eaux du Fleuve Sénégal	May-02	
BRAO	OMVS-IUCN	Projet de Gestion des Ressources en Eau et de l'Environnement dans le Bassin du Fleuve Senegal. Formulation de la Composante Participation du Public	Jun-05	
BRAO	Opoku-Ankomah Yaw, Youssouf Dembélé, Ben Y. Ampomah and Léopold Somé	Hydro-political Assessment of Water Governance from the Top-down and Review of Literature on Local Level Institutions and Practices in the Volta Basin	Jun-05	
BRAO	Oumou K. Ly, Joshua T. Bishop, Dominic Moran and Mamadou Dansokho	Estimating the value of ecotourism in the Djoudj National Bird Park in Senegal	Jun-05	IUCN Gland
BRAO	PRCM	Accords de Peche. Proposition de Plan de Travail conjointe et harmonisé IUCN/WWF	Jun-05	
BRAO	PRCM	Opérationnalisation du Réseau régional des Aires Marines Protégées en Afrique de l'Ouest - RAMPAO	Nov-06	
BRAO	PRCM	Programme Regional de Conservation de la Zone Cotiere et Marine en Africque de l'Quest - rapport annuel d'activités	Jun-05	PRCM/IUCN
BRAO	PRCM	Regional Coastal and Marine Conservation Programme for West Africa - annual report 2006	Jun-05	PRCM/IUCN
BRAO	PRCM WWF	Yakar Gestion Communautaire Des Ressources Halieutiques Et De L'environnement À Cayar (Sénégal)	N/A	
BRAO	République du Sénégal DPN-IUCN	Plan de Gestion de la Réserve de Biosphère du Delta du Saloum Resumé Executif	Jun-99	

BRAO	République du Sénégal DPN-UICN	Plan de Gestion de la Réserve de Biosphère du Delta du Saloum Resumé Executif	Jun-05	
BRAO	Republique Islamique de Mauritanie, Union Mondiale pour La Nature (UICN)	Programme de Participation du Public dans la Gestion des Ressources du Bassin du Fleuve Senegal (Rapport Provisoire)	Jun-02	
BRAO	SIDA-WANI/DGIS-UICN-Global Water Partnership West Africa	Project for Improving Water Governance in the Volta Basin (PAGEV) Proposal for a Bridging Phase October 2007 to June 2008	Sep-07	
BRAO	UICN BRAO PRCM	Les élus pour la conservation des ressources côtières - Réseau de parlementaires pour la gouvernance environnementale dans la zone côtière d'Afrique de l'Ouest	Jun-05	
BRAO	UICN BRAO PRCM	PRCM Cadre Logique d'Ensemble	N/A	
BRAO	UICN BRAO PRCM	Projet "Renforcer Les Capacites Des Aires Marines Protegees En Afrique De L'ouest : La Gestion Participative Au Service De La Bonne Gouvernance" (Ramao) logframe	N/A	
BRAO	UICN BRAO PRCM	Projet d'appui à la création et au renforcement des AMP, logframe	N/A	
BRAO	UICN BRAO PRCM	Projet d'appui à la mise en œuvre du Plan Sous-Régional d'Action pour la conservation et la gestion des populations de Requins, logframe	N/A	
BRAO	UICN BRAO PRCM	Projet Surveillance maritime dans les AMP des Etats membres de la CSRP, logframe	N/A	
BRAO	UICN PAGEV	2005 Annual Report	Jun-05	
BRAO	UICN PAGEV	2006 Annual Report	Jun-05	
BRAO	UICN PAGEV	PAGEV Inception Report	Feb-05	
BRAO	UICN PAGEV	Projet d'amélioration de la Gouvernance de l'Eau dans le Bassin de la Volta Project Brief	Feb-06	
BRAO	UICN Senegal	Aménagement des étangs de pisciculture dans les périmètres irrigués des villages périphériques du parc de Djoudj	Nov-97	

BRAO	UICN Senegal	Compte Rendu de la Rencontre de l'UICN et l'Ambassade Royale des Pays Bas Dakar- "Café de Rome", le 11 janvier 2002	Jun-05	
BRAO	UICN Senegal	Djoudj Programme de Gestion des Zones Humides UICN Senegal	Jan-98	
BRAO	UICN Senegal	Experience d'une Co-Gestion d'une Zone Humide : Cas de la Gestion Integree du Parc National des Oiseaux du Djoudj et de sa Peripherie	Jun-05	
BRAO	UICN Senegal	Plan Quinquennal de Gestion Integree du Parc National des Oiseaux Du Djoudj et de sa Peripherie Document de Synthese	Nov-94	
BRAO	UICN Senegal	Plan Triennal De Gestion Integree Du Parc National Des Oiseaux Du Djoudj Et De Sa Peripherie - Programme D'execution Technique Et Financiere		
BRAO	UICN Senegal	Processus D'elaboration Du Plan Quinquennal De Gestion Integree (Pqgi) Du Parc National Des Oiseaux Du Djoudj	Jun-96	
BRAO	UICN Senegal	Rapports Annuels de la Mission de l'UICN au Senegal	1979-2005	
BRAO	UICN Senegal	Resume de la Problematique de la Gestion du Parc de Djoudj	Jun-05	
BRAO	UICN Senegal-RBDS	Bref Apercu de la Reserve de Biosphere du Delta du Saloum (RBDS) Son Plan de Gestion	Jun-05	
BRAO	UICN Senegal-RBDS	Compte Rendu du Seminaire de Lancement du Projet de Formulation du Plan de Gestion de La Reserve de Biosphere du Delta du Saloum (RBDS)	Aug-97	
BRAO	UICN Senegal-RBDS	Note d'Information Le Parc National du Delta du Saloum	N/A	
BRAO	UICN Senegal-RBDS	RBDS Cadre logique du projet Pyramide des objectifs		
BRAO	UICN Senegal-RBDS	Resultats des Ateliers de Planification Participative sur la Gestion des Ressources Naturelles	Jun-99	
BRAO	UICN-BRAO	BRAO Strategie de Communication	Nov-05	
BRAO	UICN-BRAO	Façonner un avenir durable. Programme de l'UICN 2009-2012	Jun-05	Presentation
BRAO	UICN-BRAO	Plan de Travail 2007-2008	Jun-05	Excel Sheet
BRAO	UICN-BRAO	Programme régional Afrique de l'Ouest	Jul-07	Presentation
BRAO	UICN-BRAO	Rapport Annuel 2001	Jun-05	
BRAO	UICN-BRAO	Rapport Annuel 2003	Jun-05	
BRAO	UICN-BRAO	Rapport Annuel 2004	Jun-05	
BRAO	UICN-BRAO	Rapport Annuel 2005	Jun-05	
BRAO	UICN-BRAO	Rapport d'auto-évaluation du Bureau UICN Sénégal	Feb-02	
BRAO	UICN-BRAO	Rapport d'Analyse de Situation Regionale	Jun-03	

BRAO	UICN-WWF	Renforcement des Capacites de Negociation des Accords de Peche dans les Etats Membres de La Commission Sous Regionale des Peches	Jun-05	
BRAO	UNESCO	Biosphere Reserve Statutory Framework	Jun-05	
BRAO	WMO	Integrated Flood Management Mauretania Lower Delta Senegal River	Jan-04	
BRAO	World Bank GEF	Senegal River Basin Water and Environmental Management Project	Oct-01	
BRAO	World Bank GEF	Senegal River Basin Water And Environmental Management Project	Jun-04	
BRAO	World Bank GEF	Senegal River Basin Water And Environmental Management Project, Annexes	Jul-04	
EARO	Anderson, Jim	Analysis of reef fisheries under co-management in Tanga	Dec-04	
EARO	Arcadis Euroconsult	National Wetlands Conservation and Management Programme, Uganda, external review	Sep-98	Royal Netherlands Embassy Kampala, Uganda
EARO	Arvidson, Anders & Mattias Nordström	Tanzania Water Policy Overview Paper	Sep-06	
EARO	Awimbo, J. et al	CBNRM in the IGAD region	May-04	IUCN/USAID
EARO	Barrow, Edmund and Hezron Mogaka	The Economics of Drylands Kenya's Drylands – Wastelands or an Undervalued National Economic Resource (Draft)	Dec-06	
EARO	Bergkamp Ger, Brett Orlando, Ian Burton	CHANGE - Adaptation of water resources management to climate change	Jun-05	IUCN Gland
EARO	Cameron, Alice and Chege, Bernard and Gachanja, Michael and Hofstede, Margreet and Lambrechts, Christian and Powys, Gilfrid	(Implementation Phase)	Nov-00	KFWG

EARO	Chhetri Purna B., Edmund G.C.Barrow and Alex Muhweezi (editors)	Securing Protected Area Integrity and Rural People's Livelihoods: Lessons from Twelve Years of the Kibale and Semliki Conservation and Development Project	Feb-04	
EARO	EARO Uganda Country Office	Integrating Sustainable Development Activities and Conservation The case of Mt Elgon Conservation and Development project (1988- 2002)	N/A	
EARO	EARO Uganda Country Office	Monitoring and Evaluation System for the Mt Elgon Regional Ecosystem Conservation Programme (MERECP 2005-8)	Dec-06	
EARO	Government of Canada et al.	Joint Assistance Strategy for the Republic of Kenya (2007–2012)	Jun-07	
EARO	Hinchley David, Levand Turyomurugyendo and Kato Stonewall	Review of Collaborative Management Arrangements for Mt. Elgon National Park	Jun-05	
EARO	Ingles Andrew, Alex Moiseev, Line Hempel, Caroline Muller	Strategic Review of the Eastern Africa Regional Office - review report	Sep-05	IUCN EARO
EARO	IUCN	Mitigating the Effects of Climate Change: Preparing for Reduced Flows in Pangani Basin (B 1880)	Feb-05	
EARO	IUCN	Restoring the Goods and Services of Natural Forests in the Pangani, Mt. Elgon and the Aberdares for the Benefit of People, Conservation and Climate Mitigation	Jun-05	
EARO	IUCN	Pangani Basin A Situation Analysis	Jun-05	
EARO	IUCN EARO	Eastern and Southern Africa Programme for IUCN: A component programme for 2009 - 2012	Jun-05	IUCN EARO
EARO	IUCN Eastern Africa Programme	Second directors of conservation meeting February 2002, Aberdare Country Club, Kenya	Sep-02	IUCN
EARO	IUCN Indonesia	Conservation of Coastal and Marine biodiversity in the Western Indian Ocean - implementing the Jakarta Mandate	Undated	IUCN Indonesia

EARO	IUCN Uganda/Dept of Environment Protection Uganda	Uganda National Wetland Conservation and Management Programme, Phase II	Jun-05	IUCN/DEP Uganda
EARO	IUCN WANI	The Ecosystems Approach to Water Management	Jun-05	
EARO	IUCN/MEP Uganda	National Wetlands Conservation and Management Programme - summary of main conclusions and recommendations - external review mission	March-95	IUCN Uganda
EARO	IUCN/MEP Uganda	National Wetlands Conservation and Management Programme, Uganda - Phase I review and phase II proposal	Oct-91	IUCN Kenya/Ministry for Energy, Minerals and Environment Protection Uganda
EARO	IUCN/NORAD	Conservation of Coastal and Marine Biodiversity in the Western Indian Ocean - implementing the Jakarta Mandate - project overview	Jun-05	IUCN
EARO	IUCN/UNEP/CBD	Conservation of Coastal and Marine biodiversity in the Western Indian Ocean	2003/2004	
EARO	IUCN-EAC	Co-Operation Agreement Between The East African Community Secretariat And IUCN - The World Conservation Union For The Provision Of Technical Advisory, Programme And Financial Management Services To The Mt Elgon Regional Ecosystem Conservation Programme	Aug-05	
EARO	IUCN-EAC-KFWG	The Environment, Natural Resources and Livelihoods - Reflections of a Parliamentary Tour of Mount Elgon Transboundary Ecosystem	Nairobi 05	
EARO	IWMI et al	Environmental Flows Newsletter Vol 3 Issue 1	Sep-06	
EARO	Kallonga Emmanuel, Alan Rodgers, Fred Nelson, Yannick Ndoinyo, Rugemeleza Nshala	Reforming environmental governance in Tanzania; natural resource management and the rural economy	Apr-03	

EARO	Kallonga, Emmanuel and Rodgers, Alan and Nelson, Fred and Ndoinyo, Yannick and Nshala, Rugemeleza	Forum to assess development policies of Tanzania - reforming environmental governance in Tanzania; natural resource management and the rural economy	Jun-05	Tanzania
EARO	Kenya Forest Working Group	Mount Elgon Forest Status Report	Nov-00	
EARO	Laman, Khamati, Milimo	Mount Elgon Kenya (MEICDP) Final Evaluation	Feb-01	
EARO	Laman, Mineke and Khamati, Beatrice and Milimo, Patrick	Final version of the report on the external evaluation of the MEICDP	March-01	
EARO	Lang, Chris	IUCN and NORAD	Dec-06	
EARO	Lang, Chris et al	"A funny place to store carbon"- UWA-FACE Foundation's tree planting project in Mount Elgon National Park Uganda	Dec-06	
EARO	Lynch, Owen and Jayme, Denni and Chaudhry, Shivani	Republic of Kenya	Undated	CBPR database - Kenya
EARO	Maltby, E.	The Uganda National Wetlands Conservation and Management Programme - Evaluation Mission	May-93	IUCN Uganda
EARO	Matiru, Violet and Anthony Mwangi	Awareness Strategy for the Tanga Coastal Zone Conservation and Development Programme (TCZCDP)	Apr-05	
EARO	MERECF	Mount Elgon - project overview	undated	MERECF
EARO	Ministry of Water, Lands and Environment	Wetlands inspection division phase IV	April 99 - Dec 02	IUCN Uganda
EARO	Morgan, Peter	Organizational Assessment of IUCN EARO	Apr-01	
EARO	Moyini Yakobo, Dranzoa Christine, Ndemere Peter and Kaba Babu M.	National Wetlands Programme - end of term evaluation	Nov-03	Royal Netherlands Embassy Kampala, Uganda

EARO	Ongugo Paul, Jane Njuguna, Emily Obonyo and Gordon Sigu	Livelihoods, Natural Resource Entitlements And Protected Areas: The Case of Mount Elgon Forest In Kenya	Jun-05	
EARO	Pabari Mine, Angela Mvaa, Samwel Zongolo	Dialogues Towards Sustainable Water Management in the Pangani Basin Tanzania Internal Review	May-04	
EARO	Pabari Mine, Melita Samoily, Helinah Muniu, Andrew Othina, George Thande, Philbert Mijifha and Violet Matiru	Using Monitoring and Assessment for Adaptive Management: A Guide to the TCZCDP Information Management System	May-05	
EARO	Pabari Mine, Violet Matiru, Helinah Muniu and George Thande	Building Capacity for the Use of Monitoring and Assessment in Adaptive Management: Review of Existing Systems and Practices in Tanga	Feb-05	
EARO	Pabari, Mine and Mvaa, Angela and Zongolo, Samwel	Internal review Dialogues Towards Sustainable Water Management in the Pangani Basin, Tanzania	May-04	IUCN EARO/PBWO/Pamoja
EARO	Pamoja Kilimanjaro Joint Action	Dialogue on Water, Operational Plan 2003	Jun-05	
EARO	Pangani River Basin Management Project	Policy Briefs for Water Management Issue No. 1: Maximising the economic value of water resources	Mar-05	
EARO	PBWO/IUCN	Pangani River System - state of the Basin Report 2007 - Tanzania	Jun-05	PBWO/IUCN
EARO	Roberts Andrew, David Hinchley, Alex Muhweezi and Edmund G.C.Barrow (editors)	Securing Protected Area Integrity and Rural People's Livelihoods: Lessons from Twelve Years of the Mount Elgon Conservation and Development Project	Dec-04	
EARO	Samoily, Melita	Review of the Village Monitoring Team's Coral Reef Monitoring Programme in Tanga Region	Dec-04	

EARO	Samoilys, Melita and Murage, Dishon and Jowi, Charles	Progress in the development of a Partnership Programme for Implementing the Jakarta Mandate in the Western Indian Ocean Region - 13.7.05-20.10.05	Oct-05	
EARO	Samoilys, Melita et al.	Putting Adaptive Management into Practice - Collaborative Coastal Management in Tanga, Northern Tanzania	Draft 07	
EARO	Shepherd Dawson, A., Brehony, E., Mongi H. & Muthui, V.	Tanga Coastal Zone Conservation and Development Programme: Phase III Final Evaluation	Sep-03	
EARO	Smith Mark, Dolf de Groot, Ger Bergkamp	PAY - establishing payments for watershed services	Jun-05	IUCN Gland
EARO	Sumner Tim, James Kaweesi, Alex Muhweezi, Kathelyne Craenen, George Ayee	Evaluation of Institutional Support to and Operation of the Environment and Natural Resources Sector Working Group Uganda	May-05	
EARO	Tanga Coastal Zone Conservation and Development Programme	TCZCDP End of Phase III Evaluation EARO	Sep-03	
EARO	The Republic of Uganda Ministry of Finance, Planning and Economic Development	Poverty Eradication Action Plan (Draft)	Jul-04	
EARO	The Republic of Uganda Wetlands Inspection division	National Wetlands Conservation and Management Programme, Phase III part 1 - End of Phase Report	Nov-99	IUCN Uganda
EARO	The Republic of Uganda Wetlands Inspection division	National Wetlands Programme - Phase IV - end of phase report	May-03	IUCN Uganda
EARO	Torell Elin, James Tobey and Trudy Van Ingen	ICM Action Planning- Lessons Learned from the Tanga Coastal Zone Conservation and Development Programme Tanga Tanzania	Aug-00	

EARO	UNDP-Gov of Tanzania	Mainstreaming Climate Change into Integrated Water Resources Management in Pangani River Basin (Tanzania)	May-07	
EARO	United Republic of Tanzania	Joint Assistance Strategy Concept Paper	Jun-07	
EARO	United Republic of Tanzania	National Strategy for Growth and Reduction of Poverty (NSGRP)	Jun-05	
EARO	Unknown	Building Capacity to implement an environmental flow programme in Tanzania Report of an Training Workshop	Nov-03	
EARO	Vedeld Paul, Astrid van Rooij, Frode Sundnes, Ivar T. Jørgensen	Final Appraisal of the Mount Elgon Regional Ecosystem Conservation Programme (MERECP)	Apr-05	
EARO	WANI-PBWO-IUCN	The Pangani River Basin: Options for Integrated Management, Workshop Report	May-02	
EARO	Wells Sue, Melita Samoilys, Jim Anderson, Hassan Kalombo, and Solomon Makoloweka	Collaborative Fisheries Management in Tanga, Northern Tanzania. Chapter 7 in: Tim R. McClanahan, Juan Carlos Castilla (ED): Fisheries Management: Progress Towards Sustainability	Nov-07	
GENERAL	Barrow, Edmund	Summary: Livelihoods and conservation	Jun-05	
GENERAL	Bodegom, A.J. et al	Evaluation of the TMF Programme: Biodiversity conservation and poverty alleviation	Jun-05	Wageningen International
GENERAL	Brown, J. et al	The protected landscape approach, linking nature, culture and community	Jun-05	IUCN WCPA
GENERAL	Brundtland, Gro Harlem - UN World Commission on Environment and Development	Our Common Future Report of the World Commission on Environment and Development	Jun-05	
GENERAL	Camhi Merry, Fowler Sarah, Musick John, Brautigam Amie and Fordham Sonja	Les requins et autres poissons cartilagineux - ecologie et conservation	Jun-05	IUCN Gland/Cambridge
GENERAL	CBD Secretariat	The Ecosystem Approach Advanced User Guide	Jun-05	

GENERAL	CEESP	Executive Committee Meeting IUCN-HQ, Gland - Background Document	November 9-11, 06	
GENERAL	Coastal Ocean Research and Development in the Indian Ocean (Cordio)	Mitigating degradation of coastal ecosystems and the impacts on human societies		Cordio
GENERAL	Earthwatch Institute, World Resources Institute, WBCSD, and IUCN	Business and Ecosystems: Issue Brief, Ecosystem Challenges and Business Implications	Nov-06	
GENERAL	Emerton, Lucy and Elroy Bos	Value. Counting ecosystems as water infrastructure	Jun-05	
GENERAL	ENDA-Lotje de Vries	Lobbying (and Advocacy: some tools, references and approaches)	Jan-07	
GENERAL	Fisher, R.J., S. Maginnis, W. Jackson et al	Poverty and conservation- landscapes, people and power	Jun-05	Landscapes and livelihoods series No2. IUCN/FCP, IUCN Gland
GENERAL	GEF Evaluation Office	The role of local benefits in global environmental programmes	Jun-05	GEF Evaluation report No. 30
GENERAL	Gianni, Matthew	High Seas Bottom Trawl Fisheries and their Impacts on the Biodiversity of Vulnerable Deep-Sea Ecosystems: Options for International Action - executive summary	Jun-05	IUCN Gland
GENERAL	Global Environment Facility Evaluation Office	The Role of Local Benefits in Global Environmental Programs	Jun-05	
GENERAL	Grimsditch, Gabriel D. and Salm, Rodney V.	Coral Reef Resilience and Resistance to Bleaching	Jun-05	IUCN Gland
GENERAL	Hardin, Garret	The Tragedy of the Commons Science	May-05	
GENERAL	HSTF - High Seas Task Force	Closing the net, stopping illegal fishing on the high seas, final report of the Ministerially-led Task Force on IUU Fishing on the high seas	Jun-05	IUU Fishing Coordination Unit United Kingdom
GENERAL	International Finance Corporation C.Cassagne	IFC and Nature-Based Markets	Nov-06	

GENERAL	IUCN	An Assessment of Progress 2002 - The IUCN Programme	Jun-05	
GENERAL	IUCN	Background information - Meeting of chairs of regional and national committees	Feb-06	IUCN Gland
GENERAL	IUCN	Can protected areas contribute to poverty reduction? Opportunities and limitations	Jun-05	IUCN Gland
GENERAL	IUCN	Conservation for poverty reduction initiative (CPRI), an IUCN leverage initiative in support of the MDGs, Draft	May-07	IUCN, work in progress
GENERAL	IUCN	Conservation For Poverty Reduction Linking Landscapes, People And Power An IUCN Initiative in Support of the Millennium Development Goals	Sep-05	
GENERAL	IUCN	Creating a Better Future, Options for Organisational Change within the Decentralised Secretariat of the World Conservation Union	Mar-07	IUCN Gland
GENERAL	IUCN	Livelihoods and landscapes: A bold vision for forests (Presentation)	Oct-06	
GENERAL	IUCN	The Future of Sustainability Re-thinking Environment and Development in the Twenty-first Century Report of the IUCN Renowned Thinkers Meeting, www.iucn.org	January 29-31 06	
GENERAL	IUCN	Valuing coastal ecosystems	Apr-07	Coastal ecosystems quarterly newsletter #4
GENERAL	IUCN	IUCN Intersessional Programme 2005 - 2008; Wetlands & Water Resources Programme		IUCN Gland
GENERAL	IUCN	Climate Change and Oceans		IUCN Gland
GENERAL	IUCN	Mangroves for the Future, promoting investment in coastal ecosystem conservation A Plan for Action	Oct-06	
GENERAL	IUCN	The Senegal River - Release of an Artificial Flood to Maintain Traditional Floodplain Production Systems	Jun-05	
GENERAL	IUCN Asia	Coastal Ecosystems	Apr-07	IUCN Asia
GENERAL	IUCN Asia	Environmental stories "After tsunami"	Jun-05	IUCN Asia
GENERAL	IUCN Eastern Africa Regional Programme	CBNRM: learning lessons, sharing experiences and influencing biodiversity conservation policy in Kenya	Aug-04	IUCN EARO Forest and social perspectives in conservation # 14
GENERAL	IUCN Eastern Africa Regional Programme	Community sharing and lesson learning on the importance of natural resource and the environment to our livelihoods, Eritrea	Apr-05	IUCN EARO Forest and social perspectives in conservation # 17

GENERAL	IUCN Eastern Africa Regional Programme	Learning lesson and sharing experiences of collaborative management in Mount Elgon National Park, Uganda	March-04	IUCN EARO Forest and social perspectives in conservation # 13
GENERAL	IUCN Eastern Africa Regional Programme	Proceedings of the workshop on sharing experiences from community level on poverty-environment nexus, Tanzania	Jan-04	IUCN EARO Forest and social perspectives in conservation # 15
GENERAL	IUCN Eastern Africa Regional Programme	Sharing community level conservation and development experiences and lessons	March-04	IUCN EARO Forest and social perspectives in conservation # 12
GENERAL	IUCN Forest Conservation Programme	Livelihoods and landscapes, a leverage programme (2006 - 2009) to catalyse the sustainable use and conservation of forest conservation and ecosystem services for the benefit of the rural poor Part 1: Strategic Overview, Part 2: Operational Components	Jun-05	IUCN Gland
GENERAL	IUCN Gland	Creating a better future, options for organizational change within the decentralized Secretariat of the World Conservation Union	March-07	IUCN Gland
GENERAL	IUCN Global Marine	GMP News	Aug-07	IUCN Gland
GENERAL	IUCN Global Marine	Saving western gray whales - business and conservationists join forces for a common goal	Jun-05	IUCN Gland
GENERAL	IUCN Global Marine	GMP News, Issue 3	Aug-06	IUCN Gland
GENERAL	IUCN Global Marine	GMP News, Issue 4	Sep-07	IUCN Gland
GENERAL	IUCN Global Marine	Securing our Ocean's Assets in Changing Climate, Draft for Consultation	Jun-Aug 07	IUCN Gland
GENERAL	IUCN Global Marine	Intersessional Plan 2005 - 2008 and Business Plan		IUCN Gland
GENERAL	IUCN Global Marine	GMP News, Issue 2	Dec-05	IUCN Gland
GENERAL	IUCN Global Marine	GMP News, Issue 1	May-05	IUCN Gland
GENERAL	IUCN Global Marine	Review of Marine Resolutions, Rev. 3/8/04		IUCN Gland
GENERAL	IUCN internal	IUCN Water & Nature Initiative Part I: strategy	Dec-00	IUCN Gland
GENERAL	IUCN Mesoamerica	Alliances without borders - two years for people and nature in Central America	Jun-05	IUCN Mesoamerica

GENERAL	IUCN Office of Performance Assessment	Survey of IUCN Asia Donors and Partners Summary of Results	Nov-06	IUCN ARO
GENERAL	IUCN/UNDP	IUCN Mangroves for the Future A strategy for promoting investment in coastal ecosystem conservation 2007-2012	Jun-05	IUCN
GENERAL	IUCN/UNEP	Ecosystems and Biodiversity in Deep Waters and High Seas	Jun-05	UNEP Kenya
GENERAL	Jackson, Bill	Designing Projects and Project Evaluations Using The Logical Framework Approach	Jun-05	
GENERAL	Kimball, Lee A.	International Ocean Governance, Using International Law and Organizations to Manage Marine Resources Sustainably	Jun-05	IUCN United Kingdom
GENERAL	Marshall, Paul and Schuttenberg, Heidi	A Reef Manager's Guide to Coral Bleaching	Jun-05	Great Barrier Reef Marine Park Authority Australia
GENERAL	Mayers, J.	Povert reduction through commercial forestry	Jun-05	The Forestry Dialogue
GENERAL	McLeod, Elizabeth and Salm, Rodney V.	Managing Mangroves for Resilience to Climate Change	Jun-05	IUCN Global Marine Gland
GENERAL	Mekong Wetlands Biodiversity Conservation and sustainable Use programme (MWBP)	Annotated bibliography of MWBP reports and working papers 2004 - 2007	Jun-05	MWBP
GENERAL	Meliane, Imène and Hewitt, Chad	Gaps and Priorities in addressing marine invasive species	Jun-05	IUCN Gland
GENERAL	Millennium Ecosystem Assessment	Ecosystems and Human Well-being A Framework for Assessment	Jun-05	
GENERAL	Millennium Ecosystem Assessment	Ecosystems and Human Well-being. Synthesis	Jun-05	
GENERAL	NORAD	The Economic Case for Investing in Environment A Review of Policies, Practice and Impacts of relevance to Norwegian Partner Countries	Jun-05	
GENERAL	OECD	The Wellbeing of Nations The Role of human and social capital Education and Skills	Jun-05	

GENERAL	Pearce, D. et al	Investing in environmental wealth for poverty reduction - environment for the MDGs	Jun-05	Published through the PEP (Poverty-Environment Partnership)
GENERAL	Phillips, Adrian	Turning Ideas on Their Head The New Paradigm For Protected Areas	Jun-05	
GENERAL	Pirot Jean-Yves, Peter-John Meynell, and Danny Elder (editors)	Ecosystem Management: Lessons from around the World A Guide for Development and Conservation Practitioners	Jun-05	
GENERAL	Prescott-Allen, Robert	The Wellbeing of Nations. A Country-by-Country Index of Quality of Life and the Environment	Jun-05	
GENERAL	Samuel Waweru (ed.)	The East African region lessons learnt workshop, Nairobi, Kenya	Nov-04	IUCN EARO Forest and social perspectives in conservation # 16
GENERAL	Selin, Henrik and Björn-Ola Linnér	The Quest for Global Sustainability: International Efforts on Linking Environment and Development	Jan-05	
GENERAL	Shepherd Gill, Stewart Maginnis, Jeff Sayer, Bruce Campbell, Reidar Persson and Lars Birgegard	Poverty, Forests, Development and Conservation Draft for Comment	April 10, 07	
GENERAL	Sherwood Kristen L. (editor)	Global Coral Reef portfolio		IUCN Gland
GENERAL	Splithoff, Petra and Hoefsloot, Henk	Water and Nature Initiative (IUCN / WANI) External review	Jun-05	IUCN/WANI
GENERAL	Stephen C. Farber Robert Costanza Matthew A. Wilson	The Dynamics and Value of Ecosystem Services: Integrating Economic and Ecological Perspectives Economic and ecological concepts for valuing ecosystem services (Ecological Economics 41 (2002) 375–392)	Jun-05	
GENERAL	Sudmeier-Rieux, K. et al	Ecosystems, livelihoods and disasters, an integrated approach to disaster risk management	Jun-05	Ecosystems management series #4
GENERAL	UN	Convention On Biological Diversity	Jun-92	
GENERAL	UNDP – UNEP	Poverty and Environment Initiative (PEI) Lessons learned on the mainstreaming of poverty and environment	(2007?)	

GENERAL	UNDP-UNEP	Poverty and Environment Initiative (PEI) Linking Poverty Reduction And Environmental Management To Achieve the MDGs	Jun-05	
GENERAL	UNDP-UNEP-IIED-IUCN-WRI	Investing In Enviromental Wealth For Poverty Reduction	Sep-05	
GENERAL	UNEP WCMC-ICRAN-IUCN Marine	In the front line - shoreline protection and other ecosystem services from mangroves and coral reefs	Jun-05	UNEP WCMC United Kingdom
GENERAL	US-Environmental Protection Agency	Guidelines for Preparing Economic Analyses	Nov-00	
GENERAL	World Bank	How much is an Ecosystem worth? Assesing the Economic Value of Conservation	Jun-05	
GENERAL	World Resources Institute	The Wealth of the Poor Managing Ecosystems to fight Poverty	Jun-05	
GENERAL	World Summit on Sustainable Development	Plan of Implementation of the World Summit on Sustainable Development	Jun-05	
ROSA	Arntzen Jaap, Tshepo Setlhogile, and Jon Barnes	Rural livelihoods, poverty reduction and food security in Southern Africa: Is CBNRM the answer?	March-07	FRAME/IUCN/IRG
ROSA	DEA	Okavango delta Ramsar Site shared and common vision for 2016	Sep-06	DEA/IUCN/ODMP
ROSA	IRG/IUCN	The FRAME programme/"UNCCD Initiative" project document (5 phases)	Jun-05	FRAME/IUCN/IRG
ROSA	IUCN	Managing biodiversity for sustainable economic development and livelihoods in Southern Africa (draft)	Jun-05	ROSA/Harare
ROSA	IUCN Botswana	Draft concept note for regional forum on UNCCD implementation SADC SRAP	Jun-05	FRAME/IUCN/IRG
ROSA	IUCN Botswana national members' committee	Comments on the challenges facing IUCN in Botswana and the potential of improving members' participation	May-07	Internal document
ROSA	IUCN ROSA	Draft Drylands and Livelihoods Programme Strategy (to be further developed)	Undated	IUCN
ROSA	IUCN SA	IUCN SA Impact assessment report	July-04	IUCN SA
ROSA	IUCN SA	IUCN South Africa, 2005-2008 Country programme - Local ideas. Lasting Solutions	Undated	IUCN SA

ROSA	IUCN South Africa	Natural products enterprise programme (NATPRO), programme design, final	Jun-05	IUCN/SA
ROSA	Johannessen, A. et al	The Okavango delta, learning in a dynamic and complex system	Jun-05	Paper presented to the World Environmental Education Congress, 2007
ROSA	Katerere Yemi , Ryan Hill and Sam Moyo	A Critique of Transboundary Natural Resource Management in Southern Africa	Jun-05	
ROSA	Maltitz, G. von	Integrating CBNRM into UNCCD desertification strategies - experiences in select Southern African countries	Feb-07	FRAME/IUCN/IRG
ROSA	Mpande, R.	Situation analysis report - an input to the IUCN ROSA Drylands Programme	Aug-07	IUCN
ROSA	Natural Futures Programme	Report to ComMark Trust	Apr-06	IUCN/SA
ROSA	Natural Futures Programme	Report to ComMark Trust	Oct-05	IUCN/SA
ROSA	Natural Futures Programme	Report to ComMark Trust	Jan-05	IUCN/SA
ROSA	Natural Futures Programme	Report to ComMark Trust	Jan-06	IUCN/SA
ROSA	Natural Futures Programme	Report to Regional Trade Facilitation Programme	Dec-06	IUCN/SA
ROSA	Natural Futures Programme	Report to Regional Trade Facilitation Programme	March-07	IUCN/SA
ROSA	Natural Futures Programme	Report to Regional Trade Facilitation Programme	May-07	IUCN/SA
ROSA	NRP/Robford Tourism	ODMP sustainable tourism and CBNRM component - section 5 CBNRM Action Plan	Apr-07	DoT/NWDC/ODMP
ROSA	NRP/Robford Tourism	ODMP sustainable tourism and CBNRM component (Volume 1 and 2) (draft)	Apr-07	DoT/NWDC/ODMP
ROSA	Nyoni, J.M.	External mid-term review of the collaboration between the Government of Botswana and IUCN for the development of the Okavango Delta Management Plan	Nov-05	DEA/ODMP
ROSA	ODMP secretariat	Draft Final Okavango Delta Management Plan	Dec-06	DEA/ODMP
ROSA	ODMP secretariat	Okavango delta Management Plan - Inception report	Feb-05	ODMP

ROSA	Okavango Delta Management Plan Project, Ministry of Environment, Wildlife and Tourism, Botswana Government	Demonstrating Integrated Wetland Management And Participatory Planning.	Aug-06	A paper presented at the okacom/odmp seminar during the world water week, Sweden
ROSA	SADC	Regional training needs and recommended centres of excellence on ABS	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional analysis and guidelines on access and benefit sharing (ABS), legislation and institutional frameworks for biodiversity management in Southern Africa	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional Biodiversity Strategy	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional Databases on Access and Benefit Sharing and on Invasive Alien Species in Southern Africa	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional guidelines on innovative financing mechanisms for sustainable biodiversity management in Southern Africa	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional Roster of Experts on Invasive Alien Species in Southern Africa	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	SADC's Engagement with Multilateral Environmental Agreements - Experiences from the Conference of Parties 8 of the Convention on Biological Diversity	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	Schuster, B. and C. Steenkamp	Creating synergies between CBNRM and the UNCCD	Jun-07	FRAME/IUCN/IRG
ROSA	Timberlake/Moyini	Draft Mid-term evaluation Southern Africa Biodiversity Support Programme	Apr-03	Draft report
ROSA	Turpie, J. et al	Economic value of the Okavango delta, Ngamiland, Botswana (draft)	Aug-06	DEA/ODMP
ROSA	UNDP/GEF	Southern Africa Biodiversity Programme	Jun-05	UNDP/GEF project document