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6	successes. However linking lessons across projects, regions and scales to provide an overall knowledge base for policy influencing remains fragmented and generally weak. Claims of positive impacts on poverty in any of
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Acronyms and Abbreviations

ABS Access to genetic resources and Benefit Sharing (CBD convention)

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

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

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

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

1.2 Methodology

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

1.4 Structure of this Report

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

1.5 Acknowledgements

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

institutions, participate in political processes, and engage in local decision-making; *enhance* 6.0.4(c)-0.08235299(a) ~~6.0.5(d)~~

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	funded) and aims to document achievements and share knowledge in sustainable NRM (read CBNRM) as a means of <u>combating environmental degradation and desertification</u> , <u>reducing poverty</u> and promoting good governance (in Southern Africa).	(translating the convention in effective National Action Plans (NAPs)
Natural Futures Programme, Southern Africa	Market failures that hinder the emergence of a pro-poor natural product sector in Southern Africa are addressed in such as way as to <u>diversify rural livelihood options</u> and <u>improve natural resources management options</u>	<u>Livelihoods of poor people and environmental sustainability enhanced</u> through the development of a vibrant pro-poor natural products sector in Southern Africa
Mount Elgon (MERECP) Kenya (last phase)	The conservation status and the benefits of the Mt. Elgon ecosystem to <u>environment quality and livelihoods</u> are enhanced	Integrated ecosystem conservation and management for <u>sustainable development and enhanced well-being to people and environment</u>
National Wetlands Uganda	To sustain the bio-physical and socio-economic values of wetlands for present and future generations	Knowledge generation, policy formulation and 'popularisation' and capacity building, for policy development, improvement of livelihoods, <u>sustainable development and the conservation of biodiversity and the ecosystem</u>
Pangani River Tanzania	Strengthen <u>integrated management</u> systems in Pangani Basin; promote the <u>sustainable use</u> of natural resources; establish <u>conflict resolution</u> mechanisms; promote community-based <u>natural resource management</u> system	Mainstreaming climate change into Integrated Water Resource04746(i)0.803826()320662(g)-5

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sustainable harvesting and processing techniques of natural product harvesters, processors, and producer groups. IUCN believes that natural products (veld products or NTFPs) present an opportunity to improve

“institutional strengthening for consolidation of key programme achievements and securing long-term funding for the wetlands sector”¹⁹. The initial design of the project in the late 80s did not include livelihood issues directly, but focused on conservation of wetlands and its biodiversity and aimed to develop a national wetlands policy. Through demonstration sites interaction with wetland resource users led to the development of Wetland Resource Use Guidelines, in order to increase production of food and goods without compromising the other functions of the wetlands. From a demonstration site approach, the programme evolved into an ecosystem approach. Communities are involved through community-based wetland management plans (CBWMP). A set of tools (e.g. CEPA) is available to ensure that different stakeholder groups are involved and encourages the identification of specific activities for women. Th

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

In most of the 12 selected cases, poverty reduction in the broader sense is included in the objectives, either

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In terms of perceptions, the picture of impact is mixed. The ecosystem services' *income generating capacity* is in most cases perceived as too limited to 'pull people out of poverty', if the resource base is not to be destroyed - whichever of the commonly applied poverty thresholds is taken. This is fully recognised by IUCN²⁶. On the other hand, a statement often heard by res

5. Efficiency, Sustainability, Scaling up and Learning

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

5.1 Insights from Case Study Projects

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

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

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

(6) The *National Wetlands Programme* in Uganda has been absorbed by Government structures and (financial) sustainability seems reasonably secured. The project evolved into a programme and ultimately

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

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

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

(12) The PPP and *Volta River programmes* are integrated into regional trans-b3432()-59.1b91(e)-5.7036.287 Oreary inst

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

This situation does not make it easy for IUCN to systematically build better mechanisms and methods to link field practice and policy in the area of pover

3. **Monitoring and Evaluation** - IUCN institute monitoring and evaluation systems that enable it to much more rigorously report on the scope, outcomes, impacts and lessons of its conservation and poverty work.
4. **Theories of Change** - IUCN, when designing conservation and poverty reduction projects, be more rigorous in analysing and articulating the underlying theories of change that will lead to conservation and poverty benefits.
5. **Partnerships for Development** - IUCN work more in partnership with development orientated organisations.
6. **Broadening the Membership** - IUCN make it possible for development orientated organisations who have a strong conservation interest to be IUCN members.
7. **Implementation with Members** - IUCN focus more on supporting and building the capacity of members to implement projects and advocate for conservation poverty linkages rather than the current focus on direct imple.

Sustainable Development

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

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

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

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

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

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

- United Nations Conference on the Human Environment (Stockholm, 1972)
- United Nations Conference on Environment and Development (Rio de Janeiro, 1992)
- World Conference on Human Rights (Vienna, 1993)
- International Conference on Population and Development (Cairo, 1994)
- Global Conference on the Sustainable Development of Small Island Developing States (Bridgetown, 1994)
- World Summit for Social Development (Copenhagen, 1995)
- World Conference on Women (Beijing, 1995)
- World Food Summit (Rome, 1996) of

- manufactured capital: economic infrastructure;
- natural (environmental) capital: eco-systems and natural resources that provide services for social•

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

IUCN External Review 2007 - persons consulted (in no specific order) - related to Review Objectives 2 and 3			
Persons consulted	Designation	Organisation	When (in 2007)
Bill Jackson	Director Global Programme (GP)	IUCN Gland	23.04
Gabriel Lopez	Director Global Strategies	IUCN Gland	23.04
Jane Ganeau	Acting Head Membership	IUCN Gland	24.04
Jean Yves Pirot	Senior Coordinator GP	IUCN Gland	25.04
Jeff McNeely	Chief Scientist	IUCN Gland	9.05
Joshua Bishop	Advisor Economics&Environment	IUCN Gland	16.05

Alice Kaudia	Regional Director East Africa	IUCN EARO	15.05
Zohir Sekkal	Councillor	IUCN	15.05
Kami Taholo	Regional Director Oceania	IUCN Oceania	15.05
James Murombedzi	Regional Director Southern Africa	IUCN ROSA	15.05
Robert Hofstede	Acting Regional Director South America	IUCN SUR	15.05
Al-Jayousi Odeh	Head WESCANA	IUCN WESCANA	15.05
Alejandro Iza	Head European Law Centre	Bonn	16.05
Gonzalo Oviedo	Special Advisor Social Policy	IUCN Gland	16.05
Bihini Won Wa Musiti	Acting Regional Director Central Africa	IUCN BRAC	16.05
Aime Nianogo	Acting Regional Director Western Africa	IUCN BRAO	16.05
Hillary Masundire	Chair Commission on Ecosystem Management	IUCN CEM	16.05
Javed Jabar	Councillor	IUCN	16.05
Manfred Niekisch	Councillor	IUCN	16.05
Hans Friederich	Head Donor Relations	IUCN Gland	16.05
Lucy Deram-Rollason	Donor Relations	IUCN Gland	16.05
Steward Maginnis	Head Forest Conservation Programme	IUCN Gland	16.05
Ignacio de las Cuevas	Members Survey	IUCN Gland	16.05
Nikita Lopoukhine	Chair World Commission on Protected Areas	IUCN WCPA	16.05
Piere Hunkeler	Councillor		16.05
Kelly West	Programme Coordinator EARO		23.05
Masego Madzwamuse	Regional Programme Development Of		

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

Dr. Chris G.Gakahu

Assistant Resident Representative Sustainability (Energy &

Richard Muyungi, Assistant Director Environment	Vice Presidents Office, Department of Environment	Tanzania	3rd Sept
Dr. Magnus Ngoile Team Leader/Pew Fellow	Marine and Coastal Environment Management Project (MACEMP)	Tanzania	3rd Sept
Robert Sululu Manager	Marine and Coastal Environment Management Project (MACEMP)	Tanzania	3rd Sept
Mr. Geoffrey F.Nanyaro Director of Fisheries	Ministry of Natural Resources and Tourism, Fisheries Division	Tanzania	3rd Sept
Eng. B.T.Baya Acting Director General	National Environment Management Council (NEMC), Tanzania	Tanzania	3rd Sept
Jeremiah Daffa TCMP Manager Abdulrahman S.Issa Country Director	Tanzania Coastal Management Partnership (TCMP)	Tanzania	4th Sept

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

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

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

GENERAL	IUCN internal	Pragmatic solutions, an assessment of progress 2005	Jun-05	IUCN Gland
GENERAL	IUCN M&E Initiative	Managing evaluations in IUCN - a guide for IUCN programme and project managers	Jun-05	IUCN Gland
GENERAL	IUCN Policy and Global Change Group	International Conservation Policy Strategy	Jun-05	IUCN Gland
GENERAL	Kenneth Iain MacDonal	IUCN: A History of Constraint. Address given to the Permanent workshop of the Centre for Philosophy of Law Higher Institute for Philosophy of the Catholic University of Louvain (UCL), Louvain-la-neuve	Feb-03	
ROSA	IUCN	Programme and Assessment report 2005	March-06	ROSA/Harare
ROSA	IUCN	Programme and Assessment report 2006	March-07	ROSA/Harare
ROSA	IUCN	Programme Plan 2005-2008 of IUCN Southern Africa	Undated	ROSA/Harare
ROSA	IUCN	Regional situational analysis of Southern Africa	Undated	ROSA/Harare
GENERAL	Bruszt, G. et al	External review of IUCN 2003	Jun-05	IUCN Gland
Global Level Reviews				
GENERAL	IUCN	Draft Management Response to the Review of IUCN's Influence on Policy	May-05	
GENERAL	IUCN	IUCN performance assessment, summary of first performance results	May-06	IUCN Gland
GENERAL GENERAL	IUCN IUCNiat St	Global Survey for IUCN Secretariat Staff Members Results	Jun-05	

BRAO Giron Yan, Ndiaye Evaluation à mi parcours du Programme Régional de Conservation
 Paul, Sall Aliou
 and Witt Piet

BRAO	Madiodio Niasse	Strengthening Transboundary Waters Management via Information sharing and learning among stakeholders The Case of the Senegal River Basin IUCN Bangkok	Nov-04	
BRAO	Niasse, Madiodio	Reconciling Development and Conservation Imperatives - The Case of Diawling Floodplain in the Lower Senegal River Mauritania	Nov-04	
BRAO	O Rajel, Ahmed et al.	Gestion Transfrontaliere des Ressources Naturelles Etude de Cas: Bas Delta du Fleuve Senegal	March-01	
BRAO	OMVS	Organisation pour la Mise en Valeur du fleuve Sénégal Charte des Eaux du Fleuve Sénégal	May-02	
BRAO	OMVS-UICN	Projet de Gestion des Ressources en Eau et de l'Environnement dans		

BRAO	République du Sénégal DPN-UICN	Plan de Gestion de la Réserve de Biosphère du Delta du Saloum Resumé Executif	Jun-05	
BRAO	Republique Islamique de Mauritanie, Union Mondiale pour La Nature (UICN)			

BRAO	UICN-WWF	Renforcement des Capacites de Negociation des Accords de Peche dans les Etats Membres de La Commission Sous Regionale des Peches	Jun-05	
BRAO	UNESCO	Biosphere Reserve Statutory Framework	Jun-05	
BRAO	WMO	Integrated Flood Management Mauretania Lower Delta Senegal River	Jan-04	
BRAO	World Bank GEF	Senegal River Basin Water and Environmental Management Project	Oct-01	
BRAO	World Bank GEF	Senegal River Basin Water And Environmental Management Project	Jun-04	
BRAO	World Bank GEF	Senegal River Basin Water And Environmental Management Project, Annexes	Jul-04	
EARO	Anderson, Jim	Analysis of reef fisheries under co-management in Tanga	Dec-04	
EARO	Arcadis Euroconsult	National Wetlands Conservation and Management Programme,		

EARO

Chhetri Purna B.,
Edmund
G.C.Barrow and
Alex Muhweezi
(editors)

EARO	IUCN Uganda/Dept of Environment Protection Uganda	Uganda National Wetland Conservation and Management Programme, Phase II	Jun-05	IUCN/DEP Uganda
EARO	IUCN WANI	The Ecosystems Approach to Water Management	Jun-05	
EARO	IUCN/MEP Uganda	National Wetlands Conservation and Management Programme - summary of main conclusions and recommendations - external review mission	March-95	IUCN Uganda
EARO	IUCN/MEP Uganda	National Wetlands Conservation and Management Programme, Uganda - Phase I review and phase II proposal	Oct-91	IUCN Kenya/Ministry for Energy, Minerals and Environment Protection Uganda
EARO	IUCN/NORAD	Conservation of Coastal and Marine Biodiversity in the Western Indian Ocean - implementing the Jakarta Mandate - project overview	Jun-05	IUCN
EARO	IUCN/UNEP/CBD	Conservation of Coastal and Marine biodiversity in the Western Indian Ocean	2003/2004	
EARO	IUCN-EAC	Co-Operation Agreement Between The East African Community Secretariat And Iucn - The World Conservation Union For The Provision Of Technical Advisory, Programme And Financial Management Services To The Mt Elgon Regional Ecosystem Conservation Programme	Aug-05	
EARO	IUCN-EAC- KFWG	The Environment, Natural Resources and Livelihoods - Reflections of a Parliamentary Tour of Mount Elgon Transboundar		

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

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

