



SAHARA AND SAHEL OBSERVATORY

THE 2030 STRATEGY OF THE SAHARA AND SAHEL OBSERVATORY - OSS



SAHARA AND SAHEL OBSERVATORY



April 2020

Table of Content

Introduction	5
The OSS 2030 Strategy	6
Strategy Funding	8
Strategy management	9
1- The Strategic Framework for OSS action by 2030	11
1.1- From 2020 to 2030: new challenges in a new context	11
1.1.1- Preamble	11
1.1.2- The 2030 challenges	13
1.2- The framework of the 2030 Strategy	14
1.3- Structure of the strategy	15
2- Programme Scientifique et Technique	17
2.1- "Water"	17
2.2- "LAND"	20
2.3- "CLIMATE"	23
2.4- "Biodiversity"	27
3- Cross-cutting programs	28
3.1- Watch and Prospective Program	28
3.2- Communication & Information program	29
3.3- Capacity Building Program	30
3.4- Gender Aspect	30
4- 2030 Strategy Funding	31
4.1- Introduction	31
4.2- OSS operation budget	32
4.3- Program budget	32
4.4- For the establishment of a multi-donor funding instrument	33
5- Management, monitoring-evaluation & capitalization of the 2030 Strategy	33
5.1- Monitoring-evaluation	33
5.2- Strategy management	33
5.3- Partnerships	34
Annexe 1 - Cadre Logique	36
Acronyms	42

Executive Summary

Introduction

The OSS 2020 strategy has made it possible to achieve many objectives set around the three areas of intervention: Water, Land and Climate-Society-Ecosystem Services Interactions. Tools for monitoring the state of water and land resources were produced and useful, relevant and up-to-date information was widely shared. The opening of the OSS to climate finance has enabled the institution to expand its range of services and to implement integrated actions to adapt to climate change. These positive results have more broadly opened up the OSS geographic, thematic and financial prospects. However, several constraints were registered during the implementation of the 2020 Strategy: the OSS had trouble finding adequate funding for some planned activities, the donors' changing strategies and inadequate support to the institution by its member countries.

The implementation period of the 2020 Strategy comes to end in an international context marked by the COVID-19 pandemic related crisis. The Sahel-Sahara region is already affected by insecurity, which affects populations' dispatching and movement, and by the already noticeable climate change impacts. The 2030 decade therefore begins in the context of a pandemic, which breaks with the more or less predictable pathways of the elapsed period.

The OSS 2030 Strategy is the result of the analyses and findings of the 2020 Strategy implementation

Evaluation (Annex 2) on the one hand, and the situation analysis which is a document that summarizes the emerging issues and challenges of the Sahel-Sahara space and guidelines and positioning options for the 2030 strategy (Annex 3) on the other hand. These two reports were fed by a bibliographic analysis, internal and external interviews as well as discussions within the OSS Strategic Orientation Committee.

The OSS 2030 Strategy comes as a continuation of the 2020 strategy and the need for its adaptation: It confirms the Scientific and Technical line of the previous Strategy while giving more importance to Climate Finance and the preservation of the biological capital. On the other hand, this Strategy will implement a Watch and Prospective service which will substitute the Observatory Function of the previous Strategies and which will help prepare the institution positioning on the emerging challenges in its area of action.

It is based on a strategic framework closely linked to the Sustainable Development Goals (SDGs), the Strategies of the three Rio Conventions (UNCCD, UNFCCC and CBD), to the Agenda 2063 of the African Union Commission, the AfDB 5 priorities for Africa as well as the sector strategies (water, environment, agriculture and climate) of the sub-regions and the countries of the OSS area of action.



THE OSS 2030 STRATEGY

The main objective of the 2030 Strategy is to support the countries in the OSS area of action in the implementation of their sustainable development strategies. Besides, it must allow the cooperation and dialogue facilitation and strengthening between member countries, in particular on a set of topics which can be usefully understood only at the multi-national or regional level.

The 2030 Strategy will implement a scientific and technical program entitled "Integrated and coordinated natural resources management" which is a core action in the OSS and which is based on four thematic lines (Water, Land, Climate and Biodiversity) interconnected in an integrated development logic:

Water: It will have the strategic objective of contributing to meeting the water needs of the OSS member states' populations and to the sustainable management of these resources by placing water on top of international political agendas.

The actions planned for this topic aim at (i) improving knowledge of groundwater and surface water resources including shared ones and their interactions, (ii) contributing to the establishment of planning tools to meet the populations' water needs in the short, medium and long term and (iii) encouraging and supporting policies for integrated, coordinated and sustainable water resources management. On the other hand, the OSS will continue acting for the governance of shared water resources through its support to the NWSAS consultation mechanism functioning, the creation of the ITTAS mechanism which has already been planned and relatively coming to maturity and possibly the establishment of other mechanisms. Finally, the OSS will take action within the framework of the AMCOW Strategy with the ANBO and the trans-boundary basin authorities' partnership.

Land: It will have the strategic objective of building the capacity of member States to mitigate the adverse impacts of drought and combat desertification and land degradation.

The OSS will in particular provide decision-makers and development operators with useful tools for decision-making encouraging actions to prevent degradation and restore land, in order to see the populations' migration reduced. The institution will continue placing tools for planning and monitoring-evaluation of sustainable land management actions, in particular in support of the Great Green Wall of the Sahara and Sahel Initiative and will provide services in Land Degradation Neutrality (SDGs target 15.3, adopted by the UNCCD). Moreover, the OSS will support the implementation of national and sub-regional action programs to combat desertification in its area of action.

Climate: It will have the strategic objective of building the capacity of member States and reinforcing the populations' resilience to climate change.

For this objective to be achieved, the OSS will follow the UNFCCC and the Paris Agreement guidelines on Climate. The institution's actions will consist in technically and financially supporting countries for their actions to adapt and mitigate climate change and strengthen the resilience of populations. The OSS activities will mainly consist in helping the countries establish and follow-up their Planned Nationally Determined Contributions (NDCs), to assist them in financing, implementing and managing regional and national adaptation and mitigation consistent projects. The OSS will have a key role with climate funds to achieving this strategic objective.

Biodiversity: It will have the strategic objective of providing partner countries with knowledge and methods for assessing biodiversity and adapted ecosystem services. The OSS action will aim to support its member countries in the implementation of Ecosystem Natural Capital Accounting tools, and will be part of the CBD Vision 2050 "Living in harmony with nature" and its 2021-2030 strategy under development. Moreover, the OSS will support fundraising efforts and the implementation of national action plans on post 2020 biodiversity.

The 2030 Strategy Scientific and Technical Program will be supported by three cross-cutting programs:

- The **"Watch and Prospective"** program will provide intermediary services between scientists and non-scientists, participate in building on the projects' results, summarize useful data to its members, explore pioneering, emerging and innovative issues and will thus allow the OSS to position itself and have more influence on the world stage;
- The **"Communication and Information"** program will enhance the OSS knowledge and skills serving its member states, inform and raise awareness on its areas of intervention, including its actions, in addition to institutional communication, will consist in building the capacities of the media to contribute to environmentally educate young people on environmental issues.
- Finally, the **"Capacity Building"** program will develop and implement a set of training actions on topics related to the OSS objectives. This training program will be rich, ranging from 100% technical and operational content, to forward-looking and documented reflections on emerging issues and topics.

STRATEGY FUNDING

In order to cope with such an unclear international situation, the OSS must, on the one hand, be constantly supported by its member States and, on the other hand, prove to be highly agile in its positioning and partnerships with a view to seeking the funding necessary to implement its 2030 Strategy.

The 2030 Strategy operation budget will be implemented based on a fifty-people staff, all categories included, in accordance with the recommendations of the organizational audit on human resources strengthening. This will improve the OSS statutory functions (watch and prospective function, capitalization, support to countries in monitoring MEAs, etc.) and increase its performance in its search for funding. It is also vital for the OSS that member countries regularly pay their contributions, so that the

Observatory can set up a medium-term program and translate its Strategy into a real action plan. Indeed, the mid-term and final evaluations of the 2020 Strategy implementation as well as the organizational audit have highlighted the weakness and irregularity of the annual contributions payment. Such a situation seriously reduces the OSS performance potential in the accomplishment of its statutory missions, in particular in the "Watch and Prospective" and "Communication" functions which can only be very lightly covered by project activities.

The thematic lines budget will be secured by pursuing the diversification of funding sources, in particular by (i) improving the monitoring of countries' concerns and supporting them in mobilizing financial resources that can help strengthen their development actions through new project requests, (ii) consolidating accreditations to the AF and GCF, (iii) examining the demand to provide chargeable services for the benefit of member countries and organizations and (iv) investigating to set up a medium-term financial instrument (see below).

Besides, taking into account the activity-funding related problems, the OSS is called upon to think of establishing financing instruments that complement the OSS members' contributions and the projects carried out. Several possibilities are presented:

- Create an OSS-managed financial instrument that is dedicated to funding the activities of one or more lines of its Strategy;
- Negotiate a privileged partnership, through an evaluation process, with the European Union, the African Union or the AfDB in order to benefit from access to existing financing mechanisms;
- Have the OSS accredited to the GEF as a Project Agency?

Whatever the path (s) chosen, the establishment of a financing mechanism will require significant political support by member countries and organizations and investments to prepare and monitor files, meet with key people, etc.

Strategy management

Managing the 2030 Strategy will have to be smooth and responsive. This implies that all OSS members and entities will have to be more involved in order to facilitate the achievement of the objectives as well as the readability and visibility of the institution on the world stage.

The OSS 2030 Strategy will bring together all institution members and bodies (GA, EB, SOC and ES):

- **The member countries and organizations** will have to monitor the strategy implementation. They will ensure its financing in particular through the payment of annual voluntary contributions and will provide the political support necessary to achieve the objectives.
- **The General Assembly.** As recommended in the organizational audit report, during the General Assembly, a summit of the member States Ministers could be convened and would make it possible to facilitate the political support of the institution, to develop and/or launch regional initiatives, etc.
- **The Executive Board** will proceed with controlling and monitoring the OSS action, particularly in terms of achievements. It will also ensure the regular mobilization of contributions. It can be supported by an Audit Committee which would strengthen the ties between the ES and the EB through in-depth technical and financial discussions and exchanges.
- **The Strategic Orientation Committee** will have to develop, through consensus and a more regular ES/OSS relationship, recommendations on new concepts, guidelines of international agendas, partnership opportunities to set up, etc. More specifically, thanks to the SOC members expertise, experience and network of high-level international contacts, will provide invaluable support in translating the annual SOC meetings brainwork into concrete proposals for action or strategic projects to be carried out and likely to catch the interest of donors and technical and financial partners. The SOC will thus be able to interact with the Executive Secretariat and more particularly with the Watch and Prospective Unit by regularly holding remote meetings.





Figure 1 - OSS' area of action and member states. Source OSS

1- THE STRATEGIC FRAMEWORK FOR OSS ACTION BY 2030

1.1- From 2020 to 2030: new challenges in a new context

1.1.1- Preamble

The OSS 2020 strategy has made it possible to achieve many objectives set around the three areas of intervention: Water, Land and Climate-Society-Ecosystem Services Interactions. Tools for monitoring the state of water and land resources were produced and useful, relevant and up-to-date information was widely shared. These positive results have more broadly opened up the OSS geographic, thematic and financial prospects.

However, several constraints and difficulties were registered during the 2020 Strategy implementation:

- The OSS had trouble finding the necessary funding to continue (i) the support and establishment activities of local long-term environmental monitoring observatories and their regional animation and (ii) the knowledge and governance improvement activities of other shared aquifers in its area of action such as SMAS and aquifers in the IGAD area;
- The Strategy management and the flexibility in its implementation have proved to be fulfilling. In fact, despite the sometimes donors' changing behavior, the OSS has managed to finance most of the activities planned in the 2020 Strategy. However, given the rapid change of the development aid environment, there is undoubtedly a need to strengthen the Watch function, so as to better foresee these changes;
- The adoption of the institution by its member countries and organizations needs to be improved through better political support to the institution by the countries in regional, international and national forums, and more regular payment of voluntary contributions. This would allow the OSS to better achieve its objectives for the benefit of its member countries.

However, the strategy implementation period comes to end in a very specific context marked by the COVID-19 pandemic related crisis. The Sahel-Sahara region already registered numerous constraints, mainly related to demographic changes, insecurity, which impacts populations' dispatching and movements, and to the already noticeable climate change impacts. The 2030 decade therefore begins in the context of a pandemic, which breaks with the more or less predictable pathways of the elapsed period.

This strategic framework is being established with serious uncertainties weighing on the world economic environment, and therefore on the OSS member States. Of course, we hope to see the pandemic consequences surpassed.

Such insecurities affect the possibility to foresee any future evolutions that will affect the member States' societies, but also the priorities of the Technical and Financial Partners and international governance, namely the environment.

This strategic framework proposal is based on an in-depth assessment of the 2020 Strategy implementation, and on an impartial and inclusive analysis, developed in the situation analysis supporting the 2020 strategy assessment. The 2030 Strategy comes as a continuation of the 2020 strategy and the need for its adaptation: It confirms the Scientific and Technical line of the previous Strategy while giving more importance to Climate Finance and the preservation of the biological capital. Finally, this Strategy will implement a Watch and Prospective service which will substitute the Observatory Function of the previous Strategies and which will help prepare the institution positioning on the emerging challenges in its area of action.



1.1.2- The 2030 challenges

The Sahara and Sahel region is subject to rapid change and multiple challenges. Indeed, the ecosystems of the Sahel-Saharan region are constantly degrading, under the combined effects of anthropic pressure, high climate variability and the occurrence of extreme events.

By 2030, the OSS area of action population will exceed one billion inhabitants with an accelerated urbanization, in a global context of very likely worsening climate pressures intensifying land degradation and loss of biological capital:

- Speaking of climate and taking into account the routes of global greenhouse gas emissions, it is likely that global warming will exceed 1.5°C from 2030 to 2052 (average annual temperature). This increase in temperature on a global and annual scale shows very large regional and inter-annual discrepancies: indeed, according to greenhouse gas emission scenarios, the average annual temperatures in the Sahel could increase by up to 4-6 degrees ("business as usual" scenario RCP8.5) by 2081-2100 compared to the 1986-2005 average .
- This warming will result in hydrological changes which will make sustainable water resources management that is already subject to severe pressures in the different OSS area of action regions, even more difficult. Thus, as far as water resources availability is concerned, the situations are relatively different between the sub-regions of the OSS area of action:
 - In North Africa, the low availability of water means that nearly all renewable water resources are already mobilized;
 - In the arid and semi-arid area of West, Central and East Africa, there is a higher availability (surface water and groundwater) that needs to be better mobilized, so as to allow or accelerate their development, or to improve their health conditions.

- Speaking of biodiversity, loss of biological capital and the extinction of species is being registered and led by anthropic pressure and the overexploitation of some resources as well as the progressive shortage of water resources. The valleys and oases, which constitute biodiversity hotspots in this area, are particularly threatened.
- On the other hand, the area is experiencing rural populations' migration increase caused by land degradation, droughts, poverty or the security situation. This situation indirectly exacerbates agricultural decline and thwarts the promotion of efforts aimed at better management of natural resources, which requires long-term involvement, in particular when it comes to structuring village lands or restoring soil fertility.

All these phenomena are reflected in particular by the emergence of usage conflicts over resources. Thus, the Sahara and Sahel populations and in particular rural populations, that are the poorest and who draw most of their income from the exploitation of natural resources (agriculture, stockbreeding, fishing and other natural products), are already and will be among the most affected by these phenomena.

If no large-scale actions are taken, land degradation and loss of biological capital phenomena should increase; their impacts that are already felt will be greater on all economic sectors of the countries of the region, and in particular agriculture and food security.

Thus, the main challenges, related to the OSS missions and which will become crucial for the decades to come, can be presented as follows:

- **Water security;**
- **Protection of soil resources and biodiversity;**
- **Climate risks management;**
- **Access to financial resources;**
- **Building individual and institutional capacities;**
- **Knowledge transfer.**



1.2- The framework of the 2030 Strategy

The implementation of the OSS 2020 Strategy took place in the context of restructuring development aid and evolving environmental governance:

- The adoption in 2015 of the **Sustainable Development Goals (SDGs)** that constitute the 2030 Agenda and the international development reference framework on which the Rio Conventions Strategies are regularly aligned,
- The gradual implementation of the Paris agreement resulting from COP 21 of the UNFCCC should make it possible to set up and then monitor Nationally Determined Contributions (NDCs),
- An African vision, **Agenda 2063** ("The Africa we want"), based on 7 aspirations, is the strategic framework of the AUC aiming to achieve its inclusive and sustainable development objective and which has been largely integrated in the SDGs as well as in the African sector strategies (AMCOW, CAADP, African Space Strategy),
- The AfDB's "**5 key priorities for transforming Africa**" related to both the AUC SDGs and Agenda 2063.

The OSS 2030 Strategy will therefore have to be spread out in support of the SDGs and Agenda 2063 achievement on the topics held by the institution.

- Contribution to the SDGs in connection with the OSS missions;
- Contribution to the AUC Agenda 2063, including aspirations 1 (A prosperous Africa based on inclusive growth and sustainable development) and 7 (Africa as a strong, united, resilient and influential global player and partner);
- Contribution to the "Feeding Africa" and "Improving the quality of life of populations in Africa" and "integrating Africa" initiatives in particular in trans-boundary regions, among the AfDB priorities;

- Contribution to the achievement of the Rio Conventions objectives within the framework of their respective Strategies (Strategy 2018-2030 of the UNCCD, Paris Agreements, future World Framework for post-2020 Biodiversity of the CBD) and their implementation synergy;
- The United Nations Decade for Ecosystem Restoration (2021-2030);
- Sub-regional (ECOWAS, ECCAS, CEN-SAD, IGAD and AMU) environment, water resources, agriculture and national sector policies or strategies (namely NAP-CD, NAAP, NDCs, SPANDB, LDN commitments, Drought strategies, etc.).

1.3- Structure of the strategy

The main objective of the 2030 Strategy is to **support countries in the implementation of their sustainable development strategies.**

This Strategy should facilitate and strengthen **cooperation** and **dialogue** between **member countries**, in particular on a set of topics which can be usefully understood only at the multi-national or regional level.

It also aims to allow the institution to:

- Consolidate its assets and have them improved;
- Build its capacities to take up new challenges;
- Better position itself on emerging issues;
- Act as an African reference center for planning and monitoring the implementation of MEAs and;
- Broaden its audience and its partnerships on the African and world political stage.

The content of the strategy, as well as its implementation methods, must contribute to preserving the OSS self-sufficiency and its capacity to develop effective partnerships.

The 2030 Strategy aims to implement a scientific and technical program entitled "Integrated and coordinated natural resources management" which is a core action in the OSS and which aims to consolidate support for its member and partner countries. It is based on four thematic lines (Water, Land, Climate and Biodiversity):

- **Water:** Contribute to meeting the water needs of the OSS member states' populations and to the sustainable water resources management by placing water on top of political agendas;
- **Land:** Build the capacities of member States to mitigate the adverse effects of drought and to combat desertification and land degradation;
- **Climate:** Build the capacities of member States and the resilience of populations to climate change;
- **Biodiversity:** Provide knowledge and methods for assessing biodiversity and adapted ecosystem services.

This Program is supported by the following three cross-cutting programs:

- **Watch and Prospective:** Reinforce the OSS performance in terms of capitalization of achievements, prospective as well as risk anticipation;
- **Communication and Information:** Valuing the OSS knowledge and skills serving member states, informing and raising awareness on its four areas of intervention;
- **Capacity building:** Develop and implement trainings on topics related to the OSS action.

This Strategy is supported by the tools necessary for flexible, responsive and proactive management, in order to adapt to a very changing context. It's about being able to very early identify opportunities and risks.

Objective of the 2030 Strategy	Support countries in the implementation of their sustainable development strategies			
Scientific and technical program				
Thematic areas	Water	LAAnd	Climate	Biodiversity
Strategic objectives	Contribute to meeting the water needs of populations and the sustainable resources management	Build the member states' capacities to mitigate the adverse effects of drought and combat desertification and land degradation	Contribute to building the capacities of member states and the resilience of populations to climate change	Provide Member States with knowledge and methods for assessing biodiversity and appropriate ecosystem services
Cross-cutting Programs				
Watch & prospective				
Strategic objective	Strengthen the OSS performance in terms of capitalization of achievements, prospective as well as risk anticipation			
Communication, Information			Capacity Building	
Strategic objectives	Valuing the OSS knowledge and skills serving member states, informing and raising awareness on its areas of intervention		Develop and implement trainings on topics related to the OSS actions	

Table 1 - Order of the 2030 Strategy Objectives



Scientific & Technical Axes of the OSS 2030 Strategy

2- Programme Scientifique et Technique

The scientific and technical program will be implemented as part of the 2030 strategy by carrying out a set of actions. Placed in a continuous change logic, it mainly aims to consolidate and develop the achievements of the Organization according to the following four topics: Water, Land, Climate and Biodiversity. These four lines are naturally linked and include actions whose expertise will require the implementation of an integrated approach and strong interaction between the OSS various programs.

The 2030 OSS strategic objectives for each line are described in the following sections.

2.1- "Water"

Contribution to achieving the SDGs, mainly outcome targets 6.4, 6.5 and 6.6 and the target 6.a. for means of implementation.



For the record, the 2012-2019 period helped consolidate the OSS role as a key player in managing large trans-boundary aquifers in its area of action, the countries of the Circum-Saharan, by integrating in its field of expertise the interactions between surface water and groundwater, socio-economic aspects of water management, the climate change impact, as well as actions to value water resources.

The OSS vision for water resources, within its 2030 Strategy will target "coordinated management of water being the key element in achieving water and food security in a changing climate and by consolidating regional cooperation for sustainable development". In this context, the OSS will work within the framework of the 2018-2030 AMCOV Strategy and will continue and expand its privileged partnership with ANBO and the Basin Authorities and Agencies for the implementation of the planned actions under the water line.

The strategic objective of this line will consist in contributing to meeting the water needs of the OSS member states' populations and to the sustainable water resources management by placing water on top of international political agendas.

The expected actions under this Strategic Objective are divided into four operational objectives:

1. **Improve/strengthen knowledge of the region's groundwater and surface water resources and their interactions, particularly with regard to shared waters;**
2. **Contribute to the establishment of planning tools to meet the water needs of populations in the short, medium and long term;**
3. **Encourage and support policies for integrated, coordinated and sustainable water resources management;**
4. **Contribute to improving and sustaining the governance of shared water resources.**

Objective 1 | Improve/strengthen knowledge of the region's ground and surface water resources and their interactions, particularly with regard to shared waters

This operational objective will help support countries in setting up reliable and up-to-date water data acquisition systems covering all economic and social quantitative and qualitative fields. It will also have to provide countries with tools to better share and disseminate useful water information.

The proposed activities will be partly based on the achievements of the previous OSS Strategies obtained on the NWSAS and ITTAS aquifer systems and those of the IGAD zone, but also the achievements obtained on the interactions between ITTAS and the Niger River.

The 2030 Strategy will value the tools developed so far in the framework of regional sector initiatives where, for example, irrigation from surface and groundwater will register the highest expansion. The World Bank PARIIS initiative in support for irrigation in the Sahel is one of these initiatives, in West Africa.

Similarly, the OSS will support countries in the acquisition and transfer of knowledge in order to encourage reliable data to be produced and shared for the production of information that can be adopted by decision-makers and populations and useful for decision-making. The planned activities under this objective are as follows:

- Encourage the setting up of a resource monitoring network (quantitative and qualitative aspects), a joint approach with the basin-based monitoring networks as well as initiatives to strengthen monitoring networks;
- Promote the use of Earth Observation data for monitoring water resources;
- Facilitate the creation, management and monitoring of water-related databases, integrated and aligned water information systems;
- Assess the climate change impact on the water resources availability;
- Release periodic summaries on the water resources situation. This release will be supported by recommendations and options for actions to be implemented for better integrated, coordinated and sustainable management.

Objective 2 | Contribute to the establishment of planning tools to meet the water needs of populations in the short, medium and long term

Facing greater competition between sectors over the use of a sometimes limited resource, the developed water policies will have to be supported by the implementation of major reforms linked and case-based for:

- A better access to water and sanitation;
- A better management of the needs;
- An improved use of water and therefore improved management;
- A greater user awareness-raising.

The OSS actions, in support of this operational objective, will consist in developing or updating planning tools (national or regional master plans, for example) that allow to meet the needs according to a strategic and financial programming. These actions will be carried out through support to member countries and basin organizations. More specifically, the planned activities will consist in carrying out:

- An inventory of the basin (analysis of the characteristics of the basin and the available hydrological and hydrogeological data);
- A complete inventory of the water needs according to different uses (supply of agricultural and industrial drinking water to different horizons);
- A complete inventory of the available water resources (groundwater, surface water and unconventional water);
- Planned proposals for the grant of resources to meet the needs.

The result of these activities will provide a clear programmatic vision, useful both to countries, donors and the development partners in their strategies to support member countries.

Objective 3 | Encourage and support policies for integrated, coordinated and sustainable water resources management.

The actions provided for under this operational objective will make it possible to support States to act on demand management through a better understanding of the socio - economic aspects related to the use and efficiency of water, institutional arrangements and incentives for changing user behavior.

They will also help stand against all types of pollution and address the economic aspects linked to the investment programs funding and the functioning of sustainable water resources management.

On the other hand, the OSS will work to take into account the climate change impacts throughout the water resources management chain (strategy, planning, programming, and implementation of projects).

The OSS will provide technical assistance, promoting the sharing of experiences between member countries.

Finally, the OSS support will take into account the following points:

- The mobilization of unconventional water: the OSS has made progress on techniques for mobilizing unconventional water resources, with convincing and recognized results on these demonstration sites;
- The use of renewable energies;
- The protection of water quality;
- The facilitation and promotion of mechanisms for exchanging expertise or information;
- The implementation of decision support tools (management models, thematic maps, etc.);
- The implementation of awareness-raising actions on the use of water.

Objective 4 | Contribute to improving and sustaining the governance of shared water resources.

The OSS actions will aim to:

- Consolidate the Consultation Mechanisms (existing or being established),
- Support the creation of similar mechanisms for other shared aquifers in Africa,
- Promote joint governance of surface water and groundwater in cooperation with existing Basin Organizations, ANBO and AMCOW.





2.2- “LAND”



Contribution to achieving the SDGs, mainly outcome targets 2.4 and 15.3.

The implementation of the 2020 Strategy has enabled the OSS to sustainably act in Sustainable Land Management and to establish environmental monitoring and SLM monitoring-evaluation tools based on the use of Earth Observation data in support of field observations.

As part of its new Strategy, the OSS will work within the framework of the United Nations (2021-2030) Decade for the restoration of ecosystems and will align itself with the UNCCD 2018-2030 Strategic Framework and the future biodiversity Framework for the post-2020 period. In particular, it will provide decision-makers and development operators with useful tools for decision-making in mitigating the adverse effects of desertification and land degradation, forecasting and mitigating the drought effects.

The OSS will continue to encourage the systematization of the Earth Observation data use to support environmental monitoring and monitoring-evaluation of sustainable land management actions, following the example of the Great Green Wall initiative of the Sahara and Sahel.

The strategic objective of this line will be to build the member States' capacities to mitigate the adverse effects of drought, and to combat desertification and land degradation.

Through this objective, the OSS will indirectly contribute to strengthen food security, improve ecosystem services and limit migration of populations.

The planned actions under this Strategic Objective are divided into three operational objectives:

1. **Improving planning and monitoring-evaluation tools for Sustainable Land Management actions;**
2. **Establishing and/or strengthening drought early warning mechanisms;**
3. **Supporting the implementation of national and sub-regional action programs**

Objective 1 | Improving planning and monitoring-evaluation tools for Sustainable Land Management actions

As part of this operational objective, the OSS will continue providing its services for Sustainable Land Management actions:

First, as far as planning is concerned, the OSS will continue the land use precise mapping efforts and land conditions as tools for decision making to identify degraded ecosystems and plan SLM actions (restoration of degraded land, for example) as part of integrated landscape management.

Then, as regards actions for monitoring-evaluation aspects, the tools and methods developed by the OSS are now recognized and used within the framework of the Great Green Wall for the Sahara and Sahel Initiative (GGWSSI) with 12 countries in its area of action. Thus, the OSS will continue its activities in support of this initiative so as to help decision-making through Monitoring-Evaluation tools for SLM actions: First, in order to build on the tools and methodologies set to measure the ecological impacts of land degradation and SLM practices and also to quantify the socio-economic impact in terms of losses (degradation) or advantages (avoided degradation and restoration).

In this context, the OSS will develop its partnership in order to serve Land Degradation Neutrality (LDN) (target 15.3 of the SDGs adopted by the UNCCD) in order to help reverse the trends of land degradation by supporting countries to reach their LDN target.

Two types of services to member countries could be provided:

- At regional and national level: Help countries understand the consequences of this concept. The OSS could also work with countries to define indicators, develop baseline situations (fine mapping of land use, for example) as well as monitoring tools (dynamics of the OSS, for example).

- At the national level: the OSS could support countries to submit projects to different development partners (GEF, World Bank, AfDB...).

For this to happen, the OSS could join the partnership (FAO is a part thereof) and which implements projects within the framework of the "Impact Program on Sustainable Dryland Landscapes" GEF program.

Finally, the OSS will support countries to implement climate resilient agriculture projects by joining current initiatives such as the AFR100 initiative, the 4 for 1000 initiative, the 3S initiative, Bonn Challenge, FERI, etc.

As mentioned before, Earth Observation data are playing and will play an increasingly important role in, inter alia, informing all or some of these indicators. The establishment of a partnership with ESA and USGS, in particular will be necessary to take advantage of access to data and transfer of skills on new data processing methodology, these two institutions carrying out support actions for the UNCCD Secretariat.

Objective 2 | Establishing and/or strengthening drought early warning mechanisms

During the implementation of the 2020 Strategy, the Early Warning component was initiated through two recent initiatives for three countries in West Africa (Benin, Burkina Faso and Niger) and four in East Africa (Djibouti, Kenya, Sudan and Uganda).

The OSS had previously developed, in partnership with the AMU, a concept of the Maghreb Observatory for Early Warning on Drought.

As part of its new Strategy, the OSS will work on awareness-raising and mobilizing the operators involved in forecasting and managing droughts and crises with a specific emphasis in North Africa and will work closely in particular with the CILSS and the ICPAC in sub-Saharan Africa.

It will mainly work on:

- Reviving in partnership with the AMU, the creation of the Maghreb Regional Observatory for Early Warning on Drought and indirectly contribute to the emergence of a Regional Climate Centre (WMO) in North Africa;
- Gradually integrating the Global Framework for Climate Services initiative led by the WMO in order to provide relevant and suitable hazard forecasting products.

The OSS will make sure that its action in this area is aligned with the UNCCD drought initiative, in particular by enriching the brainwork of the Intergovernmental Task Force under creation and thus responding to the call of the UNCCD ES dated 12/03/19.

Objective 3 | Supporting the implementation of national and sub-regional action programs

The OSS will work to establish and/or strengthen partnerships with African regional institutions in order to:

- Integrate the UNCCD priorities in development strategies;
- Contribute to the updating of National and Regional Action Plans to Combat Desertification;
- Communicate and work for a better alignment between action plans and national and sub-regional priorities.

Moreover, the OSS will regularly release (for example every four years) a situation analysis on the ecosystem degradation assessment in the context of the United Nations (2021-2030) decade for ecosystem restoration. This release, which could be produced in partnership with UNEP and the African Ministerial Conference on the Environment (AMCEN), would increase the visibility of the institution on the African and world stage.



2.3- "CLIMATE"



Contribution to achieving the SDGs, mainly the result targets 13.1, 13.3, 2.4 and the target 13.b for means of implementation

The OSS is accredited as the Regional Implementation Agency to the Adaptation Fund (2013) and the Green Climate Fund in (2017). In this context, the Organization has contributed to improving countries' access to climate finance through (i) setting up and financing adaptation and mitigation projects and (ii) building their institutional capacities and reinforcing their governance mechanisms (Readiness program of the GCF).

The OSS 2030 Strategy will allow it to continue its activities undertaken for the following Strategic Objective: **Contribute to building the capacities of member States and reinforcing the resilience of populations to Climate Change.**

For this objective to be achieved, the OSS will follow the guidelines of the UNFCCC and the Paris Agreement on Climate. Its actions will consist in technically and financially supporting countries for climate change adaptation and mitigation actions and in strengthening the resilience of populations.

The role of Regional Agency accredited to the Climate Funds will allow the OSS to:

- Continue to facilitate the setting up of projects that respond to the priorities of the countries;
- Enrich and diversify partnerships with national and regional institutions as well as with civil society organizations.

It is worth noting that these accreditations have given the OSS particular and substantial recognition as well as a range of actions, which exceeds its member countries' territory.

The expected actions under this Strategic Objective are divided into four operational objectives:



1. **Strengthening climate risk management mechanisms;**
2. **Supporting countries in setting up and monitoring their Planned Nationally Determined Contributions (NDCs);**
3. **Supporting member states in the implementation and management of consistent regional and national adaptation and mitigation projects;**
4. **Supporting countries to access climate finance.**

Objective 1 | Strengthening climate risk management mechanisms

This objective is partly shared with the operational objective 2 of the Land line. The activities planned under this objective are as follows:

- Strengthen tools and methods for assessing vulnerability to climate change.

Vulnerability assessment is a key element for placing climate change impact assessments in the processes of development planning and adaptation strategies. It increases scientific understanding of climate-sensitive systems and helps research on priorities and response actions for the most vulnerable regions and sectors:

- Develop early warning systems for climate hazards (regional approaches, activity shared with the "Land" line/ objective Number 2)

The OSS will have to play the role of a partnership assembler with WMO and ACMAD, in order to help form a real Regional Climate Centre

in North Africa and thus improve the quality of climate information for early warning services.

- Support production and summarize climate information for the benefit of decision makers

In connection with the different networks of experts and Political Science interfaces (MedeCC, IPCC, IPBES, SPI of the UNCCD), the OSS will regularly summarize scientific information for decision-makers, especially those in agriculture and water resources, through its releases and network.

Objective 2 | Supporting countries in setting up and monitoring their Planned Nationally Determined Contributions (NDCs).

The gradual implementation of the Paris agreement resulting from COP 21 of the UNFCCC should allow the OSS to better enhance its expertise with its member countries and with multilateral organizations, particularly in adaptation and mitigation, assessment of loss and damage linked to climate change and variability, finance for adaptation, capacity building, technological development promoting the resilience of populations, etc.

In this context, the OSS will provide a set of services on the establishment and monitoring of NDCs at country level:

- By supporting countries in their elaboration and reviewing in particular through experience exchange and the dissemination of good practices between member States, and,
- By joining, as an associate member, an existing partnership, the "NDC partnership"



by providing (subject to the availability of funding through the partnership) support to some country requests and by participating in the dissemination of good practices, namely relating to projects executed by the OSS on behalf of the Adaptation Fund.

Objective 3 | Supporting member states in the implementation and management of consistent regional and national adaptation and mitigation projects.

As a Regional Implementation Agency for Climate Funds, the OSS will continue to support countries in order to:

- Promote the development of thematic sector adaptation programs and plans;
- Help regions and countries prepare adaptation and mitigation projects likely to meet their needs.

This service has already extended beyond the member countries of the current OSS area of action.

Objective 4 | Supporting countries to access climate finance.

The OSS will proceed with helping countries access to climate finance via the GCF Readiness program or upon request of countries, so as to:

- Contribute to building institutional capacities for access to climate finance through capacity building sessions, establishment of partnerships, consolidation of national designated entities, etc.
- Help countries develop requests for bankable projects, mobilize the necessary funds and have them implemented.

This service could be extended beyond the member countries of the current OSS area of action.

Finally, the OSS will endeavour to promote the emergence of regional projects on shared issues among donors and countries.





2.4- "Biodiversity"

Contribution to the achievement of the SDGs, mainly the result target 15.9, 13.1, 13.3 and 2.4



Being an emerging topic within the OSS, the implementation of the 2020 Strategy first made it possible to create a partnership with IPBES and then with the CBD. A partnership initiated in 2019 with the AFD enabled to launch (2020) a first project that aims to develop Ecosystem Natural Capital Accounting (for 6 countries).

As part of its new Strategy, the OSS will engage in the following Strategic Objective: Provide knowledge and methods for assessing biodiversity and adapted ecosystem services.

The OSS action will thus support its member countries in assessing ecosystem services and actions for monitoring flora and fauna, and will be part of the CBD Vision 2050 "Living in harmony with nature" and its 2021-2030 Strategy under development.

Through this objective, the OSS will indirectly contribute to strengthening food production, improving ecosystem services and limiting migration of populations.

The actions provided for under this Strategic Objective are divided into three operational objectives:

1. **Developing natural capital accounting tools with a view to integrating them in national/ regional action plans;**
2. **Supporting the integration of biodiversity in planning and development strategies;**
3. **Facilitating the identification, fundraising and implementation of post-2020 national biodiversity action plans.**

Objective 1 | Developing natural capital accounting tools with a view to integrating them in national/ regional action plans

Environmental accounting makes it possible to study ecosystem changes, as well as the impact of investments and to assess the economic cost of the necessary ecological rehabilitations. The establishment of such an accounting should improve investment decision-making and complement national accounts (growth, employment, markets), which too often overlooks ecosystems.

The OSS will, in the short and medium terms and through pilot projects, contribute to providing beneficiary countries with operational Ecosystem Natural Capital Accounting systems.

Objective 2 | Supporting the integration of biodiversity in planning and development strategies

The OSS will be able to assist its members in developing action plans for the implementation of the CBD's 2021-2030 strategy which will be adopted at COP-15.

In the medium and long term, in partnership with the African Union and in particular the African Ministerial Conference on the Environment (AMCEN) as well as with the CBD secretariat, the OSS will be able to help facilitate the implementation of national frameworks and their integration in the future post-2020 Global Biodiversity Framework.

The Objective 2 results of this topic, crossed with other development indicators, will help guide policies towards a better consideration of ecosystems, to take the necessary measures to guarantee the survival systems of societies and contribute to inclusive economic growth for a prosperous Africa.

Objective 3 | Facilitating the identification, fundraising and implementation of post-2020 national biodiversity action plans

Upon request of the countries and thanks to its partnerships, the OSS will work on developing funding requests dedicated to the implementation of post-2020 national biodiversity action plans. This funding could be done in the framework of the OSS accreditation to the AF and the GCF and a possible future OSS accreditation to the GEF.

3- Cross-cutting programs

3.1- Watch and Prospective Program

The next decade is likely to witness worsening economic, financial and security uncertainties that may be or may be not linked to climate change. A situation that would lead to changes in global environmental governance, but also at the State level, within the framework of sector and inter-sector policies.

The OSS must be able to proactively position itself on emerging issues and on the international debate in the fields of interest. For this to happen, the OSS will have to develop an increased responsiveness of its anticipation mechanisms and rely on a network of national and international advisers who would very early transfer information to the institution, relating to:

- Developments in global strategic and political frameworks,
- The dynamics of international governance.

The watch and prospective program will thus have the strategic objective of strengthening the OSS performance in terms of building on acquired knowledge, prospective as well as risk anticipation.

It will be dealt with by a "Watch and Prospective" cell proposed by the organizational audit, which will complete and substitute the previously designated entity called "Observatory Function". This unit will be able to facilitate the dialogue between the SOC and the OSS Executive Secretariat.

This program will work on the following two operational objectives:

- 1. Develop summary and capitalization products;**
- 2. Contribute to scientific-non-scientific intermediation.**

This program will have a key role in:

- Summarizing reliable, useful and up-to-date data and translating them into valuable services (studies, reports, maps...) for the benefit of countries and sub-regions;
- Launching warnings on the issues identified by the OSS;
- Intermediating between scientists and non-scientists;
- Developing strategic projects.

This program will work on the following two operational objectives:

- 1. Develop summary & capitalization products;*
- 2. Contribute to scientific-non-scientific intermediation.*

3.2- Communication & Information program

This cross-cutting program will have the strategic objective of valuing knowledge and skills, informing and raising awareness on the OSS intervention areas.

This line will work on the following two operational objectives :

3. Disseminate and promote OSS products;
4. Train the media and media professionals and make the public aware of environmental issues.

The aim is to value and promote the knowledge products generated by the OSS (and its partners) when implementing its scientific and technical program, by:

- Producing useful and reliable information, shared with different receivers. This production will be fed by the scientific and technical program works and results and by the cross-cutting Watch and Prospective line,
- Developing and maintaining multifaceted exchange, sharing and capacity-building mechanisms at different scales.

This line will aim to educate and raise awareness among different receivers, including civil society organizations, on environmental issues.

The aim will be to:

- Strengthen the communication and message transfer capacities of the media and partners on OSS intervention topics. These training sessions will target both the conventional (written and audio-visual) media as well as the electronic press and will ultimately help set up a pool of specialized national and regional journalists, able to address technical questions targeting decision-makers and the general public, to effectively communicate on the OSS activity and its partners and to carry advocacy messages,
- Promote the concepts of sustainable development, in partnership with specialized institutions. The OSS will work to develop partnerships with experienced institutions in the preparation of educational content (UNICEF, UNESCO, Ministries of Education of member countries, etc.), and provide material on its intervention topics.

OBJECTIVE 1 | *Disseminate and promote OSS products*

OBJECTIVE 2 | *Train the media and media professionals and make the public aware of environmental issues*



3.3- Capacity Building Program

The aim is to develop and implement an innovative and highest possible level teaching offer for the different operators and partners on topics related to the OSS action (water, land, climate and biodiversity ...).

For this to happen, the OSS will have to::

- Provide an effort to build on and continuously enrich its assets;
- Implement a real educational approach;
- Develop adequate exchange and sharing channels and tools.

This teaching offer will be rich, covering 100% technical and operational content and forward-looking and documented reflections on emerging issues and topics.

3.4- Gender Aspect

The **gender component** has been gradually integrated in every project and action of the OSS, which has developed, as part of its accreditation to the GCF, a **gender policy** serving as a guide for all its activities.

Under the implementation of its 2030 Strategy, the OSS will strengthen the integration of its gender policy recommendations. This policy reflects the Organization's commitment to observing the equality and equity principles between women and men and reflects its commitment to act in promoting social justice, equal opportunities, diversity and equity in its area of action, made up of countries surrounding the Sahara. It allows the OSS to promote gender mainstreaming and to make its interventions more efficient, effective and relevant, thus meeting the priority needs and efforts of women and men.

Taking into account the tight links between natural resources and populations, the OSS gender policy strives to make gender equity a key factor to take into account in its projects and programs in order to promote sustainable development of the Sahara and Sahel.

More specifically, within the framework of its 2030 Strategy, the OSS will proceed with the gender aspect integration in its activities by carrying out country analyses to better target cross-cutting activities of gender-specific environmental education and communication; like the "Storytellers of the Maghreb, agents of change for the preservation of water" initiative which is an awareness-raising project that consists in relying on the crucial role of women in conveying non-wasting values and implementing water resources saving methods.

4- 2030 Strategy Funding

The global Covid-19 crisis had an impact on development assistance in terms of financial volume and/or thematic priorities and/or access modes (bilateral and/or multilateral).

On the other hand, it is for sure that to contend with the impacts of this crisis, the OSS had to show an increased proactivity in its positioning and its partnerships in order to seek and diversify the funding necessary for the implementation of its strategy. It was therefore necessary to increase the political support of the institution by its member countries and institutions.

4.1- Introduction

The situation analysis, provided in Annex 3, provides for two positioning scenarios for the OSS. These two scenarios were developed to allow the institution to address, according to the scenarios, the challenges of its area of action and to align with the structuring and the geographic and political dynamics of emerging initiatives inside and outside the OSS area of action:

- Scenario 1 would maintain the current complete self-governance of the OSS with an increased thematic and programmatic focus of its activities;
- Scenario 2 would spread the OSS role on the global stage and lead it to evolve towards sponsorship by a continental entity such as the AUC or by one or more regional economic communities.

Discussions over these scenarios and choosing one of them will take place during the 6th OSS General Assembly (2020).

The possible evolutions of the OSS funding model will have to be differentiated according to the two positioning scenarios. However, since these evolutions will remain more or less unchanged during the first years of the 2030 Strategy implementation and because of the unclear implementation conditions of scenario 2 for the time being, we have decided to present a funding model based on scenario 1. If scenario 2 were selected, a funding model could be developed at the appropriate time.

4.2- OSS operation budget

The 2030 Strategy could be implemented based on an approximately fifty-people staff, all functions combined (support staff, administrative and financial, thematic experts, etc.) based on the organizational chart suggested by the organizational audit which would be implemented gradually. This can be explained by:

- Maintaining current skills serving the expanding project portfolio as well as the statutory activities of the institution;
- The recommendations of the organizational audit relating to strengthening the institution's human resources.

This will require additional financial resources of approximately 200 K Euros per year (source: OSS Organizational Audit report, 2020), bringing the budget to approximately 860 K Euros per year).

This will only be possible:

- If all countries (including new contributing members) pay their contributions on a regular basis (that is not the case at present);
- If the level of contributions increases;
- If the OSS manages to:
 - Consolidate the rules of good governance, prudence and good financial management.
 - Establish a reserve fund which can collect anticipated multi-year contributions (advances) from member countries.

It is also recommended by the Evaluation of the 2020 Strategy implementation that the member countries of the North and the South be able to second qualified staff to the Executive Secretariat (by fully paying their salaries) or young professionals (Civic Service, JPO).

4.3- Program budget

The OSS will adapt its Funding Strategy to diversify funding sources and limit financial risks. The actions to be implemented could be as follows:

- Continue to follow the concerns of the countries and support them in the mobilization of financial resources for their development actions;
- Continue to develop proposals for new project requests that meet the expectations and needs of the countries and relevant regional organizations;
- Be re-accredited and possibly raise the OSS accreditation level with the AF and the GCF ;
- Encourage the setting up of multi-year and multi-country programs and possibly conclude partnership agreements with regional and sub-regional organizations;
- Examine the demand for an offer of chargeable services for the benefit of countries, regional and sub-regional organizations, according to their needs;
- Seek funding from international organizations (UNEP, UNESCO, FAO, UNDP, WMO) for the implementation of actions appearing both in their strategies and in the OSS strategies;
- Prospect the possibilities of setting up a medium-term financial instrument (see next section).

4.4- For the establishment of a multi-donor funding instrument

Given the problems linked to the activity funding, it would be interesting for the OSS entities to examine pathways for the establishment of **complementary financing instruments**. Several possibilities are presented below:

- **The first** possibility would be to set a **financial instrument** (for example, a Basket Fund) supported by several (bilateral and multilateral) donors, managed by the OSS and supervised by a dedicated steering committee. This new instrument would make it possible to finance the OSS activities over the medium and long term on one or more targeted topics (for example, Management of shared aquifers) on an annual or multi-annual programmatic basis.
- A **second** possibility would be to establish a **privileged partnership with the European Union, the AfDB, the African Union and/ or the UNECA...**). This partnership would provide direct access to one or more financial cooperation instruments. For this and after having demonstrated its uniqueness, the OSS will have to make it through an evaluation process.
- A **third** possibility would be an **accreditation to other funds, in particular the GEF**, which should also be applied once the assessment of the OSS role as an accredited agency with the AF and the GCF has been made (probably in 2022).

Whatever the pathway (s) chosen, it will not be an easy task; the establishment of a funding mechanism will require:

- Political support by member countries and organizations, in particular through support, advocacy and support actions with these donors;
- Substantial investment in human and financial resources to prepare and monitor files, meet with key people, etc.

5- Management, monitoring-evaluation & capitalization of the 2030 Strategy

5.1- Monitoring-evaluation

In order to ensure close governance of the 2030 strategy implementation, the OSS must set up a monitoring-evaluation system based on (i) the support of all the institution staff; (ii) a set of clear and realistic indicators that are reasonably measurable (see Annex 1: Logical framework); (iii) procedures to **continuously feed the internal management dialogue** and the institution's decision-making entities (GA, EB).

The strategy implementation will be evaluated mid-way. This important step will make it possible to identify, in particular based on the proposed set of indicators, the gaps with the proposed targets and to suggest recommendations for implementing corrective actions.

5.2- Strategy management

The OSS 2030 Strategy must necessarily bring together all members and entities of the institution (GA, EB, SOC, ES), but also make its communication target an external audience. The consistency of any new action with this strategy is necessary (inadequate) to guarantee (i) the achievement of the objectives; (ii) the adequate mutual positioning of the staff members of the institution; (iii) the readability and visibility of the institution in international events.

As the context is likely to be very dynamic, the 2030 **Strategy management** will have to be done in an adaptable and **responsive** manner. For this to happen, the OSS bodies need to enjoy more value in this management:

- **Member countries and organizations** will have to monitor the strategy implementation, will secure its funding in particular by paying annual voluntary contributions and will provide the political support necessary to achieve the objectives;

- **The General Assembly** should encourage the strengthening of the political support to the OSS: During the General Assemblies, as suggested in the recommendations of the Organizational Audit, it will be interesting to convene a summit of Ministers (in charge of the Environment or Agriculture or Water Resources) of the OSS member States to boost such support, develop and/or launch regional initiatives, etc.
- **The Executive Board** will proceed with controlling and monitoring the OSS action, particularly in terms of achievements. It will also ensure the regular mobilization of contributions. It may be supported by an Audit Committee which would strengthen the link between the ES and the EB by deepening technical and financial discussions and exchanges.
- **The Strategic Orientation Committee** will have to prepare, in a consensual manner and in a more regular ES/OSS relationship, recommendations on new concepts, the guidelines of international agendas, the partnership opportunities to set up, etc. More specifically, thanks to their expertise, experience and network of high-level international contacts, SOC members will provide invaluable support in translating the annual SOC meetings brainwork into concrete proposals for action or strategic projects to be carried out and likely to catch the interest of donors and technical and financial partners. The SOC will thus be able to interact with the Executive Secretariat and more particularly with the Watch and Prospective Unit by regularly holding remote meetings.

5.3- Partnerships

In order to adapt to a particularly changing international context and meet the various challenges of the region, the OSS should diversify its technical and financial partnerships and engage in a number of new initiatives, to best achieve the results of its Strategy.

In addition to the different initiatives mentioned in the different thematic areas, the table below provides a list of continental or global initiatives in which the OSS could contribute.

On the other hand, during its new Strategy implementation, the OSS will have to involve:

- **The civil Society:** When implementing its 2020 Strategy, the OSS managed to involve Civil Society Organizations (CSOs) in its activities, civil society was quasi-absent from projects and programs before 2012. As part of its 2030 Strategy, the OSS will strengthen their active involvement in the design of requests and in the execution of project actions. CSOs could thus support the communication of the OSS actions by disseminating to the populations and contributing to the evaluation and measurement of the OSS action impact.
- **The regional and international scientific and university community:** in accordance with the OSS mission in promoting South-South-North partnerships for its members, it will mobilize the necessary expertise in order to respond to different technical and scientific questions of interest.

Topic(s)	Name of the initiative	Partnership
DLDD, EWS, migrations Africa	Sustainability Stability Security initiative (3S) :	14 including 9 OSS member countries, IOM, UNFCCC EU, Italy
Agriculture Global	Adaptation Agriculture initiative (AAI)	African partnership led by Morocco
Agriculture Africa	African Forest Landscape Restoration Initiative AFR 100	AUDA, WRI, BMZ, WB CIFOR, CIRAD, GIZ ...
Africa	Land Policy Initiative (LPI)	AUC, AfDB, UNECA
Agriculture Global	4 for 1000 Initiative	Multiple, 183 non-profit or commercial structures
DLDD Global	Land Degradation Neutrality	UNCCD, GM , etc.
Climate risk management Global	CREWS	WMO, WB, UNIDRR
Climate services Global	Global Framework for Climate Services	WMO, RCC (AGRHYMET, ICPAC, ACMAD ...)
Water resources Africa	Hydromet Afrique	WB, GEF, WMO
Adaptation to CC Africa	Adaptation Benefits Mechanism	AfDB
Mediterranean	Network of Mediterranean experts on climate and environmental change (MedECC)	UfM, Plan Bleu, experts
Mediterranean	SILVA MEDITERRANEA Committee	FAO, UNCCD, experts
Sahel Agriculture, Food security	Regional Support Project for the Sahel Irrigation Initiative (PARIIS/SIIP)	CILSS, WB, FAO
Africa Agriculture, Food security	Feed Africa	AfDB
Rehabilitation / conservation of ecosystems	FERI Bonn Challenge	Korea Forest Service, CUE IUCN, BMZ

Annex 1 - Logical Framework

	Intervention logic	Implementation indicators	Current value (2020)	Targets (2030)	Countries / Projects / current initiatives (pm)	Targets (2030)
Strategic Objective 1	Contribute to meeting the water needs of the OSS member states' populations and to the sustainable water resources management by placing the water issue on top of political agendas.					
Operational objective 1.1	Improve/strengthen knowledge of the region's groundwater and surface water resources and their interactions, particularly with regard to shared waters	I1.1.1: Number of improved information systems/ created measures I1.1.2 Number of projects/amount (Million \$) I1.1.3 Number of affected countries	2 1/10 8	3 4/40 14	NWSAS and ITTAS ITTAS Algeria, Tunisia, Libya, Mali, Niger, Nigeria, Mauritania and Burkina-Faso	NWSAS, ITTAS and Senegal-Mauritania strengthened measurement networks ITTAS, NWSAS IV, IGAD, Senegal-Mauritania Kenya, Uganda, Djibouti, Guinea Bissau, Senegal, Gambia, Algeria, Tunisia, Libya, Mali, Niger, Nigeria, Mauritania and Burkina Faso
Operational objective 1.2	Contribute to the implementation of planning tools to meet the water needs of populations in the short, medium and long term	I1.1.4 Number of training sessions I1.1.5 Number of people trained I1.2.1: Number of master plans developed/updated in partnership with the OSS I1.2.2: Number of affected countries	1 10 0 0	20 200 (cumulative) 2 9	ITTAS ITTAS / /	thematic sessions: BD, -GIS, Remote sensing, Governance, Modelling 10 pax per session Regional master plans: ITTAS and Senegal-Mauritania or other sub-regional basins Algeria, Tunisia, Libya, Mali, Niger, Nigeria, Mauritania, Burkina-Faso and Benin
Operational objective 1.3	Encourage and support policies for integrated, coordinated and sustainable water resources management	I1.3.1: Number of projects/amount (Million \$) I1.3.2: Number of exchange workshops I1.3.3: Number of decision support tools	2/11 1 0	6/51 20 6	ITTAS, CREM-2, CREM-2 /	ITTAS, CREM-2, CREM-3, SMAS, IGAD, NWSAS IV 2 workshops per year 2 Tunisia and Morocco management models + 2 ITTAS + 1 SMAS and 1 IGAD

Intervention logic	Implementation indicators	Current value (2020)	Targets (2030)	Countries / Projects / current initiatives (pm)	Targets (2030)	Intervention logic
Operational objective 1.4	Contribute to improving and sustaining the governance of shared water resources	I1.4.1: Number of consultation mechanisms supported/created	2	4	NWSAS and ITTAS	ITTAS, NWSAS, IGAD, Senegal-Mauritania
		I1.4.2: Number of affected countries	8	14	Algeria, Tunisia, Libya, Mali, Niger, Nigeria, Mauritania and Burkina Faso	Kenya, Uganda, Djibouti, Guinea Bissau, Senegal, Gambia, Algeria, Tunisia, Libya, Mali, Niger, Nigeria, Mauritania and Burkina Faso
		I1.4.3: Number of projects/actions in partnership set up with basin authorities or other specialized institutions	3	5	NBA, INBO, ANBO	NBA, INBO and ANBO + OSS-OMVS, OSS-OMVG,
Strategic Objective 2	Capacity-building for member states to mitigate the adverse effects of drought, desertification and land degradation					
Operational objective 2.1	Improve planning and monitoring / evaluation tools for Sustainable Land Management actions	I2.1.1: Number of studies/projects carried out/launched/amount (Million \$)	2/2	7/7	GMES, Affricultures	GMES, Affricultures, 1 project every 2 years
		I2.1.2: Number of affected countries	6	20	Morocco, Egypt, Algeria, Tunisia, Libya, Mauritania	12 countries involved in IGMVSS plus eight additional countries
		I2.1.3: Number of developed tools supporting planning and monitoring / evaluation	0	10	/	1 tool per year
		I2.1.4: Number of training sessions	0	20	/	2 sessions per year
		I2.1.4: Number of people trained	0	300 (cumulative)	/	15 pax / session

	Intervention logic	Implementation indicators	Current value (2020)	Targets (2030)	Countries / Projects / current initiatives (pm)	Targets (2030)
Operational objective 2.2	Develop early warning mechanisms on drought	12.2.1: Number of countries with EWS-Drought developed in partnership with the OSS during the 2030 Strategy 12.2.2: Number of tools developed	0	12	/	3 EWSs for 12 countries: Kenya, Uganda, Djibouti, Algeria, Tunisia, Libya, Morocco, Niger, Mauritania, Benin, Burkina Faso and Sudan 1 tool per project
Operational objective 2.3	Support the implementation of national and sub-regional action programs	12.3.1: Number of requesting countries and sub-regions /supported by the OSS 12.3.2: Number of studies / amount 12.3.3: Number of training workshops	0/0	4/2	/	4 SRAPs and 4 NAPs 1 per sub-region (North Africa, Central Africa, West Africa and East Africa) 1 workshop per SRAP and 4 national
Strategic Objective 3	Contribute to building the capacities of Member States and improve the resilience of populations to climate change					
Operational objective 3.1	Contribute to the strengthening of climate risk management mechanisms	13.1.1: Number of countries with multi-risk EWSs developed in partnership with the OSS 13.1.2: Number of tools developed 13.1.3: Number of studies / projects / amount (Million \$)	0	12	/	3 multi-risk EWSs 12 countries Kenya, Uganda, Djibouti, Algeria, Tunisia, Libya, Morocco, Niger, Mauritania, Benin, Burkina Faso and Sudan 1 per project
Operational objective 3.2	Support countries in setting up and monitoring their Planned Nationally Determined Contributions (NDCs)	13.2.1: Number of requesting countries / supported by the OSS 13.2.2: Number of training sessions	0	8/4	/	1/3 of the OSS Area of action should be covered 2 sessions per project

	Intervention logic	Implementation indicators	Current value (2020)	Targets (2030)	Countries / Projects / current initiatives (pm)	Targets (2030)
Operational objective 3.3	Support member states in the implementation and management of consistent regional and national adaptation and mitigation projects	13.3.1: Number of involved countries	7	15	Uganda, Benin, Niger, Burkina Faso, Sudan, Kenya, Djibouti	Fifteen countries
		13.3.2: Number of projects implemented by the OSS (Million \$)	3/30	20/200	EURECCA, ADAPTWAP and DRESS	About 2 projects / year
		13.4.1: Number of countries supported by the OSS for access to climate finance	2	10	Tunisia and Guinea Bissau	Guinea Bissau, Tunisia and 8 additional countries
		13.4.2: Number of requests examined by the OSS	0	100	/	/
Operational objective 3.4	Support countries for access to climate finance	13.4.3: Number of projects submitted / amount (Million \$) to the AF and GCF	6/60	40/400	6 projects submitted to the AF and GCF	An average of 1.0 projects per year submitted to the AF or the GCF
		13.4.4: Number of training sessions on climate finance	0	20		2 / countries
Strategic Objective 4	Provide knowledge and methods for assessing biodiversity and adapted ecosystem services					
Operational objective 4.1	Develop natural capital accounting tools with a view to integrating them in the preparation of national / regional action plans	14.1.1: Number of countries with operational systems for Ecosystem Natural Capital Accounting (ENCA)	0	12	COPERNICEA	6 countries in the framework of COPERNICEA, 6 other countries in a second phase
		14.1.2: Number of developed ENCA tools	0	2	COPERNICEA	Accounting tools in 2 projects

	Intervention logic	Implementation indicators	Current value (2020)	Targets (2030)	Countries / Projects / current initiatives (pm)	Targets (2030)
Operational objective 4.2	Support the integration of biodiversity in planning and development strategies	I4.2.1: Number of countries supported	5	13		Maghreb +2 countries by sub-region
		I4.2.2: Number of workshops (including exchange workshops between experts and high-level political workshops)	0	16		2/countries
		I4.2.3: Number of training sessions	0	8		1/country
Operational objective 4.3	Facilitate the identification, fundraising and implementation of post-2020 national biodiversity action plans	I4.3.1: Number of requesting countries/ supported by the OSS in the search for funding	0	6/3		
Strategic Objective 5	Valuing knowledge and skills, informing and raising awareness on the OSS intervention areas					
Operational objective 5.1	Disseminate and promote OSS products	I5.1.1 Number of products to disseminate	0	100		5 releases per year (all types)
		I5.1.2 Number of people affected per year	10000	100000		Ongoing projects, operation
Operational objective 5.2	Train media professionals and make the public aware of environmental issues	I5.2.1 Number of training sessions (media / school)	0	/10/10		
		I5.2.2 Number of people trained (media / school)	0	100/300		Ongoing projects, operation
		I5.2.3 Number of training modules / supports	0	5/5		

	Intervention logic	Implementation indicators	Current value (2020)	Targets (2030)	Countries / Projects / current initiatives (pm)	Targets (2030)
Strategic Objective 6	Develop and implement a relevant training offer on topics related to the OSS actions and on the tools and methodologies developed by the OSS					
Operational objective 6.1	Train different categories of public on tools / techniques developed and / or used by the OSS	16.1.1 Number of developed / updated training modules	0	50		
		16.1.2 Number of people trained (sum-up of the above-mentioned indicators)	10	900	Ongoing projects	
		16.1.3 Number of training sessions (sum-up)	1	104		
Strategic objective 7	Strengthen the OSS performance in terms of capitalization of achievements, prospective as well as risk anticipation					
Operational objective 7.1	Develop analysis and capitalization products	17.1.1 Number of studies, summaries, reports produced on the challenges of the OSS area of action	3	100	Ongoing projects, operating budget	10 summaries or releases per year
		17.2.1 Number of supporting documents (advocacy, thematic summaries, etc.)	0	5		1 release every 2 years
Operational objective 7.2	Contribute to the intermediation between scientists and non-scientists	17.2.2 Number of specific sessions	0	20	Ongoing projects, operating budget	2 sessions per year (side event during COPs, WWF, virtual meetings etc.)

Acronyms


ACCP	African Centre for Climate Policy
ACMAD	African Centre of Meteorological Applications for Development
AfDB	African Development Bank
AFOLU	Agriculture, Forestry and Other Land Use
AMCOST	African Ministers Council On Science and Technology
AMCOW	African Ministers Council On Water
AMU	Arab Maghreb Union
AUC	African Union Commission
AUDA	African Union Development Agency
BMZ	Federal Ministry for Economic Cooperation and Development
CAADP	Comprehensive Africa Agriculture Development Programme
CBD	Convention on Biological Diversity
CCWR/ECOWAS	Coordination Centre for Water Resources / Economic Community of West African States
CILSS	Permanent Inter-State Committee for Drought Control in the Sahel
CSO	Civil Society Organization
DLDD	Desertification, land degradation and drought
EC	European Commission
ECOWAS	Economic Community of West African States
ES/OSS	Executive Secretariat of the Sahara and Sahel Observatory
ESA	European Space Agency
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
FFEM	French Facility for Global Environment
GA	General assembly
GCF	Green Climate Fund
GEF	Global Environment Facility
GFDRR	Global Facility for Disaster Reduction and Recovery
GIZ	German Technical Cooperation
GM	Global Mechanism
GMES Africa	Global Monitoring for Environment and Security Africa
GWA	General Water Authority
GWP	Global Water Partnership
IAS	Iullemeden Aquifer System
ICARDA	International Center for Agricultural Research in the Dry Areas
ICPAC	IGAD Climate Prediction Application Centre
IFDD	Institut de la Francophonie pour le Développement Durable
IGAD	Intergovernmental Authority on Development
IOM	International Organization for Migration
IPBES	Intergovernmental platform on biodiversity and ecosystem services
IPCC	Intergovernmental Panel on Climate Change

ISARM	Internationally Shared Aquifer Resources Management
ITTAS	Iullemeden Taoudeni Tanezrouft Aquifer System
IWRM	Integrated Water Resources Management
LCBC	Lake Chad Basin Commission
LDN	Land Degradation Neutrality
MEAs	Multilateral Environmental Agreements
MedECC	Network of Mediterranean Experts on Climate and Environmental Change
NAAP	National Adaptation Action Plan
NADEWS	North African Drought Early Warning System
NAP-CD	National Action Plan - Combating Desertification
NBA	Niger Basin Authority
NDCs	Nationally Determined Contributions
NEPAD	New Partnership for Africa's Development
NWSAS	North Western Sahara Aquifer System
OMVG	Gambia River Development Organization
OMVS	Senegal River Development Organization
OSS/EB	OSS Executive Board
PAAGGW	Pan African Agency of the Great Green Wall
PARIIS	Regional Support Project for the Sahel Irrigation Initiative
RCC	Regional Climate Centre
RCMRD	Regional Centre for Mapping of Resources for Development
RIE	Regional Implementing Entity
SAWAP	Sahel and West Africa Program (funded by the World Bank and GEF)
SDGs	Sustainable Development Goals
SMAS	Senegal-Mauritania Aquifer System
SOC	Strategic Orientation Committee
SWAC	Sahel and West Africa Club
UfM	Union for the Mediterranean
UIHP	Unesco International Hydrological Program
UNCCC	United Nations Climate Change Convention
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNECA	United Nations Economic Commission for Africa
UNECE	Economic Commission for Europe (United Nations)
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
WB	World Bank
WMO	World Meteorological Organization

THE 2030 STRATEGY OF THE SAHARA AND SAHEL OBSERVATORY - OSS



Boulevard du Leader Yasser Arafat
P.O. Box 31 Tunis Carthage 1080 Tunisia
Phone: (+216) 71 206 633/634
Fax: (+216) 71 206 636
Email: boc@oss.org.tn
www.oss-online.org

 @OSS_Comms
 @osscommunity
 @company/osscommunity