



In search of sustainability

Some outputs of the implementation of
the 2009 – 2012 Programme



CONTENTS

Acronyms and abbreviations	3
Giving environmental education a boost	6
Dialogue and mobilisation for efficient environmental management	8
Elected officials must be mobilised for the environment	9
Watersheds: Efforts for effective water governance	10
Evaluate and build the management capacities of protected areas	12
Strategies for environmental policy leverage	14
Sustainable management of natural resources: Civil society and the State mobilised	15
Integrated management of resources: Mobilising communities of the Sirba sub-basin	17
Climate change: A tripartite partnership to adapt	18
Mobilising Cameroon civil society for REDD+	19
New tools for coastal governance and coastal risks reduction	20
Climate negotiations: Burkina Faso and Senegal, good learners	22
Making REDD+ acceptable to communities and people	24
Integrated wetland management through dialogue	26
Large dams in West Africa: Between economic viability, social equity and environmental sustainability	28
Civil Society Organizations, sustainable Natural Resource Management and policy reforms in Central Africa	30
Co-construction: A fishery co-management approach promoted in West Africa	32
The IUCN four year Programme: Contributions of Members and experts of IUCN Commissions	33
Implementation of the Programme	36
Human resources	37
Communication	38
Fundraising	40
IUCN – PACO Members	41
Vice-presidents of Commissions	42
Financial and technical partners	43

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ACRONYMS AND ABBREVIATIONS

AD: Accao Para o Desenvolvimento	NBA: Niger Basin Authority
ADEPAG: Association pour le Développement de la Pêche Artisanale de Guinée	NCF: Nigerian Conservation Foundation
AEA: Agence de l'Eau et de l'Assainissement	NGO: Non-governmental Organisation
AFD: Agence Française pour le Développement (French Development Agency)	NIWRM: Nigerian Integrated Water Resource Management Commission
AMCOW: African Ministers Council on Water	NTFP: Non-timber forest products
APPEL: Alliance of Parliamentarians and local elected officials for environmental protection in West African coastal countries	OSC: Civil Society Organisation
ASSPCI: Association pour la Sauvegarde sociale et la Promotion de la Culture Imraguen	PA: Protected Area
AU: African Union	PACEBco: Support Programme for the conservation of the Congo Basin ecosystems
AVCA: Analysis of vulnerability and capacity to adapt to climate change	PACO: Central and West Africa Programme
AWF: African Wildlife Foundation	PAGEN: Partenariat pour l'Amélioration de la Gestion des Écosystèmes Naturels
BO: Basin Organisation	PAGEV: Projet d'amélioration de la gouvernance de l'eau dans le bassin de la Volta
CAP: Community Action Plan	PAGIRE: Plan d'action pour la gestion intégrée des ressources en eau
CARPE: Central Africa Regional Programme for the Environment	PANA: Plan d'action national d'adaptation (National Adaptation Action Plan)
CDM: Clean Development Mechanism	PANE: Plan d'action national pour l'environnement (National Environmental Action Plan)
CEDAP: Centre de développement agro pastoral de Djolu	PAPACO: PACO Protected Areas Programme
CEESP: Commission on Environmental, Economic and Social Policies	PARCE: Projet d'appui à la restauration et à la conservation des écosystèmes
CEPIA: Construire Ensemble une gestion des Pêches Intégrant les AMP	PCVBGE: Projets Conservation et Valorisation de la Biodiversité du Gourma et des Éléphants
CI: Conservation international	PGIRES: Projet de gestion intégrée des ressources en eau du Sourou
CILSS: Comité inter-États de lutte contre la sécheresse au Sahel (Inter-States Committee for the fight against drought in the Sahel)	PNBA: Banc d'Arguin National Park
COMIFAC: Central Africa Forest Commission	PRCM: Regional Coastal and Marine Conservation Programme in West Africa
COMNACC: National Committee on Climate Change	PREE: Regional Environmental Education Programme
CONEDD: Conseil national pour le développement durable (National Council for Sustainable Development)	PREMI: Poverty Reduction and Environmental Management Initiative
CoP: Conference of Parties	PREZOH: Programme Eau et Zones Humides (Water and Wetlands Programme)
CREMA: Community Resource Management Areas	PRLEC: Programme régional de lutte contre l'érosion côtière
CREMACO: Regional Committee of IUCN Members in Central and West Africa	PSG: Permanent Secretariat General
CREPA: Regional Centre for Potable Water and Sanitation	RAPPAM: Rapid Assessment and Prioritization of Protected Areas Management
Cristal: Community risk identification tool: adaptation and livelihoods	RBIDS: Réserve de biosphère transfrontière Delta du fleuve Sénégal (Senegal River Delta border Biosphere Reserve)
CRODT: Centre de recherche océanographique de Dakar-Thiaroye	RECOPA: Réseau de communication sur le pastoralisme
CRS: Catholic Relief Services	REDD: Reduction of emissions from deforestation and forest degradation
CSLP: Cadre stratégique de lutte contre la pauvreté (Strategic Framework for the fight against poverty)	REDDIN: Réhabilitation des Ecosystèmes Dégradés du Delta Intérieur du Niger
CSRFP: Sub-Regional Fisheries Commission	REPES: Réseau des parlementaires pour la protection de l'environnement au Sénégal
DANIDA: Danish International Development Agency	ROCA: Regional Office for Central Africa
DIN: Inner Delta of the Niger	ROWA: Regional Office for West Africa
DRC: Democratic Republic of Congo	RTP: Regional Thematic Programmes
ECCAS: Economic Community of Central African States	SESA: Strategic Environmental and Social Assessment
ECOWAS: Economic Community of West African States	SIDA: Swedish International Development Agency
EFA: Environmental Foundation for Africa	SRBDA: Senegal River Basin Development Authority (Organisation pour la mise en valeur du fleuve Sénégal)
EoH: Enhance our Heritage Toolkit	TOPSECAC: Tool kit for Planning, monitoring and evaluation of climate change adaptation capacities
ESARO: Eastern and Southern Africa Regional Office	TRIDOM: Tri-National DJA-ODZALA-MINKEBE
FAP: Fonds d'Appui aux projets	UNDP: United Nations Development Programme
FIBA: Fondation internationale du Banc d'Arguin	UNEP: United Nations Environment Programme
FIP: Forestry Investment Programme	UNFCCC: United Nations Framework Convention on Climate Change
GEF: Global Environment Facility	UNIVERE: Union des Volontaires pour Education Relative à l'Environnement
GHG: Greenhouse Gases	UNOPS: United Nations Office for Projects Services
GIZ: German International Cooperation Agency	USAID: United States Agency for International Development
GRAMUE: Groupe des amis de l'Unesco et de l'environnement	VBA: Volta Basin Authority
GWI: Global Water Initiative	WANI: Water and Nature Initiative
IBAP: Institut de la biodiversité et des aires protégées (Biodiversity and Protected Areas Institute)	WAPP: West African Power Pool
ICCN: Institut Congolais pour la Conservation de la Nature (Congoese Institute for Nature Conservation)	WB: World Bank
IIED: International Institut pour l'environnement et le développement	WCPA: World Commission on Protected Areas
IMROP: Institut mauritanien de recherche océanographique et des pêches	WCS: Wildlife Conservation Society
INDP: Institut National de Développement des Pêches	WRCC: Water Resources Coordination Centre
IUCN: International Union for Conservation of Nature	WWF: World Wide Fund for Nature
IWRM: Integrated Water Resource Management	
KYB: Komadugu Yobe Basin	
LCBC: Lake Chad Basin Commission	
LLS: Livelihoods and landscapes	
LWC: Local water Committee	
MACO: Marine and Coastal Programme	
MAE: Multilateral Agreements on the Environment	
METT: Management Effectiveness Tracking Tool)	
MPA: Marine Protected Area	



Elan of Derby in Bandia Reserve in Senegal

TAKING STOCK TO BUILD A BETTER FUTURE

The period 2009-2012 has a double meaning for the West and Central Africa Programme (PACO), one of the eight regional offices of IUCN worldwide. Firstly, it is more or less the first steps of PACO, since it was established in mid 2008, from the regional offices for Central Africa (BRAC) and West Africa (BRAO) at the time. Secondly it represents the period of implementation of the four-year programme adopted in 2008 in Barcelona by the IUCN Congress.

This outcome is thus, a look at progress made in the construction of PACO. It particularly takes stock of progress made in terms of achieving the set ambitions of the 2009 – 2012 programme, development of partnership; structuring relations between the Secretariat, IUCN Members and Commissions, and technical outputs. It illustrates more than it seeks to be comprehensive, especially as a comprehensive document would be much less friendly and because although the IUCN Programme has in principle a 4-year time span, action is necessarily on-going and does not stop at the end of a given programme. It is however timely since a new four-year programme will be on the table of IUCN members for adoption at the Jeju Congress, in September 2012.

Once the 2013-2016 programme is adopted, it will be dealt with more serenely by PACO given that the exercise of achieving the outputs of the previous four years helped us to equip ourselves in a better way: to work more effectively on the essentials and thus contribute even more concretely to the making of a just world that values and conserves nature.



Prof Aimé J. Nianogo



GIVING ENVIRONMENTAL EDUCATION A BOOST

Frédéric Airaud^a, Pierre Campredon^b

Handing over a better environment to future generations requires changing attitudes and behaviours. It is on the basis of this observation that the coalition of actors involved in the conservation of the coastal and marine zone of West Africa has included environmental education in its strategic work. After three years of intervention, a new momentum was created to promote environmental education in the coastal countries of West Africa. This dynamic aims to teach young people about issues related to the conservation of wildlife resources of the coastal zone of West Africa.

The Regional Environmental Education Programme (PREE) initiated by IUCN from Guinea Bissau has mobilised national structures, local education, and community outreach organizations. These organizations have thus handed over to younger generations elements to enable them understand issues related to the conservation of the coastal zone heritage of West Africa. Mauritania, Sierra Leone, Cape Verde, Senegal, Gambia, Guinea Bissau and Guinea are engaged in the production of teaching tools and reviewing their educational policies. This engagement seeks to mainstream the teaching of educational and socio-cultural values of coastal and marine areas, and the risks associated with their degradation.

Active educators

Since 2008, the PREE has supported eight environmental education projects in the seven coastal countries of the Regional Coastal and Marine Conservation Programme in West Africa (PRCM). These projects, managed by local organizations, helped to educate children about coastal environmental problems, to train teachers and to push forward the implementation of environmental action projects for educational purposes (reforestation, mangrove restoration, improved stoves, solar salt production, nurseries, school gardens etc.). These projects were executed by the following national organizations: INDP (Cape Verde), ASSPCI (Mauritania), UNIVERE (Senegal), Stay Green Foundation (Gambia), AD and Palmeirinha (Guinea Bissau), ADEPAG (Guinea) and Environmental Foundation for Africa (Sierra Leone).

The involvement of these organizations helped to educate or train more than 1,700 adults. Also, 6,200 students spread across the seven countries of PREE were involved in educational projects with environmental mandates. These local projects helped train over 300 teachers on coastal environmental issues. Consequently, they have appropriated pedagogical approaches to explore ecosystems, brainstorm on threats and degradations, and guide children to protect these environments. In turn, young educated people mobilized themselves to take action for the conservation or sustainable management of natural resources such as monitoring nestling sites of sea turtles, reforestation of degraded mangroves, and building of improved stoves or facilitation of nature clubs in schools.

Appropriate teaching tools

In order to facilitate access to relevant information on environmental education, PREE actors (States, national and international NGOs involved in environmental education, etc...) have invested in the production of teaching tools. These tools have been translated into the four official languages of the West African sub-region (French, English, Portuguese and Arabic). These teaching tools designed for use by teachers, facilitators and technicians of associations as well as the staff of protected areas were distributed in the seven countries. *The Book of Knowledge: Exploring the West African coast* is the first of its kind. It describes the coast with its diverse habitats, wildlife and flora. The book also analyzes the impacts of major human activities (fishing, urbanization, pollution, industry, tourism) on the marine and coastal environment. A teaching guide complements it. More than ten thousand copies of this guide meant for teachers and facilitators of environmental education sessions have been distributed in the PREE countries. It is divided into thematic sections on



Nature visual arts in Mauritania

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coastal management, fisheries, shellfish, tourism, pollution, climate change, mining, oil, protected areas and species and wetlands. The various teaching tools have become reference documents for environmental education professionals in the coastal zone of West Africa.

Challenges to overcome

In order to consolidate these achievements and ensure sustainability of its actions, PREE has involved stakeholders in curriculum development in the seven countries. The involvement of these actors is to outline the priorities and strategies for mainstreaming environmental education into curricula. In this area, PREE has received strong political support from the ministries concerned. For example, Mr. Artur Silva, Minister of Education in Guinea

Bissau, has been a champion of environmental education in his country. He defended a bill on EE before the National Assembly. Better still, he is trying to convince his counterparts in the coastal countries of the sub-region to mainstream environmental education in school curricula.

Actors involved in PREE hope that their efforts will strengthen the conservation and sustainable management of natural resources. For them, the combination of initiatives will enable West African youths to choose wise strategies in the exploitation of the natural resources of the West African coast.

The MAVA Foundation and Netherlands - Spain bilateral cooperation funded the youth education initiative from 2008 to 2012.



Releases of Young turtles
Children with in Cape Verde



Visit by children in
Sierra Leone



Discovery of the coast in Guinea Bissau

DIALOGUE AND MOBILISATION FOR EFFICIENT ENVIRONMENTAL MANAGEMENT

Ely Ould Mohamed El Hadj^a

Optimal and sustainable use of natural resources in line with the socio-economic development ambitions is a major challenge in Mauritania. In a country where it is difficult to prioritise development priorities, this challenge may seem unattainable. IUCN is taking action within the framework of various reference strategies of Mauritania. These strategies are the National Environmental Action Plan (NEAP), the Third Phase of the Fisheries Sector Action Plan (2011-2015) and the Poverty Reduction Strategy Paper (PRSP). IUCN actions have obtained several outputs.

For example, Mauritania and Senegal have validated the transboundary governance system of the Transboundary Biosphere Reserve of the Senegal River Delta (RBTDS). This system, developed with support from experts from the Commission on Environmental, Economic and Social Policies (CEESP) of IUCN, aims to promote a fair sharing of the potential of this ecological landscape. The momentum has fostered collaboration with other promising projects investing in the area of conservation. This collaboration has taken place with the Spanish Cooperation through the support project for the restoration and conservation of ecosystems (PARCE), *IPADE-Fundación Para El Desarrollo* and COMPACT Programme – Community Management Programme for the Conservation of Protected Areas SGP/GEF. The German development cooperation through GIZ was also part of this partnership. The organization of Senegal River Delta border Biosphere Reserve (RBTDS) Days in 2012 was also an opportunity to launch the process of updating the management plan.

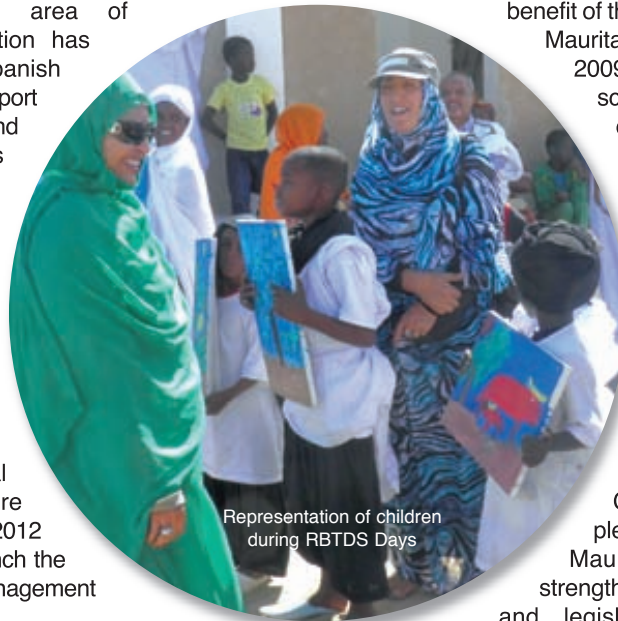
IUCN has contributed to the technical development and validation of the management plan of mullet fisheries in Mauritania. A similar plan is under validation in Senegal. The Commission on transboundary pelagic stock for fish types such as mullet, croaker and bluefish has been recognized as the sub-regional body for the harmonization and monitoring of management agreements.

Facilitating collaboration between the Mauritanian Institute of Oceanographic Research and Fisheries (IMROP) and the Centre for Oceanographic Research of Dakar-Thiaroye (CORDT) has made it possible to cover various topics related to the eco-biology of species. This partnership has provided fertile ground for data sharing. In terms of actors, 158 women involved in fish processing were trained in Senegal and Mauritania to improve the quality of their products.

In Mauritania, the authorities of the Nouadhibou region have modified their land management plan to include land use planning and conservation of Etoile Bay. This output was attained through awareness raising and research carried out within the framework of the guidance and Monitoring Commission of the coastal development Directorate of the Etoile Bay created in 2010.

New partnerships have been developed for the benefit of the Government and the people of Mauritania and the sub-region. In April 2009 for example, the independent scientific panel on oil and gas¹ operations in the Islamic Republic of Mauritania made recommendations. It recommended that the Universities of Nouakchott in Mauritania and Gaston Berger of Saint-Louis in Senegal should together institute a Masters in *management of extractive activities for development*. This Masters will take effect in 2012. In the same vein, UNDP, GIZ, WWF and IUCN have pledged to support efforts by the Mauritanian Government to strengthen its ability to act, its financial and legislative instruments aimed at protecting and conserving marine and coastal biodiversity and partnering with the oil and gas industries.

IUCN has promoted dialogue and mobilized international expertise to support Mauritania in its efforts in the sustainable management of natural resources both at national and transnational levels. The results obtained have highlighted the importance of political aspects, transboundary dimensions, shared governance and training in the field of sustainable management of natural resources.



Representation of children during RBTDS Days

¹ Geert van Vliet, Géraud Magrin, Bopp van Dessel, Lucien Chabason, 2009. Panel scientifique indépendant sur les activités pétrolières et gazières en République Islamique de Mauritanie. Final Report, 8 April 2009. IUCN Mauritania, 70 pages

^a Programme Officer, IUCN Mauritania

FOR THE ENVIRONMENT, ELECTED OFFICIALS MUST BE MOBILISED

Racine Kane^a, Oumar Sy^b, El Hadji Ballé Seye^c

Since 2008, parliamentarians and local elected officials collaborated on building a common vision of the coastal and marine zone of West Africa. Brought together under the Alliance of Parliamentarians and Local councillors for Environmental Protection of the coastal countries of West Africa (APPEL), these elected officials contribute in the improvement of environmental governance. With the assistance of IUCN and the PRCM, they enabled the ratification of multilateral environmental agreements (MEAs) and the drafting of new laws on coastal management.

Reconstructing coastal law

In Senegal, the bulk of economic, social and cultural activities are located on the coast. This situation requires the identification of legal rules, capable of regulating use of the coast. In this perspective, the Network of Parliamentarians for Environmental Protection in Senegal (REPES), committed itself to supporting the Senegalese Government in a wide consultation process to introduce legislation capable of ensuring the protection of coastal and marine areas. Close to 70% of Senegal's population depends on these coastal and marine areas.

Since 2010, IUCN, REPES and APPEL support consultations organized in seven administrative regions of the coast (St. Louis, Louga, Thies, Dakar, Fatick, Kaolack and Ziguinchor). These consultations have so far brought together a wide spectrum of actors including regional administrative authorities, technicians of external services of the State, tourism operators, fisheries and fish processing organizations, those in the agro-pastoral sector, and civil society associations. In all, close to four hundred stakeholders and coast users were consulted. During the consultations, they stressed the importance of co-management of the coast by local elected officials, stakeholders and users. Another point that they highlighted is that sanctions provided for sometimes irreversible damage caused to the environment are not harsh. According to these stakeholders, free access to the sea must be a right for all. As a result, they hope that clear principles will be adopted concerning sustainable use of natural resources of the coast and its conservation. For them, directing economic activities in coastal areas (construction, tourism, fisheries, aquaculture and maritime activities) is very necessary. Besides this, they believe that implementation of national strategies and systematization of environmental assessments are important. Also, they must be accompanied by effective monitoring and control mechanisms.

Following the various consultations, Senegalese parliamentarians committed themselves to educate their collaborators and colleagues. For them, this mobilization will allow a massive vote for the law on coastal protection as well as monitoring its implementation.



In the centre, Hon Mamadou Lamine Thiam, President of APPEL, facilitating a meeting

Promoting the ratification of environmental conventions

Coastal countries of West Africa have not ratified all international conventions on the environment. Neither have they adopted the implementation instruments of these international treaties and conventions. In the face of their responsibilities, parliamentarians in these countries, however, contributed to filling the gaps. They even worked to strengthen the legislative arsenal on environmental and natural resource management.

For example, Guinea Bissau and Mauritania have ratified the Abidjan Convention for cooperation in the protection and development of the marine and coastal environment in West and Central Africa. Mauritania also wants to adopt a law on "marine pollution". Mauritania has also embarked on a parliamentary procedure to ratify the agreement on migratory birds, which is part of the Convention on the Conservation of Migratory Species. Guinea Bissau has also ratified the Marpo² Convention on the Prevention of Pollution from Ships. The country has also adopted "a basic law on the environment." As for Senegal, it is preparing a law on the coast.

Other similar initiatives are planned in Cape Verde such as a basic law on the environment. In Senegal, it is the case with the harmonization of texts for protected area management. In Sierra Leone, there is the new mining law. At regional level, ratification of the Regional Charter for Sustainable Management of Mangroves and the Convention on the Minimum Conditions for Access to Fishery Resources are underway.

Besides these actions, parliamentarians and local elected officials of the regional APPEL network have focused on the implementation of environmental policies and legislation through appeals, advocacy and lobbying. Thus, training sessions on fisheries, hydrocarbons, mangroves, the Common Fisheries Policy of the European Union, mining, wetlands and coastal management, as well as the various site visits made to protected areas, provided parliamentarians an opportunity to appeal to the government. The latter was made aware of the shortfalls identified in the implementation of environmental policies, such as weak law enforcement in the extractive industries, poor management of protected areas, inadequate means of controlling and monitoring fishing grounds, lack of transparency in the signing of fishery agreements, etc. Thus, since 2009, APPEL has been playing a prominent role in coastal protection.

² Marpol is the international convention for the prevention of pollution from ships, adopted in 1973 and amended by a protocol in 1978.

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WATERSHEDS

EFFORTS TOWARD EFFECTIVE WATER GOVERNANCE

Ousmane Diallo^a

In 2000, thanks to financial support from the Netherlands, IUCN established a global initiative for water and nature called the Water and Nature Initiative (WANI). This initiative is a response to the global agenda on water recorded in Agenda 21 adopted at the Earth Summit in Rio de Janeiro in 1992. It promotes the ecosystem approach in planning for water basin management. WANI acts as a catalyst for action and has contributed especially in improving governance and transboundary cooperation in two water basins in West Africa: Volta and Komadugu Yobe (KYB).

WATER GOVERNANCE IN THE VOLTA BASIN

Located in West Africa, the Volta Basin covers a surface area of 400,000 km². It is shared by Burkina Faso, Ghana, Togo, Benin, Mali and the Ivory Coast. Management of the natural resources of the basin faces some challenges both for transboundary cooperation and for the livelihoods of people living there.

The project to improve water governance in the Volta Basin (PAGEV), is a joint action of IUCN, States that share the basin and the Global Water Partnership-West Africa. Initially (2004-2008), the project focused on Burkina Faso and Ghana, which together own over 85% of the total basin area. The objective was to adopt key principles on water management and institute coordination mechanisms between various countries. Intervention was extended to Togo during the second phase (2009-2012) which was specifically designed to consolidate progress made through (i) promotion of tools that help support dialogue and conservation of ecosystems and (ii) consolidation of water governance mechanisms. Emphasis during this phase focused on improving the capacity of national institutions (Burkina Faso, Ghana, Togo) and the Volta Basin Authority (VBA).

PAGEV has achieved many outputs:

- Knowledge of the basin's resources has increased and a Code of Conduct for the sustainable and equitable management of water resources was adopted.
- Local and transboundary governance has improved through more functional institutional mechanisms: multi-actor consultation forums, more participatory decision-making process, empowering technical services to monitor field activities, promoting cross-border cooperation with the involvement of Togo.
- Tools for planning, monitoring and evaluation of adaptation capacities to climate change at local and transboundary levels were promoted.



Awareness meeting on bank protection in Salpiga, Ghana

- A contribution was made in the development and adoption of the 2010-2014 Strategic Plan of the VBA.
- The livelihoods of people have improved: improved living conditions in the target villages through the provision of drinking water, promotion of income generating activities (with incomes of up to 300 Euros per household in Burkina Faso in 2010 for the production of onions at the community level of intervention); carrying out of river bank protection actions along more than 30 km.

PAGEV now intends to extend its action to a wider scale in the Volta Basin and to promote the formulation and adoption of a charter on the basin's water. It also plans to support the implementation of the 2010-2014 Strategic Plan of the VBA.

^aCoordinator of the Regional Water and Wetlands Programme



Users of the White Volta in Ghana

LAND AND WATER MANAGEMENT IN THE KOMADUGU-YOBE BASIN

The Komadugu Yobe Basin (KYB) is a sub-basin of Lake Chad. It drains northern Nigeria and south-eastern Niger. It is an area with great poverty where water flow has dropped significantly. This decrease is due to the combined effects of the construction of the Tiga and Challawa Gorge dams in Kano State in Nigeria since the 1970s, with large scale collection of water for irrigation and to climate change. Consequently, the rivers have been seriously degraded and the livelihoods of the populations reduced. Lack of coordination between the six Federal States (Bauchi, Borno, Jigawa, Kano, Plateau and Yobe) that share the basin has exacerbated the difficulties mentioned above.

The KYB project is a joint response to this situation by the Federal Government of Nigeria, the Nigerian Conservation Foundation (NCF) and IUCN. After the first phase of the project (2005-2008), the institutional framework for water resource management in the KYB has improved thanks to a participatory approach. This approach encouraged consensus on water management principles and rules. In addition, an institutionalized consultation and coordination mechanism were established.

The second phase of the KYB project is still ongoing (2009-2013). It aims to consolidate the achievements of Phase 1, and catalyze behaviour change in the management of water resources in Nigeria.

For now, progress made included the establishment in each state of an integrated water resource management (IWRM) committee. This committee should facilitate the development and adoption of a management plan and a charter on the water basin. There was also a substantial restoration of flow in the downstream part, improving early alerts on floods and promoting (nearly 90%) reduction of the conflicts. Furthermore, the Nigerian Federal Government and the six States concerned have set up a trust fund of \$13 million, with the aim of eventually reaching \$125 million to finance the implementation of the management plan.

The KYB project now wants to replicate its outputs inside Nigeria and at the level of the Lake Chad Basin. This objective will be pursued in collaboration with the Nigerian IWRM promotion Commission (NIWRM), an institution recently created by the Federal Government, the Lake Chad Basin Committee and ECOWAS.



Children at a well in a village in the Komadugu-Yobe in Northern Nigeria

EVALUATE AND STRENGTHEN THE MANAGEMENT CAPACITIES OF PROTECTED AREAS

Souleymane Konaté^a, Béatrice Châtaigner^b

With the current global environmental crisis in the backdrop, protected areas (PAs) have emerged as one of the most effective adaptation strategies. Their preservation has become a major political, cultural, economic and ecological challenge both in the North and the South.

West and Central African countries are particularly concerned by these challenges. Their development is based on the exploitation of biological resources. This is probably why the biodiversity crisis will particularly have an impact on them. The role of protected areas makes a lot of sense, since they are now concentrating mostly on existing biodiversity.

However, despite the significant increase in surface areas devoted to biodiversity conservation in Central and West Africa and the resources devoted to their management, biodiversity continues to decline at an alarming rate. The main reason for this situation, recognized since 1997 by the World Commission on Protected Areas (WCPA) of IUCN, is the lack of effective management of protected areas. Since 2003, the Protected Areas Programme (PAPACO) has carried out a major project to assess the effectiveness of protected area management and training of stakeholders.

Practically all countries of the sub-region are working to expand their networks of protected areas. This implies that they recognize the value and relevance of the existence of these areas. The 2,600 protected areas found in West Africa total over 1,100,000 square kilometres, or nearly 8.8% of the total area of the sub-region. However, a recent study indicates 85% decrease in the diversity of large mammals in West African PAs since 1970 (Fig. 1)

Reversing the trend

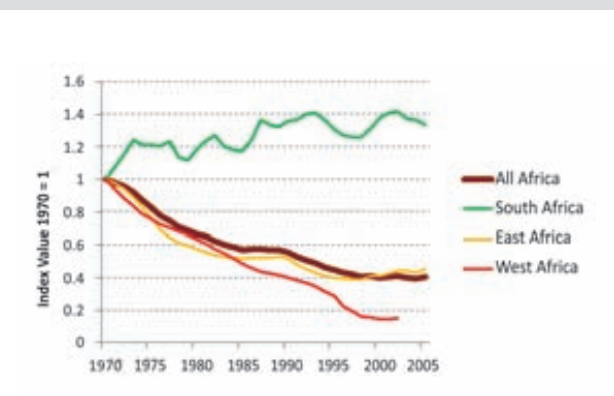
In order to reverse this trend, PAPACO chose to work at different complementary levels. At the national level, it entailed accompanying structural changes necessary to changing PA management methods. At the level of parks networks, or on transboundary sites, it was required that synergies and coherence of initiatives be strengthened, with particular attention on the network of World Heritage sites. Finally, coordination and harmonization of activities supplemented arrangements at regional level, through crosscutting projects such as capacity building, governance and evaluation of the effectiveness of protected area management.

The effectiveness of PA management evaluated

The evaluation of the effectiveness of PA management has long been at the centre of PAPACO interventions. The framework for evaluating the effectiveness of protected area management of the CMAP (Fig. 2) and three major internationally³ recognized tools were adapted to the West African sub-regional context. The evaluation of sites and national PAs systems helped put in place simple monitoring and evaluation systems for methods of managing various types of PAs. It has also trained more than eighty "peers" in the region who participated in the conduct of these evaluations.

Figure 2: WCPA framework for evaluating protected area management effectiveness (from Hocking et al. 2006)

Figure 1: Index of populations of large mammals of African protected areas in the course of time. Aggregate data from chronological series on 583 populations from 78 PAs



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³This is the RAPPAM (Rapid Assessment and Prioritization of Protected Areas Management) (Leverington et al. 2010) ; METT, Management Effectiveness Tracking Tool) and EoH (Enhance our Heritage Toolkit).



Elephant in gazetted forest and Nazinga Game Ranch

Some of these evaluations have yielded concrete results. Thus Ghana has revised some of its PA management plans. In Ivory Coast, one of the key results was determining and executing small projects with the creation of the Tanoé Marais forest. In Burkina Faso, the Deux Bale Park was rehabilitated. Also, Guinea Bissau made an inventory of its mammals.

More competent managers

The pressing need for training and capacity building of managers in the face of new environmental challenges emerged as a key finding of the evaluation of protected areas. The PAPACO has started to train a new type of PA manager and biodiversity user. The managers are offered refresher courses and a regional Masters program. This Masters degree is organized in collaboration with the Senghor University of Alexandria in Egypt and the Cheikh Anta Diop University of Dakar in Senegal. Some sixty PA managers and users of biodiversity from a dozen countries in West Africa have already graduated with university degrees in PA management. Some of them are holding positions of responsibility and are therefore likely to influence decisions on conservation and protection of protected areas.

Stimulating management

In a bid to improve PA management, IUCN has also carried out studies on relevant subjects and seeks to develop innovative solutions for more efficient management of parks. Small projects help to test these new solutions, often with civil society environmental organizations. These experiences and knowledge gained in the sub-region are then summarized and widely disseminated through a proactive communication strategy (e.g. website, monthly newsletter, movie on equity, translation of IUCN guidelines...).

For more information go to: www.iucn.org/papaco



Auditors of the first edition in 2011, of the University Diploma on capacity building in protected area management, organized in partnership with the Senghor University

STRATEGIES TO INFLUENCE ENVIRONMENTAL POLICY

Brigitte Kapinga^a, Serge Omba^b, Joël Kiyulu^c, Toussaint Molenge^d

The Democratic Republic of Congo (DRC) is charting its way between its ambition for economic emergence and the need to conserve its biodiversity. Established in Kinshasa since 2006, the IUCN Country Programme is assisting in the strengthening of the country's environmental governance mechanism.

IUCN assistance focuses on the setting up of platforms where actors from various backgrounds discuss, plan, monitor and make recommendations on improving governance of natural resources.

Thus, the country team established under the Central Africa Regional Programme for Environment (CARPE), meets periodically with field stakeholders and national institutions to create and follow an agenda to improve national environmental laws and policies. Similarly, conservation actors meet periodically at the Congolese Institute for Nature Conservation (ICCN), an IUCN Member, to discuss topical technical issues. Finally, the National Working Group established for the implementation of the Great Apes Conservation Strategy has been revived.

IUCN has also taken an active part in actions such as the enactment of enabling instruments of the Forestry Code of the DRC; national consultation on the framework law on the environment, with support from the IUCN Environmental Law Centre; promoting the direct participation of indigenous and local communities representatives in the inter-ministerial commission reviewing logging contracts, and the preparation of some indigenous communities for their efficient participation in the International Forum of Indigenous Peoples of Central Africa held in Impfondo (Congo) in 2011.

Finally, IUCN facilitated the development of a management plan for the Garamba National Park located in eastern part of DRC, which has the advantage of involving local communities. In addition, IUCN facilitated the formulation of a strategy for resettlement of people and communities living within the Kahuzi Biega National Park, in accordance with the law and international principles on the rights of indigenous communities.

These achievements, modest as they are, contribute to biodiversity conservation and protection in the Democratic Republic of Congo.



Djolu forest in the Ecuador Province – DRC

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^dCARPE Focal Point

SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

MOBILIZING CIVIL SOCIETY AND THE STATE

Moumini Savadogo^a

In Burkina Faso, IUCN has stepped up its support for the implementation of national and international policies on the conservation and sustainable use of natural resources during the period 2009-2012, in a context of awareness raising on the negative effects of climate variability and change. This support represents the combined efforts of experts from IUCN Commissions, the State and civil society organizations. They have received support from several financial partners (Danish, Swedish and Dutch Cooperation, United Nations specialized agencies, Global Environment Facility, Howard G. Buffett Foundation). They also fall in line with the transformation of the vision⁴ and mission⁵ of the Union. Through these concerted efforts, some outputs have been achieved with regards to promoting the sustainable management of natural resources.

The objectives for the period were to promote an enabling environment for concerted management of transboundary resources, participatory governance of protected areas for wildlife and forest landscapes protection, and restoration of ecosystem integrity.

The main phases were:

- Acquisition and/or dissemination of reference scientific data (identification of ecological blocks, feasibility study of corridors and village areas for conservation, evaluations of protected area management, strengthening the financial and technical capacities of management bodies, participation in the production of a biodiversity atlas of Burkina Faso, etc.);
- Information, communication and training of actors on good ecosystem management standards;
- A multi-actor (State institutions, farmer organizations, civil society organizations, traditional authorities, communities) and inter-sectorial dialogue (territorial administration, security, environment, agriculture, livestock, water);
- Support for the development of management tools (management plans, manual of procedures, legal guide);
- Support for the improvement of economic viability of ecosystem enhancement arrangements (wood energy, forest taxation, micro grants for sustainable enhancement of Non Timber Forest Products - NTFP);

Launch of the reforestation campaign of the Central-East Region, Burkina Faso



⁴ IUCN vision: A just world that values and conserves nature;

⁵ IUCN mission: Influence, encourage and help world societies to conserve the integrity of and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable.

^a Head of Programme, IUCN-Burkina Faso



Clusters of pods of Néré

Thus:

- Three neighbouring councils (Bissiga, Lalgaye and Tenkodogo) have agreed to jointly manage the inter-council forest of Sablogo that they share in central-eastern Burkina Faso. This process has also helped free almost 10,000 ha previously threatened by the agricultural front, to be used as a forest management model. To this end, a management plan, a manual of procedures and a legal guide were developed based on available knowledge (ecological and socio-economic). These tools which are designed to facilitate decentralized governance of resources in this part of the country also serve as a reference for sixteen councils, members of the association of forest councils of the country, in their gazettelement projects and management of community forests.
- Mechanisms for concerted management of transboundary biological corridors were identified: at landscape level including the Kaboré Tambi National Park and Nazinga Game Ranch (Burkina Faso) and Mole National Park (Ghana); at landscape level including Gourma Elephant Reserve (Mali) and the Partial Wildlife Reserve of Sahel (Burkina Faso), and at the level of the complex of protected areas of W (Benin-Burkina Faso-Niger), of Arly (Burkina Faso) and of Pendjari (Benin). Burkina Faso and Ghana signed a formal agreement for concerted management of shared natural resources, and a similar project is under discussion between Burkina Faso and Mali. These initiatives are now included in the agendas of mixed commissions for bilateral cooperation.
- The drive for conservation of initial forest areas under development of the central-west and central-north of the country have been strengthened, despite the need for farm and pastoral lands. This development is partly due to the improvement of their socio-economic contributions to the livelihoods of local communities. The direct contribution of forest products in the average annual income of households in the central-west for example is estimated at 22.51% (women) and 26.36% (men) for exploitation of fuel wood and 9.27% (Men) and 17.66% (women) for non-timber forest products⁶.

⁶Kimsé Ouedraogo et al. 2004 : *Energies traditionnelles au Burkina Faso. Etudes sur le bois énergie*. UICN Burkina Faso ;
Alphonse M. Kabré et al, 2009 : *Bois énergie au Burkina Faso : consolidation des moyens d'existence (2006-2009)*. UICN Burkina Faso

INTEGRATED RESOURCE MANAGEMENT

MOBILISATION OF COMMUNITIES IN THE SIRBA SUB-BASIN

Par Moumini Savadogo^a

IUCN, in collaboration with the Catholic Relief Services (CRS), the communication network on pastoralism (RECOPA), the TINTUA Association, the Water and Sanitation Agency (WSS) (former CREPA), has since 2009 been implementing Global Water Initiative (GWI), funded by the Howard G. Buffet Foundation. This initiative aims to guarantee eventual access to drinking water and sanitation, as well as the protection and management of ecosystem and water basin services for the benefit of the poorest and most vulnerable. The initiative is implemented in the Sirba sub-basin, which is a tributary of the Niger River. This is a watershed area affected by six councils (Liptougou in the province of Gnagna; Mansila and Boundoré in the province of Yagha; Gayéri, Bartiébougou and Foutouri in the province of Komandjari).

For the period concerned, actions were geared mostly toward developing and supporting natural resource governance structures and/or local agencies; these include consultation forums, good governance around water points, learning frameworks such as community platforms for boulis management, and local water committees (CLE), particularly the Queue in the Sirba sub-basin.

The consortium has used management, animation and education tools adapted to the management of natural resources such as Community Action Plans for IWRM (CAP-IWRM) which are records of priority activities planned by the communities. This approach helped achieve the following key outputs:

- Functioning of water resource advisory and management bodies in the Eastern Region through better understanding of IWRM texts and instruments, and the role of local water committees (CLE) in the institutional mechanism of water management;



Visit of a borehole in Bina Village by members of the steering committee

- Reducing pressure on water points and therefore potential conflicts between users with the start of the operations of community management platforms boulis;
- Increasing knowledge on well water quality in the Sirba sub-basin. We thus note that over 90% of boreholes provide water of good quality in terms of physicochemical parameters;
- Improving local water resource management practices. However, it was revealed that the functioning of management boards and committees is strongly inhibited by illiteracy, ignorance of laws and little attention paid to gender (small number of women in decision-making positions).

IUCN and its partners worked during the 2009-2012 period in an approach of inclusive stakeholders of the water sector of the eastern region. After four years, it can be affirmed that the actions have enabled: (i) capacity building and empowerment of grassroots communities as well as technical structures that manage water resources, (ii) laying the foundations for good governance of water resources in the eastern region.

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CLIMATE CHANGE

A TRIPARTITE⁷ PARTNERSHIP TO ADAPT

Par Moumini Savadogo^a

One of the objectives of IUCN support in the area of climate change is to enable civil society to effectively contribute to the implementation of the national action plan on climate change adaptation. This is done through actions for a better understanding of concepts (vulnerability, climate change, adaptation, REDD, CDM), organizational capacity building, knowledge and promoting good adaptation practices, taking into consideration climate change in projects and programmes of partners and effective participation in international forums and conventions.

The approach was based on:

- Promotion of tools for analyzing the vulnerability of communities such as Crystal⁸ and ACVA⁹ which formed the basis for capacity building of partners (State services and civil society) to enable a better understanding and consideration of climate change in projects and programmes;
- Promotion of tools for Planning, Monitoring and Evaluation of Capacities of Climate Change Adaptation (TOPSECAC) which helped strengthen the capacity of institutions responsible for development planning and other stakeholders to mainstream climate change in Regional and Council Development Plans;
- Provision of small grants for concrete adaptation activities;
- Support for the development of various platforms for action and strengthening of planning mechanisms.

This approach made operational three bodies for discussion and concerted action:

- The Civil Society Organizations (CSOs) Coalition on climate change;
- The platform on *gender advocacy, land tenure and climate change*;
- National and regional information and discussion workshops on climate change and adaptation best practices organized throughout the country.

With this approach, IUCN has contributed in the implementation of the Burkina Faso climate change programme through the sharing of experiences and lessons learned and strategic choices of a programmatic National Action Plan for Adaptation (NAPA) and a national REDD strategy / Forest Investment Programme (FIP).

Specific contributions include:

- Generating reliable knowledge and innovative solutions to climate challenges that are contained in research reports and audio, video and catalogue (<http://cmsdata.iucn.org/downloads/catalogue.pdf>) on good endogenous practices to adapt to climate change and variability.
- Capacity building and empowerment. The capacity building of both civil society organizations and State structures has led to a better understanding of climate change and its inclusion in the development of community projects.
- Strengthening aspects of governance: adopting new behaviours toward the changing climate is heavily dependent on legal and policy frameworks, and effective governance systems, based on rational knowledge.
- Real adaptation of communities and civil society organizations to climate change effected in eight regions (Central-East, Central-West, Sahel, North, Cascades, Hauts-bassins, Central-South and East) through nearly fifty community micro-projects on adaptation to climate change, benefiting more than ten thousand people.



Burkina Faso delegation at the Rio +20 Conference

⁷ Etat, société civile, organisations communautaire et UICN

⁸ Outil d'identification des risques au niveau communautaire : adaptation et moyens d'existence

⁹ Analyse de la vulnérabilité et de la capacité d'adaptation au changement climatique

^aHead of Programme, IUCN Burkina Faso

MOBILISING CAMEROON CIVIL SOCIETY FOR REDD+

Léonard Usongo^a

Since 2009, Cameroon is engaged in the process of preparing the REDD+ mechanism. The first phase is to develop and submit for approval its REDD+ Preparedness Plan (R-PP). In order to go through this phase, the country faces the challenge of creating a coherent framework for stakeholder participation. In fact, the national REDD+ strategy that will emerge should reflect the aspirations of all stakeholders. The creation of multi-stakeholder consultation frameworks and the promotion of equitable participation are the cornerstones of technical support of IUCN to the national REDD process in Cameroon. This is what has been done through the project "Towards Pro-Poor REDD+" funded by DANIDA (Danish Cooperation).

IUCN has facilitated capacity building of civil society, women and indigenous peoples of Cameroon. Training and information workshops on the concepts and challenges of REDD+ were organized and the expected roles of civil society were discussed. To ensure ownership by the state of acquired mobilization and structuring of civil

society, annual work plans are developed and implemented jointly by IUCN and State institutions of Cameroon.

Cameroon now has a national civil society platform on REDD+ and climate change. IUCN has thus contributed to the emergence of a framework for dialogue involving national civil society on REDD+ and climate change. This dialogue framework includes representatives from the National Committee of IUCN in Cameroon. This civil society that is often divided by issues of leadership has mobilized and organized itself to assert their views and those of marginalized groups in decision-making on REDD+ in Cameroon.

This platform is currently the primary interface between Government and citizens on REDD. Groups that are members of the platform such as the indigenous peoples of Cameroon have already submitted their written proposals in view of the revision of the forestry law. Networks of women and gender organizations are about to submit their contributions in view of the revision of the same law. It is now expected that civil society plays a significant role in terms of monitoring, documentation and communication of the impacts of REDD+ interventions.



Participants at the training workshop for civil society women on gender mainstreaming in the REDD process in Mbalmayo, Cameroon



Children in the Djembe village in Cameroon




Participatory working session with the Djembe community

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NEW TOOLS FOR COASTAL GOVERNANCE AND REDUCTION OF COASTAL RISKS

Mathieu Ducrocq^a



Retreat of the coastline causing gradual destruction of a fragile residential area in Abidjan, Ivory Coast

For several decades, the West African coast has witnessed extensive coastal erosion. This phenomenon arises from a combination of factors, partly related to climate change, such as rising sea levels, but mostly from anthropogenic actions. The creation of artificial coastlines, the degradation of mangroves, lagoons and dunes make the shoreline less stable, and the extraction of materials and the proliferation of dams deprive the coast of necessary coastal sediment supply, thereby accelerating their erosion whose main manifestation is the retreating coastline.

Various initiatives to fight against coastal erosion, such as the establishment of protective structures of the coastline, have been tried, with the support of regional organizations and the support of development partners of West African States. However, these initiatives generally suffer from a lack of coordination, thus significantly reducing its effectiveness and extent. In fact, they rarely tackle the root causes of problems. These various elements contribute toward aggravating the risks observed, as well as threats to property and people's security.

Although the fight against coastal erosion is one of the major concerns of West African coastal states (Mauritania, Senegal, Gambia, Guinea Bissau, Guinea, Sierra Leone, Liberia, Ivory Coast, Ghana, Togo, Benin), few have undertaken extensive work in this area.

Interventions are generally impromptu, triggered by situations that are already advanced, and do not necessarily fit into an integrated management of the coastal zone. As part of its regional fight against coastal erosion (PRLEC), UEMOA entrusted IUCN in 2009 with, carrying out a study on the monitoring of the coastline and the drawing up of a master plan for the development of the West African coast, covering the eleven coastal countries from Mauritania to Benin.

The conduct of this study involved more than one hundred and thirty resource persons from many research centres, laboratories and academic institutions in the countries concerned, but also including organizations that are IUCN Members (Centre for Ecological Monitoring of Dakar and the Coastal Planning Firm of Guinea Bissau). It has made it possible to undertake a regional diagnosis based on national consultations, case studies, prospective demographic and climatic analyses, and the passing from a sensitivity analysis of the coast and challenges to map and prioritize coastal risk. On this basis, an overall master plan and a detailed master plan have been produced per sector, together with mapping at scale 1/500.000.

Prospective analysis for 2020 and 2050 conducted as part of the study highlighted the strategic importance of coastal areas for the development of coastal states, as

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well as the risks related to the increasing concentration of the population and human challenges, particularly in urban areas, in particularly fragile environments that are inevitably impacted by rising sea levels. It is clear from the study that the total urban population of the coastal area of the eleven countries, estimated at 18 million in 2000, could go up to 36 million by 2020 and over 70 million in 2050. The current average density of 260 inhabitants/km² would grow considerably, with peaks in excess of 2,000 inhabitants/km² in Togo and Benin. If, however, some areas remain unoccupied like in Mauritania or sparsely populated like in Guinea Bissau and Liberia, the evolution will move towards a situation of coastal saturation, particularly in the Gulf of Guinea, accompanied by severe environmental degradation and a reduced quality of life and habitat of coastal populations.

In order to take into consideration such a context, the work plan associated to the master plan emphasizes, among

other things, (i) knowledge of hazards, coastal challenges and risks, (ii) preparation, networking and capacity building of actors to address the risks, (iii) development of coastal areas and climate change mitigation, (iv) coastal risk management through national and regional mechanisms to coordinate interventions. Most of the recommendations call for early decisions on a strategic refocusing of the coastal zone, so as not to leave the way for increased future costs related to coastline retreat.

The master plan and work plan, validated in May 2011 by Ministers of Environment of the eleven stakeholder States, will direct the implementation of the Regional Programme to Fight Coastal Erosion of UEMOA, with in the first place providing funding for the creation of an Observatory of the West African Coastal, which should be coordinated by the Centre for Ecological Monitoring in Dakar with support from IUCN.



Erosion control facilities designed to limit the sweeping away of sediments under the effect of wave energy in Aneho, Benin

CLIMATE NEGOTIATIONS

BURKINA FASO AND SENEGAL, GOOD LEARNERS

Moumini Savadogo^a, Racine Kane^b, Jacques Somda^c

West African countries, parties to the United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol, regularly attend international conferences on climate change. It is recognized that state actors other than those directly responsible for the environment, civil society and the private sector are not sufficiently informed, let alone involved in the process of preparing and conducting negotiations. IUCN has undertaken for the period 2009-2012, to strengthen the technical and lobbying capacity of the various categories of local, national and regional actors in international negotiations on climate change. This initiative has contributed to the following outputs.

Various segments of the society involved

In Burkina Faso, IUCN, in collaboration with its Members and with financial support from the Danish Cooperation, has established a process (studies, consultations, information sharing, workshops, and national forums) on climate change that includes:

- Establishment of mechanisms for dialogue and sharing of information and experiences at national level involving all relevant stakeholders, including civil society.
- Identification of successful experiences in adaptation, and assessment of the status of implementation of international decisions by the country, and needs for capacity building.
- Structuring civil society contribution in international negotiations and adaptation to climate change: adoption of resolutions for better involvement of all segments of society; establishment of a unique coalition of 97 civil society organizations working in the field of climate change, capable of defending the interests of their members and share experiences in the negotiation process at national, regional and international levels.
- Preparing civil society actors to effectively participate at the 15th Conference of Parties (COP15).



National Civil Society Forum on Climate Change

In Senegal, a national climate change committee (COMNACC) was established by the State to "manage and monitor the various activities identified as part of the implementation of measures to reduce greenhouse gas (GHG) emissions and adaptation to adverse impacts of climate change." This committee co-organized with IUCN a preparatory workshop involving the official delegation of Senegal to Cancun (COP16) to fine-tune the position of Senegal, which was later validated by the government. IUCN has also mobilized the Parliament, local elected officials and the Economic and Social Council on the challenges of climate change. For this purpose, an information and awareness day for parliamentarians on Climate Change was held under the chairmanship of the President of the National Assembly of Senegal. This "platform" for discussion and information sharing has made it possible to upgrade parliamentary institutions on the process and challenges (globally and locally) of negotiating for a new climate regime. It also strengthened the support of elected officials in the African common position on climate change negotiations.

The momentum for consultation and sharing has led national delegations representing the various components of the consolidated company to relay reliable information



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and successful experiences of other countries in the various national institutions. Thus, Burkina Faso, the national coalition of civil society on climate change, parliamentarians, representatives of peasant organizations and the press took part in the 15th (December 2009 in Copenhagen) and 16th (November-December 2010 in Cancun) COP. In Senegal, IUCN supported the participation of ten parliamentarians and elected officials at the COP15. It also supported the participation of the President of the Alliance of parliamentarians and local councillors for the protection of the West Africa coast (APPEL) to Cancun (COP16).

Beneficiaries welcoming the completion of the bouli in front of which they pose

More visible contribution during Conferences of Parties

The momentum for dialogue associated to synergy of actions during the preparation and visits of delegations have visibly increased countries' contribution to discussions and scientific events during conferences. In 2009 in Copenhagen, the Burkina Faso Delegation presented cases of good practices of adaptation to climate risks to its partners. These experiences were consolidated and shared afresh in the form of a catalogue of good practices for adaptation in Cancun and in the form of a documentary in Durban (COP17). In Senegal, IUCN made available to plenipotentiaries of the negotiations a "position paper" in which the arguments to support the five negotiating blocs: mitigation, adaptation, technology transfer, funding and shared vision are outlined. The guide, technical support to negotiators, was widely shared. In addition, IUCN has joined forces with the national delegation to promote flagship initiatives of the sub-region such as the Charter on mangroves adopted in 2010 by PRCM countries and the *Grande Muraille Verte* Project which are responses to climate change at continental scale. Finally, this type of process contributed to give Africa greater visibility in Durban through the African pavilion hosted by both civil society and by government and inter-state agencies.



A woman transplanting shea

MAKING REDD+ ACCEPTABLE TO COMMUNITIES AND PEOPLE

Wale Adeleke^a

The IUCN has over the years been involved in the conservation and sustainable management of forest resources in Ghana. A number of projects have been or are currently being implemented. Some of these projects involved developing novel approaches to work with different stakeholder groups (government, civil societies, private sector and communities) on forest governance initiatives. These initiatives are geared toward reducing illegal forest practices, supporting forest landscape restoration, providing technical inputs into the development of standards to improve supply chain of non-timber forest products (for example Allanblackia). Also, their aim is to contribute to the development of initiatives designed to reduce emissions from deforestation and forest degradation (REDD), etc. Of particular importance to IUCN is the Wassa Amenfi district, in the middle part of the Western Region of Ghana where most of these projects' ideas and objectives are being tested and implemented at the landscape level.

The Wassa Amenfi West district, with a population of about 186,000 was selected because of its significant potential for forest and biodiversity conservation. The landscape is about 314,000 hectares in size. It consists of a mosaic of forest areas (protected areas, production forest reserves, individual tree plantations) mixed with cocoa farming and food crop

production. Cocoa farming is the main source of rural income and the main driver of the local economy. The district population consists of an "indigenous"/resident population and large numbers of immigrants from elsewhere in Ghana who settled when the wider region was part of the cocoa frontier. Migration continued through much of the twentieth century into the 1990s. The mix of indigenous people and migrant settlers has led to a complex and rich social mosaic, with a wide variety of ethnic groups and languages. The land tenure system, based on customary land tenure (legally recognized in Ghana) is complicated by the presence of migrants who generally farm land through tenancy arrangements.

Some of the underlying causes of deforestation and degradation in the landscape include among others - unclear land and tree tenure; inadequate involvement of land owners and forest marginal communities in policy making and governance processes. Illegal timber harvesting; conversion of forest lands to other land uses; poor access to natural resources benefits by communities are the other causes. Some of these causes are institutional gaps within the sector that need to be streamlined at a higher level. Others are driven directly by increased pressure from the inhabitants of the area through their heavy dependence on the forest for



Meeting of CREMA members at the IUCN Pro-Poor REDD Pilot site at Wassa Amenfi District of Western Region in Ghana

^aREDD project officer, IUCN Ghana

fuel wood, farming practices (particularly the conversion of fallow to other crops or cocoa, and the conversion of primary and secondary forest to cocoa), bush burning, etc. All the above and other qualities made the landscape an ideal area for IUCN interventions in forest conservation – which was why it became the site for piloting the IUCN Pro-Poor REDD (PPR) project. The PPR project builds on IUCN’s previous projects for example – the Livelihoods and Landscape Strategy (LLS) project. It focused on landscape assessment and modeling of the district, particularly in relation to poverty, accessibility to portable water, sustainable cocoa production, tree certification and tenure, Community Resource Management Areas (CREMAs) and governance issues, and the Allanblackia Standard Setting project.

The approach employed by the project is to support the facilitation of multi stakeholder processes for:

- taking thematic action on locating “REDD” opportunities in the broader forest governance context;
- understanding the immediate financial prospects within the full context of the drivers of forest related land-use change;
- assessing and understanding community dependency on forests resources and linkages to poverty alleviation through the use of the Forest Poverty Toolkit;
- identifying existing constraints in ensuring equitable sharing of benefits for forest dependent communities and women and how these could be addressed in REDD arrangements;
- assessing and subsequent building of the capacity of communities in understanding REDD dynamics including potential risks and opportunities;
- supporting participatory processes to discuss and clarify tenure and carbon rights, and enhance transparency in the allocation and control of forest resources;
- promoting awareness on forest laws and governance as well as REDD policy and programmes through community sensitization workshops, including radio programmes;
- strengthening participation of community members in decision making and forest governance through the establishment of a 25-Member community level REDD multi stakeholder platform (CRMSP) within the pilot landscape which has provided the needed structure for



spear heading dialogue, capacity building and decision making on REDD issues and sustainable management of forest resources at the community level; and

- fostering effective flow of information, communication and knowledge sharing amongst all stakeholder groups especially to the grass roots.

Since Ghana is currently at the piloting stage of the REDD readiness process, the Forestry Commission’s REDD Secretariat issued an advert calling for interested organizations to register REDD projects. IUCN’s pilot landscape at Wassa Amenfi West district was one of the seven (7) out of seventeen (17) REDD pilot proposals evaluated and approved by the Ghana National REDD Working Group. This site is now fully accepted and recognized as one of the national pilots, and actually to be used as the model for the other six (6) sites.

The Pro-Poor REDD project components complemented the activities undertaken in the development of the RPP, and will be useful for providing inputs into the development of the National Strategy and during the implementation phase, by playing a significant role in making the link between forest governance and benefit sharing. The implementation of pilot activities, setting up of reference levels, expert consultations, etc. would run parallel to the Strategic Environmental and Social Assessment (SESA) in order to gather lessons for informing the development of the REDD strategy. The Pro-Poor REDD approach is not only being used in Ghana by IUCN, it is also being utilized in other countries in West and Central Africa, notably Cameroon. This experience in Ghana provides an example to follow for IUCN and its members in the West and Central Africa region. In working together to improve environmental governance, the region can and will have other model sites.

INTEGRATED WETLANDS MANAGEMENT PROMOTED THROUGH DIALOGUE

Dr Mohamed Gareyane^a, Bamadou Cessouma^b

Mali is home to 359 wetlands. These areas are made up of ponds, lakes, valleys/plains, dams, shoals, waterfalls, irrigation lands and oueds. Their ecological and socioeconomic importance requires integrated management. This concern is well captured by the Malian Government, particularly through its national policy on wetland management. It attaches importance to the Inner Niger Delta (DIN) and the Sourou Basin.

The DIN which used to be made up of three Ramsar sites was transformed into one Ramsar site (41 195 km²) in January 2004. The elevation process of Sourou (15 400 km²) to a Ramsar site is underway. The DIN is affected by disruptions due to upstream development while Sourou is experiencing rise in water levels from the construction of the Lery dam in Burkina Faso. They respectively have challenges in degraded ecosystem restoration and integrated management of water resources.

IUCN works in the Sourou and Inner Niger Delta basins under a multi-stakeholder partnership. This procedure is done through the project of rehabilitation of degraded ecosystems in the Inner Niger Delta (REDDIN) and the project for the integrated management of water resources of Sourou (PGIRES)¹⁰.

Local conventions for the DIN

Concerning the DIN, four¹¹ local conventions have been developed and adopted by the council authorities; and three¹² others are in preparation. The DIN is marked by spatiotemporal overlapping of production systems, increasing pressure on an ever-shrinking space and an upsurge of inter-community conflicts linked to access to natural resources. It must be said that these resources are coveted by a variety of categories of stakeholders with often divergent interests (farmers, fishermen, breeders, loggers). The total surface area of forests and *bourgoutières* whose management is governed by these agreements is respectively 2,002 ha and 448 ha.

Local conventions and processes leading to their formulation and adoption have led to several advances. Interactions between natural resources and the needs for collaborative planning and synergy between users are better understood. This helps soothe the leaning for exclusion. There is also a better understanding of vocations and complementarities between resources and land. This complementarity facilitates the superposition of several scales of integrated wetland management: village,

council, national and international. Finally, a major achievement lies in the gradual reconciliation of legitimacy (championed by local people) and legality (championed by technical services) vis-à-vis natural resources

Management plans are now accompanied by regulation on the exploitation of natural resources. This regulation constitutes the basis for local conventions.

Local conventions have also facilitated the improvement of biodiversity indicators, raising royalties for the exploitation of natural resources and reduction of conflicts.

For the DIN, the partnership is supervised and coordinated by IUCN and Wetlands International. In the Sourou, the project is implemented by a consortium of institutions made up of CARE, Catholic Relief Services (CRS) and IUCN, in partnership with Sahel Eco and CARITAS.



The Inner Delta of Niger

¹⁰ Project that is part of Global Water Initiative (GWI).

¹¹ Youwarou-Deboye and Dentaga in the Youwarou circle, Simaye and Sassimba in the Mopti circle.

¹² Tofiol, M'Bibba and Diangui Modi in the Mopti circle.

^aCoordinator of the REDDIN Project IUCN-Mali

^bCoordinator of the GWI/PGIRES Project, IUCN-Mali

Consultation mechanisms for the Sourou Basin

In Sourou, dialogue is built on a bottom-up approach, which strengthens dialogue between actors and facilitates the development of tools for integrated management of water resources.

Seven local water committees (CLE) were set up to facilitate dialogue between stakeholders working in the water sector in the previously defined seven units of the Sourou river basin: Sindjère with its headquarters in Bankass, Djinafa with headquarters in Sokoura, Samori Sourou with headquarters in Koulogo, Tumobomo with headquarters in Bargou, Amanagoro Sourou with headquarters in Dinangourou, Baouro Sourou with headquarters in Dioungani, and Amassagou with headquarters in Barapireli. The CLEs involve local elected officials, the administration, technicians, and socio-professional groups. This arrangement made it possible to have a diagnostic analysis of the Sourou Basin and identify major guidelines within the framework of local, regional and national consultations. It also helped develop the Sourou water management master plan.

Dialogue was also developed at transboundary level with the perspective of a management agreement between Burkina Faso and Mali. Local conventions and dialogue between actors are complementary and fit well with the socio-cultural realities of the people of DIN and Sourou, which facilitates ownership.



Users on the Sourou



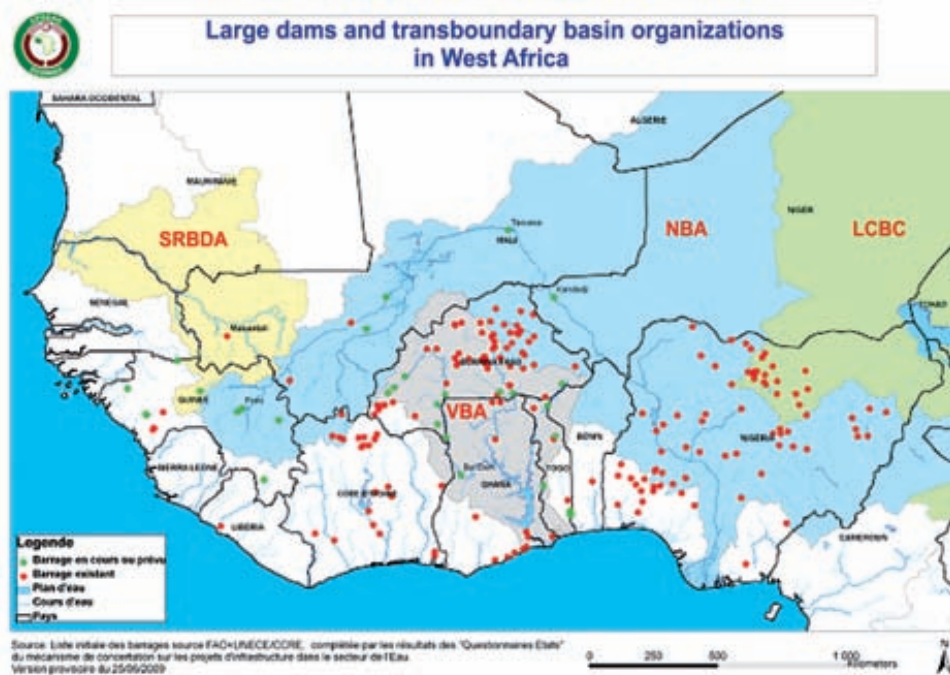
Traders along the Sourou

LARGE DAMS IN WEST AFRICA BETWEEN ECONOMIC VIABILITY, SOCIAL EQUITY AND ENVIRONMENTAL SUSTAINABILITY

Ousmane Diallo^a

In 2008, West Africa produced 17,000 GWh of hydroelectric power. This represents only 16% of the 105,000 GWh of the WAPP zone (West Africa excluding Cape Verde and Mauritania). With about 150 large dams, West Africa is considered to be basically under-equipped in terms of water infrastructure, as compared to the rest of Africa and other parts of the world. In order to meet the needs of an ever-growing population in terms of energy, food and drinking water, and to adapt to the effects of climate variability and change, West African States have embarked on the development of large hydraulic structures.

However, world and especially West African experience shows that large dams have transformed the regions in which they have been established. They have changed the landscapes and ecosystems, but especially socio-economic conditions and sometimes traditions. Displacement and resettlement of the population as well as the rebuilding of livelihoods have had mixed successes in West Africa. In fact, the people affected find themselves as helpless victims because of lack of preparation, secured funding and concrete cushioning measures stated in environmental and social impact assessment.



According to the Council of African Ministers in charge of Water (AMCOW), "the development of water infrastructure requires maximum use of social and economic means, recognizing that many negative social and environmental impacts at local level are manageable if implemented with measures acceptable to all."

It is in this light that the IUCN engaged with several technical and financial partners to promote environmentally sustainable and socially equitable water resource management. And to do so, the Union takes into consideration the recommendations of the World Commission on Dams (2000).

The Economic Community of West African States (ECOWAS), through its Water Resources Coordination Centre (WRCC), launched in late 2008 a regional dialogue on hydraulic structures involving States, basin organizations and civil society. The objective of the dialogue is to "build a consensus on the process of implementing major water infrastructure in order to improve on living conditions and sustainable development in river basins."



Village Assembly in the area of the future Kandadji dam in Niger

^aCoordinator of the Regional Water and Wetlands Programme

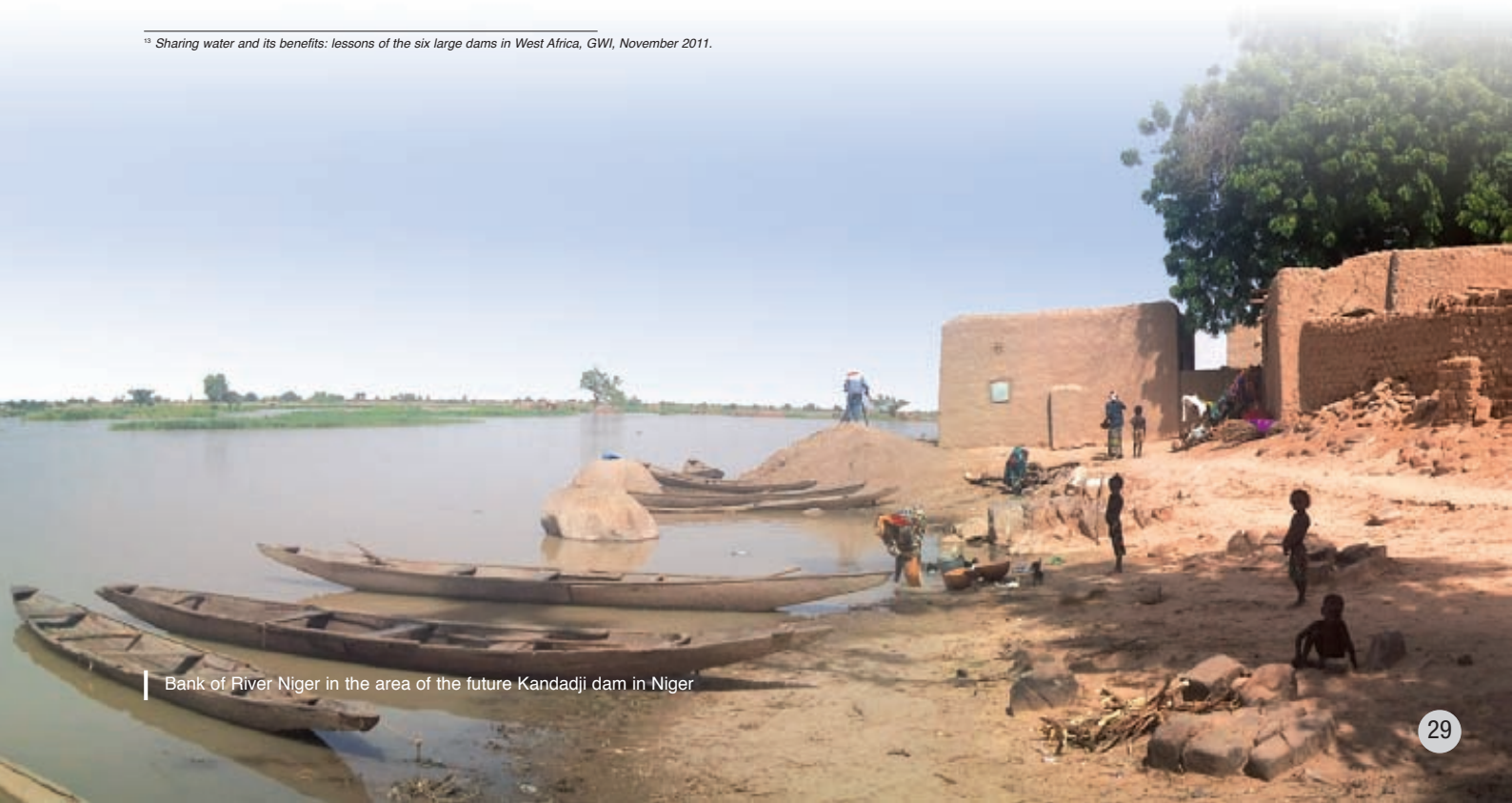
With its participation in this initiative, IUCN has been involved in mobilizing and facilitating the participation of civil society in consultations. Through an electronic forum which opened the discussions, forums in river basins to prepare for consultations, and communication tools (mailing list for sharing documents, website and documentary), non-state actors were able to contribute constructively to the process. Finally, after obtaining a consensus between stakeholders, the recommendations proposed by a panel of independent experts, essential to the consultation, were adopted by ECOWAS to guide the formulation of a Guiding Framework to better consider environmental, economic and social development of large dam projects.

In this regional momentum that started since 2009, IUCN and the International Institute for the Environment and Development (IIED) also pledged to promote the equitable sharing of benefits from dams in West Africa. Through the Global Water Initiative (GWI), the IUCN / IIED consortium seeks to increase knowledge (studies, exchange visits), create partnerships at local, national and regional levels to implement good governance mechanisms that can contribute to sustainable and equitable management of reservoirs, with positive benefits for affected communities upstream and downstream. Multiple use of the resource, with rules discussed and accepted by the various actors concerned (users, elected officials, government, national and regional institutions), is the basis for benefit sharing adapted to the needs of local residents and local development, enabling them not to have only negative impacts of dams and avoiding intergenerational conflict.

From an analysis of the situation of the following six dams¹³ Bagré, Moussodougou and Komienga in Burkina Faso; Selingué in Mali, Niandouba and Confluent in Senegal, IUCN and IIED discussed with national actors about solutions (multi-actor consultations and support for new projects) to improve the situation of existing sites. Thus, based on the findings of studies, GWI is for example supporting the Niger authorities to develop a Local Development Fund that should provide 2 to 3% of the revenues of the future Kandadji hydroelectric dam in order to ensure support to affected populations throughout the life of the dam. Research also shows that another crucial step is to codify the legal rights of access to land, housing and other resources that dams redistribute. To ensure that the forecasts in terms of land rights, compensation and benefit sharing are clear and binding, GWI supports the principle that governments must materialize commitments by written agreements (especially in the case of the Taoussa dam in Mali).

From these experiences and to facilitate the success of major new water infrastructure programmes, IUCN and its partners will maintain the current momentum across the region for effective and sustainable implementation of recommendations of regional dialogue, articulated on major themes such as stating the role of basin organizations (BOs) in the development and implementation of transboundary projects, considering affected communities as actors, partners and beneficiaries, and supporting various categories of actors so that each of them plays its role fully.

¹³ *Sharing water and its benefits: lessons of the six large dams in West Africa, GWI, November 2011.*



Bank of River Niger in the area of the future Kandadji dam in Niger

CIVIL SOCIETY ORGANIZATIONS SUSTAINABLE NATURAL RESOURCE MANAGEMENT AND POLICY REFORMS IN CENTRAL AFRICA

Angu Angu Kenneth^a

Environmental analysts and partners of the Central African Region are unanimous that one of the key reasons for poor environmental governance in the Congo Basin has been the absence of a strong and robust civil society. Over the years, they have been intentionally or unintentionally discarded from environmental management discourse. And indeed civil society organizations were frustrated that their key role in linking conservation and development efforts were continuously downplayed. The fact that conflict over the management of natural resources has become rampant however ultimately prompted and encouraged some environmental organizations to facilitate dialogue to enable full participation of civil society organizations along-side their governments in the process.

This is where IUCN's convening and catalytic role in facilitating good governance in natural resource management through strategic dialogue with all actors could bring meaningful conservation and development. The Central African Regional Program for the Environment (CARPE) stepped up its partnership with IUCN in mid 2000. The common objective has been to strengthen civil society organizations in the Congo Basin to promote sustainable natural resource management and inclusive decision-making through active involvement in regulatory and policy reforms. This approach has been very useful because it gave the opportunity for Civil Society Organizations (CSOs) to better understand their role, grasp the issues and strategize on how best to tackle them. IUCN CARPE's strategic focus was through 1) Small Grants Program; 2) Country Teams; and 3) Landscape management.

Small Grants to build capacity of Civil Society and boost conservation

Small grants gave CSOs the opportunity to conceive, implement and monitor policy and legislative-oriented actions, including climate change and REDD+. The program covered themes like Climate change mitigation and adaptation (REDD+ readiness, payment for ecosystem services, etc); Capacity Building (training, study tour, etc.); Natural Resources Management Policy; Natural Resources Management governance; Capitalization and sharing of lessons learned; Gender equity; Landscape issues related to policy and constituency for its sustainable management; Advocacy for bush meat management in terms of policy and regulatory framework, etc.

Close to 75 small grants projects totalling more than USD 1.4 million were funded over the past 4 years and this helped make civil society organizations to be more proactive and effective in working with governments and other stakeholders not only to develop and promote new laws and policies but also to ensure their implementation on the ground. For example, in Cameroon civil society, through small grants programs, lobbied and succeeded in getting the Community Forestry Manual to be reformed by the Government; this reform made it possible to address some practical huddles that hindered communities to successfully manage their forest at the local level. In Rwanda, they successfully pushed for the update of the Country's forestry policy and laws.

Also, in several countries, CSO complemented some conservation gaps in sustainable landscape management as they organized local and indigenous communities to manage community hunting zones, fight against illegal logging and poaching through independent monitoring. Above all they attained their objective of pooling lessons learned in small grants management to push for policy and regulatory reform.

Policy/legislative reforms through Country Teams

A Country team typically includes representatives of ministries in charge of environment and forestry, the Central African Forest Commission (COMIFAC), CSOs, research organizations, and big international NGOs, national focal points for Climate change or REDD and parliamentarians. The various Country Teams came together to conceive, plan, implement and evaluate conservation activities geared towards policy/legislative and regulatory update and reforms. If some civil society organizations succeeded in pushing for



Sign board of a project funded by CARPE in Burundi

^aRegional Coordinator for Central Africa, CARPE/IUCN Program

the above policy and legislative reforms, it was also thanks to the advocacy nature of Country Teams. For example thanks to their strategic planning, the Governments of the Republic of Congo and DRC signed an Agreement to sustainably manage the Lake Tele/Lake Tumba transboundary landscape. Also, the sustainable management of the TNS landscape (Cameroon, Central African Republic and Republic of Congo) under the TRIDOM Foundation is partly due to the efforts of Country Team Members and CARPE partners.

In DRC, civil society inputs in the DRC Environmental Code was very valuable while the promulgation of the implementation decree of the Forestry Code as well as the Ministerial Order recognizing landscape as pilot participatory zoning sites was widely accepted. The Promulgation of the new Law on Wildlife and Protected Areas by the Government of the Republic of Congo was also a giant stride taken by Country Team members.

Also, the elaboration and publication of lessons learned on policy provided a feedback mechanism for conservation partners to benefit from one another's experiences and improve their respective conservation interventions. It also ensured that partners engaged in an analytical reflection on their activities and encouraged a process of learning and adaptation during the implementation of the Program.

Landscape-scale conservation

CARPE landscapes represent close to 80 million ha of intact tropical transboundary forests. They take into consideration multiple actors' interests in building trusted conservation and development consortia: extractive resource, PA management and Community zones.

By using the landscape approach, conservation actors made sure that the interests of all actors are taken care of.



Capacity building of civil society and students on GIS by WRI

Perspectives

Although CARPE's main objective is biodiversity conservation, the Program and its partners in the Congo Basin are increasingly focusing on climate change and REDD+ and there is need to be innovative in order to better tackle these emerging realities. The small grants program and Country Teams will increasingly work to ensure that important micro-level concerns are integrated in the overall REDD+ readiness discussions. In this vein, we will ensure that local and indigenous concerns, rights and needs are addressed and we will develop appropriate policies and relevant measures to qualify for performance-based payments for reduced emissions, including the application of environmental and socioeconomic "safeguards". We also hope to develop and establish an effective regulatory framework for REDD+ implementation at the national laws and regulations and capitalise on past-results and information in CBFP landscapes so that they can act as pilot sites for the implementation of innovative policies and measures for REDD+ implementation.



CO-CONSTRUCTION

A FISHERY CO-MANAGEMENT APPROACH PROMOTED IN WEST AFRICA

Pablo Chavance^a

In West Africa, and particularly in Mauritania, where fishery resources are a heritage of high economic value, there has been a drastic reduction of the latter in recent decades, with falls of the biomass of exploited demersal resources going from 50 to 75%¹⁴ for some species over this period. Marine protected areas (MPAs) were identified using new paradigms for fisheries management as potentially powerful tools for the renewal of marine resources. In this process, managers of fisheries and MPAs seek to foster greater collaborations, and closing up of sectoral policies on fisheries and the environment.

The project "Support to co-management initiatives and mainstreaming MPAs in fisheries management" is funded by the French Development Agency (AFD). Placed under the control of the Sub-regional Fisheries Commission (SRFC), from 2009 to 2013, it supported Member States to incorporate the principle of co-management and MPAs in fisheries management policies. Under this project, IUCN facilitates the implementation of the CEPIA initiative (Building Together a Fisheries Management Including MPAs), which specifically aims to develop participatory tools for assessing the impact of MPAs on fisheries management in collaboration with artisanal fishermen in four pilot MPAs. These are Marine Protected Areas of Bamboung (Senegal), Urok (Guinea Bissau), Tristao (Guinea) and the Banc d'Arguin National Park – PNBA (Mauritania).

During its first year, CEPIA made it possible to promote and adapt co-construction approaches to the challenges of fisheries management in West Africa. Definable as a technical dimension of co-management, they are participatory processes of sharing expectations and knowledge for practical use¹⁵. They allow the development of a common language and space that facilitates construction, between various stakeholders, shared and convergent perspectives. Initially, national partners carried out identification, in various formats to facilitate the free expression of local knowledge (national status, focus groups, cognitive maps, etc...), perceptions and expectations of various stakeholders on fisheries management in studied pilot sites.

In perspective, scientific and traditional knowledge will be capitalized, and an ad hoc expertise mobilized to determine the best ways to respond, in a participatory manner, to the expectations previously identified and guide adaptive management in corresponding MPAs so that they contribute more substantially to fisheries sustainability. The culmination of these efforts should enable all partners of the CEPIA project to build a multi-actor and trans-disciplinary participatory system to monitor the effects of MPAs as a tool for integrated fisheries management in West Africa on the basis of co-constructed indicators.



Phases of the co-construction

¹⁴ Gascuel D. et al., 2004. Diagnostic comparatif de l'état des stocks et évolution d'abondance des ressources démersales dans les pays de la CSRP in Chavance P., Bâ M., Gascuel D., Vakily J. M. & Pauly D., 2004. Pêcherie maritime, écosystèmes et sociétés en Afrique de l'Ouest : Un demi-siècle de changement. Actes du symposium international, Dakar (Sénégal), 24-28 juin 2002. Collection Rapport de recherche halieutique ACP-UE, n°15, vol.1, pp. 205-222

¹⁵ Lal, P., Lim-Applegate H., and Scoccimarro M. C., 2001. The adaptive decision-making process as a tool for integrated natural resource management: focus, attitudes, and approach. Conservation Ecology 5(2):11

THE IUCN FOUR-YEAR PROGRAMME

CONTRIBUTIONS OF MEMBERS AND EXPERTS OF COMMISSIONS

Monique Yigbedek^a

In 2008, at the World Conservation Congress in Barcelona, Spain, it was found that there was little involvement of Members and Experts of IUCN Commissions in the IUCN Programme. As a result of this, the Congress issued a resolution on their involvement in the implementation of the 2009-2012 Programme. The adoption of this resolution required a restructuring of the method of involvement of Members in the execution of the activities of the Central and West Africa Programme (PACO). This revitalization also concerned the optimization of outputs to be achieved by the Union.

The principle of devolution

The purpose of the involvement of Members and Experts of Commissions of the Union is to increase their contribution toward achieving outputs and promoting ownership by the three pillars.

The approach based on devolution from the Secretariat to Members was given credence by contracting the latter in the execution of project activities depending on their capabilities. The Secretariat also invested in strengthening the technical capacity of members, establishing a regional committee of IUCN Members in Central and West Africa (CREMACO), and mobilizing Members and Experts of Commissions to contribute effectively in the implementation of the programme.

Concrete outputs

Since 2009, the *Groupe des Amis de l'UNESCO et de l'Environnement (Gramue)*, a Cameroonian NGO and an IUCN Member, is working with the Secretariat of the Union in the fight against poaching. Concurrently, and mainly in rural areas, GRAMUE promotes models of small and medium livestock enterprises. Its activities therefore contribute toward reducing population pressure on wildlife while improving the livelihoods of women and vulnerable groups.

In Togo, the NGO *Les Amis de la Terre* received financial support from IUCN, through UNEP. This support was aimed at strengthening the capacities of development actors. Thus, the latter were able to better understand the phenomenon, the risks and adaptation measures to climate change. *Les Amis de la Terre* thus contributes in disseminating knowledge through training, information, awareness, and education sessions.

In Mauritania, Senegal and Guinea Bissau, the contribution of experts of the Commission on Environmental, Economic and Social Policies was vital. It helped develop management plans for critical areas of biodiversity and of overexploited fish species.

In Senegal, the Species Survival Commission was involved in actions for the conservation of spurred turtle. Collaboration between the said Commission and the IUCN Secretariat has helped create the Noflaye Turtle Village. Besides protecting the species, the objective of creating the village is to raise awareness of the Senegalese people and tourists about the risk of extinction of this turtle species and its habitat. The creation of the village also aims to involve stakeholders (local population, state services, civil society, private sector) in the conservation of species and their habitats. All of these actions aim to make each actor a key link working to ensure sustainable development.

Finally, the Commission on Ecosystem Management has assessed the extent of sampling of wild birds in Southern Benin, which later made it possible to recommend exploitation strategies that are more compatible with conservation needs.

Members and Experts of IUCN Commissions have a contribution potential. In order to enhance it, it is necessary to structure and build the capacity of actors for them to effectively participate in the development and implementation of the programme.



Bureau members of CREMACO

^aRegional Officer of the Constituency Support and Development of Members and Partners Unit

IMPLEMENTATION OF THE PROGRAMME

PACO put in place teams that organise its actions geographically, institutionally, thematically and financially.

ESTABLISHING OPERATIONAL UNITS

In implementing its Programme, PACO relied on the following technical operational units:

- Four Regional Thematic Programmes (RTPs), each with a specific thematic mandate and with a geographic scope that covers all Central and West African countries: Protected Areas (PAPACO), Water and Wetlands (PREZOH), Forests, Coastal and Marine (MACO);
- Eight Country Programmes each with a diverse mandate and a geographic scope limited to a single country: Burkina Faso, Cameroon, Guinea Bissau, Democratic Republic of Congo (DRC), Senegal, Mauritania, Mali and Niger;
- Several Project Offices, including in Ghana, Nigeria, Liberia, Congo Brazzaville, Gabon, Central African Republic, Guinea
- Branches in Rwanda, Burundi, Equatorial Guinea, Sao Tome and Principe.

Each unit has a team led by a senior who has delegated authority to identify and promote projects, to create contacts with technical and financial partners

Added to these units, support units which are institutional support and development units, human resources, administration and finance, communication and information and communication technology units.

BUILDING PARTNERSHIPS

Partnerships play a key role in the execution of the programme. With international institutions like UNDP, UNEP, UNOPS and World Bank, it has facilitated collaborative planning, synergy building and cofunding of programmes. With regional institutions like UEMOA, ECOWAS, ECCAS, COMIFAC, CILSS, VBA, etc. and State agencies, it at the same time takes into consideration regional and national priorities and greater ownership of processes and outputs by recipient institutions of the actions. It has in some cases facilitated the funding of the programme. With civil society, it made it possible to reach a huge number of communities and to strengthen the position of NGOs in national and international processes.

FORMULATION OF DEVELOPMENT INITIATIVES AND COMMITMENT TO GLOBAL PROGRAMMES

Thanks to the dynamisms of these units, PACO succeeded to subscribe to five types of initiatives:

- **Global initiatives**, driven from Headquarters but affecting several IUCN regions, and whose implementation is very often regulated by internal agreements. The most significant of them include:
 - *Livelihoods and landscapes (LLS)* funded by the Netherlands and active in nine PACO countries; this initiative came to an end in 2011;
 - *Water and Nature Initiative (WANI)* funded by the Netherlands and active in four West and Central African countries; and
 - IUCN-France framework agreement, active in West and Central Africa.
- **Joint programmes specific to the region** that host several sub-projects; these include the following:
 - *The Coastal and Marine Regional Programme (PRCM)*, a consortium of more than forty partners, including: Wetlands International, WWF, the Fondation Internationale du Banc d'Arguin (FIBA) and IUCN, in the Sub-regional Fisheries Commission (CSRFP). The PRCM is jointly funded by MAVA, the Netherlands and Spanish Cooperation through the PRCM Support Fund (FAP PRCM¹⁶). This Programme is active in seven countries of the West African coast (from Mauritania to Sierra Leone);
 - *The Central African Regional Programme for the Environment (CARPE)* funded by USAID, active in the Congo Basin countries within which IUCN collaborated closely with States and big conservation organisations working in the Congo Basin such as WWF, CI, WCS and AWF ;
 - *The Poverty Reduction and Environmental Management Initiative (PREMI)* funded by SIDA (Sweden) in seven West African countries and at regional level. It also supports the Volta Basin Authority;
 - *The Global Water Initiative – West Africa (GWI)*, funded by the Howard G. Buffet Foundation, active in five West African countries and at sub-regional level.

¹⁶ FAP is lodged and administered by IUCN (Nouakchott Office)

○ **Institutional support** made up of funds that can be used with relative flexibility. The Senegal and Guinea Bissau programmes were the only beneficiaries of this type of support.

○ **Private partnerships** with inter-state and multilateral institutions. The region is managing relatively big projects (budgets higher than a million Euros) on behalf of several partners: UEMOA, CSR, African Union, UNEP, UNDP, World Bank. For example:

- *The Project Monitoring the coastline and development of a Coastal Master Plan in West Africa*, implemented on behalf of **UEMOA** and completed in 2011.
- *The Project Livestock for Livelihoods: Strengthening Climate Change Adaptation Strategies through Improved Management of the Livestock-Wildlife-*

Environment Interface, led by the Inter-African Office for Animal Resources of the **African Union** Commission and under which IUCN is carrying out actions in Senegal, Burkina Faso, Niger, Benin, Guinea, Mali, Chad, Nigeria and Cameroon.

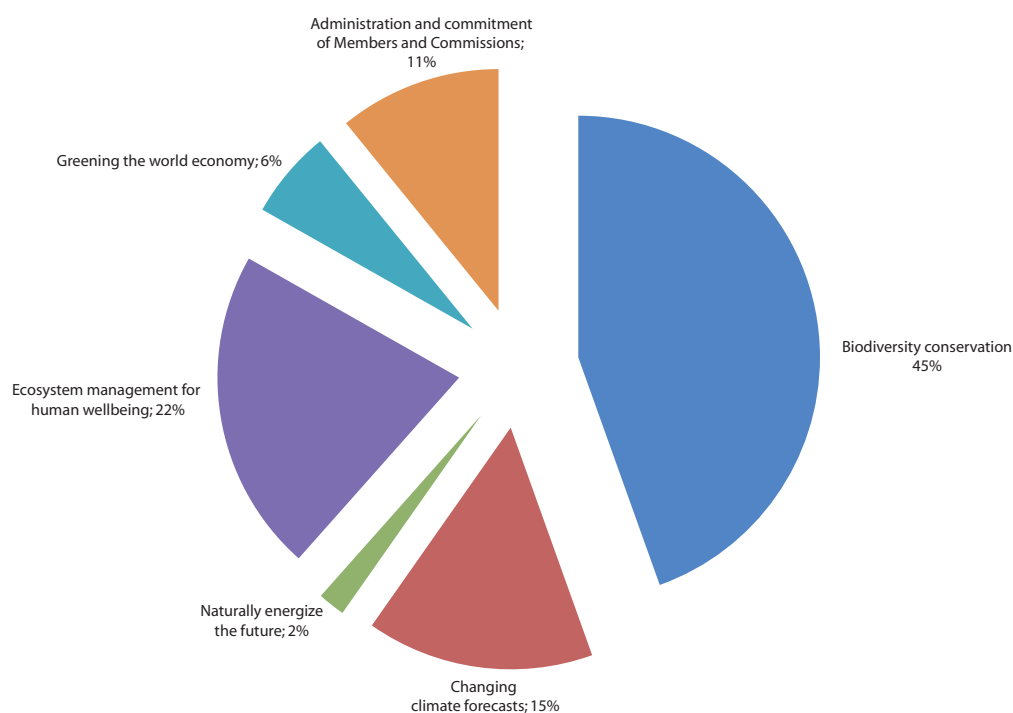
- *The Project Improving the sustainability of the W-Arly-Pendjari (WAP) protected area system*, funded by GEF and led by **UNDP** and **UNOPS**, a component of which has been entrusted to IUCN.

Various specific and huge initiatives, in terms of finances (more than one million Euros) are generally restricted to a programme like: Rehabilitation of Degraded Ecosystems of the Inner Niger Delta (REDDIN) in Mali and Adaptation to Climate Change (funded by DANIDA and Sida) in Burkina Faso.

PLANNING AND BUDGETING

In harmony with the 2009-2012 regional four-year Programme, each operational unit draws up its annual work plan including the budget. Annual work plans are implemented through operational projects and programmes that are later subjected to monitoring and evaluation. Figure 3 gives the total proportions of budget allocations to each thematic area during the four years. It should be noted that the administration components includes governance, management of the secretariat and deductions (6%), involvement of Members and Commissions in the Programme (1%) and support to the implementation of the programme (3%).

Figure 3: 2009-2012 budget allocation according to thematic area



MOBILIZATION OF MEMBERS AND EXPERTS OF COMMISSIONS FOR A COMMON PROGRAMME

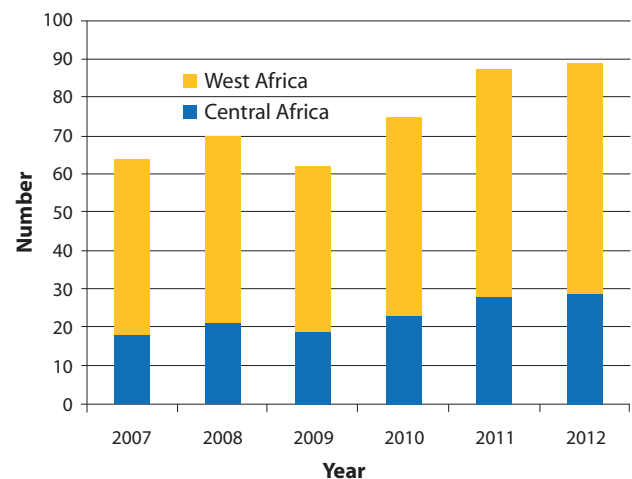
In the Central and West Africa region, membership increased from 70 in 2008 to 89 in February 2012 (64 NGOs, three international NGOs, nine state agencies and 13 states). This change is primarily the outcome of an increase in the number of NGOs (48.8%) because the number of State has dropped from 17 to 14 within the same period, mainly due to problems related to payment of annual dues.

Partnership with Members is multifaceted. Thus, IUCN has played a frontline role in identifying projects that have attracted GEF funding: Air Tenere Project in Niger (more than 5 million US Dollars), the Project Conservation of the W-Arly-Pendjari (WAP) protected area complex shared by Benin, Burkina Faso and Niger (more than 5 million US Dollars). In Central Africa, IUCN made a crucial contribution in the preparation of the Support Programme to ecosystem conservation in the Congo Basin (PACEBCo) that enabled the African Development Bank to invest about 60 million US Dollars in Congo Basin countries.

In most countries where it operates, IUCN supports the implementation of development programmes implemented by the State, either through direct contracts signed with state agencies (Burkina Faso, Mali, Ghana, Guinea Bissau), or through parallel funding obtained from international donors; for example the projects

Conservation and Enhancement of the Biodiversity and Elephants of Gourma (PCVBGE) in Mali, Partnership for Improved Management of Natural Ecosystems (PAGEN) in Burkina Faso and the Northern Savannah Biodiversity Conservation Project in Ghana, all now completed.

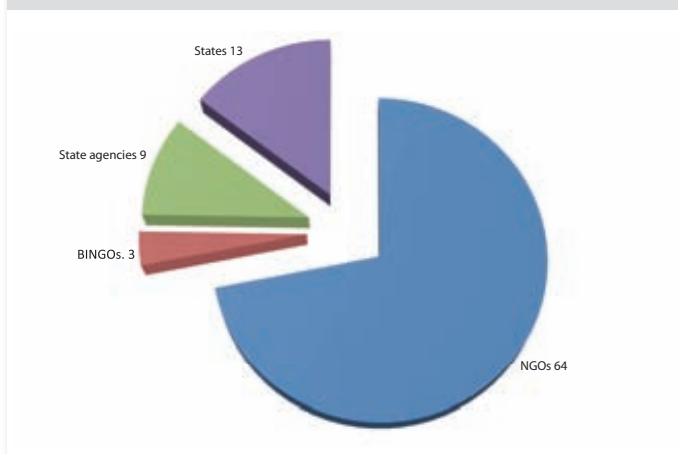
Figure 4: Evolution of the number of Members



With the commissions, Members have been involved in various ways in achieving the 2009-2012 four-year outputs in most PACO countries:

- In Guinea Bissau, IUCN is structured to assist Members in designing and implementing their programmes and carry out very few own activities outside this framework. Support was provided to the Institute of Biodiversity and Protected Areas (IBAP) for maritime surveillance, co-management of MPAs, as well as communication and environmental education. In return, the IUCN Office in Guinea Bissau is hosted by IBAP since 20 July 2011, in the new headquarters of this institution.

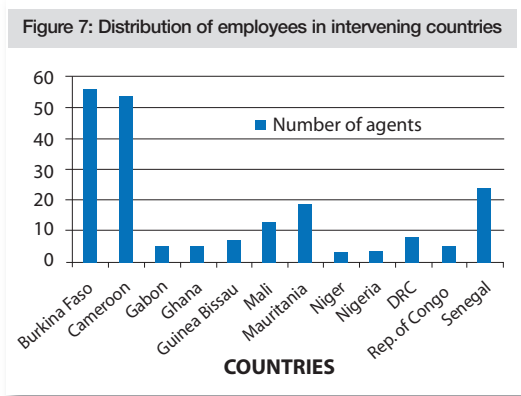
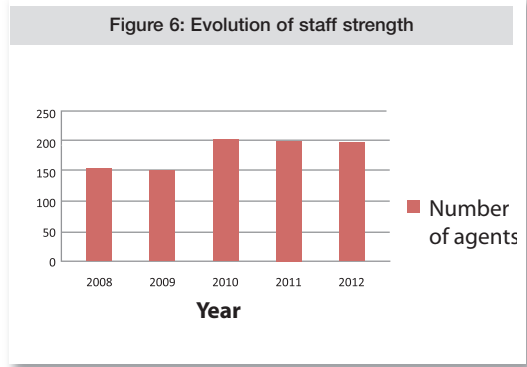
Figure 5: Number of Members in early 2012



- In Burkina Faso, the Secretariat has formed a consortium with Members to launch great initiatives that have proven to be promising. It is continuing with the implementation of programmes designed in partnership with Members, particularly in the area of adaptation to climate change.
- Organized in national working groups, Burkinabe experts of IUCN Commissions also take part in activities (feasibility studies, design and management of planning or discussions or workshops or training, etc..) initiated by IUCN.
- In Cameroon, a joint action plan for Secretariat-Members for the period September to December 2011 was developed. The plan identifies seven priority common actions including exhibition on mangroves in Douala and training of Members on Gender and REDD processes. As a prelude to the 2013-2016 four-year programme, the National Members Committee, and experts of Commissions, contributed in developing IUCN strategic documents, particularly the Programme's strategic plan, and analysis of Cameroon's situation.
- In Mali, the programme to rehabilitate degraded ecosystems in the Inner Niger Delta was carried out in partnership with International members such as Wetlands International and local NGOs that are also IUCN Members.

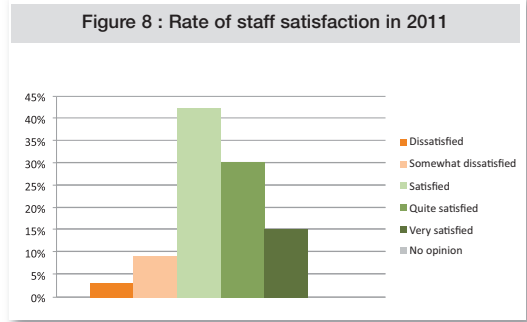
HUMAN RESOURCES

For the implementation of the 2009-2012 Programme, the IUCN Secretariat has mobilized its Members and experts of Commissions¹⁷, and strengthened the Secretariat's teams. The staff strengths of these teams have increased from 156 persons in 2008 to a total of 203 people in 2012, an increase of about 30%. The staffs include 21 nationalities, but it also includes 26% women and 17% of the employees working outside their own country.



It is also spread over fifteen countries, with population size variations from one country to another depending on the magnitude of the programme. The strongest presence is in Burkina Faso (which houses the regional office and three operational programmes) and Cameroon (where two operational programmes are based).

Despite these efforts, it should be noted that the last survey in 2011 on the level of staff satisfaction in the region showed that 12% were not satisfied working with IUCN. The regional directorate has observed that there are still some challenges, including making arrangements to facilitate capacity building, and improve opportunities for internal promotion.



Group photo, IUCN-PACO regional coordination meeting, 2012



In order to encourage excellence, an appreciation programme to recognize and reward deserving employees was established in October 2009. This is a process to elect the best employee in the region. So far, the winners have been Gravier Bongo (driver at the Cameroon Programme) in 2009, Michel Ouedraogo (human resources assistant, based in Ouagadougou) in 2010 and Ms. Jeanne-Marie Manga (housekeeper at IUCN office in Senegal) in 2011.

¹⁷ See section on Membership

COMMUNICATION

Communication actions are aimed at making available information and knowledge with the intention to enhance efficiency of conservation efforts while making visible PACO's outputs. To this end, several channels are used to reach a wider public within and out of the region. We can cite among others, websites (PACO, Headquarters, partners); newsletters (PACO News, NAPA, *La Lettre du PRCM*, etc.); books/publications; annual reports; documentaries; workshops and other special events.

Between 2009 and 2012 PACO produced 35 books and 21 documentaries.

The various communication products are widely available to IUCN staff, Members, experts of Commissions, partners, media and the public.

IUCN also helps to enhance through various channels, the achievements of Members and experts of Commissions both regionally and globally.

Promoting efficacy in Central and West Africa, 2008 Annual Report, IUCN-PACO, 2009, 44p. (fr, eng)

Shaping a sustainable future: first accomplishments, 2009 Annual Report, IUCN-PACO, 44p. (fr, eng.)

Acting for nature and mankind, 2010 Annual Report, IUCN-PACO, 2011, 44p. (fr, eng)

Une année de mobilisation, Rapport annuel 2009 de l'UICN Sénégal, 2010, 36p. (fr)

De l'influence et des progrès, Rapport annuel 2010, UICN-Sénégal, 2011, 36p. (fr, angl.)

In search of sustainability. Some outputs of the implementation of the 2009-2012 programme, IUCN-PACO 2012, 44p. (fr, eng)

Conserver la biodiversité...pour le bien être des populations locales, Rapport annuel 2010, UICN Cameroun, 2011, 32p. (fr).

Practices of the mining sector in West Africa. Comparative summary of four case studies (Senegal, Guinea Bissau, Guinea and Sierra Leone), Guinea Bissau, 2009, 36p. (fr, eng, port.)

Panel scientifique indépendant sur les activités pétrolières et gazières en République islamique de Mauritanie, Rapport définitif, UICN, 2009, 41p. (fr)

Rapport préliminaire sur l'état de l'environnement en Afrique Centrale, UICN, Programme Cameroun, Yaoundé, Cameroun, 2010, 95p. (fr)

Le cadre juridique international du bassin de la Volta, UICN, Centre de droit à l'environnement, 2009, 264p. (fr)

Catalogue de bonnes pratiques d'adaptation aux risques climatiques au Burkina Faso, UICN, 2011, 60p. (fr)

Valorisation des produits forestiers non ligneux du Chantier d'Aménagement Forestier de Bougnounou-Nébiélianayou au Burkina Faso / acquis et perspectives, UICN, Ouagadougou, 2011, 24p. (fr)

Sharing water and its benefits: lessons from six large dams in West Africa; IIED, IRAM, UICN, 2011, 136p. (fr, eng)

Valeur économique de la vallée du Sourou : Etude préliminaire, UICN, Ouagadougou, 2010, 65p. (fr)

Regional dialogue on large water infrastructure in West Africa – Building multi-stakeholder participation from 2009 to 2011, IUCN-PACO 2012, 44p. (fr, eng)

Volta River Basin, Ghana and Burkina Faso: transboundary water management through multi-level participatory governance and community projects, 2011, 12p. (angl)

Processus de mise en place du comité local de l'eau en queue de bassin versant de la Sirba, note de capitalisation ; 2009 ; 15p. (fr)

... Sharing governance: A practical guide for Marine Protected Areas in West Africa, IUCN, CEESP, 2010, 88p. (fr, eng, port)

Discovering the coastal and marine environment in West Africa: Knowledge Handbook, PRCM, PREE, Guinea Bissau, 2011, 44p. (fr, eng, port, arabic)

Study guide « Learning to become a citizen of the coast », PRCM, PREE, Guinea Bissau, 2012, 160p. (fr, eng, port)

Parks and reserves of Ghana - Management effectiveness Assessment of Protected Areas, UICN-PAPACO, 54p. (eng)

Parcs et réserves du Niger : Evaluation de l'efficacité de la gestion des aires protégées, UICN-PAPACO ; FFEM ; AFD, 2012, 78p. (fr)

Parcs et réserves du Burundi : Evaluation de l'efficacité de la gestion des aires protégées, UICN-PAPACO ; FFEM ; AFD, 2011, 112p. (fr)

Conservation at landscape level in the Congo Basin: Lessons learnt from the Central Africa Regional Programme for the Environment (CARPE), IUCN-CARPE, 2010, 303p. (fr, eng)

Bois-énergie au Burkina Faso : Consolidation des moyens d'existence durable (2006-2009), UICN, 2009, 86p. (fr)

Gouvernance communale des ressources forestières au Burkina Faso : guide juridique, Commission Droit de l'environnement au Burkina Faso ; UICN Burkina, Ouagadougou, 2011, 66p. (fr)

Guidelines and manual: Procedures for community-Based fire Management-CBFIM, Ghana, 2011, 75p. (angl)

Impacts de l'activité des entreprises chinoises dans la filière bois Gabonaise - UICN Cameroun ; Contribution : Bureau régional de l'UICN en Asie ; Bureau de l'UICN en Chine, 2011, 24p. (fr)

The Sourou Valley: from yesterday to tomorrow, documentary, (fr. et angl.), 2010, 25mn, (fr)

Toward collaborative governance of water resources in the Volta Basin: the PAGEV experience, documentary, 26mn, 2010, (fr, eng.).

Large dams in West Africa: building the dialogue, documentary, IUCN/ECOWAS, 2011, (fr, eng.), long version: 61mn, format 16/9; short version: 13mn, format 16.9).

"All responsible"; Malouma Mint Meydah, video clip, 6mn, 2010, (fr, eng, port)

Le PRCM, la mer et ses ressources pour demain, film, 20mn

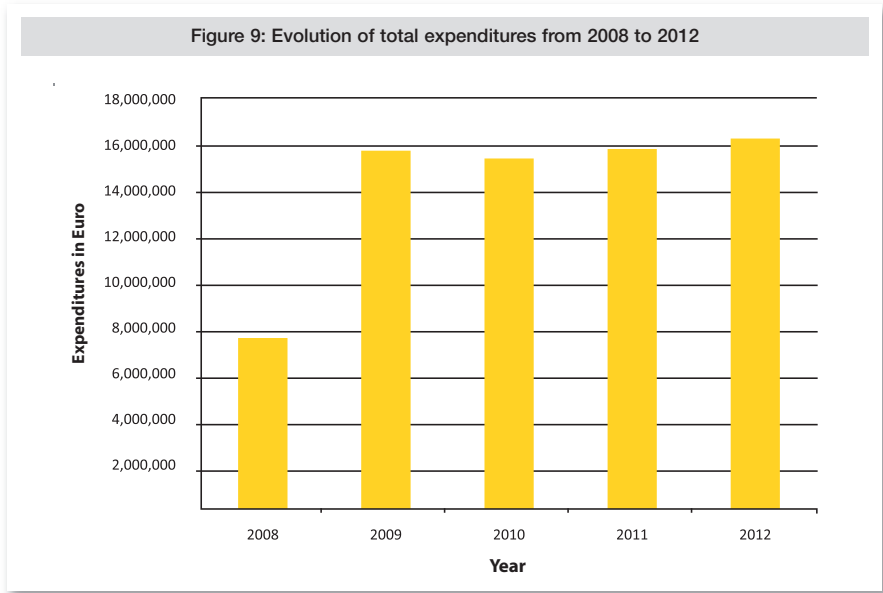
Le climat change, changeons nos comportements, UICN-ASDI, 26mn ; Format 16/9. (french, fulfude, moore, dioula)



FUNDRAISING

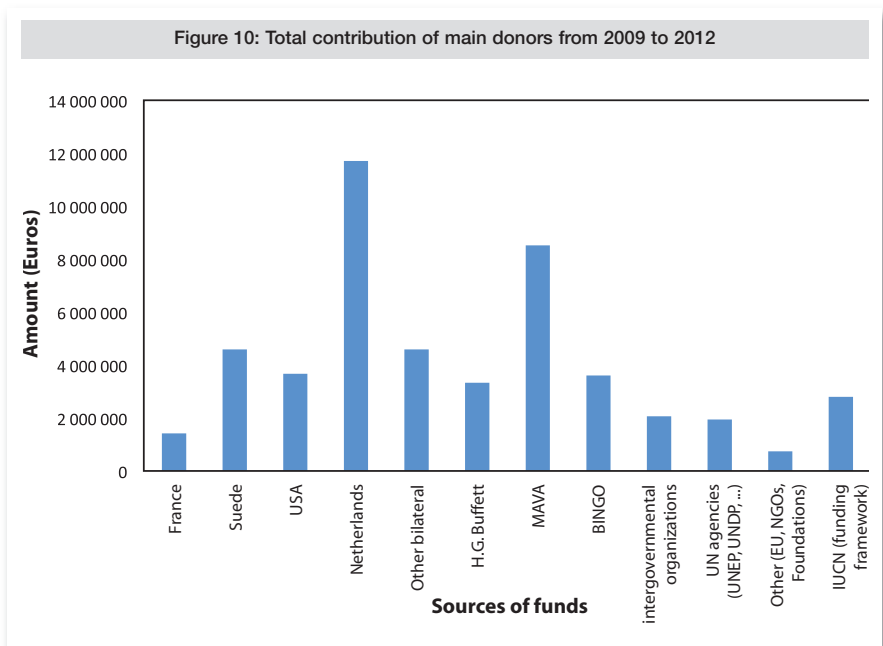
While during the implementation of the previous four-year programme (2005-2008), the average budget of IUCN in the Central and West Africa was about 11 million Euros a

year, it rose to just below 16 million Euros in 2009 and seems to stabilize at this level (Figure 9).



The total expenditure from 2009 to 2011 is 46.8 million Euros. Taking into consideration expenditure estimates for 2012 (i.e. 16.2 million Euros), about 63 million Euros would have been invested in the implementation of the programme from 2009 to 2012 in late December 2012. Funding was obtained from three categories of donors; bilateral donors with the biggest contributor being the

Netherlands, private foundations with MAVA as the first contributor, the third category includes some big NGOs such as FIBA and multilateral agencies and organizations such as UNEP, UNDP and UNOPS. The contribution of IUCN through the resources of framework agreements has been the tune of 5.7%.



IUCN PACO MEMBERS

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- Ministry of Foreign Affairs and African Integration
- Centre National de Gestion des Réserves de Faune (CENAGREF)
- Nature Tropicale (NT)
- Association Vive le Paysan Nouveau (AVPN)

BURKINA FASO: 8

- Ministry of the Environment and Sustainable Development (MEDD)
- Fondation des Amis de la Nature
- Association Nodde Nooto (A2N)
- Association pour la Gestion de l'Environnement et le Développement (AGED)
- Association Nationale d'Action Rurale (ANAR)
- SOS Sahel International Burkina Faso - Africa's Sustainable Development Council (ASUDEC)
- Africa's Sustainable Development Council (ASUDEC)
- Association inter villageoise de Gestion des Ressources Naturelles et de la Faune de la Comôé-Léraba (AGEREF/CL)

BURUNDI: 5

- Organisation de Défense de l'Environnement au Burundi (ODEB)
- Association burundaise pour la protection des oiseaux (ABO)
- Association Tubane de Gikuzi
- Forum Burundais de la Société Civile du Bassin du Nil (FCBN)
- Association de Protection des Ressources Naturelles pour le Bien-être de la Population (APRN/BEPB)

CAMEROON: 10

- Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED)
- Centre d'Etudes de l'Environnement et du Développement (CEDC)
- Groupe des Amis de l'Unesco et de l'Environnement (GRAMUE)
- Association Internationale pour la Protection de l'Environnement en Afrique (Enviro-Protect)
- Cameroon Environmental Watch
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- Ecole pour la formation de spécialistes de la faune de Garoua
- Centre d'Appui aux Femmes et aux Ruraux (CAFER)
- Chaire de Services Cameroun
- Save The Nature

COTE D'IVOIRE : 1

- Réseau pour l'Environnement et le Développement Durable en Afrique

GABON : 1

- Réseau des Aires Protégées d'Afrique Centrale (RAPAC)

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- Ministry of Fisheries, Natural Resources and Environment

GHANA: 5

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- Environmental Protection Association of Ghana
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- Nature Conservation Research Centre (NCRC)

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- Coastal Planning Office
- Accao Para o Desenvolvimento (AD)
- Centro de Estudos Ambientais e Tecnologia Apropriada do Instituto Nacional de Estudos e Pesquisa
- General directorate of Forestry and Wildlife
- Grupo de Apoio à Educação e Comunicação Ambiental "PALMEIRINHA"
- Instituto da Biodiversidade e das Areas Protegidas (IBAP)

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- ONG DONKO - La promotion du Savoir Traditionnel
- Femmes et Développement (FEDE)
- Association Malienne pour la Protection de l'Environnement
- Œuvre Malienne pour le Développement des Zones Arides
- Association pour le Développement et l'Appui aux Communautés (ADAC)
- Groupe Action pour l'Enfance au Sahel

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- Parc National du Banc d'Arguin
- Association pour la Protection de l'Environnement et l'Action Humanitaire
- Direction des Aires Protégées et du Littoral
- Club des Amis de la Nature et de la Protection de l'Environnement
- Association Naforé pour la Protection de la Nature (NAFORE)
- Nature Mauritanie

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- Nigerian Environmental Study Action Team
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- Centre for Environmental Resources & Sustainable Ecosystems (CE-RASE)

REPUBLIC OF CONGO: 5

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- Alliance-Homme-Environnement d'Afrique
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- Institut Congolais pour la conservation de la Nature (ICCN)
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