



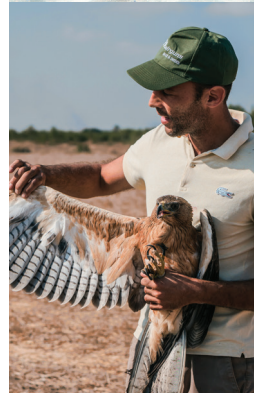
FOR AN AFRICAN CIVIL SOCIETY

AT THE HEART OF ENVIRONMENTAL ACTION



CROSS-CAPITALIZATION OF PROGRAMMES

PPI SUB-SAHARAN AFRICA
AND PPI OSCAN NORTH AFRICA



SMALL-SCALE INITIATIVES PROGRAMME (PPI)
15 years of support for nature conservation (2006 - 2021)



**PROTECT
PARTICIPATE
INNOVATE**



GLOSSARY

In this brochure, the following terms refer to:

“PPIs”:

Small-Scale Initiatives Programme (“Programme de Petites Initiatives”), in its original concept,

“The PPI”:

The PPI for civil society organisations
in sub-Saharan Africa,



“PPI - OSCAN”:

The PPI for civil society organisations
in North Africa,



“CSO”:

Civil society organisation
(charity, NGO, foundation, etc.).

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FOR AN AFRICAN CIVIL SOCIETY

AT THE HEART OF
ENVIRONMENTAL ACTION

For 15 years, Small-Scale Initiative Programmes (PPIs) have supported African civil society in conserving nature and improving local living conditions. Launched in 2006 by the FFEM, their approach is unique. Thanks to local support and grants worth 30,000 euros on average, PPIs contribute to strengthening the capacities of actors on the ground, increasing their legitimacy in the public sphere and innovating with them to support the environment and socio-economic development.

HELPING THE PRESERVATION OF BIODIVERSITY TAKE ROOT

In Africa, biodiversity is deteriorating rapidly. Public environmental policies, if they emerge, must be ambitious. To meet the continent's major challenges, civil society has a role to play and is supported in this by Small-Scale Initiative Programmes (PPIs).

THE EROSION OF BIODIVERSITY IS GETTING WORSE IN AFRICA

Across the African continent, 62% of the rural population is directly dependent on natural goods and services. However, future scenarios all indicate that threats to biodiversity will intensify in the coming years and that they will lead to the acceleration of the disappearance of wildlife, both on land and in the oceans. There will be major consequences to this for humanity. It is therefore increasingly urgent to halt the erosion of biodiversity, which endangers the living conditions and development of populations.

ENVIRONMENTAL POLICIES TO BE ENCOURAGED

Since the 2000s, environmental issues in Africa have become an increasingly important element of the public debate. Most African states have adopted public environmental policies and action strategies. Despite these steps, public instruments for protecting biodiversity remain ineffective in the face of the extinction of animal populations and the overexploitation of natural resources.

A DEVELOPING CIVIL SOCIETY

Thanks to growing awareness among African citizens of environmental issues, the number of Civil Society Organisations (CSOs) has grown considerably in recent years and local initiatives from independent actors (NGOs, charities and other groups) have emerged. Young and inexperienced in wielding technical, financial and political influence, these CSOs require appropriate support to strengthen their actions on the ground and their collaboration with public services. This has been the purpose of PPIs for some fifteen years.

PPIs NURTURE

THE BREEDING GROUND FOR AN INNOVATIVE CIVIL SOCIETY

In line with France's commitments on the international stage, PPIs are the main tool of French cooperation, directly financing African CSOs for specific environmental protection actions. PPIs also support the professionalisation of players on the ground, which is essential for the sustainability of their projects.



COLLECTIVE EFFORTS THAT ARE BEARING FRUIT

After 15 years of existence, 8 out of 10 organisations supported by PPIs are still in operation. The programmes offer qualitative responses to the local priorities of the countries of intervention in terms of biodiversity conservation, skills consolidation and local economic development. The small-scale projects funded achieve satisfactory to very satisfactory results on the ground. This is despite multiple obstacles such as restrictive security or Covid-19 related health contexts. This is proof of the effectiveness of PPIs, but also of the resilience of local organisations. In 2021, the PPI begins its 6th phase, and the PPI-OSCAN begins its third.

EXPANDING SUPPORT SOLUTIONS

There are now two financing methods. A “small grants” desk is maintained to allow new emerging CSOs, the PPI’s core target, to launch. It is supplemented by a new “medium-sized subsidies” financing desk to continue supporting and expanding recognised CSOs. To meet major global challenges (climate change, food security, socio-economic development, etc.) while preserving biodiversity, PPIs are now focusing on nature-based Solutions.

SOME PPIs RESULTS

ECOSYSTEMS



500,000 hectares classified as protected areas or under improved management,



200 strengthened governance structures.

SPECIES

100 conservation projects for an iconic species have been completed.



LOCAL DEVELOPMENT



More than 120 projects have created or supported **25** sustainable economic sectors*.



* Sectors: non-timber forest products, cassava, coconut, cacao, shea, beekeeping, medicinal plants, heliculture, pig farming, balanites (wild date palm), market gardening, forestry.

2 PROGRAMMES

WORKING TOWARD
THE SAME OBJECTIVE



PPI SUB-SAHARAN AFRICA
THE PIONEER

<https://www.programmepbi.org/>

Launched in
2006
15 years of service



Launched in
2014
7 years of service



PPI-OSCAN NORTH AFRICA
THE "LITTLE BROTHER"

<http://www.pbioscan.org/>

Across 28 COUNTRIES
in West and Central Africa
including Cape Verde, Benin, Cameroon, etc.



Across 4 COUNTRIES
in North Africa:
Algeria, Libya, Morocco and Tunisia



Managed by the French Committee
of the **IUCN** (Paris)

Managed by
IUCN-MED (Malaga)

€14.5
million in subsidies,
60% of which is paid directly to CSOs



€5.2
million in subsidies,
60% of which is paid directly to CSOs

251
funded projects
undertaken by 190 CSOs



80
funded projects
undertaken by 72 CSOs

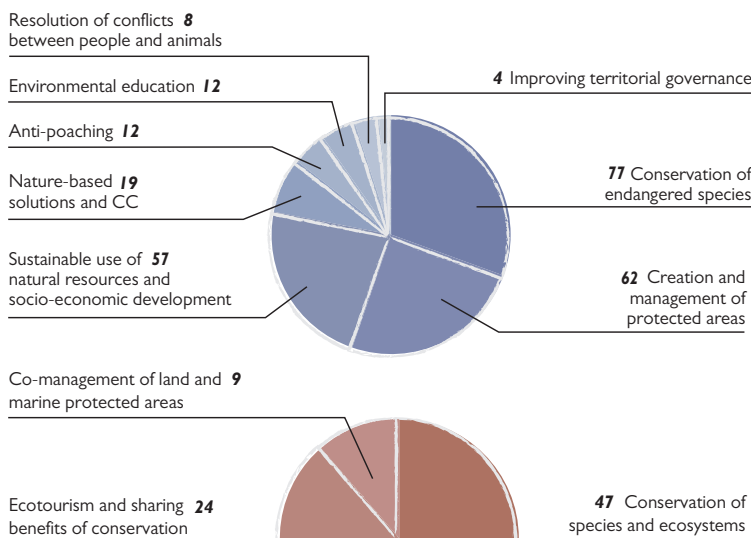
€32,000
per project
average grant



€30,000
per project
average grant

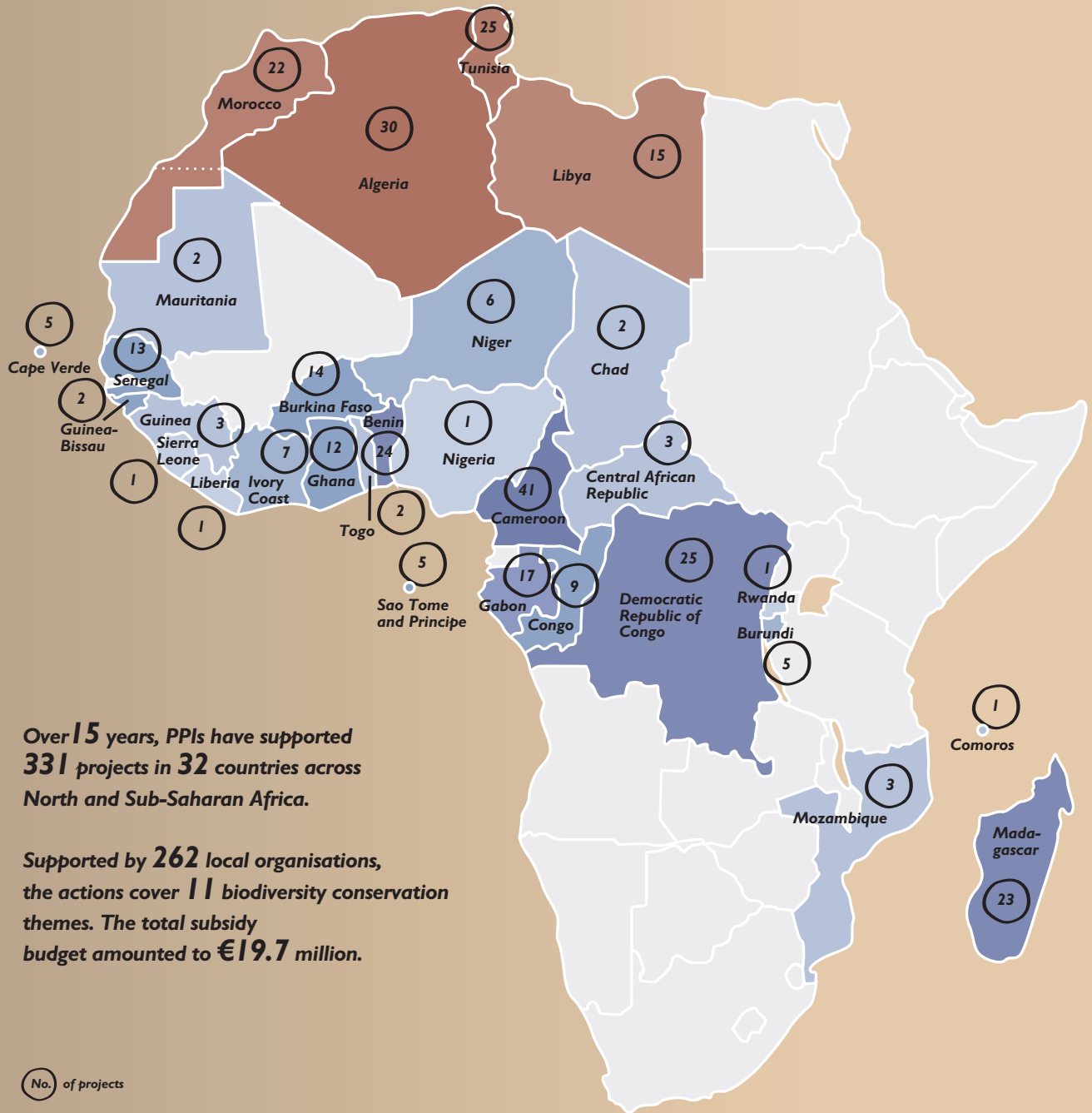
TOPICS

Organised by the PPI-OSCAN at the end of 2019, "**The Casablanca Workshop**", to which the PPI was invited to share best practices, was a landmark in PPIs history. Through the immediate breaking down of barriers between programmes and the subsequent creation of inter-CSO alliances, this unifying event is still bearing fruit today and is at the origin of the launch of the cross-capitalization of PPIs.



*number = number of projects related to the theme

ATLAS OF PPIs



Over **15** years, PPIs have supported **331** projects in **32** countries across North and Sub-Saharan Africa.

Supported by **262** local organisations, the actions cover **11** biodiversity conservation themes. The total subsidy budget amounted to **€19.7 million**.

(No.) of projects



*the darker the colour, the more projects there are

A PROGRAMME

AS CLOSE AS POSSIBLE TO THE PEOPLE

BOOSTING POTENTIAL

Promoting the emergence of young groups full of energy and ideas for nature requires first of all that they have access to initial funding. For these organisations, this support is much more than a financial boost. Having their creativity and dynamism recognised in their country enhances their motivation and their confidence.

CULTIVATING GOODWILL

To help CSOs sustain their commitment, PPIs place people at the heart of the system. In each project, they establish a relationship of trust through regular meetings with partners. If necessary, the PPIs work with young leaders who build connections with local populations. Aware of the unsustainable nature of some of their practices, they often aspire to use more nature-friendly alternatives and want to contribute to solutions.

REFINING KNOWLEDGE

It is in this climate of transparency and proximity that organisations benefit from tailor-made support. This addresses both the implementation of the project and the development of the organisation itself. The "PPI label" is a guarantee of seriousness for CSOs and generally opens doors to other future sources of financing.

PROMOTING DIALOGUE

All these processes cannot succeed without high-quality synergy, whether between programme coordinators and CSOs or between PPIs and their partners, such as public authorities. Finally, exchanging best practices between peers and supporting the construction of networks of practitioners are also strong components of PPIs.



THE PPIs CREDO

THE UNIQUE STRENGTH OF PPIs REMAINS IN THEIR PRECISE AND SPECIFIC CAPACITY-BUILDING ACTIONS AND IN THE PROGRESSIVE AND ADAPTED SUPPORT FOR CSOs WITH A VIEW TO GUIDING THEM TOWARDS INDEPENDENCE IN THE CONSERVATION OF NATURE.

SCALABLE PROGRAMMES

TO SUPPORT THE RISE OF CIVIL SOCIETY



2006

Creation of the **PPI** for financial support in **SUB-SAHARAN AFRICA**



2011

"**Capacity building**" component



2014

Creation of the **PPI-OSCAN NORTH AFRICA**



2015

General training becomes **tailored support**



2017

Young CSO support **€25,000** and advanced CSO support **€50,000**



2020

Launch of an **emergency fund** to deal with the Covid-19 crisis



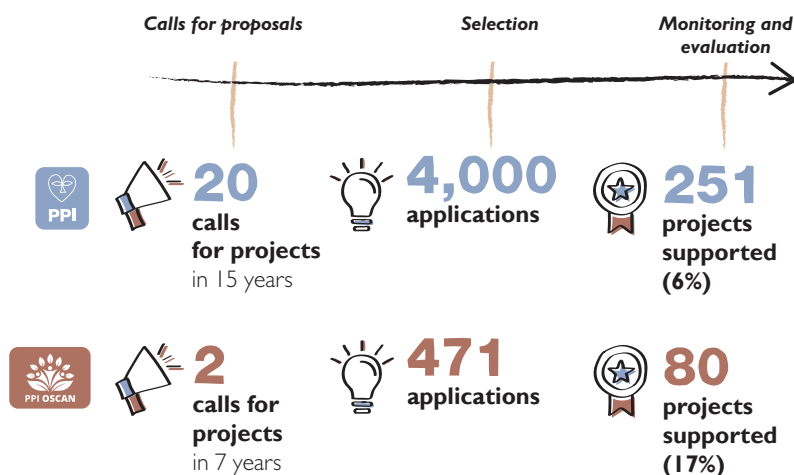
2021

Launch of a **call for proposals** for Nature-based Solutions

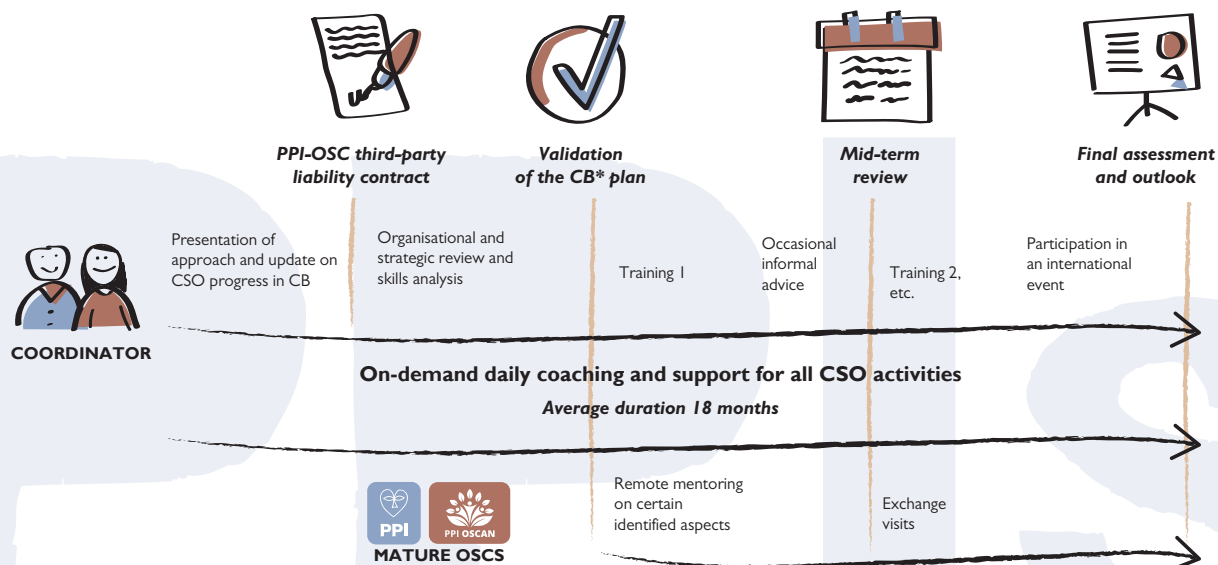
THE SUPPORT ADAPTS TO THE UNIQUE NATURE OF EACH CSO

To help organisations succeed in their actions on the ground and in wielding political influence, PPIs provide financial, technical, organisational and strategic support. Based on a diagnostic review highlighting specific needs, a tailored learning plan and individualised coaching are deployed. At the end of the PPIs pathway, the connection is maintained and support continues in a more distant manner.

PROJECT CYCLE



LEARNING PLAN



*CB = Capacity Building

THE CSOs HOLD THE KEYS TO SUSTAINABLE SOLUTIONS

BUILDING TRUST IN CIVIL SOCIETY

With initial funding, CSOs can demonstrate their value to local communities and institutional partners. However, to ensure that ownership of projects by the majority of stakeholders is sustainable, organisations are encouraged throughout their PPI journey to free their thinking and express their unique potential. To this end, the coordinator's support plays a fundamental role: they help CSOs identify issues, in the contexts they alone can understand, and develop appropriate responses. With limited budgets, the organizations must be resourceful to best meet the needs identified. This involvement rooted in local reality is essential to obtain the consent of the populations involved in the initiatives as soon as possible.

BIODIVERSITY ADVOCACY

Thanks to their clear results on the ground, civil society actors are increasingly visible in their countries and, as far as the older ones are concerned, recognised as legitimate by the authorities. This is particularly true in North Africa, where their role in implementing national and local policies is increasingly accepted. A partnership between public institutions and "CSO PPI" has been established, with national coordinators once again playing the role of intermediaries and engaging in dialogue that is much appreciated by the public authorities. Sometimes things go further with political awareness that is a sign of promising institutional or legislative changes to come. Thus, civil society in the supported countries is slowly being structured and is increasingly influencing public debate around environmental issues of the African continent.



WITH THE PPI-OSCAN, WE HAVE BUILT NEW PERSPECTIVES AND OUR ENVIRONMENTAL CORRIOR PROJECT HAS BEEN SELECTED BY THE IUCN AS AN EXAMPLE OF A NATURE-BASED SOLUTION. LACT CONTINUES ITS MISSION THANKS TO THE NEW FUNDS OBTAINED.

Amira SANSALACT, Tunisia



RÉNATURA CONGO, AN INSPIRING HISTORICAL ASSOCIATION

Created in Congo-Brazzaville in 2005, Rénatura Congo works to preserve sea turtles and their habitats. Among the first organizations supported by the PPI, the CSO now reflects the success of the programme: having received initial support of a few thousand euros, the structure now manages major projects financed by European funds. A leading national player in biodiversity conservation, the association is also committed to professionalising local CSOs.

THE CSOs SHARE THEIR EXPERTISE TO MOVE FORWARD TOGETHER

CONNECTING TO BUILD NETWORKS

By joining the PPIs, each organisation becomes part of a network of practitioners from its region or who are working on the same issue. Thanks to this membership, the CSOs can have discussions with other players about approaches, contacts, news, etc. This "peer capitalisation" on best practices helps enrich knowledge and skills.

ESCALATING DEMAND TO PPIs

These networks and communities are also a source of feedback useful for improving PPIs. To catalyse efforts to protect nature, programmes must work internally, between PPIs and with partners to promote increasingly transversal dialogues around methodologies, strategies and technologies that work.

“

THE NGO SEKAKOH, WHICH WORKS ON THE CONSERVATION OF GREAT APES IN CAMEROON, JOINED THE ALLIANCE FOR THE CONSERVATION OF GREAT APES IN CENTRAL AFRICA (A-GSAC) CREATED IN 2015. THE PPI WAS A DRIVING FORCE FOR US ALL AS WE BUILT THIS PLATFORM.

Denis NYUGHA/Sekakoh, Cameroon

PPI

Oversees remote presentations of initiatives to spread new ideas and build new bridges.

PPI-OSCAN

Organises virtual expert conferences to encourage reflection and e-learning for a more targeted and larger audience.

THE CSOs SPREAD THEIR IDEAS:

- **The beekeeping caravan (2015):** peer learning of sustainable beekeeping between 6 associations in West Africa.
- **The SIREN application:** adapting this mobile application for interactive monitoring in Cameroon to work with gorillas in the DRC.
- **Regional app project** to collect and exchange information on North African wildlife, created jointly by the Tunisian CSO Akouda and the Libyan CSO Alhayat.
- **AMPR GPS tracking database:** Raptor tagging in Morocco by the Moroccan Falconry Association and raptor recovery, care and release network.

CSOs FREE UP THEIR RESOURCES FOR ENVIRONMENTAL ACTION

TESTING A FIRST PROJECT

The vast majority of PPIs partner CSOs believe that the support meets their needs very well. Firstly because the programmes allow them to implement an initial project, despite their small size and sometimes lack of past projects. Then, the PPIs help them to consolidate in order to continue their action over the longer term.

WITH A TAILOR-MADE PROGRAMME

While the scale and duration of financing are among the primary limits of PPIs, the access conditions, simplified administrative procedures and technical support offered are seen as very positive.

FOR A SUCCESSFUL LONG-TERM EXPERIENCE

At the start of the process, the "PPI"-labelled CSOs are already preparing other applications for funding from other donors. They also say they have a long-term commitment to local conservation authorities, particularly in North Africa. Their work with PPIs thus contributes to changes in the regulatory framework for preserving biodiversity.



THE PPI-OSCAN WAS A DISCOVERY AND AN OPPORTUNITY FOR OUR CHARITY BECAUSE, DAY AFTER DAY, WE WERE SUPPORTED, WE LEARNED, SHARED AND SOLIDIFIED. TODAY, WE ARE STRONGER, MORE VISIBLE, MORE NUMEROUS AND, ABOVE ALL, MORE SUPPORTED AND BETTER-PREPARED TO EVOLVE.

Zahira SOUIDI/AVM, Algeria

PPIs COLLABORATE WITH OTHER PARTNERS

To increase the success of CSOs in promoting biodiversity conservation, the PPI, as part of its fifth phase (2017-2021), has developed a partnership with other donors (CEPF, IUCN NL, IUCN PACO). The collaboration has made it possible to increase the financial, thematic and geographical scope of the programme and to share approaches and tools. The PPI-OSCAN teams are working with a new donor (Sigrid Rausing Trust) and plan to expand partnerships with other Mediterranean sponsors.

THE CSOs WORK WITH PPIs TOWARDS ACHIEVING FULL MATURITY

Learning is at the very heart of PPIs. This support concerns the project, but also the professionalisation of the structure. The goal is to help uncover the intrinsic vision of the CSO.

A CLOSE RELATIONSHIP, EVEN BEFORE SELECTION.

While each organisation may be supported by a coordinator during its PPIs journey, it may also be supported prior to its selection and upon its exit from the programme. Contributions to financial management, project development and strategic planning are particularly useful. By going above and beyond conservation objectives through this “organizational coaching”, CSOs learn to function effectively and thrive through gradually acquired experience.

À LA CARTE TRAINING

Carefully developed support plans for each beneficiary are immediately used to improve the organisational, managerial and strategic capacities of the structure as well as the technical and administrative supervision of projects. The result is a much-appreciated maturation of qualitative and sustainable projects. Thus, the majority of CSOs believe that PPIs meet their needs in terms of organisational support. The implementation of strategic plans corresponds to their long-term vision.



I THINK THAT THE PPI IS VERY USEFUL IN THE SENSE THAT IT'S NOT JUST GOING TO GIVE MONEY TO FUND CONSERVATION PROJECTS, THEY ARE ALSO GOING TO HELP THE CHARITY GROW (...) AND THEIR HELP HAS BEEN VERY USEFUL FOR US TO RETHINK OUR IDEAS AND GET THE BEST OUT OF THEM.

Caleb OFORI BOATENG, HERP-GHANA



PPIs ARE INSPIRED BY THE PSYCHOLOGY OF CHANGE

PPIs support now also covers aspects relating to the psychology of change and the political positioning of CSOs in their specific contexts. The programme also seeks to help them better understand the psychological and contextual aspects of the beneficiaries of their projects, in order to more closely support these key actors of change within their local areas. These are approaches that coordinators apply in their relationship with CSOs. According to Thomas Bacha, PPI regional coordinator in Central Africa, **"since the start of our capacity building activities in 2011, my concern has always been to seek a position as a facilitator of our partners' thinking, rather than an expert providing ready-made solutions, in particular technical solutions, to the problems in the field or the organizational functioning of our partners. No one is better placed than these players to identify the obstacles to their progress."**

GOING FURTHER WITH SUSTAINABILITY

Ultimately, the objectives of support from PPIs are to sustain environmental protection actions through the consolidation of the CSOs that lead them. A challenge that is not always easy to meet, after support lasting 18 months on average. At the end of the programme, the efforts must come together to strengthen the sustainability of organisations.

CONTINUE PROFESSIONALISATION

An organisation has every chance of succeeding in its launch, with the initial investment of a director or a solid core of committed and sometimes even visionary founders. However, they must quickly build a team with more organisational capabilities to ensure its sustainability in the event of a change in leadership. These people must be competent and properly paid to avoid turnover, which hinders the development of the organization.

SUSTAINING FUNDING BEYOND PPIs

PPIs encourage partners to plan and mobilise funds from other donors as soon as projects begin so that the action can continue.

DEVELOPING ALLIANCES BETWEEN CSOs

Connecting the CSOs together is also a factor in collaboration (often more so than competition) because opportunities can be shared and common strategies put in place. If this proves relevant, partnerships can also be made with the private sector for consulting, impact studies, the co-development of more eco-responsible sectors, etc.

SPEAKING UP FOR CITIZENS

Preserving biodiversity isn't just based on financial resources and technical responses. Civil society organizations can act as go-betweens to mobilize citizens in changing their behaviour. They therefore have the opportunity to play the role of "local spokesperson" - sometimes on the national level - for the collective effort and see the appeal in cultivating this position permanently.



SHARING BEST PRACTICES

CSO FEEDBACK

Be clear about your needs to receive better support and commit to improving weaknesses as the programme progresses.

Develop your own organisational capabilities including human resources, administrative and financial management capabilities, while nurturing a shared vision and values guiding the organisation.

Very early on, consider the sustainability of your structure, at all levels, so that it lasts beyond the departure of its founder, the end of funding or its exit from the programme.

Diversify sources of funding to avoid a relationship of dependence on your funder and seek financing methods that are complementary to the projects (sale of products, organisation of events, sponsorship, donations, ecotourism, etc.)

Accept the time needed to train, strengthen and mature their strategy, teams and solutions in the medium and long term: co-building a civil society to achieve a paradigm shift requires the establishment of sustainable partnerships that respond to logics that CSOs will have considered and chosen.

PPIs FEEDBACK

Focus on local organisations that have the ability to adapt and understand realities on the ground and therefore potentially offer solutions that larger bodies will not necessarily have.

Invest in these small, reactive, flexible and resilient CSOs and learn how to grow them while remaining on a human scale so that they become more legitimate players in their countries and encourage their replication in other territories.

Position ourselves as a facilitator of the approach initiated by the CSOs which are true partners in biodiversity conservation.

Offer financing arrangements (amount and duration) tailored to the needs of CSOs and support their expansion.

Encourage networking between beneficiaries for knowledge sharing; this allows actors to optimise their governance and strategies around communities of practice, to echo multiple small initiatives with politicians, and through this, to influence wider debates for a collective response to environmental issues.



BY FUNDING THESE PROGRAMMES, THE MAVA FOUNDATION IS BETTING ON THE FUTURE. WE BELIEVE THAT SUPPORT FOR THESE SMALL ORGANISATIONS IS ESSENTIAL, THEY HAVE LEGITIMACY AND ARE EFFECTIVE WHEN INTERVENING AT THE LOCAL LEVEL IN A WAY THAT OTHER PLAYERS MAY NOT BE.

Simon MÉRIAUX,
MAVA

www.mava-foundation.org



ONE OF THE STRENGTHS OF SMALL ORGANIZATIONS IS THAT THEY CAN OFFER SOLUTIONS THAT ARE TAILORED TO DIFFERENT CONTEXTS AND ADDRESS LOCAL ENVIRONMENTAL AND SOCIAL ISSUES.

Nicolas SALAÜN,
IUCN French Committee

www.iucn.fr



THERE IS AN AWARENESS, AND A TRUST, WITHIN LOCAL COMMUNITIES. THIS IS WHAT EMERGES FROM THE SUCCESSES OF THIS PROGRAMME, WHICH IS NOT TOP-DOWN, BUT RATHER RELIES ON THE ACTORS FROM AN AREA, WITH THE PEOPLE WHO LIVE THERE. THERE IS NO MORE LEGITIMATE WAY FOR THINGS TO SPREAD.

Constance CORBIER-BARTHAUX,
FFEM

www.ffem.fr



HAVING A CHARITABLE NETWORK WITH THE NECESSARY CAPACITY, TOOLS AND MEANS WILL GREATLY HELP COUNTRIES TO ACHIEVE CONSERVATION OBJECTIVES AND MEET THEIR COMMITMENTS TO INTERNATIONAL CONVENTIONS AND VARIOUS ENVIRONMENTAL TREATIES.

Maher MAHJOUB,
IUCN Mediterranean

www.iucn.org/fr/regions/mediterranee

To learn more, watch the film:

Capitalisation film - Directed by: Eric Mounier

<https://www.youtube.com/watch?v=vc3I-OexyOg>