Strategic Review
IUCN Asia Regional Programme

Kenneth T MacKay, PhD

Julian Gonsalves, PhD

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List of acronyms

ADB	Asian Development Bank
ARO	Asia Regional Office
ARP	Asia Regional Programme
BMZ	Bundesministerium Für Wirtschaftliche Zusammenarbeit (German Federal Ministry for Economic Development Cooperation)
BFS	Beijing Forestry Society
CCICED	China Council for International Cooperation on Environment and Development
CEL	Commission for Environmental Law
CEM	Commission on Ecosystem Management
CG	Country Groups
CGIAR	Consultative Group on International Agricultural Research
CI	Conservation International
CIDA	Canadian International Development Agency
COBSEA	Coordinating Body on the Seas of East Asia
CORDIO	Coastal Oceans Research and Development in the Indian Ocean
CSR	Corporate and Social Responsibility
DPCL	Dhamra Port Company Limited
DPRK	Democratic People's Republic of Korea
DRDO	Deputy Regional Director for Operations
DRR	Disaster Risk Reduction
EbA	Ecosystem-based Adaptation
ELC	Environmental Law Centre
ELG	Ecosystems & Livelihoods Group
FAO	Food and Agriculture Organization
FLEG	Forest Law Enforcement, Governance and Trade
GCRMN	Global Coral Reef Monitoring Network
GEF	Global Environment Facility

GFDRR	Global Facility for Disaster Risk Reduction
GMP	Global Marine Programme
GoB	Government of Bangladesh
GoSL	Government of Sri Lanka
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (German Society for Technical Cooperation)
HCA	Host Country Agreements
HQ	IUCN Head Quarters in Gland Switzerland
ICZM	Integrated Coastal Zone Management
ICRI	International Coral Reef Initiative
INBAR	International Network on Bamboo & Rattan
IUCN	International Union for Conservation of Nature
LLS	Livelihoods and Landscapes
MCP	Marine and Coastal Programme
MFF	Mangroves for the Future
MOC	Ministry of Housing and Urban Rural-Development of the People's Republic of China
MPA	Marine Protected Area
MTN	Marine Turtle Newsletter
MWD	Mekong Water Dialogue
NGO	Non Governmental Organisation
NTFP	Non Timber Forest Products
ODA	Overseas Development Assistance
ORMA	Regional Office for Meso America
PA	Protected Area
PEMSEA	Partnership in Environmental Management for the Seas of East Asia
RBBP	Regional Business and Biodiversity Programme
RBM	Results Based Management
RCMP	Regional Coastal and Marine and Programme

RD	Regional Director
RECOFTC	Regional Community Forestry Training Center
REDD+	Reducing Emissions from Deforestation and Forest Degradation
REEP	Regional Environmental Economics Programme
RELP	Regional Environmental Law Programme
RFP	Regional Forest conservation Programme
ROK	Republic of Korea
RPAP	Regional Protected Area Programme
RPC	Regional Programme Coordinator
RSBP	Regional Species and Biodiversity Programme
RWWP	Regional Water and Wetlands Programme
SSC	Species Survival Commission
SDC	Swiss Agency for Development and Cooperation
SFA	State Forestry Administration (China)
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TNC	The Nature Conservancy
TRAFFIC	TRAFFIC – the wildlife trade monitoring network
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UN-ISDR	United Nations International Strategy for Disaster Reduction
WCPA	World Commission on Protected Areas
WHC	World Heritage Commission
WHS	World Heritage Site
WWF	World Wildlife Fund

Executive Summary

Asia is experiencing unprecedented economic growth that along with population growth increases pressure on the environment. Asia's ecological footprint is now global. There are alarming rates of species and habitat loss; poverty has not gone away; and poor people are increasingly vulnerable to natural disasters and climate change. Environmental legislation and regulatory frameworks exist but often enforcement is weak. Although governments are recognizing that ecological sustainability and sustainable development are pre-requisites for economic development and poverty reduction, progress is slow.

IUCN Asia's challenge is how to continue to address these issues and make a difference? What is IUCN's niche? Should there be geographic expansion? Are there new thematic areas? Where will the funds come from? Is the organisational model appropriate, efficient and effective? This review has attempted to address some of these questions

Stakeholders all agree that the IUCN Asia Programme is highly **relevant** to the critical environmental issues. They identify IUCN Asia's Value Proposition as:

- *An effective and neutral convenor on emerging environmental trends and issues;*
- *Having the ability to bring in a wide range of players including all levels of government, civil society, regional and international agencies;*
- *Having access to a wide and influential science based global and regional network;*

IUCN in Asia has been **effective:** it has contributed significantly to knowledge, governance, policy strategies, legislation and institutional strengthening. Regional and transboundary programming has increased although some country programming has decreased. Country level quality control and project effectiveness has improved, partly due to management systems and guidelines implemented over the past decade including the more recent inclusion of the project appraisal system. There is general adherence to the 2009-2012 Global IUCN priorities with weakness in climate change and energy areas. IUCN Asia's intersessonal plan is aligned to the IUCN's global intersessional plan which helps ensure a match between the regional themes and the global themes , all contributing to the global results.

Funding is the most serious issue now facing IUCN Asia. Framework Funding from IUCN Head Quarters is limited resulting in heavy reliance on bilateral donors (90%). This leaves IUCN particularly vulnerable as all signs point to a decline in funds particularly among IUCN's traditional donors. Competition for funding has also increased. The dilemma for IUCN is that a strong and expanding project base is essential to support the regional infrastructure, with any reduction expected to have severe consequences. IUCN's project driven nature and entrepreneurial culture has sometimes resulted in the chasing of projects and funding outside of their value proposition. The challenge is to maintain current donors, and explore and increase funding from new bilateral donors, multilaterals, Asian governments, foundations and private sector, at both country and regional level. This will require a greater focus on enhanced donor relations and improved fund raising, approaches including strategising, priority setting, increasing donor relations, and donor intelligence.

The review identified additional issues with legal agreements. Two countries have no Host Country Agreements (Thailand –including the Asian regional secretariat, and China The solution will require combined efforts of IUCN HQ and ARO and additional funding.

The Ecosystems and Livelihoods Groups (ELG 1 and ELG 2) house the regional themes and have been responsible for introducing the Ecosystems and Livelihoods concept to regional conservation. They have achieved many of their original objectives including closer linking with countries and increasing regional funding. The review identified a number of areas of weakness: integration with some country programmes and between ELGs , lack of formal vertical -linkages; work overload; need for deepening strategic planning and priority setting approaches; and inadequate thematic clarity between ecosystem focused and cross cutting themes. In order for the ELGs to become more effective there needs to be a re-examination of their structure and roles. The nine individual themes were also examined and recommendations made to sharpen their programming.

Identified issues related to the Regional Organisational structure include: staff workloads a Country Groups structure that has been expensive and is partially abandoned except for the grouping of three Mekong countries; a Regional Programme Coordination unit which does not have direct supervisory responsibility over the ELGs; and a large number of country and regional positions reporting to the Regional Director that distract from the ability to address broader regional issues. The review suggest a minor restructuring of ARO to create two strong units in Programming and Services that will each be headed by a Deputy Regional Director thus freeing the RD from programming and administration responsibilities.

Country expansion to new countries should be strategic and only occur if there is guaranteed funding. Korea (ROK) should be the first priority while in other countries there should be increased involvement with members and focused recruiting of new members. There is pressure to expand in the large countries of China, Indonesia and India. This should receive priority. IUCNs role in these countries will never be large but needs to be strategic and based on Asia IUCN's Value Proposition. However the legal issues will have to be resolved for China while IUCN will have to await the approval of the HCA in Indonesia before proceeding.

In terms of theme expansion the major environmental crises looming across Asia are all multisectoral, multicounty, politically and economically complex. Solutions can only be accomplished by addressing them holistically, across countries, involving the integration of a number of IUCN themes, multiple partners, and multiple funders. It is suggested that IUCN explore integrated programming on two or three large themes cross countries, sectors, and themes. These projects could be in the area of biodiversity loss, water, food security, or climate change. This will require a vision, good concepts and proposals, strategic partnerships and marketing to a diversity of funders.

Recommendations:

Policy

1) IUCN Asia should initially address policy issues during the situation analysis and build this into country and regional strategies and plans. Subsequently policy products should be planned, budgeted, prepared and appropriate mechanisms for distribution and sharing establish. Possible approaches for preparation could involve round table discussions, expert working groups and policy brief "writeshops", while sharing can be via reports, policy briefs, regional workshops, with all products on the website.

Large Countries

2) IUCN Asia should give priority for expansion to the large countries China, Indonesia, and India. Ensuring that it is strategic and based on IUCN Asia's Value Proposition. Mindful that expansion particularly in China may require substantial long term investment of human and financial resources from both IUCN HQs and Asia and noting that in both China and Indonesia the clarification of the legal status (Section 7.2.2) will be a prerequisite for future growth.

3) In **China**:
    a. ARO should recruit a senior Chinese Country Representative and continue to build capacity of current staff. This will require HQs and ARO to commit additional funding (possibly long term).
    b. ARO in consultation with ELG, China staff, Global programs, IUCN friends, and selected partners, including CCICED should develop a strategy with priorities that is based on current strengths with funding realities, taking into consideration the potential project areas suggested in Section 6.1.3.
    c. ARO should establish an advisory board of Chinese and regional China experts to assist in legal recognition, strategy, policy links and implementation, possibly involving Maurice Strong.

4) In **Indonesia,** ARO (with inputs from HQ, ELGs and possibly an external consultant) should prepare a carefully planned strategy that addresses geographic focus, thematic priorities, gap analysis, funding sources and strategic positioning. Once this is completed, funds should be committed to hire a Country Representative based on needs established by the strategy. The following possible programming approaches could be considered:
        a. use MFF as bridge head focusing on ecosystem based adaptation (UNDP might consider IUCN administering MFF in Indonesia);
        b. Partner with members and existing environmental organisations;
        c. ARO with assistance of the Constituency and Communications heads should explore ways of networking with Indonesian researchers around relevant environmental topics (such as Biodiversity loss and/or ecosystem resilience) including increased linking of members, potential new members and commissions possibly using social networking tools.

5) In **India,** ARO (with inputs from ELGs and other countries) should assist IUCN India in preparing a more detailed strategy and action plan to support conservation priorities.
   a) This strategy should identify possible niches for IUCN India possibly identified by organisational mapping and include potential funding sources;
   b) In addition to the conservation priorities already identified potential modes of action could include:
      i) a platform for bringing NGO, Private Sector, the Research Sector and Government to discuss critical conservation-livelihood problems and opportunities;
      ii) compilation and dissemination of institutional -resource directories to the wider community;
      iii) establishment of stronger linkages with commission members and the wider conservation organisation network.

New Countries

6) IUCN Asia should ensure that expansion to new countries should be cautious, strategic, and not increase demands on limited human and financial resources, and occur only where there is a clear possibility of long term funding or close linking with regional activities. Korea (ROK) assuming the legal arrangements can be resolved, should be the first priority.

Programme Consolidation

7) The Regional Programme Coordination unit should encourage and support each country in carrying out strategising exercises for future planning. These could include scoping studies, organisational and donor mapping, and using priority setting tools to develop more focused and concrete plans. Where possible, countries should explore framework funding to allow them to carry out such strategic planning exercises. Some of these activities could be undertaken by consultants who could assist in training in appropriate tools either in country or sub-regional workshops (similar to the project management capacity building done by MFF).

Future Programme Focus

8) IUCN Asia should develop two to three integrated projects/programmes concepts over the next two to three years based on Biodiversity loss, and/or water and wetlands, and/or food security with further consideration of the points below.
   a) **Biodiversity Loss:** HQ, IUCN Asia and the SSC should continue to pursue the funding of the Crisis in Asia proposal that should serve as the basis for developing a holistic strategy across themes to address the entire issue of threats to biodiversity loss and link country strategies and current actives and involve China.
   b) **Water and Wetlands**: IUCN Asia should continue the water policy and dialogue work and expand this to a more holistic approach to address the issues of the major rivers. Given IUCN's credibility in Pakistan and India, a slow approach could be made to initiate dialogue on the politically sensitive issues around the Indus River.

c) **Food Security**: IUCN Asia should explore linkages with the relevant CGIAR centres to develop future partnering activities in this area and explore possible integrated projects/programmes.
d) **Climate change:** IUCN Asia should ensure that climate change issues are included in the above proposed initiatives and develop a mechanism (see Recommendation 8) and develop a strategy (that to some extent may be a repackaging of existent efforts) to assist countries and the ELGs in sourcing climate change funding.
e) Funding: IUCN Asia as part of the development of the concepts should ensure that potential funders are identified and then sell the concepts to them.

Finance

9) ARO, in concert with ELGs and countries, must develop and explore various fund raising approaches. This should include:
   a) Preparation and implementation of a long term (5-10 years) integrated strategy including donor profiles, donor reconnaissance system, and project/programme development opportunities at the country and regional levels. The strategy should including approaches to solidify funding from traditional bilateral donors, identify and explore funding opportunities with new donors, and increase fund raising from multilaterals, Asian governments, foundations and the private sector.
   b) Judicious use of framework funding for strategising and programme development including seeking approaches to reduce administrative costs taken from framework;
   c) Coordinate with and encourage HQs to seek additional framework or global funding for special initiatives (e.g. new countries (China, Indonesia); Biodiversity-Asia in Crisis jointly with SSC), and explore increased global private sector funding.
   d) Explore the implications of an IUCN Asia Foundation that would be targeted at Asian philanthropists, the private sector and individual contributions.

Legal Agreements

The solution to the legal agreements will require combined efforts of both IUCN HQ and ARO and may require additional framework funding.

10) IUCN HQ should explore the possibilities of an international organisation status agreement for IUCN in Switzerland in anticipation that this will assist the acquisition of legal status in countries where there are issues (e.g. China, Korea & Thailand).

11) IUCN ARO should continue to pursue obtaining of legal status in Thailand for both ARO and the Thailand Program, including obtaining advice from Thailand members and other highly placed Thailand friends of IUCN.

12) IUCN must explore ***immediately*** through Head Quarters and ARO channels ways of obtaining appropriate legal status in China. Suggested approaches are:
   a) Examine the experience of the International Network on Bamboo & Rattan (INBAR) which has an international agreement (facilitated by the State Forestry Administration also IUCNs contact) and other CGIAR Centres which have offices in China. This may require IUCN HQ (see recommendation 9) obtaining international organisation status.

b) Explore the political route direct to the Party Congress with the help of IUCN members and friends like Maurice Strong;
c) Explore the possibility of registering or obtaining an agreement in Hong Kong, possibly working with Hong Kong IUCN members. Hong Kong may also be a possible route to obtain banking privileges in China.

ELGs

13) ARO management should organize an in-house review of the ELGs in order to improve their effectiveness and efficiency and to promote increased integration. The review should re-examine and consider: themes both ecosystem and cross-cutting (Figure 5), functions, structure, cost effectiveness, location, closer linkages between ELG themes, country programmes and projects, utilisation of a network approach, increased emphasis on partnerships, and increased integration between ELG themes and global themes. Annex 15 contains some possible suggestions for priority setting across themes.

Reorganisation

14) IUCN HQ and ARO should consider revisions to the Asian structure that includes two new Deputy Position, one for Programme, and one for Operations. These positions would then be responsible for these functions across all IUCN Asia in the context of a matrix reporting system as illustrated in Figure 7, and taking into consideration the recommendation on ELGs (13) and CG1 (15) and the specific details on the functions (Section 7.2.5).

15) CG1 should continue as a transitional structure focusing primarily on programme coordination and regional programming with strong support (as current) from ARO for the administrative functions. It could include Thailand and be renamed Mekong Region Group. Suggested programme focus could be forest biodiversity, Mekong River issues, and coastal related issues. The head should focus on Programme Coordination, capacity building of country programme coordinators and assist in seeking additional country funding. Given the strong focus on programme coordination this position should report to the RPC (or new RDD-RPC).

Additional Recommendations for ELG themes

RSBP

1) The RSBP should (in partnership with other organisations) demonstrate strategies for the restoration, recovery and conservation of species. This could include an emphasis on neglected and under-utilized food crop species and the restoration of degraded landscapes. The RSBP could work closely with the SSC to implement the Crisis in Asia proposal.

2) Building on its past reputation on biodiversity strategy development, the RSBP should strengthen its involvement in action research aimed at developing guidelines and tools, particularly for the assessment of climate change impacts on biodiversity in forest, marine, wetland and agricultural landscapes.

RPAP

3) The scope of RPAP could be expanded to bring in community-managed perspectives, demonstration and testing of new PA tools and systems, testing of sustainable financing approaches, and the integration of REDD+ in PAs. A few action research sites might be considered in support of this objective. Additionally, there could be an increased emphasis on wetlands, marine and coastal and grassland PAs through a new global or regional support project.

RWWP

4) RWWP should continue to link its dialogue processes with action research in its pursuit of effective policy recommendations. The links of the wetland work with other IUCN cross cutting themes should be further strengthened. The lessons from the strong process-orientation of RWWP, going back to the MRWD Phase 1 until now, should be carefully documented, packaged and shared widely to IUCN (donor and partner) stakeholders.

RBBP

5) RBBP should consider prioritizing, focusing and consolidating their projects to deliver change on the ground and to provide the wider community with learning sites and case studies of business sector-conservation organisation partnerships. Special attention should be devoted to areas where IUCN has had historical strengths and where it has current capacities addressing the needs of biodiversity-dependent industries and ecotourism. The successes and lessons from DILMAH and Six Senses projects are an excellent basis to build upon. Given the engagement of the business sector, this support should be self sufficient in funding as far as possible, and not require scarce framework funding, except in cases where there is a need to invest in concept development or action research.

RCMP

6) The Coastal and Marine and theme and MFF should establish closer links involving information sharing and initiate discussion on ways of increasing linkages with MFF projects in Sri Lanka, Thailand and Indonesia.

7) GMP and the Asian Marine and Coastal programme must find ways and modalities of collaborating and cooperating. This will assist IUCN to better address the Marine and Coastal issues in Asia. The reviewers accept this may be difficult and may need to be mediated by senior management.

DRRP

8) IUCN through ELG 2 should further explore the field testing and subsequent scaling up of DRR approaches relying on the strengthening of ecosystem-resilience. This could be accomplished through the development a new global or regional initiative. Ecosystem resilience is of special relevance in development planning because of its emphasis on resilience building, preparedness and vulnerability reduction. A stronger linkage can be pursued between MFF and the BMZ project on ecosystem adaptation (in pipeline).

9) Wider promotion of the knowledge products generated by the CEM-ELG2 in house efforts is warranted because of the global interest in DRR related issues. IUCN has a special niche in the area of ecosystem resilience. Wider promotion of available training modules and other capacity development products is also warranted, possibly via partnership with other regional organisations.

REEP

10) The REEP should retain its current emphasis on the economic valuation, sustainable financing and the conduct of livelihood assessments in support of increased investments in conservation-livelihood efforts.

11) REEP has to pay special attention to the simplification of its research methods and reports, to ensure increased utilization of its knowledge outputs by policy makers and development administrators.

12) The outputs of REEP's work can be better utilised if they are shared via guided/facilitated events such as panel discussions, round-table events and short seminars. REEP should also consider increasing its engagement in the development of policy documents and briefs, building on the lessons/models from its work in the Maldives and Laos.

1. Background, purpose of the review, methods and limitations

1.1. Background

The IUCN Asia Regional Programme is one of IUCN's largest, with 315 staff representing 22 nationalities. It operates in 13 countries, has two Ecosystem and Livelihood Groups (ELGs) housing regional thematic coordinators, and an Asia Regional Office (ARO) in Bangkok. IUCN Asia manages over a 100 conservation initiatives, covering local, national and regional levels. IUCN Asia hosts 158 active members[1] from 19 of the 23 countries in the region. The membership comprises of 12 State members, 23 Governmental agency members, three affiliates, five international NGOs, 115 National NGO members, and almost 1500 commission members. IUCN Asia is thus associated with a very wide network, not only globally, but within Asia itself.

Asia in the next decade will continue to experience significant economic and population growth, putting additional stress on the environment. IUCN has both considerable opportunities and substantial challenges in promoting its sustainable development and conservation agenda. For fundraising, it will have to capitalise on the growing interest from Asian national governments in IUCN's work, and to take advantage of a strengthening Asian economy. Potentially, IUCN could grow into North Asia, while consolidating its presence in South and South-East Asia.

1.2. Purpose of the Review

This Strategic Review of the Asia Regional Programme is commissioned by the Director General. The intended users of this review include the Director General, the Deputy Director General, the Asia Region Regional Director and senior management. This review will also provide input to the work of the Programme and Operational Support Unit.

The overall purpose of the Strategic Review of the Asia Regional Programme is to provide a forward looking diagnosis for the continued organizational development of IUCN in the region and enhanced delivery of the Asia Regional Programme. The scope of the review covers all IUCN offices in Asia Region and all programmatic work. The Terms of Reference are:

1) To assess the continued **relevance** of the Asia Regional Programme and explore areas that would enhance this relevance to the issues and stakeholders of the Asia Region;
2) To assess the **effectiveness** of delivery of the Asia Regional Programme and the organizational model supporting that delivery;
3) To assess the **potential for growth** of IUCN in Asia, both in terms of geographic scope and in terms of programmatic focus;
4) To assess potential **organisational models** to support the current programme and potential expansion, both in terms of programmatic content and geographic scope;
5) To make **recommendations** on the future programmatic focus and organisation of IUCN in the region in order to deliver a strategically relevant and effective programme of work.

[1] The number has increased recently with the acceptance of some new non-state members.

1.3. **Methodology**

The evaluation was carried out by Dr Kenneth T MacKay (team leader), a marine biologist with substantial project and programme management experience in natural resource management in Asia and the Pacific, and Dr Julian Gonsalves, an international agriculture and natural resource management specialist. Both team members have substantial senior management and evaluation experience in Asia-Pacific. The team members were selected based on the required experience outlined by IUCN.

The evaluation followed the guidelines and approaches outlined in the IUCN Guide for Planning and Conduct of IUCN Strategic Reviews (2004). An initial evaluation matrix outlining the key questions and the sources of information was developed by IUCN Asian Regional Office and HQ and subsequently modified after discussion with the evaluation team. The Matrix is given in Annex 1.

A wide range of published and unpublished material including technical reports, previous evaluations, guidelines, country strategies was collected from IUCN. Data from other relevant sources was also collected by web searches. A Meta-analysis of this material was carried out. Addition information when needed was requested and supplied by IUCN staff.

The review team visited the Asia Regional Office in Bangkok, Thailand and held discussions there with staff and partners. Visits were also made to three IUCN Asian offices in Beijing, China; Vientiane, Lao PDR; and Colombo, Sri Lanka. The review schedule is given in Annex 2.

Due to a large number of stakeholders in the region, it was necessary to use a sampling strategy to ensure the validity and reliability of the data set and the conclusions drawn from analysis (Table 1).

Table 1 Stakeholder Sampling Strategy

Stakeholder Group	Sampling strategy
Regional/country level policy makers and implementation partners	Representative sample
Members in Asia Region	Representative sample
Country staff	Representative sample
Regional staff	Purposeful sample
IUCN Asia Senior Programme/Operational staff	All
Asia Senior Management	All
IUCN HQ Senior Management	All available

Semi-structured interviews were carried out with the key stakeholders in person, in groups or individually, via phone and skype, and via responses to email questions. The interviews

followed the key questions as outlined in Annex 1. A total of 137 stakeholders were interviewed either in person, via phone or email. The complete list is contained in Annex 3 while a breakdown for IUCN staff (73 interviewed) and partners and members (64) are given in Figure 1 and 2.

Figure 1 IUCN Staff interviewed by component

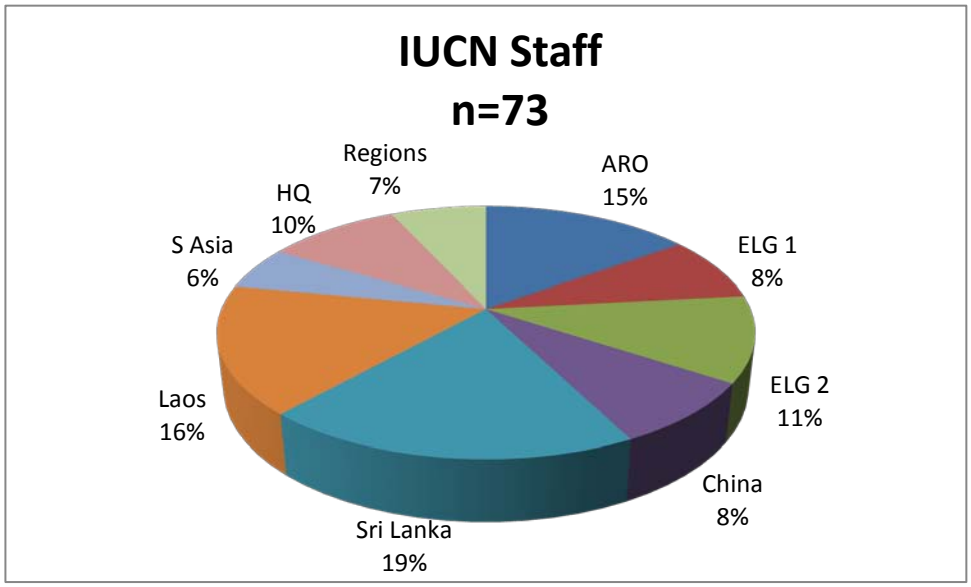
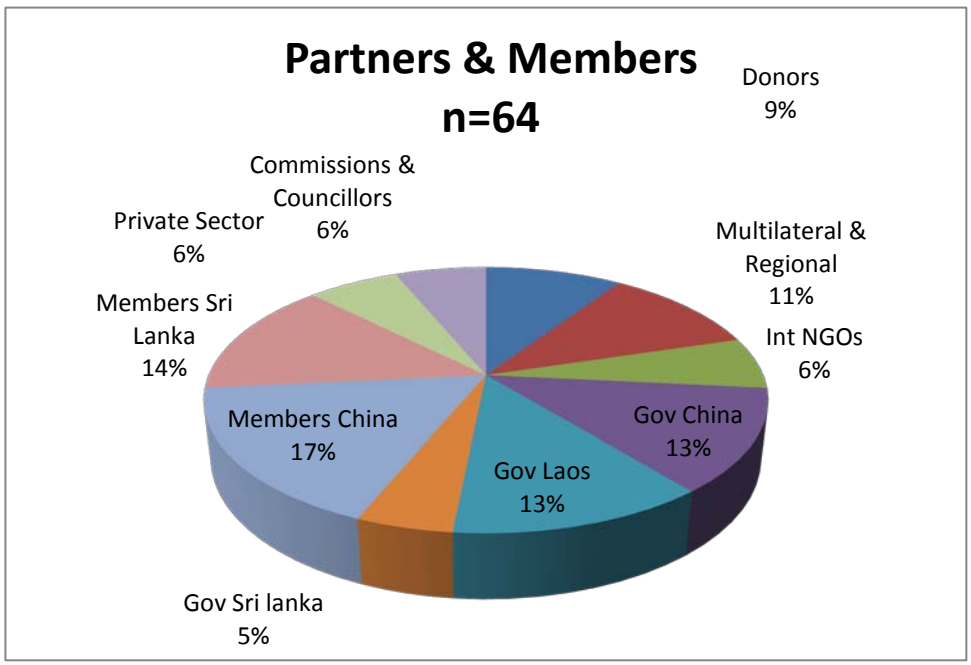


Figure 2 IUCN Partners & members interviewed by group



A SWOT analysis (Strength Weakness Opportunities Threats) questionnaire was completed by most senior staff and was used to cross check interview issues. The questionnaire and summary of analysis is presented in Annex 4.

The key findings of the review and recommendations were assembled into a Power Point presentation which was shared at a meeting with ARO staff. The resulting discussion and feedback was assembled and additional information was supplied to the review team. In addition, as the RD was travelling at the time the evaluators presented their initial findings, the presentation was also sent (via email) to her and feedback was received via a three hour Skype call. A draft report was assembled and circulated to key HQ and Asia Regional Staff and feedback was used to revise the final report. Additional information was supplied by ARO for finalizing the report.

1.4. Limitations

The IUCN Asia Regional Programme is large and complex and the review team was only programme, Pakistan and one of the other large programmes in Bangladesh, although they were able to interview key staff from these countries at the ARO office (when they were attending a separate meeting).

The review team interviewed only a limited subset of donors, members and partners (Table 1) but it was felt that this was adequate as there had previously been a detailed Survey of Donors and Partners[2] which provided an overall positive view of IUCN that confirmed the evaluators' own findings regarding donors and partner views.

There were extensive interviews with current staff but only a couple of former IUCN Asia staff were interviewed, as such, the reviewers were not able to explore issues related to staff turnover.

2. External Environment and IUCN's value proposition

2.1. What are the key sustainable development and conservation issues in Asia?

Asia is the fastest growing region in the world and has experienced unprecedented and phenomenal growth. It is home to half the global population and most (70%) of the world's poor. There have been significant achievements, such as the accumulation of reserves (US $4 trillion) and over 350 million people lifted out of poverty. However, with economic development, population growth, climate change, rising demands for natural resources, food and energy, the region's diverse environment[3] is under threat. Some examples are :

- Alarming rates of species and habitat loss (in a region with over half the global biodiversity);
- Energy demands are rapidly rising, with Asia accounting for 40% of projected increases up to 2030;
- The world's fastest rate of economic growth, particularly India and China, increasing pressure on their own environment while also expanding their global ecological footprints;
- Degradation of water, air and land compounding the environmental challenges;

[2] Survey of IUCN Donors and Partners: Summary of Results, IUCN Gland November 2006.

[3] Regional strategy for EU -Asia cooperation 2007.

- Climate variability compounded by climate change and geological events resulting in frequent disasters with the poor invariably suffering the consequences
- Asia contains the world's top 10 disaster-prone countries and is considered twice as vulnerable to climate change;
- Inadequate assessment of environmental impacts and corresponding environmental legislation accompanied by poor implementation and enforcement of laws that do exist.

Faced with these challenges, governments and development agencies are increasingly recognising that environmental sustainability and sustainable development are pre-requisites for economic development and poverty reduction but do not receive adequate attention.

2.2. To what extent is the Asia Regional Programme relevant to the key sustainable development and conservation issues in the region?

The reviewers' analysis, interviews with donors, staff, members and partners all tend to converge on a view that IUCN's current Asia Programme is highly relevant and well targeted to the key sustainable development and conservation issues in Asia. The multi level (local, country and regional) approach and the presence of country offices in tune with local issues provide the structures and mechanisms that help increase relevance. In addition, the global goals (see 2.4) are also well targeted and relevant to the key conservation and sustainable development issues facing Asia.

2.3. IUCN's Role and Value Proposition

2.3.1. To what extent is the Asia Regional Programme *perceived* as relevant to key stakeholders in the region, including IUCN Members?

The review process involved consultation with key stakeholders on the issue of IUCN Asia's relevance. All stakeholders including staff view IUCN as both a neutral and effective convenor able to bring in a wide range of players including: government (at all levels); civil society; regional and international agencies; complemented by access to a wide and influential global and regional network. Some stakeholders expressed concern regarding the broad scope and coverage of IUCN with a tendency to do a very wide range of activities. They thus indicated it is harder to define IUCN, in comparison with the other large Conservation NGOs (i.e. WWF).

In addition it may be said that:

Members value the knowledge resources, science-based solutions, and the prioritising of national capacity building;

Multi-laterals value IUCN staff and consider them to be of high calibre; they also value IUCN's ability to access policy influencing avenues in government;

Donors value the strong regional presence, the technical competence and international character of the regional team; and the communications, media relations and publications;

Private sector value the pioneering role in pilot testing efforts for conservation-private sector partnerships, and bringing the conservation agenda via the Corporate and Social Responsibility (CSER) route;

Governments recognise the effective assistance in strategy development for conservation related issues, policy development, policy support and capacity development (biodiversity, protected areas, forestry); assistance in nomination processes for World Heritage Sites and Ramsar site declaration; and value IUCN's on the ground presence which helps in linking practise with policy;

NGOs recognise IUCN's niche in the area of advocacy and policy influence;

2.3.2. IUCN's Value Proposition

IUCN global recognizes its main assets are its members, its networks of experts organized through its Commissions, and its worldwide Secretariat. The 2020 IUCN Strategy recognises IUCN's Value Proposition as:

- providing credible, trusted knowledge;
- convening and building partnerships for action;
- having a global-to-local and local-to-global reach;
- influencing standards and practices.

Asian stakeholders confirm this value proposition by recognising IUCN Asia as:

- *effective and neutral convenor on emerging environmental trends and issues;*
- *able to bring in a wide range of players including all levels of government, civil society, regional and international agencies,*
- *access to a wide and influential science based global and regional network*

This view should direct IUCN Asia's future activities and will be revisited in Chapter 6.

2.4. To what extent is the Asia Regional Programme relevant to the IUCN Programme and other components of IUCN?

Global Priorities: IUCN's global 2009-2012 priority areas are:

1. CPA 1 Conserving the Diversity of Life: ensuring sustainable and equitable management of biodiversity from local to global levels;
2. TPA 2 Changing the Climate Forecast: integrating biodiversity consideration and opportunities into climate change policy and practice;
3. TPA 3 Naturally Energizing the Future: implementing ecologically sustainable, equitable and efficient energy systems;
4. TPA 4 Managing Ecosystems for Human Well-Being: improving livelihoods and reducing poverty and vulnerability, and enhancing environmental and human security through sustainable ecosystem management;
5. TPA 5 Greening the world economy: integrating ecosystem conservation values in economic policy, finance and markets.

TPA 2 to 5 are set within the framework of CPA1.

IUCN Asia's programme themes feed into the global results within the scope of its core program. The rigorous preparations and intensive consultative processes that characterized the intercessional planning are likely to have contributed to this strong coherence. However, there is a disconnect between some of the Regional ELG themes that do not match exactly with the global themes, although they can be realigned to ensure this happens. The current result-based programming ensures that the Asia program contributes directly to the results envisaged under the IUCN Global priority areas.

IUCN Asia also has very little on the ground experience in implementing sustainable energy systems. As mentioned in Section 4.2.1 climate change may not be adequately addressed. Additionally, not all themes in Asia have been explicit enough about the need for a pro-poor orientation or have not demonstrated how this is achieved via the linked environment and livelihoods activities.

IUCN Asia has made a few but notable strategic contributions to most IUCN global priority areas in the form of contributions to policy and IUCN policy statements, guidelines and standards formulation, publications, and development of new program thrusts.

Commissions: There is general agreement that all the commissions are very relevant and contribute substantially to the Asia programme. There are a considerable number of Asian members represented in the commissions, particularly the Species Survival Commission (SSC) and the World Commission on Protected Areas (WCPA). In addition, the Commissions contribute substantially by providing technical assistance to country initiatives. In Lao PDR a recent Species Survival Commission (SSC) assisted workshop (Saola working group) developed a proposal for conservation of the highly endangered Saola that has subsequently been funded. In China and Laos the WCPA is actively assisting in World Heritage Site Nominations, protected area legislation, and building protected area management capacity. IUCN Asia (primarily via ELG 2) provides inputs to scientific commissions (especially SSC in identifying species at risk), in undertaking the red listing of species and it continues to feed results back to policy via this important and strategic route. The ELGs serve as Secretariat focal points for the Commissions in the Asia Region and also assist in serving as clearing house for information for countries seeking access to scientific information from commissions.

Global Thematic Networks: To assist IUCN to deliver on the 2009 – 2012 Programme, a global network approach was introduced within IUCN. Each network has a Global Thematic Director and a Network Coordinator, (both located in IUCN HQ), a Core Group, an Implementation Group, and a Stakeholder Group.

While the network approach has only been implemented within the past year, the reviewers noted that the HQ's network model appeared to be adding little value to the Asian Programme. The reviewers saw little on the ground evidence of its functioning and heard that some themes have developed different priorities than those of Asia. In some cases Asian members of the core group saw this as an additional work load that had not yielded rewards in programme delivery. The reviewers concur that IUCN can benefit greatly from a network model especially because of the linkages created between its staff, commissions, members and partners. However, to be effective, the Network's scope should be substantially simplified. It should focus on providing a learning and knowledge platform to draw and synthesize lessons and document and share them (rather than as a programme delivery mechanism). The global network's biggest assets are its human resource knowledge pool and its potential to increase linkages between the various IUCN units

3. Effectiveness

3.1. How effectively has the Asia Regional Programme and its results been delivered?

3.1.1. Achievements:

The effectiveness of the specific components of IUCN Asia, specifically the ELGs, Country programmes and Global and Regional programmes, are discussed in Chapter 4. In general, IUCN's Asia Programme delivery is considered effective. This appears to be because of the following factors:

- IUCN's work has multi-level Programming via a two-tier structure (regional and country) that has allowed for effective delivery of results at both levels;
- IUCN is recognized for its contributions to conservation strategies, guideline development and related institutional-strengthening (the value of global-regional linkages are manifested in these engagements);
- IUCN has been a major player and has made effective contributions to conservation related legislation in countries where it has operated for a longer period (in parts of South Asia). Considerable influence is noted more recently, especially in South East Asia in Laos. There has also been recently a shift from legal support to a wider policy-influencing agenda;
- IUCN has implemented a shift to an ecosystem and livelihood approach that is recognized and appreciated at government and donor level;
- Regionalisation of IUCN Asia has enhanced opportunities for the development of regional programs resulting in a notable increase in the number and range of regional projects (LLS, MFF, MWD) in the last 3-5 years (refer to Annex 9).

Primarily the result of how IUCN Asia operates, notable contributions to knowledge, empowerment and governance goals are observed in most countries. IUCN Asia has also developed a number of process/methodological innovations (dialogue processes in MWD, and project integration-region/country-strategy in LLS, policy-influence mechanisms in MFF, protected area learning networks. These innovations have considerable value at a time when partnerships and learning are emphasized. The reviewers have noted the potential for sharing these methods more widely.

The implementation of the ELG approach has emphasized an increased role for local communities in conservation and protection. With some exceptions (LLS in Laos, Tanguar Haor, Bangladesh, MFF and MWD), it may be said that the importance of access, rights and tenure and community-based approaches need to be given direct and stronger attention in IUCN implementation and reporting.

3.1.2. Weaknesses:

The reviewers noted a weakness in strategic planning and setting priorities. This has, in some countries, resulted in the chasing of potential projects outside IUCN's major remit, difficulty in saying no, and too broad a base of projects. Though many countries have intersessional plans and some have strategic plans, however, the ones examined by the review team were often action plans or work plans, with no indication of what are the highest priority activities. Of the countries visited, Laos was the exception with a well developed and

useful strategic plan made possible by frame-work funding direct to the country from SIDA (Annex 6). Related to the weakness in strategic planning is the lack of systematic emphasis on donor scoping studies (donor mapping, reconnaissance, etc) which could serve as the basis for identifying funding opportunities. This is also an issue with the ELGs and regional programming and will be further discussed in Chapter 4.

In terms of budget effectiveness, many countries do not routinely achieve their annual budget targets. This has resulted in decreased effectiveness of project delivery, and lower available income for programme development, overhead and training.

3.2. How effectively has the Asia Regional Programme been able to influence policy in the region and nationally?

The focus of IUCN policy work has been in assisting governments in legislation support and policy formulation. IUCN has assisted in legislation related to protected areas, conservation and sustainable development. It has also assisted in the formulation of biodiversity conservation strategies (most countries), and, more recently, in climate change action plan development (Bangladesh, Pakistan and Laos), sustainable financing strategies for parks, and economic valuation approaches. Two examples summarising policy activities in Bangladesh and Pakistan are given in Annex 5.

IUCN Asia has produced useful policy briefs For example in Maldives, on *Biodiversity Valuation*[4], and *Marine and Coastal Valuation*[5], and in Laos (where IUCN worked with partners) to develop policy publications[6].

Recent work in China, Laos and Vietnam (timber trade) and IUCN Pakistan (Climate Change) has provided new avenues for policy engagement for IUCN. Of particular importance are the few efforts linking pilot-field sites to policy making (LLS in China and Laos, and Tanguar Haor in Bangladesh). In addition the Mekong Water Dialogue (MWD) and the trans-boundary water regimes initiative in South Asia are notable because of their emphasis on engaging civil society and research institutions (not just governments) via multi stakeholder processes. Also notable is the advocacy for the protection of the rights of poor people to water and wetland resources.

IUCN's publications and the linked IUCN website-network provide easy access for policy makers to information resources. There has also been a growing engagement of media and use of media events in promoting IUCN key messages. However IUCN can do more to target its growing range of publications to policy makers. Exemplary efforts in Pakistan, Laos and Maldives can serve as models elsewhere. The reviewers concluded that IUCN Asia has contributed significantly to policy development work at the HQ, Commission and country-level legislation support. However the reviewers believe the full potential for maximizing policy-influence has not been reached.

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[4] http://cmsdata.iucn.org/downloads/the_economic_case_for_biodiversity_in_the_maldives_1.pdf
[5] http://cmsdata.iucn.org/downloads/policy_briefs_the_economic_value_of_marine_and_coastal.pdf
[6] *Rubber Investments and Market Linkages in Lao PDR: Approaches for Sustainability Rubber Investment and market linkages in Lao PDR,* and *Case study on orchid exports from Lao PDR: Recommendations for using the Convention on International Trade in Endangered Species of Wild Fauna and Flora to increase sustainable orchid trade;*

3.3. Summary:

The reviewers conclude that IUCN is both perceived as being effective and appears to be effective, across the Asia region at local, national and regional levels, over a wide range of environment, conservation and livelihood issues. We have, however, identified issues of Strategic Planning that will be discussed in future sections and a more minor issue of increased recognition and publishing IUCN's policy achievements.

3.3.1. Recommendation Policy

1) IUCN Asia should initially address policy issues during the situation analysis and build this into country and regional strategies and plans. Subsequently policy products should be planned, budgeted, prepared and appropriate mechanisms for distribution and sharing establish. Possible approaches for preparation could involve round table discussions, expert working groups and policy brief "writeshops", while sharing can be via reports, policy briefs, regional workshops, with all products on the website.

4. Organisational Model

4.1. How effectively does the organizational model aid in the delivery of the Asia Regional Programme?

The Asian Programme has evolved over the past 10 years from a disparate country focused programme with four offices in South Asia and two in SE Asia (Vietnam and Laos) to an Asian regional organisation, with a stronger presence in SE Asia and China, and increased regional programming[7].

Figure 3 gives the IUCN Asia organogram (supplied by ARO), however, this only partially indicates the structure as the Country Groupings have not all been implemented. Furthermore, IUCN Asia combines a hierarchical system with a matrix system. The review team did not receive a written description of how the matrix system is applied within IUCN Asia. It appears to be fluid and hard to capture in a diagram. In theory both long term (e.g. country responsibilities) and short term (crisis management) are distributed across Asian Regional staff (ARO, ELG, and Country).

The current Asia Regional Programme (ARP) organisational model consists of the secretariat, the Asia Regional Office (ARO) in Bangkok, housing the Regional Director; the Regional Programme Coordination Unit, headed by the Regional Programme Coordinator (RPC) and includes communications; the Regional Support Unit including finance, administration and human resources; and the Constituency Unit. The RPC, Constituency Office, Finance, HR and Administration all report separately to the RD.

The regional thematic areas are organised into two Ecosystem and Livelihood Groups (ELGs). ELG 1 is co-located with ARO in Bangkok and ELG2 in Colombo, Sri Lanka (though not co-located with IUCN Sri Lanka). ELG 1 and 2 report separately but directly to the RD but not formally to the RPC.

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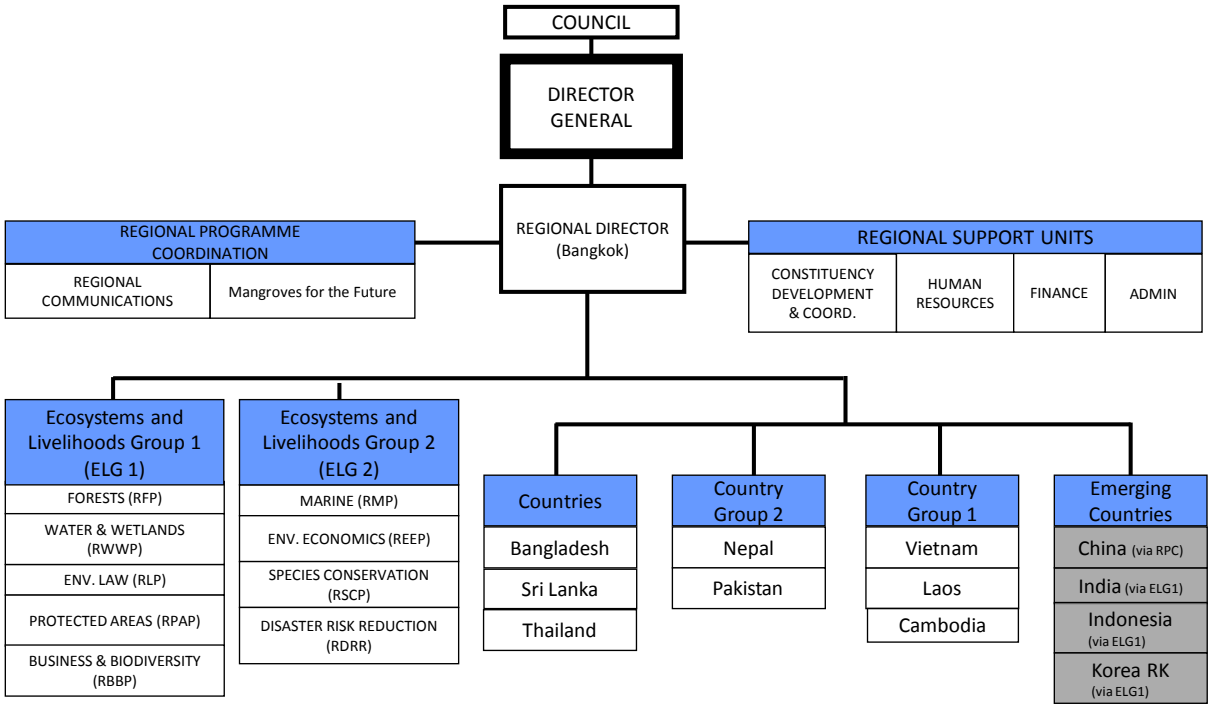
[7] Anne Rademacher, 2005, *The growth of capacity in IUCN in Asia*, Discussion Paper No 57M, European Centre for Development Policy Management.

There are country offices in five countries (Bangladesh, Pakistan, Sri Lanka, Laos, and Vietnam), all with a country representative (CR). There are four programme offices (China, India, Nepal and Thailand (co-located with ARO)), each with a programme coordinator or a programme manager but no CR. There is also a project office in Cambodia, and project activities in Indonesia, Philippines, Malaysia, Brunei, Japan, South Korea, North Korea, Mongolia and Maldives. There are also two Country Group units (see Section 4.3.5). The CRs from Bangladesh, Pakistan, and Sri Lanka report directly to the RD, Nepal reports via the ELG 1 Forests coordinator, Cambodia, Laos, and Vietnam report via the CG1 Head, China via the RPC and India, Indonesia and Thailand via the head of ELG 1.

Figure 3
ASIA SECRETARIAT IN 2010



* Liaison office in Japan to support CBD COP 2010

The additional functions/tasks of the matrix add to the existing job description and workload, and results in multiple reporting lines (some informal) for the additional functions. As examples:

- The RPC, in addition to his core position of coordinating programmes across 10 countries, is management responsibility for China, and supervises the regional MFF programme;
- The coordinator of the regional forest conservation programme is the contact for Nepal (where he previously worked);
- Development of new country initiatives in Korea and Timor Leste have been assigned to the coordinators of protected areas and of environmental law, respectively (who have been involved in activities in these countries);

- The Head of ELG1 in addition to his responsibility of supervising and coordinating programmes and finances for five theme coordinators in ELG 1 is also responsible for the country programmes in India, Thailand and developing a country office in Indonesia. He is also responsible for black carbon[8] (a component of climate change) and is a member of the IUCN global energy core group.

ARO regional staff were mixed on their views regarding the relevance of the matrix system. Some strongly supported it and considered it one of the organisational strengths, while others did not understand some aspects. Others considered it complex, felt that it increased workloads, and resulted in multiple reporting lines, and that often too many people were assigned to accomplish a particular task. There was also a view that assigning country tasks to theme leaders allowed them to assist those countries in programme development.

The end result of the matrix approach and allocation of additional tasks is that senior and technical staff do considerable multitasking and have a very heavy work load. Some staff cope well under this situation, others do not. The matrix system does, however, appear, to allow the Asia region to respond to organisational crisis and changing environments, and eventually does lessen the load on the RD. The reviewers, however, conclude that the issue of overwork is a serious one and one that will be addressed in the proposed reorganisation (Chapter 7)

Constituency Unit: Support to members is through the Constituency Director located at ARO HQ, while at the country level there is either a dedicated staff position or a focal point (often the Country Representative). Additionally there are eight country member committees and an Asia Regional Members Committee, this committee has recently agreed to have representation from the Commissions. Some constituency functions recently have been devolved to the regions e.g. ARO assists in nominating new members and collecting membership dues but with little additional resources allocated.

Regional Programme Coordination Unit: The Regional Programme Coordination unit consists of the Regional Programme Coordinator (RPC), a Deputy RPC, and a communications coordinator. The unit coordinates with the Country Programme coordinators (where present) in order to assist in project/programme development, proposal appraisal, monitoring and evaluation, and donor intelligence. The RPC has developed a number of manuals/guidelines to assist in this process. There is informal discussion on regional project/programme planning with ELG 1 and 2 but there is no formal reporting line in contracts.

The reviewers have noted (Section 3.1.2) that there is a weakness in strategic planning and priority setting and funding interactions at the country regional level. This is also present at the regional level and will be discussed in 4.2.1.

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[8] Black Carbon is the particulate matter (soot) produced from incomplete combustion of biomass and fossil fuels. India and China are the largest emitters. Black carbon is now considered to be the second largest contributor to global warming and is implicated in the receding of glaciers in the Himalayas. (http://www.yaleclimatemediaforum.org/2009/07/black-carbon-and-global-warming/)

A very effective communication support system has recently been put in place which links the countries and their web sites, and makes their publications more accessible. The identification of communication focal points in each country (and capacity building) undertaken, has greatly enhanced IUCN's knowledge management function. The budget template for new projects includes a budget line item to cover communication systems. However it has been difficult getting country staff to include communication costs in the budgets in spite of strong messages from the Director of Finance and RPC. The review team reinforces the importance of this message as this costing is very important to enhance the utilisation of knowledge generated by IUCN Asia.

Regional Support Units: This consists of human resources, finance and administration units. They coordinate with country representatives and their relevant staff to assist, advise, monitor, review, and ensure compliance with IUCN standards for HR, finance (more details in Section 5.1.5) and administration.

They also have dual roles of support to Thailand, ELG1, CG1, host organisations, MFF, and China, India, and Indonesia.

Currently the HR position is not filled as there have been considerable previous difficulties in hiring and retaining a suitable Head. The RD carries out the HR Head's function.

Crisis Management: Occasionally there is a need for crisis-management. Usually this is because of issues related to country HR and financial management issues, severe or sudden reduction in donor funding or related issues, political instability and security or emergency situations (tsunami, earthquakes, etc). The Sri Lanka case that occurred during the review is one example (Annex 7). The RD pulls together a team of relevant people from ARO, ELGs, and countries who work as a team to immediately address the issues, assist in the solution, or respond to opportunities. The RD is normally very heavily involved in this process.

As these crises can take considerable staff time away from more productive activities, it is very important that they are anticipated and acted upon early. At the country level the review team is very impressed with the systems that have recently been developed and put in place by the RPC and Regional Support Units. This includes HR, financial and budgeting, programme planning and monitoring systems. Many of these systems have become models for global IUCN application.

These systems, while not yet perfect, are allowing increased country level quality control and are able to anticipate potential problems thus reducing the need for some crisis management. Of course there will always be a number of unanticipated crises; the Indian Ocean Tsunami and the Red Shirt occupation in Bangkok in early 2010 are examples.

4.2. How effective are current regional organisational structures (including country groupings, ecosystems and livelihoods groups) in helping deliver the programme

4.2.1. Ecosystems and Livelihoods Groups (ELGs)

As IUCN Asia evolved to a regional organisation, the Regional Theme Programmes were integrated into the Ecosystems and Livelihoods Groups (ELGs) in order to allow them to focus on the overriding theme of conserving ecosystems to sustain livelihoods. This was

part of the 2003 Stage 1 reorganisation, intended to allow greater regional and country integration in programme planning and implementation, to create a pool of regional experts, and also to serve as a resource to country programmes. At that point, the nine themes were reduced to seven and subsequently increased to the current nine.

ELGs are divided into ELG 1 co-located with the ARO Bangkok Office hosting the Regional Programmes for Forests (RFP), Protected Areas (RPAP), Water and Wetlands RWWP), Environmental Law (RELP), and the recently added Business and Biodiversity Programme (RBBP). ELG 2 is located in Colombo, Sri Lanka in a separate office from IUCN SL. The Regional Programmes located there are Species and Biodiversity (RSBP), Environmental Economics (REEP), Coastal and Marine (RCMP), with the recent addition of Disaster Risk Reduction (RDRRP). Each ELG has a head who reports direct to the RD. Each theme is considered an ARO sub-cost centre. The allocation of themes to ELG 1 & 2 appears more to be an administrative rather than a logical or thematic distribution. The organogram and staffing are given in Annex 8. There was an earlier suggestion that forests be moved to Beijing, creating an ELG 3 but this was not implemented, partly because of the lack of a legal agreement with China and the high costs of maintaining expatriate staff in Beijing.

The ELGs by linking ecosystems and livelihoods were to:

- Simultaneously improve/optimise both *socio-economic* and *environmental status*;
- Give special consideration to the poorest;
- Comprehensively address local, national, regional and global *threats* from all sectors;
- Address policy and practice in an integrated fashion, delivering results through a *landscape approach* that works at *multiple scales* and with *multiple stakeholders.*

One of the biggest contributions of the reorganisation has been the increasing attention given to livelihood as a result of the enhancement of linkages between the environment, related- ecosystems and associated livelihoods. While attention to the poor is implied by an emphasis on livelihoods, an explicit pro-poor orientation was not immediately noticeable to the reviewers.

The proposed comprehensive and integrated approach to programming is just starting to be achieved as a few themes such as coastal and marine ecosystems and water-wetlands are address landscape and trans-boundary issues. There are as yet no projects comprehensively addressing threats across ecosystems although the SSC Proposal *Crisis in Asia* that addresses one consequence of numerous threats is an excellent approach but not yet funded.

Specifically the ELGs were expected to:

1. Have thematic responsibilities pan-Asia;
2. Assist in building technical capacity of country programmes;
3. Link to IUCN's Commissions and act as focal points for interactions with academia;
4. Provide in-house, technical expertise on critical, cross-cutting issues;
5. Link global, regional and country levels and address cross boundaries issues;
6. Promote joint programming;
7. Strengthen networking and partnerships;
8. Lead and develop emerging thematic areas (e.g. Climate Change, Energy);
9. Enhance financial viability of IUCN Asia;
10. Represent countries with no Country Offices.

The reviewers conclude that the objectives set for the ELG in 2003 have been largely met. The following is a summary of their achievements against the objectives.

1. ***Thematic responsibilities pan-Asia:***

The nine themes coordinators have pan-Asia theme responsibilities. They have continued to develop the regional thematic networks. In some cases, particularly with the ecosystem focused themes, they interact closely with IUCN in-country experts. Some themes have recently been able to carry out regional or sub-regional planning workshops (e.g. RBBP and RFP).

2. **Assist in building technical capacity of country programmes:**

The original intent of supporting country programmes by building capacity, assisting in technical issues and proposal development, has been achieved in some countries, and with some themes, but not in all countries. Some countries are reluctant to engage ELG staff as they perceive them as more expensive than outside national consultants. There is a perception that ELGs have been competing with country offices for scarce donor funding (the reviewers heard this from a number of sources but were not able to follow this up with donors). Some regional proposals have not been discussed with countries prior to submission.

From the ELG side they are often required/requested to do work for countries, such as program development and reviewing proposals, without adequate compensation for their work. ELG 2 has suggested the need to estimate the value of such services supplied to country programmes with the intention of providing cost recovery arrangements.

3. ***Link to IUCN's Commissions and HQ Themes, and act as focal points for interactions with academia:***

ELGs serve as the contact points in Asia for the six IUCN commissions. There have been particularly close relationships with SSC, CEL, and WCPA and the Environmental Law Center. IUCN Asia also provides input to scientific commissions (especially SSC) including identifying species at risk, and undertaking red listing of species. The ELGs serve also as clearing houses for information for countries seeking access to scientific information from commissions.

Links to global themes and programs are reasonably good but weaker in the case of Coastal and Marine. While DRR is only an Asian theme it does link closely with CEM to link DRR to global IUCN programming

4. **Provide in-house, technical expertise on critical, cross-cutting issues:**

The ELGs have provided valuable technical assistance to units within the IUCN network and have helped enhance internal capacities in certain countries. The new themes of DRR, and Business and Biodiversity are particularly good examples of where ELG's have assisted some countries with integrating these new concepts into their programming.

Some ELG themes have substantial technical expertise and are considered regional or world leaders, while others (particularly in ELG 2) have less senior staff. Some work is considered by countries and other IUCN programmes to be somewhat academic/complex (e.g. the MFF

Review stated that the economic valuation work for the Preparatory Technical assistance was *too academic, requires repackaging, simplification and development of simple tool kits)*

5. ***Linking global, regional and country levels and addressing cross boundary issues:***

Water and Wetlands has been instrumental in developing trans-boundary projects, particularly the Mekong Water Dialogues involving Cambodia, Laos, Thailand and Vietnam, and with developing links to south western China. This experience has also lead to a new project linking Bangladesh and India on Water issues. Additionally, the regional MFF proposal was developed by ELG 2, with assistance from both ARO and IUCN HQs that allowed IUCN to take advantage of donor concern for post-tsunami activities.

6. ***Promote joint programming;***

One of the original intents of the ELG concept was to develop integrated projects across themes. An examination of current ELG regional proposals (Annex 6 and 12) suggests that much more needs to be done However, integration has improved recently with regional programme development workshops (MFF, forest conservation(LLS), business and biodiversity, and development of Mekong Projects for the EU).

The reviewers found substantial differences in viewpoints on integration within the ELGs. In general, ELG 1 saw their major aim as the individual regional themes while ELG 2 has worked more closely as an integrated team across themes. The ELG 2 Review 2005 in fact recommended: *"to dissolve all three Regional Thematic Programmes belonging to ELG2 and to replace the RTP-based structure by an integrated team composed of specialists.".*

The ELG 2 review left the question of the programme focus open although the coastal landscape was suggested as one such focus. This recommendation has not been implemented but we did find support at ELG 2 for this type of team approach.

7. ***Strengthening networking and partnerships:***

One of the best examples of networking and partnerships has been the ELG 2 DRR programme. It has developed as its main mode of operation, a partnerships approach. The DRR initiative is linked with the CEM the focal point for DRR at HQ and other major global initiatives such as ISDR, WWF USA and IUCN ORMA. There is a very strong partnership with CARE in Sri Lanka that has been particularly mutually beneficial and may lead to more regional level partnering with CARE. The leaders of the Ecosystems oriented themes and the DRR programme are actively involved in discussions with UNISDR and the World Bank that administers the Global Facility for Disaster Risk Reduction (GFDRR) on mainstreaming ecosystem considerations into the national platforms. Other themes could examine this approach as an example of incorporating networking in programme delivery.

8. ***Lead and develop emerging thematic areas (e.g. Climate Change, Energy):***

Climate change as a thematic program was officially introduced into the current intersessional plan (2009-2012). The basic thrust of this new program is to 'integrate biodiversity considerations and opportunities into climate change policy and practice.' IUCN has assisted in the development of climate change action plans in Laos and Bangladesh.

The coordinator of the regional forest conservation programme has been working on climate change issues related to REDD+. Climate change considerations are now also being integrated into coastal development planning fostered by MFF. Increasingly, climate change issues are also being integrated into existing thematic programs. However, IUCN does not have a full time dedicated person to guide the Asia program and duties are divided, with REDD+ being part of Forest, black carbon covered by the head of ELG 1, and a special climate change advisor based in Bangladesh. As a result, there is a lack of required focus and comprehensive strategy for integrating climate change into IUCN Asia's themes (or conversely integrating IUCN's existing activities into a climate change framework). The review heard the view from some external stakeholders that IUCN is currently only at the edges of a climate change thrust. Additionally, many other organisations are better positioned, having both expertise and funding in climate change. IUCN Asia has to develop a coherent strategy and plan of action to address climate change via its various programs.[9] Though climate change is a complex and multifaceted area, IUCN does still have a unique opportunity to mainstream climate considerations into its programming and thereby contribute to the strong current global interest in such issues.

9. ***Enhancing financial viability of IUCN Asia:***

The ELGs have increasingly been able to develop and obtain additional funding for regional activities, although still requiring framework funding. A summary of framework funding, income and activities is given in Table 2. ELG 1's income has almost doubled from $479,000[10] in 2003 to an estimated $990,000 in 2010. For ELG 2, over the same period, income has declined slightly from $264,000 to $247,000. The estimated activity budget for 2010 (Table 2) is $823,000 for ELG1 and over $1.1 million for ELG2, primarily due to a large CIDA funded marine project in Indonesia. Further indication of the ELGs success in obtaining regional projects over the past 5 years is given in Annex 9. A much longer list of concepts and proposals currently being developed is given in Annex 12 where the ELGs were involved in at least 30% of these projects. This increased funding appears to have compensated for some loss of country focused funding.

10. ***Represent countries with no Country Offices***

This function has been expanded recently to ELG staff acting as focal points for existing country programmes (Nepal, India, and Thailand), expanding IUCN's presence in large countries (Indonesia, India and China), and supporting new countries (Korea's, Bhutan, Timor Leste). The reviewers have concerns that in some cases this leads to an increase in an already heavy workload.

[9] We understand since the review field work was completed that a new project has been approved (EC funded) that will assist in building adaptation capacity at the local government level involving Thailand, Cambodia and Vietnam.

[10] All currency references are to US$ unless otherwise noted.

Table 2
2010 budget for ELGs in 000US$ based on mid-year revision

Unit	IUCN Frame-work funding	Income	Activities
ELG 1			
ELG 1 Coordination	66,300	239,887	-
R W W	20,000	210,236	339,085
R F P	20,000	145,341	72,705
R L P	15,000	76,707	-
RPAP	15,000	207,133	388,355
BBP	10,000	110,536	23,332
Sub-Total ELG 1	***146,300***	989,840	***823,477***
ELG 2			
ELG 2 Coordination	25,000	247,423	64,525 [11]
REEP			-
RCMP			1,026,895 [12]
RSBP			11,475
Sub -Total ELG 2		247,423	***1,102,895***
Total ELGs	**171,300**	**1,237,263**	**1,926,372**

4.2.1.1. Major Issues

There are a number of additional issues related to the ELG model and performance that were drawn from discussions with ARO, ELG, country staff, and from an analysis of the SWOT Questionnaires, and observations of the reviewers.

Integration with Country Programmes: There continues to be some confusion on the ELG themes roles (identified in the 2005 ELG 2 review) in countries, particularly with country programming. Should ELG themes be proactive and help set agendas and define their inputs or should they be reactive and wait to be asked? How should they be involved in project development in their themes? This relationship is often compounded by the perceived high costs of ELG inputs. It is important that this issue be resolved to increase the effectiveness of Country and Regional Programming.

There are also structural problems to integration as ELG 1 and 2 do not report directly to the RPC (who has the mandate for coordination of Country Programs) but report separately to the RD. In spite of this, there does appear to be informal coordination and the RPC provides technical and monitoring assistance to ELG activities.

Co-location The separate location of ELG 1 in Bangkok and ELG 2 in Colombo is an example of regional decentralisation. It was perceived as an issue for some but a positive

[11] Most of the funding is for Tomini Bay Sustainable Coastal Livelihoods and Management, Indonesia, CIDA

[12] Two projects on poverty and conservation, DFID Ecosystem Services for Poverty Alleviation funding

by others. It was, however, clear to the reviewers that the separate location of ELG 2 and IUCN SL in Colombo increased costs and the physical separation has inevitably limited the opportunities for closer working relationships between the SL country office and the ELG2. The two units of IUCN within a single country contrast greatly (resources, displays, publications, infrastructure) and it would make sense to locate both offices in a single location.

Work overload: The issue of work overload was raised by a number of sources, not just for the ELGs. It is clear that a single theme coordinator will have difficulty covering all the countries. It would be useful to quote one example: the Coordinator for Protected Areas is to support at least nine countries on World Heritage and Protected Area concerns, and serve as the key contact for WCPA. In addition, he has to develop and manage regional projects to cover his costs, develop new country programmes and ensure country level coordination. A similar situation exists for the cross cutting theme coordinators who support ecosystem focused projects across themes and countries. The reviewers question, for example, whether a single RBBP coordinator can cover all countries and all themes, in addition to assisting in implementing global business and biodiversity projects? The addition of country coordination responsibilities further adds to the workload of some of the theme coordinators.

This above situation inevitably leads to overwork. The reviewers suggest that there needs to be exploration of various approaches to carry out the ELG functions in a cost effective manner to address the serious issues of work overload. This will require strategic thinking and priority setting, and exploration of the relevance of partnership and network models for programme delivery and increased reliance on external consultants or resource institutions. (This will be discussed in section 7.1).

Program Planning and Strategising: The reviewers have noted a lack of formal strategic planning and priority setting in programming at the country level (Section 4.1). We reviewed strategic plans only for the RBBP but noted a lack of priority setting and identification of donors. We suggest in the next section possibly approaches for priority setting among the ELG themes.

Thematic: The reviewers observe that the ELGs are composed of “mixed” themes, although this is not clearly recognised by IUCN Asia staff. Four are ecosystem/ landscape focused (Forests, Marine and Coastal, Protected Areas, and Water and Wetlands), while the other five (Species and Biodiversity, Environmental Economics, Environmental Law, Business and Biodiversity, and DRR are cross cutting themes (Figure 4). The modes of operation are different between the ecosystem and the cross cutting themes (see Table 3). For example, the ecosystem themes staff are more involved in regional programmes while the cross cutting themes would function more as consultants and advisors to country offices, governments, and to regional and country projects. This is borne out in the activity budgets for the Regional Themes (Table 2): the ecosystem based themes account for 95% of the activity budget, while the cross cutting themes have less than 2%, and ELG2 has 3.4% for two integrated projects. In addition, the ecosystem coordinators would often be dealing with technical specialist counterparts in country, while cross cutting theme coordinators may only have focal points (Pakistan is an exception as they have set up a parallel ELG structure). This difference in operation of ecosystem versus cross cutting themes was not articulated by ELG staff during the review.

Figure 4

ELG Thematic Composition and Interplay (Asia Region)

(The boxes describing themes/functions not positions)

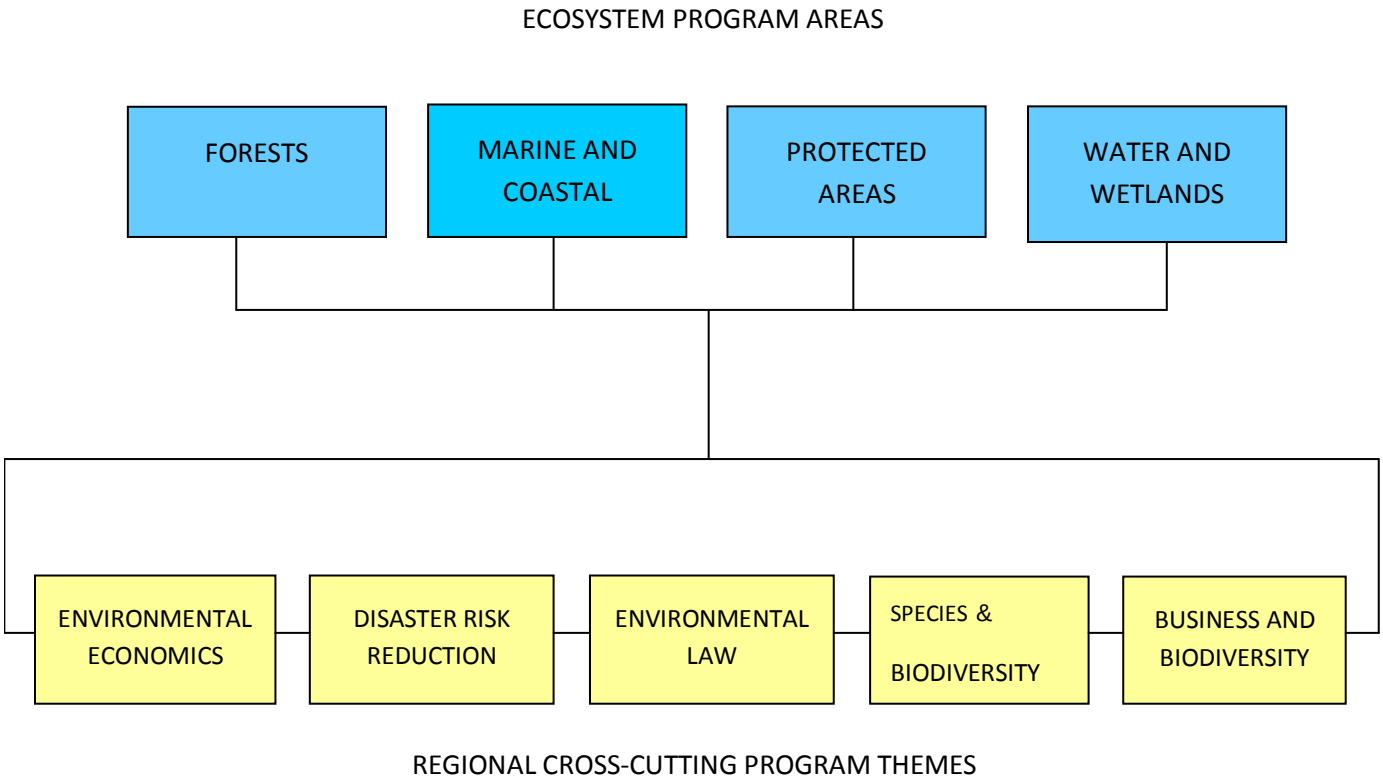


Table 3

Differences in approach between ELG Ecosystem and Cross cutting Themes

Activity	Ecosystem Theme	Cross Cutting
Type of Programming	Country & Regional Programming	Consultants and advisors to country offices, countries, and regional and country projects
Funding	1 Regional Projects 2 Country Projects 3 Consultancies	1 Consultancies 2 Country Projects 3 Regional Projects
Country Contacts	Specialist staff	Non-specialist focal point
Networking to assist in work	In-house IUCN Asia Network	Outside consultants
Priority for programming	1 Country activities, 2 Regional activities	1 Ecosystem themes 2 Country Activities

The reviewers suggest that approaching the ELGs themes by examining their function and modes of operation can be useful in setting priorities, and thereby assist in decreasing workloads. A suggestion for use of this approach is given in Annex 15.

Individual Themes: The review team also examined the ELG Themes and their effectiveness. The comments on effectiveness and issues of the individual themes and recommendations are in Annex 10. These recommendations should be considered in the light of the overall ELG Recommendation (Section 7.2.3).

4.2.2. Global and Regional Programmes

Past experience with global and some regional projects/programmes has demonstrated the need for close consultation during proposal development and implementation. Issues include budgeting of overheads and regional experts, choice of partners, and decision making. These problems have sometimes affected effectiveness and integration. This was reported for the early implementation of the LLS in Asia and a recent global forest conservation project in Indonesia. However, the situation is improving with increased emphasis on consultative processes and joint planning, striking a balance between countries, regional and global level programming, although not without its challenges. As will be discussed later a proposed more prominent role for RPC some of these processes can be better addressed and better coordinated. The onus to ensure better coordination, improved linkages, increased programmatic complementation and funding distribution, is lodged at all levels: HQ, region and country office levels and is occurring in the more recent regional and global projects and concepts.

IUCN Asia is coordinating one regional programme, *Mangroves for the Future* (MFF), and one global major programme, *Livelihoods and Landscape* (LLS).

4.2.2.1. *Mangroves for the Future* (MFF)

Though the special circumstances under which MFF was developed were somewhat unique (post tsunami response), MFF has been suggested as a partnership model for consideration in future mega programs (global and regional).

MFF, while housed in ARO and reporting to the RPC, is managed by an MFF team and reports to a regional steering committee of the six country representatives (recently increased to eight) and the partners. IUCN and UNDP serve as co-chairs. IUCN manages the country programmes in India, Sri Lanka and Thailand. This regional, partnership-led initiative provides a framework to help link ecosystem conservation and restoration to sustainable development goals, thereby addressing the long-term threats to coastal ecosystems and livelihoods. This has allowed MFF to be closely linked to climate change initiatives of other relevant institutions. MFF has helped build a collaborative platform with multiple stakeholders to promote investments in coastal ecosystems, considered as essential assets of the development “infrastructure.” MFF also served as an effective link between on-the-ground initiatives and policy. MFF has also developed very close collaboration with UNEP on climate change and are currently hosting a UNEP attachment to assist with MFFs climate change initiatives. Given the autonomous structure for MFF, there is however a question of how the knowledge and lessons learned from MFF are being transferred to the wider IUCN Asia.

4.2.2.2. *Livelihoods and Landscape* (LLS)

The global LLS programme appears to have worked effectively in Asia. LLS in country projects have integrated human and environmental issues to demonstrate a pro-poor forest

conservation approach. It has been explicit about its emphasis on rights, tenure, access and community-based management processes (within a wider framework for managing forests and wetlands). In Asia, LLS has tailored strategies to fit the unique needs and priorities of each country, resulting in a rich diversity of interventions. Its innovative poverty-assessment methodologies tested are of wider relevance to IUCN and needs to be carefully packaged.

LLS was previously managed as a component of the forest conservation programme but currently it is considered a separate programme reporting to the ELG1 head, not to the RPC. The programme has received a no cost extension but will terminate in 2011. Steps towards continuation of the concept and transferred lessons learned to other IUCN Projects/Programmes were made during a regional consultation in March, 2010 with a follow up meeting June 2010 at HQ. Continuation of the LLS concept is critical for Asia as the ending of LLS activities will substantially reduce the forests and livelihood related activities.

A critical review of LLS documentation suggests the need to document the valuable lessons through a variety of multimedia tools (cases, lessons, tools, guidelines, video based case studies) for Asia. This will, however prove difficult given the recent resignation of the LLS coordinator. In spite of this, IUCN should build on the successes of LLS in Asia in future, with a stronger emphasis on community-based approaches, ecosystem-based adaptation including REDD+, demonstration/testing of restoration and regeneration approaches of degraded landscapes and finally value-chain and market access to non-timber forest products.

The lessons generated from LLS in Asia are of special relevance to the global discussion of adaptation in climate change particularly documentation of the contributions to carbon sequestration and reduction of emissions.

4.3. Country Offices

The review team recognises the six country offices and four program and project offices as being the strength of IUCN Asia. This allows country programming closely allied to country priorities and bilateral donor interests. The review team also note elsewhere that there have been financial, HR, and administrative issues at the country level, but have also noted that the systems ARO has recently put into place are addressing these issues.

The review team visited three country offices in Beijing, China; Vientiane, Lao PDR and Colombo, Sri Lanka. The following gives comments on Lao PDR and a summary for Sri Lanka while the issues for China are discussed in Section 4.3.4 and Section 6.1.3.

4.3.1. Lao PDR

The reviewers noted that this was one of the countries that in the mid 2000's was considered for closing, as project funding had declined and they were running a deficit. The office was maintained with surpluses from other sub cost centres in Asia. Programming and funding have since increased substantially, both in country and in the Mekong Region. IUCN Laos is now financially more secure. The reviewers were particularly impressed with the approach to strategic planning carried out and the fact that the plan was reviewed and revised several times. The plan serves as the basis for proposal and project formulation (Annex 9). This was made possible by frame-work funding from SIDA direct to the country. The reviewers noted the efforts to link policy making with pilot field sites and the emphasis on developing policy

materials and strong relationships with government agencies. Staff did identify that attracting and keeping experienced Lao staff was difficult. Although we noted that the Country Representative has a long history with IUCN and is well connected and respected by partners. We identified no other major issues.

4.3.2. Sri Lanka

IUCN Sri Lanka Country Office, Colombo was established in 1988 and it has one of the strongest Asia region HCA. IUCNs work has been relevant and effective to partners and donors who praised the capacity building. IUCN SL's earliest work was in forest conservation later evolving to biodiversity. The post tsunami response allowed IUCN SL to become heavily involved in coastal resource management and focus on ecosystem restoration and sustainable livelihoods. They have also been effectively involved in the establishment and implementation of MFF and pioneered collaborating with the private sector.

Unfortunately during the review team's visit, IUCN SL was in crisis (More details in Annex 7). Funding is declining, morale is low, staff may have to be laid off, and IUCN's reputation and program development capacity is declining. IUCN SL management has been slow to react, while fundraising efforts have been ad hoc and opportunistic, and a limited pipeline has increased vulnerability. We also saw little strategising or prioritising, nor an obvious strategy for funding raising.

This was an example to the review team of how ARO handles crises. The issues had been identified by ARO and a programme development team was established in December 2009 ,and subsequently a further team was set up in April 2010. Finally, a management team was directed to intervene and commence a review in July 2010. The review team visited Colombo before ARO staff and made a number of recommendations that were conveyed to ARO management and the Sri Lanka CR (Annex 7). Subsequently, Senior ARO staff members visited Sri Lanka and assisted in implementing an action plan. The RD has recently approved a maximum deficit of $64,000 to cover staff salaries until 31 December 2010 in case additional project funding is not received. The situation is being closely monitored.

4.3.3. Country Issues

We recognised two additional issues that are discussed below.

Closing country offices: IUCN Asia has an informal policy of maintaining Country Offices, even when funding has declined substantially, and occasionally subsidises them from reserves. The argument is that opening a country office takes time (e.g. obtaining appropriate Government permissions) and the process will need to be repeated if an office is closed and then reopened. There can also be loss of credibility in important countries and that office closing should be guided by the need (or not) for IUCN's presence, rather than on its financial situation. In such circumstances, the ARO approach is to down grade the status of an office and reduce staff. This is the current situation in Nepal where there was severe reduction in funding, combined with a complex political situation. Previous experience in Laos and Bangladesh has been that where IUCN has kept an office open and assisted in solving problems, the funding situation has subsequently improved.

Country strategies: There is a general weakness in strategic planning and priority setting at the country level. The country strategies we reviewed (China and India, and some RBBP individual country strategies) were often work plans or wish lists of what could be done. These were not always prioritised, and did not contain indications of where funding would come from. While this approach is understandable given the donor and project driven nature of IUCN Asia, the reviewers suggest that there needs to be an increased focus on scoping studies, donor mapping and plans that are reviewed and revised annually. The reviewers were particularly impressed with the strategic planning process carried out in Laos, though it is recognized that this was made possible through donor funding specially targeted for that purpose (Annex 6).

4.3.4. Legal Agreements:

IUCN Asia has a variety of host country agreements (HCA). Sri Lanka has the strongest, with an International agreement giving IUCN a status comparable to that of the United Nations System. In most countries there is a MOU or host country agreement that allows IUCN Asia to operate effectively. In a few countries there is no formal agreement that affects IUCN's operations. These issues are well known to the Asia Office and IUCN HQ, but have not yet been solved. The issue is complicated by the hybrid nature of IUCN as an International Organisation, with both State and NGO members, and the Agreement with IUCN's Secretariat host country Switzerland. This agreement is considered by some Asian regional countries to not confer a clear International Status on IUCN. The following gives a summary of the issues for Thailand, China, Indonesia and Republic of Korea.

Thailand: There is no signed HCA or MOU for either the ARO Regional Office or the Thailand programme. There are, however, two cabinet decisions to accord IUCN the international organisation status and to establish its regional office in Bangkok. Even though IUCN does not have a signed MOU with Thailand, the Thai government has granted IUCN all privileges, which it receives in most countries of the region and elsewhere. The process of obtaining an International Agreement in Thailand requires the approval of the Thai Parliament. This has proved difficult, given the numerous recent government and ministerial changes, and the fact that parliament is currently preoccupied with more important national issues. One reviewer has experienced a similar situation at the International Fisheries Centre then located in the Philippines. The International Status had been granted by a Presidential decree. However, when the president was over thrown so were the decrees, this negated the previous understood "informal" International Status and left the Centre in a precarious legal situation.

China: The China Programme (Liaison Office) was established in 2002. It has remained a Liaison Office because of the difficulty in obtaining an appropriate legal status. As a result, there is no country agreement creating a quasi legal status. IUCN cannot open official bank accounts and financial management and banking is done through ARO, with funds being transferred to individual staff bank accounts with an increased risk management process that places sever limits on the spending authority. The lack of a legal status also prevents direct funding to the China office from Chinese government departments and Chinese based private sector. The Chinese IUCN staff expressed fear that this quasi legal status leaves IUCN vulnerable to charges of being an illegal organisation, although this is highly unlikely since IUCN visas and official status comes under the SFA, with the explicit approval of the

Foreign Ministry. The issues of obtaining an appropriate legal status are complex and outlined in detail in Annex 11.

Indonesia: The Indonesian Government have identified the Directorate General of Forest Protection and Nature Conservation, Ministry of Forestry as the focal point for IUCN. The legal status in Indonesia is slowly moving through the system with anticipation of an agreement in 6-12 months. The only issue once the agreement is signed is to ensure IUCN clearly indicates to Indonesia that the focus is not just Forestry. This would be similar to other HCA in other countries where one lead ministry is usually named as representative of the state membership, for IUCN.

Korea (ROK): Korea appears reluctant to formalise an agreement due to what is perceived as an ambiguous international status of IUCN HQ in Switzerland and with other European countries.

4.3.5. Country Groups

The organisational review of 2005[13] suggested that Countries should be organised into groups with a group head supported by finance, HR and administrative staff. The rationale behind this was:

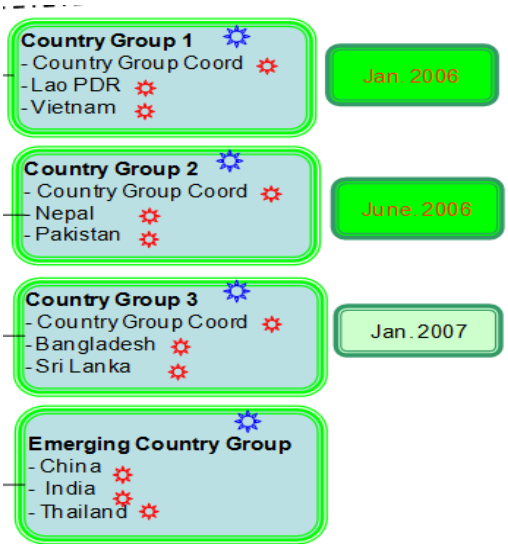
- Build and increase capacity at the country level;
- Increase management effectiveness by decentralising HR, finance and programming;
- Increase regional integration and reduce competition;
- Increase donor intelligence;
- Decrease reporting and pressure on the RD;
- Increased empowerment of senior staff below the RD;
- Decreased management burden on ELG Heads;
- Decrease staff burn out;
- Current organisation too flat.

This stage 2 reorganisation proposed four country groups (Figure 4). Country Group 1 and 2 were to be implemented immediately, and CG 3 would start in January 2007. The emerging Country Group would be managed by the RD with strong support from the RPC and other units.

There would be a Country Group Head who would report to the RD. The Countries would report to the Country Group Head, except for representative functions where they would report to the RD. Figure 5 indicates the recommended structure and proposed dates for implementation. This structure was (then) viewed as an evolution to Sub-Regional structures so that there would eventually be South Asia, SE Asia and North Asia groups possibly headed by a Deputy Regional Director.

[13] IUCN Asia Regional Programme: Reorganization Stage 2, Zafar Iqbal Qureshi, April 4, 2005

Figure 5
Organisational Model Country Groups



CG1 and 2 were implemented in 2005. The CG1 Head was recruited along with the group finance and HR positions. The group head has been subsequently replaced and, when the support staff resigned, they were not replaced due to financial constraints with financial and HR support now provided by staff based in ARO. The CG2 head and a group finance manager were recruited, but when the Group head resigned the position was not filled, partly as the Nepal programme has been down sized. The group finance manager remains on a part time basis. CG3 was never established as the regional management team decided to proceed to a sub-regional model. The Emerging Country Group has not been solidified as a group and country responsibilities have been allocated to various ARO and ELG staff.

There were early problems with the CG Heads and they were replaced. There were some personality conflicts between CRs and the CG Heads. In addition, the costs of the increased administrative staffing (finance and HR) had been significantly underestimated.

CG 1 has worked better due to a number of unique features:

- The current Head (previously based in Laos but recently transferred to the ARO Bangkok office) is playing a variety of roles including Head, Coordinator for Mekong regional programmes, and acting Country Representative for Vietnam. Therefore, the head's costs are covered from a number of sub-cost centres including project funding (although this could lead to potential work overload);
- Finance and HR are being effectively covered by ARO based staff in a more cost effective manner than originally proposed, and as of May all three countries had achieved a positive budget status;
- There has been an increase in regional programming partly due to a positive donor shift in trans-boundary issues in the Mekong;
- This is a coherent region with a shared history and similar issues; Water (the Mekong); large conservation and deforestation issues resulting in SSC identifying

this region as that with the greatest global biodiversity threats; and apart from Laos share a common coastal zone with similar problems.

As this is a functioning structure, we suggest it should remain as a transitional structure. It should be renamed the Mekong Region Group and include Thailand as it shares similar issues. This group could then focus on forest biodiversity, Mekong and costal related issues with the Head focusing on Programme Coordination.

4.3.6. Staffing issues

The review team were able to arrive at the following observations from staff consultations and analysis of the SWOT questionnaire (Annex 4):

- Staff development opportunities at the country office level are limited. Staff development inputs thus far are directed towards putting the RBM system and financial processes in place. Communication focal point persons have also received orientation;
- There have been limited opportunities for country staff to visit or to be seconded to other offices to increase learning opportunities;
- ELG staff lack time and budget to pursue staff development opportunities to help them remain at cutting edge. Currently, their participation in conferences and workshop remains an important mechanism for "self-education';
- ELG technical inputs have been the main opportunities for upgrading skills of country level staff in newer themes/issues;There are very few South East and East Asian regional staff

In order for IUCN to continuously attract and retain competent, creative and committed people and allow them to be on the cutting edge, there has to be a attractive working environment, incentive packages and learning/growth opportunities. There are implications if IUCN is to be a learning organization: staff need time to reflect, analyse and re-strategize. This is understandable, conditional on adequate funding and appropriate budgeting of staff time.

4.3.7. Leadership

The Regional Director was originally instrumental in building up IUCN Pakistan, and since moving to the Asia RD position she has successfully led the evolution of IUCN Asia to a truly regional organisation. She has very strong high-level regional network and is well respected by Asian donors, partners and fellow IUCN RDs, although there has been occasional differences with some HQ staff. She has instilled an entrepreneurial opportunistic culture, values loyalty to IUCN and is demanding of staff. Administrative country responsibilities and occasional crisis management tasks are delegated to technical staff and have resulting in an overly complex matrix structure and over work on some staff. The RD, while delegating some responsibilities, is still heavily involved in routine administrative issues (e.g. in the absence of an HR director has responsibility for some HR issues). As mentioned previously some of the CRs, ELG1 and ELG2 Heads, RPC, the heads of Finance, Administration, and Constituency all report to the RD. The review team believes there is a strong need to have a mechanism to handle administrative and management issues by other staff, thus releasing time for the RD for the high priority issues of partnership building, strategising, regional fund raising and strengthening linkages with countries and the Global office.

5. Financial Model

5.1. Description of current financial situation and model

The IUCN Asia financial model is based on a small amount of "Framework (core) Funding" from HQs and a heavy reliance on bilateral donors. This forces a reliance on projects for funding. Project funding is relied upon not only to support the project activities but also the country and regional (ARO and ELGs) support staff and infrastructure. Each sub-cost centre is required to be self sufficient, although in very exceptional circumstances losses are approved and covered by surpluses from other sub-cost centres. ARO has developed formulas for cost recovery to cover staff time, management fees and overheads and attempts to keep project overheads in the 25% range to adequately cover costs.

The country programmes (normally guided by the country programme coordinator) develop proposals for country specific donors, while the ELGs develop regional projects. In other cases global themes develop global programmes to be implemented in Asian countries. Programme coordinating and finance units within ARO assist in proposal development to ensure quality and financial viability. The RPC recently produced a Programme Coordinators Handbook to assist in project and programme development and monitoring.

The following sections describe some of the components in further detail.

5.1.1. Framework Funding

Core or framework funding is funding received by IUCN HQ and, combined with membership fees, is allocated to various IUCN units with guidelines for its use. IUCN Asia received 1.2 million (Swiss Francs (CHF)): this is 6.5 % of the total Asian budget and 21% of the non-activity expenditures.

A summary of HQ Core Income and the allocations to regions and Asia is given in Annex 14 (Table 1). About 80% of the framework funding remains in IUCN HQ in Gland where it is allocated to the five global results themes (13%), governance and secretariat management (39%), constituency engagement (14%), and programme delivery and support (35%). Many IUCN staff in Asia considers this very high and they suggest a greater amount should be released to the region (this view is shared by other regions). Currently HQ does not charge the Global Programmes or regions for services. This policy is currently being revised so that the services will be charged using a formula similar to that developed by IUCN Asia. The reviewers applaud this as it increases transparency and can introduce a degree of accountability. It is not clear, however, whether this will result in additional framework funding being released for Asia.

Within the Asian region, framework funds are allocated by the Regional Director on the advice of the Programme and Finance Committee and within the guidelines suggested by HQ. With the exception of RDO, Finance, HR and Administration, the priority for use of this funding is for programme development, with recipients required to submit a schedule of outputs. Allocations are made progressively through the year, based on outputs. The framework allocation is monitored by the Regional Programme Coordination Unit.

The allocations of framework funding (by cost centre) for 2009 and proposed for 2010, is presented in Annex 14 (Table 2). In 2010, 32% of the allocation is for management and administration, 14% to the RPC function and 11% to constituency support. With 57% of the total supporting units based at the ARO office in Bangkok (including support to the RDs

office in Pakistan). The rest is available for programme development. The countries, primarily China and India, receive about 20%, while the Country Group Structure receives around 10%, ELG 1 receives about 13% while ELG 2 has previously not received any framework funding but will receive about 2% in 2010. While in theory the funding is monitored for outputs, and is flexible, in reality there is very little change in allocations to components from year to year.

Much of the remainder funding for the Asia infrastructure (ARO, ELGs, country non program staff, etc) comes from costs charge to projects either as consultancies, staff time or overheads as such any reduction in project funding will have serious consequences for the regional infrastructure.

5.1.2. Asian Expenditures

The Asia region annual expenditures from 2003 to 2010 (Annex 14 Table 3) have varied from $4.5 million to $6.2 million while annual activities have been in the $9.5 to $12 million range with a narrow range from $17 to 18 million annually in the past four years. The total estimated budget for 2010 is $17 million. Staffing (now 313) has declined 43% but this has been primarily due to reductions in contractual project-hired staff. There has been notable reduction in funding in Vietnam, Nepal, Pakistan, Sri Lanka and Thailand, but a significant increase in Laos and in regional projects. Over the past eight years, IUCN Asia has run an average deficit of about $90,000 per year but almost half of the deficit was the result of exchange losses in 2008. There has also been a significant reduction in IUCN Asia Reserves from $1.2 Million in 2002 to $244,000 in 2009. This reduction in reserves[14] has been because of the support of cost centres faced with substantial deficits, meeting approved deficits arising from the implementation of the Country Group structure, absorbing write off of deficit balances in projects and exchange losses (including revaluation of cash in bank accounts in accordance with IUCN policy).

5.1.3. Reserve System

The IUCN Global policy on reserves is not to allowing cost centres to carry surpluses over from year to year (except under special circumstances approved by the DG). IUCN Asia which is one cost centre has applied this policy to the sub-cost centres.

The review team became engaged in substantial discussion on the reserve system Particularly with Sri Lanka staff. Sri Lanka and some other countries have in the past had significant surpluses that they have lost at year end. IUCN SL staff were very vocal that this system was unfair especially as they are now facing deficits (this was in spite of the fact that in 2007 they were allowed to retain $56,000 in surplus for programme delivery). After discussing this issue with country and regional staff, the review team agrees with the ARO finance team that the current procedure allows flexibility across the region, so that short term deficits can be covered by surpluses from other countries or units. The ARO finance manager has indicated that wherever budget holders were anticipating a surplus, funds could be allocated for programme development, either by submitting a revised budget or by

[14] The reserve situation as the finance head indicates “It is correct to say the reserves have reduced due to deficits, however, it is also true to say the year end results have been reduced by the need to maintain statutory provisions, and to pay interest on project funds, which in turn reduces the potential increase ion reserves."

seeking approval to raise a provision specifically for the purpose of programme development.

5.1.4. Constituency Office

The Constituency Office is funded by a combination of framework funding, a portion of the membership fee from South Korea[15], and staff time charged to projects. While there is a reward for recruiting new state members (although there are very few non-members left in Asia), ARO has suggested that there should be an incentive for recruiting other members. Suggestions from IUCN HQ indicate that the costs of administering and servicing non-state members far outweigh the dues received. Although in Asia members often are involved in implementing projects and in some cases they have been strategically recruited in subject areas where IUCN has less capacity e.g. Climate change and energy in India.

5.1.5. Financial and Programme Management

The strong country programs with a considerable degree of decentralisation have resulted in imperfections in the financial management. There has been financial mismanagement, ill-advised foreign exchange transactions (e.g. Vietnam), and unrealistic proposal budgets that have affected the quality of project delivery. However, recent improvements in financial and programme reporting and monitoring systems have greatly improved financial management throughout IUCN Asia. There are still issues of projects under budgeting staff time and the underspending of projected budgets (that affect quality of project delivery and reduces overhead income). There is clearly a continuing need for ARO oversight and capacity building of financial personnel.

Issues were raised on the use of project funding to pay for unrelated administrative/staff and project development costs. The reviewers found no evidence that project development costs are financed from overhead income and only legitimate and relevant support-staff costs were charged to projects. In country offices, overhead income is used to support costs which cannot be charged directly to projects.

IUCN uses a project portfolio management tool the ABC list to indicate: concepts likely to develop into proposals (A); proposals with donor identified (B); and approved projects (C). An initial examination of the ABC list indicated the A and B's were lower than needed for sustainable funding. However, recent proposal development has substantially increased the A list, and the B list has remained constant and some projects have moved to C. The reviewers commend the ARO Finance and programme management teams for utilising these lists as a management tool.

The reviewers were apprised of the significant amount of time needed to develop concepts, proposals and projects which tool time away from implementation and often require special skills which programme staff might not always have. This is considered by the reviewers to be an essential activity and ARO is assisting these efforts by providing putting into place a review process and offering guidelines and programme development assistance.

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[15] IUCN policy changed in 2007 to allowed countries/regions to receive 10% of the membership fee for new state members

However, the reviewers did get the impression that current fund raising is ad hoc, reactive and often individual rather than cooperative. MFF appears to have been an exception where ELG2, ARO and IUCN HQs all combined to develop the proposal and source funding and might serve as a model for future regional fund raising. There is a need for systematic donor intelligence sharing from the RPC office. In the country strategies examined and briefings received, there was no evidence of an organised, strategic and systematic approach to fund raising. Given that funding will be a major issue to IUCN's expansion and possible survival in some countries the development of funding strategies at country and regional level will be essential (see Section 7.2.1).

5.2. Does the model produce organisational constraints /conflicts?

Limited framework funds, the entrepreneurial model, and requirement for sub-cost centres to be self sufficient together results in competition between countries and regional projects/programmes. This issue, mentioned by country, ELG and ARO staff in both the SWOT analysis and staff interviews has also been noted in past reviews (ELG 2 Review 2005). There has also been an inadequate internal consultation on regional and global proposals and countries. This has resulted in differing priorities, inadequate budgeting for country activities and differences in selection of partners resulting in implementation difficulties. However, the review team was pleased that in a number of recent proposal, development efforts involved regional and global consultations, and resulted in increased collaboration and integrated proposal/programme development.

The reviewers suggest the continuing need for cooperation and discussion on project development matters as a means to decreasing competition, and increased strategic planning of future initiatives.

5.3. How effectively does the financial model aid in the delivery of the Asia Regional Programme?

The combination of a decentralised (country) and regional entrepreneurial approach has been reasonably effective in assisting IUCN Asia in delivering quality projects/programmes in their core areas. In addition, this approach has kept IUCN in tune with Asian need and donor priorities. Section 5.4 will deal in more detail with the funding and donor issues.

There have, however, been recent shifts in donor funding that has affected the delivery of a coherent regional programme. The Asian Tsunami presented a considerable opportunity that substantially increased the emphasis on marine and coastal work, initiated the work on DRR, and lead to the MFF Programme (now approved for Phase II). However, that donor emphasis has not continued and RCMP activities in Sri Lanka and Thailand are no longer funded (although a proposal is being developed for BMZ support). In addition, forest conservation and biodiversity conservation have seen reduced funding due to what appears to be shifting donor priorities.

Framework funding has been obtained directly from donors by some countries. This type of funding has had mixed results. It has allowed a degree of security, long-term programming and, in the case of Laos, this has lead to the development of effective strategic and programme development. However, an over reliance on such funding has lead to complacency (e.g. Pakistan, Vietnam and Nepal) and a reduced search for additional funding and in the case of Nepal has partially accounted for the severe reduction in the country programme. In these situations there needs to be a strictly applied guidelines on

expected leverage ratios and continued examination of the ABC List. A procedure we understand is now being employed.

China offers a special case where the lack of a country agreement requires ARO in Bangkok to carryout financial accounting. As an official bank account cannot be opened in IUCN's name, one of the staff has to open a personal account to receive payments in foreign currency and for a Renminbi account. In accordance with IUCN risk management policy, limits have been placed on the amounts of cash that can be held in the personal accounts.

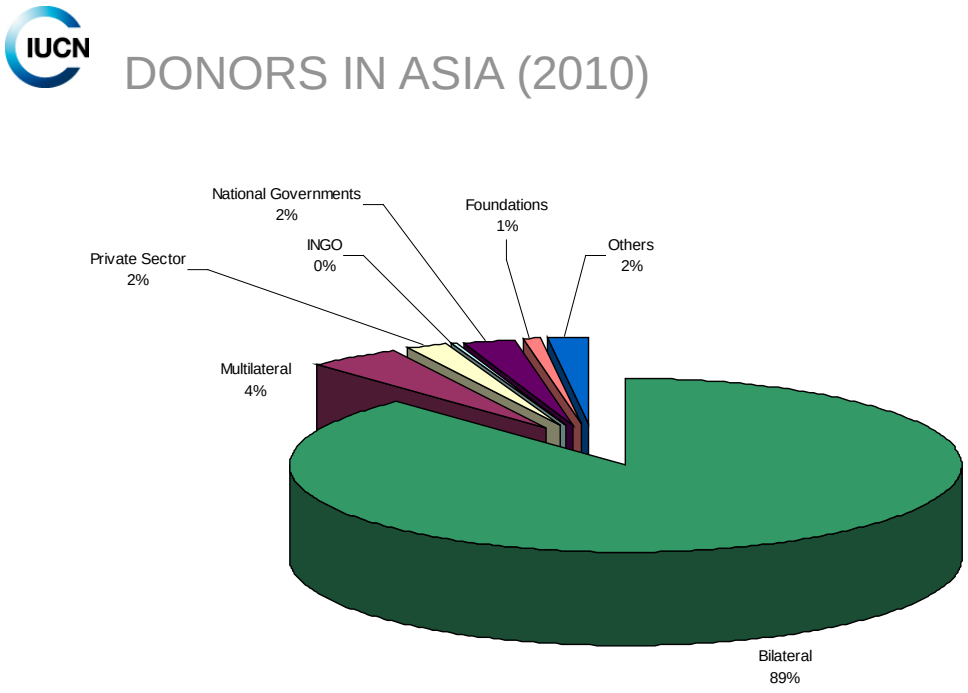
The issue of centralised financial management appears to have two sides. The ARO financial manager argues that centralised payment of accounts for countries (like China) can be more cost effective than the country office maintaining additional staff. The view from the China staff was that the lack of in house capacity and geographic distance creates delays in releasing funds and preparing reports for projects and donors.

5.4. How effective is the current model in raising funds for regional & country projects/ programmes?

The distribution of donors to the Asia Programme is presented in Figure 6 and a more detailed listing and the situation by country is presented in Annex 14 (Table 5).

The Asia programme is heavily reliant on bilateral funding (89%) and much of that is from Northern European donors, Switzerland, Netherlands, Germany, UK, the Nordic countries and the European Union. Pakistan, with the largest Asian country programme, had 71% of its funding in 2009 from one donor - the Netherlands (EKN) - thus making it very vulnerable to changing donor priorities. At the time of the review there was no funding from USAID, or AusAid (although Australian Volunteers are working with IUCN in Lao PDR and China), and limited funding from the EU (although proposals have been submitted to USAID and EU), all who strongly support environmental activities. In general, donors have been unpredictable: Netherlands and Sweden have ceased or decreased environmental and Asian funding; and Finland has increased their funding, replacing Sweden as an important IUCN funder in the Mekong Region. There also appears to be an increase in regional and trans-boundary funding. Some projects have been cancelled because of donor policy changes e.g. Mekong Wetlands Biodiversity Programme (GEF-UNDP). In some countries the setting in of the Paris Declaration has lead to direct budgetary assistance to governments (e.g. Vietnam) rather than funnelling aid through third party organisations.

Figure 6 Distribution IUCN Asian Funding



In spite of the above constraints and uncertainties the total Asian budget has been constant since 2005 (Annex 14, Table 3) at around 17 Million (US$). This has allowed Asia to fund country projects and the infrastructure of the Asian Office and the ELGs. The model has also allowed IUCN Asia to increase funding for regional and trans-boundary activities while some country programmes have declined. The ARO cost centre has routinely delivered a balanced budget, although as mentioned in 5.1.3, they have had at times had to draw down previous reserves.

5.5. What is the future of raising funds for regional & country projects/ programmes?

Framework Funding: This is the most valuable funding as it allows investment in project/programme development, and the exploration of new initiatives and new countries. Discussions with IUCN HQ suggest this funding will probably remain constant. Given this, it is very important to use these funds judiciously. As over 30% of the framework funds goes to ARO management and administrative support, there may be a possibility to build some of these costs into project budgets, to release additional framework funding for programme development and other related investments.

Membership fees: Asian members of IUCN pay about 2.5 million (US$) in annual fees. The reviewers received suggestions that if those funds remained in Asia there would be no need for framework funding. The alternative view, expressed by HQ, is that Asian members are joining a global IUCN, not an Asian one. While beyond the scope of this review, the

reviewers suggest IUCN HQ could examine ways to build in incentives for regions to recruit new non-state members. This will be particularly important in the large countries of China, Indonesia and India where IUCN expansion will rely heavily on members.

Bilateral and Regional ODA: The donor and funding environment in Asia is unpredictable. Korea has recently increased their ODA funding with a priority for environment. There is some increased donor interest in regional and trans-boundary issues, an area where IUCN has a strategic advantage over other environmental organisations.

However, there are clear signs that overall ODA funding will decline and be more competitive. Traditional development assistance funding is declining, partly in response to the global economic down turns and the rise of governments that have less commitment to ODA. The current economic situation in the EU countries is resulting in decreased funds for ODA, and this continued trend could considerably impact IUCN's traditional donors. This is particularly challenging for IUCN since it receives 90% of funding from bilateral sources. In addition, as Asian countries increase their GDP they no longer qualify for bilateral development assistance (as has happened recently in Sri Lanka). An increasingly worrisome trend is the movement of some donors (e.g. Sweden) to larger global projects, thus decreasing country/regional funding.

Multilaterals: IUCN Asia currently receives only 4% of their funding from multilateral sources. This is very low considering the close match of agendas of many of the multilateral agencies to that of IUCNs: e.g. environment and energy, disaster and DRR, and poverty reduction for UNDP; environmental law, and marine conservation for UNEP; and marine and costal conservation for the Coral Triangle Initiative.

In order to source this funding it will be very important to undertake scoping studies and to develop a regional strategy for the best approach for sourcing these funds, working with appropriate partners and continue to develop good relationships with the multilaterals. There may be lessons to be learned from the MFF's successful experience with UNEP on securing support for climate change work.

Foundations: IUCN in Asia receives very little foundation funding (1%), although some small projects in the Mekong Region have been funded by Japanese foundations. These foundations could serve as funding for country initiatives. The big International NGOs (BINGOs) are heavily funded by US based foundations who are substantially reducing their funding due to stock market declines and economic conditions. The BINGOs throughout Asia are also increasingly competing for ODA and private sector funding.

Asian Governments: IUCN receives only 2% from National and Provincial governments. Some countries are capable of paying for services of outside consultants and organisations. IUCN has not sufficiently explored this window. In general, there is reluctance to pay for services that they previously got free and the view (e.g. Sri Lanka) is that IUCN's costs are substantially higher than that of local consultants. In China, the government specifies rates to be paid to international consultants that are lower than IUCNs break even costs. In order to increase this funding source, IUCN will need to work closely with governments (including members) to determine the areas where they can assist.

Private Sector: The BINGOs have been very proactive in corporate fund raising and sponsorship with both multinational and Asia based businesses. They are often assisted by

professional fund raisers, and involve private sector on boards and committees and have had notable successes.

IUCN has taken a different approach in their involvement with businesses. Through the BBP, both globally and regionally, IUCN has focused on corporate social responsibility (CSR) as an opportunity to green the business sector, but also a potential source of funding. In Asia, some private sector projects are underfunded and therefore subsidised by other sources in order to maintain the relationship and influence the business policies. IUCN Asia receives 2% of their funding from the private sector.

We were told by some business representatives that IUCN was too expensive compared to local consultants. There are, however, positive examples where the involvement with the IUCN RBBP may lead to increased funding. Dilmah, Sri Lanka is interested in funding some regional communication activities and Tata Steel is interested in expanding their support in India.

Foundation: An IUCN Asia Foundation has been suggested as a way of targeting Asian philanthropists, individual contributors, private sector funding, and possible donor endowment. There are some successful examples in Asia e.g. Development Cooperation Foundation in Thailand modelled on the Canadian IDRC and funded by endowments from USAID, CIDA and Thai Businesses. A number of the BINGO have experience setting up environmental trust funds. However, there will need to be a realistic evaluation of the legal implications, tax deductibility of donations, and country or countries of registry, and costs benefits before proceeding.

Fund Raising Unit: Some staff suggested the need for a dedicated fund raising unit either in Asia or HQ. The previous IUCN experience has not been positive and the high costs of such a unit would appear to negate increased funding benefits. The review team does not recommend setting up or expanding a fund raising unit either at HQ or regionally.

Summary: The review team concludes that the funding situation is the most serious issue facing IUCN Asia in the next five years. Traditional ODA funding will decline particularly affecting IUCN's traditional donors and funding will be more competitive. The dilemma for IUCN Asia is that a strong and expanding project base is essential to continue funding the regional infrastructure of ARO, including the ELGs. Any reduction in funding would have severe consequences for the region support. The challenge to IUCN Asia is to be strategic in increasing funding from current sources, multilateral, and Asian governments, foundations and the private sector both at the country and regional level.

6. Future Challenges & Directions

6.1. In what geographic areas should IUCN scale back or expand in Asia

6.1.1. New Countries

South Korea (ROK), a new state member of IUCN has been recently approached by IUCN via the Protected Area Program and Korean members to sign a host country agreement. As mentioned previously, ROK has difficulties with IUCN International Status. ROK as a member is attractive to IUCN as they are to host the 2012 World Conservation Congress and have recently increased ODA funding with environment as one of the priorities. The

review team encourages a continuation of the discussion with ROK and has recommended that the first step is to establish the HCA.

North Korea (DPRK) received a 4 person Asia IUCN delegation in May 2010 to explore potential activities and funding sources. They were met with a positive response from both government and donors.

In Timor Leste, the head RELP has been carrying out legal consultancies and has been tasked with expanding activities there. RCMP submitted a proposal to AUSAid for work there (proposal not approved).

In Bhutan there has been discussion of Forest work. There have also been suggestions that IUCN should increase their presence in Malaysia, Singapore and Philippines.

Although some expansion is being driven by expressions from country members the review team expresses concern about expansion to new countries except for ROK, as the transaction costs are very high and IUCN Asia staff are all ready over stretched. The expansion should be strategic and only occur if there is guaranteed project or program funding. In Malaysia, Singapore and Philippines there should initially be increased contact with members and increased recruiting of appropriate groups for membership, lead by the Constituency Director.

6.1.2. Existing Countries

The Asia informal policy, as mentioned in Section 4.3.3 is to whenever possible keep Country Offices open, even in the case of severely reduced funding. Nepal is currently in this situation and Sri Lanka is currently having difficulties. In both these cases, ARO will have to keep a close watching brief and if the funding situation does not improve they will need to make the difficult decision of office closure or downgrading to a programme or project office. The growth of IUCN in other existing countries will depend to a large extent on the donor opportunities but it is expected there may be an increase in regional and trans-boundary initiatives.

It is suggested that because of the large environmental and biodiversity issues, IUCN Asia should have a greater presence in the three large countries of China, Indonesia, and India. The following sections discuss some of the issues with these countries.

6.1.3. China:

There are compelling reasons for IUCN's involvement in China that include:

- Mega-biodiversity with species crisis;
- Large environmental foot print in both China and globally (e.g. Mekong (Lancang Jiang) dams, illegal wildlife trade, driving global demand for forest products);
- Recent development of innovative climate change and ecosystem services approaches by IUCN partners (BFS);
- Strong Chinese representation and membership in Commissions;
- Increasing global geo-political importance.

IUCN Asia has a minor presence but is working with some excellent partners from government agencies and NGOs (e.g. Beijing Forestry Society (BSA)) and with increasing

linkages to other IUCN Asia activities. IUCN is well thought of as a science based organisation with a strong global and regional networking. There is strong need and demand to increase knowledge that is reflected in a demand for translation of IUCN documents.

There is a strong perception from Chinese staff and partners that IUCN has **not** given priority to China. And this may affect IUCN's perceived niche and membership. This is amplified by a small and junior staff complement (only four with two more being recruited). As indicated in section 4.3.4 the absence of the HCA creates a quasi legal status making it difficult to raise funding and open a bank account.

The IUCN Strategy for a Programme of Work in China (2008) is useful as a background document but the strategy is too broad, and lacks priorities and a funding strategy. The suggested IUCN advisory committee has not been established.

Potential areas for IUCN activities are: 1) Protected area ***management;*** 2) Forests--Livelihoods, Ecosystem Services, and trade; 3) climate change related to restoration, resilience and payment for ecosystem services (an area in which the Chinese partners are doing some very innovative work)***;*** 4) Links to Mekong region –Mekong River (MWD), illegal wildlife trade (TRAFFIC) & Species Crisis.

Coastal and marine issues are very important in China. Issues involve overfishing (often illegal), unsustainable aquaculture, very large urban coastal populations leading to habitat degradation and loss, and land based pollution. In addition China has a very large impact on adjoining seas particularly the South China Sea.

The regional intergovernmental UN (UNEP and UNDP) bodies PEMSEA (Partnership in Environmental Management for the Seas of East Asia) and COBSEA (Coordinating Body on the Seas of East Asia) have over a decade of experience working with China on marine laws, policy particularly addressing local government issues, integrated coastal zone management, climate change, and also considerable focus on trans boundary issues.

IUCN Asia has much less capacity and experience in these major issues although IUCN's GMP is addressing some of these issues and has initiated linkages with China. It is thus not clear what the IUCN niche in coastal and marine could be. Additionally it will be important that any RCMP in China not be in isolation and be linked to other IUCN activities and strengths. Possibilities could be marine protected area management and links with activities now developing in through MFF in Vietnam.

In spite of many environmental challenges, IUCN in China will always be small so it must be strategic. Other International NGOs have invested 10-100's of Million dollars to establish a China presence and continue large international fund raising to remain there. As such, implementation should work closely with selective partners, Chinese government departments, (MOC, SFA), Chinese NGOs (BFS) and International NGOs (WWF, CI, TNC) with possible involvement in the EU funded Biodiversity project. The work should focus on establishing pilot projects on the ground, yet should be linked to policy, and link to other IUCN Asia activities. Additionally, the promoting of keynote events or symposia, and translation of IUCN material, can be inexpensive but high profile.

There is limited bilateral funding but some donors (EU, USA) have increased environmental funding. Some funding could be available from government departments but require a mechanism to receiving funds while private sector funding is limited by legal status and Chinese law.

6.1.4. Indonesia

Indonesia is a large archipelagic state. It is a Mega-Biodiversity area which is divided almost in half by the Wallace Line, thus containing major species from both the Asian and Austro-Pacific. It also the Centre of the Coral triangle and has the world's most diverse marine fauna and flora. The high population density, high reliance on natural resources and pressure from China, Malaysia, and Thailand has increasingly threatened the marine and terrestrial habits with resultant biodiversity decline. There is also a considerable culture diversity which is also under threat from transmigration and economic development.

The government system is complex, not transparent, and recently there has been decentralisation of resource management to provinces.

The large international conservation and development NGOs (CARE, CI, TNC, and WWF) have a long history of work, large staffs, large on the ground presence and a long history of working with or through local NGOs. They have divided the territory geographic and theme wise and captured a substantial proportion of the environmental and development funding. For example, they all have staff or units either funded by or pursuing the Coral Triangle Initiative funding.

IUCN in contrast has very limited on ground projects. The global LLS programme was implemented in Papua through an IUCN member. There are two marine related projects, the CIDA funded Tomini Bay, Sulawesi project and a MFF Large Project in Demak, Central Java. IUCN has recently assisted in organizing some cross organizational dialogues associated with the CTI. Given the low on the ground profile, IUCN's entry to policy may be difficult.

In general, within Indonesia there is little formal networking, particularly among the Universities and Government researchers. There is an opportunity to use IUCN's science academic network to become a resource to members, and establish networking with Indonesian members, Commission members, & recruit new members, possibly around an issue like biodiversity loss and/or ecosystem resilience. This is low cost, high reward and non-threatening. This could be a task of the Constituency Development Coordinator with linking to the Commissions if funding is available. Social networking tools may be the useful and appropriate approach.

6.1.5. India

The IUCN has had an MOU with the Government of India since 2004 giving IUCN the status of an autonomous, international and non-profit organization. The Programme Office was established in 2007. IUCN India strategy was finalized in a consultative workshop of IUCN India members in 2006. This was preceded by a series of consultations with members and partners.

India like China has one of the fastest growing economies with increasing impact on forests, coastal and marine habitats and the resulting in threats on biodiversity. In spite of the fast

growing economy, poverty and dependence on resource based industries are still issues. Energy needs, carbon emissions and climate change are also major issues.

In India, all projects are implemented in partnership with Indian and Commission members. There has been a gradual increase in activities that have increased IUCN's engaged on the ground and in platform building. Recently, funding has come from the environmental assessment and turtle mitigation work at the Dhamra Port (Tata/DPCL), the India/Bangladesh water dialogue (hiring four new technical staff) and MFF who have recently hired a coordinator to manage the small grants project. IUCN Asia is also currently exploring recruitment of a country representative.

IUCN membership (26) is the second highest in Asia and growing and there is the largest Asian membership (378) on the IUCN commissions. There is a strong National committee of one State Member (Ministry of Environment and Forests), five Government agencies and 19 NGOs.

The Indian members have identified the conservation priorities via a consultative workshop. The priorities areas are: 1) platform building at State and National levels; 2) addressing fragile and threatened ecosystems; 3) better use of common property resources; 4) improved management of habitats (e.g. Parks); and (5) climate change. This strategy is a good start. However, the reviewers noted that the strategy will need to be fine tuned with more precise priorities and include donor mapping to determine funding sources.

Expansion in India should be strategic and gradual and continue to be implemented via partners and emphasizing capacity building of national members.

6.2. **Recommendations:**

2) IUCN Asia should give priority for expansion to the large countries China, Indonesia, and India. Ensuring that it is strategic and based on IUCN Asia's Value Proposition. Mindful that expansion particularly in China may require substantial long term investment of human and financial resources from both IUCN HQs and Asia and noting that in both China and Indonesia the clarification of the legal status (Section 7.2.2) will be a prerequisite for future growth.

3) In **China**:
    a. ARO should recruit a senior Chinese Country Representative and continue to build capacity of current staff. This will require HQs and ARO to commit additional funding (possibly long term).
    b. ARO in consultation with ELG, China staff, Global programs, IUCN friends, and selected partners, including CCICED should develop a strategy with priorities that is based on current strengths with funding realities, taking into consideration the potential project areas suggested in Section 6.1.3.
    c. ARO should establish an advisory board of Chinese and regional China experts to assist in legal recognition, strategy, policy links and implementation, possibly involving Maurice Strong.

4) In **Indonesia,** ARO (with inputs from HQ, ELGs and possibly an external consultant) should prepare a carefully planned strategy that addresses geographic focus, thematic priorities, gap analysis, funding sources and strategic positioning. Once this is

completed, funds should be committed to hire a Country Representative based on needs established by the strategy. The following possible programming approaches could be considered:

a. use MFF as bridge head focusing on ecosystem based adaptation (UNDP might consider IUCN administering MFF in Indonesia);
b. Partner with members and existing environmental organisations;
c. ARO with assistance of the Constituency and Communications heads should explore ways of networking with Indonesian researchers around relevant environmental topics (such as Biodiversity loss and/or ecosystem resilience) including increased linking of members, potential new members and commissions possibly using social networking tools.

5) In **India,** ARO (with inputs from ELGs and other countries) should assist IUCN India in preparing a more detailed strategy and action plan to support conservation priorities.
   a) This strategy should identify possible niches for IUCN India possibly identified by organisational mapping and include potential funding sources;
   b) In addition to the conservation priorities already identified potential modes of action could include:
      i) a platform for bringing NGO, Private Sector, the Research Sector and Government to discuss critical conservation-livelihood problems and opportunities;
      ii) compilation and dissemination of institutional resource directories to the wider community;
      iii) establishment of stronger linkages with commission members and the wider conservation organisation network.

6) IUCN Asia should ensure that expansion to new countries should be cautious, strategic, and not increase demands on limited human and financial resources, and occur only where there is a clear possibility of long term funding or close linking with regional activities. Korea (ROK) assuming the legal arrangements can be resolved, should be the first priority.

6.3. In what programmatic areas could IUCN consolidate?

Due to the project driven nature of IUCN, there is a tendency to chase a large number of potential projects and funding opportunities. The Review team reminds IUCN Asia that ***IUCN cannot do all and be all.*** In general we noted that the strategies, when prepared, did not outline clear priorities and funding sources. There is a major need for a continual focusing, consolidating, and prioritising. The experience in Laos can serve as an example for other countries to undertake their own strategising and prioritising.

6.3.1. Recommendation: Consolidation

7) The Regional Programme Coordination unit should encourage and support each country in carrying out strategising exercises for future planning. These could include scoping studies, organisational and donor mapping, and using priority setting tools to develop more focused and concrete plans. Where possible, countries should explore framework funding to allow them to carry out such strategic planning exercises. Some of these activities could be undertaken by consultants who could assist in training in appropriate

tools either in country or sub-regional workshops (similar to the project management capacity building done by MFF).

6.4. Future Focus

The major environmental crises looming across Asia are multisectoral, multicounty, and politically and economically complex. Solutions can only be accomplished by addressing them holistically, across countries, involving the integration of a number of IUCN themes, multiple partners, and multiple funders. We suggest that IUCN Asia explore two or three large themes that cross countries, ELG themes, and sectors. Given the known difficulties in obtaining support for integrated projects, this will require a vision, a good proposal and marketing to a number of donors. Following are four examples of themes that IUCN could address.

6.4.1. Biodiversity Loss

Biodiversity loss is a major issue for Asia and IUCN. There is a crisis in species loss particularly in the Mekong region, southern China and Indonesia. The process is driven by rapid economic development, population growth, increasing economic wealth, changing trade patterns, and food insecurity, resulting in deforestation, forest conversion to plantations, damming large rivers, large mining operations and demand for endangered species for Chinese medicines.

The solution involves a holistic strategy involving sustainable resource management, managed protected areas, national laws, regulations and enforcement, public education, Green economy (green businesses, green accounting, and green planning). An attempt by IUCN to tackle this should involve a number of the IUCN Asia themes and the commissions (especially SSC & WCPA), TRAFFIC, partner NGOs, and countries. A draft proposal *Crisis In Asia* prepared by SCC is an excellent start and one that is being currently followed up.

6.4.2. Water & Wetlands

Water and wet lands are a major issue for Asia and will get considerably worse as conflict on water use continues. Except for the Yangzi and Yellow Rivers, all the other major Asian rivers - Mekong, Indus, Ganges and Brahmaputra - are transboundary with significant conflicts over hydroelectric, irrigation and diversion. In South Asia the conflicts are already serious and exacerbate current political conflicts. Predictions of changes in rainfall pattern related to climate change will have large impact on these rivers (as seen with the recent floods in Pakistan). The Indus River is particularly vulnerable to these climate change impacts and there are predictions that reduction in irrigation water along with reduced fisheries production will (or already is) seriously impact food security. Somewhat related to this is ground water supply and extraction that is also a serious looming issue.

IUCN has a comparative advantage in this area through work on water related projects in Pakistan and Bangladesh, and the Mekong and India-Bangladesh water dialogues. While these are promising starts, IUCN needs to ensure they continue to address policy and move beyond dialogue to action. The water dialogues could possibly expand to include the politically charged issues of the Indus River and also consider issues of ground water.

6.4.3. Food Security

The environmental issues have been and are impacting food production. As an example this year's monsoons have been delayed and decreased the rice crop in many areas, and disastrous floods have washed out large areas of crops. Additional warnings on overuse of irrigation waters suggest serious crop reductions in areas such as the Indus Basin. All predictions suggest that with continued population growth and increased environmental pressure food security will be a critical issue. Many donors and Asian countries have suddenly woken up to the potential of this impending food crisis. This will be one of the major issues facing Asian countries in the next decade.

IUCN Asia, apart from some agriculture biodiversity, work has very little in-house capacity or credibility in this area. However, IUCN Asia's niche could be in the issue of neglected and underutilized food crop species, their conservation and integration within landscapes and community based management approaches. On the other hand the CGIAR Centres have a comparative advantage in the food security area and have a well articulated strategy for the Mekong[16] Region. IUCN will need to establish partners with some of the CGIAR Centres (e.g. Bioversity International, IWMI, WorldFish).

6.4.4. Climate change

Climate change is currently a hot topic internationally. Many donors have climate change funding and there is considerable multilateral climate change funding. The suggestions from various stakeholders are that this will remain so at least for the medium term.

IUCN's focus both globally and regionally for climate change is 1) promoting Ecosystem-based adaptation (EbA) to enhance resilience, and 2) supporting REDD+ as both an adaptation and mitigation measure that recognizes the importance of benefit sharing and community involvement in the management and sustainable use of forests.

Currently IUCN Asia has involvement in REDD+ and MFF is taking the lead on ecosystem based adaptation. Additionally some countries have climate change funding (Pakistan and Laos) and ELG 1 is exploring the issue of black carbon. However, the review heard and observed that IUCN is currently only at the edges. Many other organisations are better positioned with both expertise and funding. IUCN Asia does not appear to have a coherent strategy of addressing climate change or of integrating climate change issues into IUCN's programme or conversely integrating IUCN's existing activities into a climate change framework.

The major issue on climate change is that it will exacerbate many of the current environmental issues. As such we see that IUCN would not have focussed climate change projects but that climate change would be closely integrated into other projects.

[16] Rethinking Agriculture in the Greater Mekong Subregion, (How to sustainably meet food needs, enhance ecosystem services and cope with climate change 2010, IWMI & WorldFish.

6.5. **Recommendations:**

8) IUCN Asia should develop two to three integrated projects/programmes concepts over the next two to three years based on Biodiversity loss, and/or water and wetlands, and/or food security with further consideration of the points below.
   a) **Biodiversity Loss:** HQ, IUCN Asia and the SSC should continue to pursue the funding of the Crisis in Asia proposal that should serve as the basis for developing a holistic strategy across themes to address the entire issue of threats to biodiversity loss and link country strategies and current actives and involve China.
   b) **Water and Wetlands**: IUCN Asia should continue the water policy and dialogue work and expand this to a more holistic approach to address the issues of the major rivers. Given IUCN's credibility in Pakistan and India, a slow approach could be made to initiate dialogue on politically sensitive issues around the Indus River.
   c) **Food Security**: IUCN Asia should explore linkages with the relevant CGIAR centres to develop future partnering activities in this area and explore possible integrated projects/programmes.
   d) **Climate change:** IUCN Asia should ensure that climate change issues are included in the above proposed initiatives and develop a mechanism (see Recommendation 8) and develop a strategy (that to some extent may be a repackaging of existent efforts) to assist countries and the ELGs in sourcing climate change funding.
   e) **Funding:** IUCN Asia as part of the development of the concepts should ensure that potential funders are identified and then sell the concepts to them.

7. Strategy for the future

7.1. Organisational & Staffing issues

Any consideration of organisational change has to be based on cost effectiveness, be responsive to rapid political, donor and environmental changes, allow flexibility, and yet limit staff burn out.

The reviewers accept that because of the complexity of the Asian regional management system and the fact that full information on the matrix was not supplied, some of the reorganizational suggestions may already be in place. The reviewers make the following recommendations based on the analysis of perceived issues. We are well aware of cost limitations and the fact that changing structure often results in additional costs, but the reviewers also believe that a more efficient and effective organisation will be in a better position to reduce cost and raise additional funds.

The reviewers have documented elsewhere in this report the following issues:

- **Financial**
  - Very high reliance on bilateral funding from a few donors;
  - High potential of reduced funding from conventional donors and need for diversification of funding;
  - Lack of funding strategies to address the diversification of the donor base;
- **Legal issues** with HCA in at least three countries;
- **Program Planning**

- Weakness in strategising and priority setting at all levels (country, regional, and new initiatives in order to remain relevant and address emerging issues;

- **Organisational**
  - RD having considerable administrative responsibilities (HR (acting HR Head), finance, administration) with considerable engagement in programming and a large number of positions reporting to the RD;
  - Matrix system appreciated but still not fully understood and responsible for additional workload;
  - Overworked regional staff (ARO & ELG) compounded by some senior staff engaged in multiple tasks;
  - Difficulty in ELGs themes covering all their required tasks;
  - Lack of formal coordination links between RPC and ELGs (we note that informal coordination is occurring);
  - Need for increased coordination between ELGs and country offices and between ELG1 and 2;
  - Country Groups did not work as originally planned with the exception of CG1 that has evolved into a sub-regional programme planning unit;
  - The support unit, although shown as a unit in the ARO Organogram, appears to function as individual units i.e. the HR, Finance, administration and constituency all report separately to RD;

7.2. Recommendations

To assist in solving the above issues the following recommendations are made:

7.2.1. Finance

9) ARO, in concert with ELGs and countries, must develop and explore various fund raising approaches. This should include:
   a) Preparation and implementation of a long term (5-10 years) integrated strategy including donor profiles, donor reconnaissance system, and project/programme development opportunities at the country and regional levels. The strategy should including approaches to solidify funding from traditional bilateral donors, identify and explore funding opportunities with new donors, and increase fund raising from multilaterals, Asian governments, foundations and the private sector.
   b) Judicious use of framework funding for strategising and programme development including seeking approaches to reduce administrative costs taken from framework;
   c) Coordinate with and encourage HQs to seek additional framework or global funding for special initiatives (e.g. new countries (China, Indonesia); Biodiversity-Asia in Crisis jointly with SSC), and explore increased global private sector funding.
   d) Explore the implications of an IUCN Asia Foundation that would be targeted at Asian philanthropists, the private sector and individual contributions.

7.2.2. Legal Agreements

The solution to the legal agreements will require combined efforts of both IUCN HQ and ARO and may require additional framework funding.

10) IUCN HQ should explore the possibilities of an International agreement for IUCN in Switzerland in anticipation that this will assist the acquisition of legal status in countries where there are issues (e.g. China, Korea & Thailand).

11) IUCN ARO should continue to pursue obtaining of legal status in Thailand for both ARO and the Thailand Program, including obtaining advice from Thailand members and other highly placed Thailand friends of IUCN.

12) IUCN must explore ***immediately*** through Head Quarters and ARO channels ways of obtaining appropriate legal status in China. Suggested approaches are:
    a) Examine the experience of the International Network on Bamboo & Rattan (INBAR) which has an international agreement (facilitated by the State Forestry Administration also IUCNs contact) and other CGIAR Centres which have offices in China. This may require IUCN HQ (see recommendation 9) obtaining international organisation status.
    b) Explore the political route direct to the Party Congress with the help of IUCN members and friends like Maurice Strong;
    c) Explore the possibility of registering or obtaining an agreement in Hong Kong, possibly working with Hong Kong IUCN members. Hong Kong may also be a possible route to obtain banking privileges in China.

7.2.3. ELGs

ELGs have been useful in linking with countries and increasing regional funding but in order for them to become truly effective in supporting countries and increasing regional activities there is a need for serious re-examination.

13) ARO management should organize an in-house review of the ELGs in order to improve their effectiveness and efficiency and to promote increased integration. The review should re-examine and consider: themes both ecosystem and cross-cutting (Figure 5), functions, structure, cost effectiveness, location, closer linkages between ELG themes, country programmes and projects, utilisation of a network approach, increased emphasis on partnerships, and increased integration between ELG themes and global themes. Annex 15 contains some possible suggestions for priority setting across themes.

Additional recommendations on the individual ELG themes are found in Annex 10. These recommendations should be considered in the light of the review suggested above.

7.2.4. Reorganisation

7.2.4.1. Rationale and Recommendations

Given the critical need to:

- explore a broadening of the funding base and avert a potential funding crisis as bilateral funding declines;
- increase programme coordination and strategising across countries, ELGs and the Asia region;
- streamline the operations unit;
- allow a more structure approach to address country and regional issues and crisis;
- relieve the RD of current day to day programme and administrative responsibilities, and reduce the number of direct administrative and management reports to the RD.

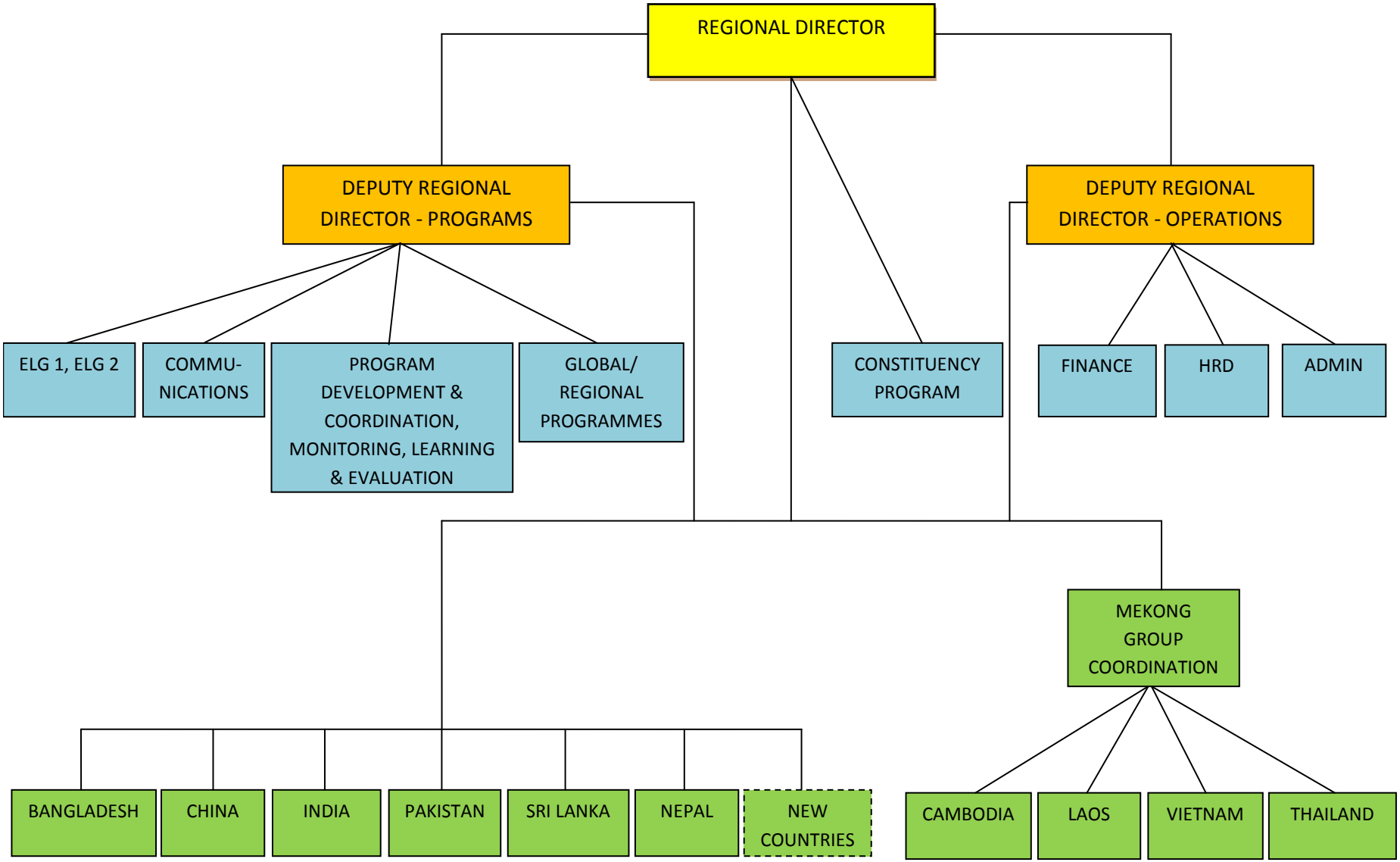
In addition as discussed previously we see the current value of CG1 particularly as a regional programming and coordinating unit that can assist the Mekong Countries in increasing regional and inter-country linkages and programming.

We make the following recommendations on reorganisation for discussion by the IUCN Asia team.

14) IUCN HQ and ARO should consider revisions to the Asian structure that includes two new Deputy Position, one for Programme, and one for Operations. These positions would then be responsible for these functions across all IUCN Asia in the context of a matrix reporting system as illustrated in Figure 7, and taking into consideration the previous recommendation on ELGs and CG1 and the specific details on the functions (Section 7.2.5).

15) CG1 should continue as a transitional structure focusing primarily on programme coordination and regional programming with strong support (as current) from ARO for the administrative functions. It could include Thailand and be renamed Mekong Region Group. Suggested programme focus could be forest biodiversity, Mekong River issues, and coastal related issues. The head should focus on Programme Coordination, capacity building of country programme coordinators and assist in seeking additional country funding. Given the strong focus on programme coordination this position should report to the RPC (or new RDD-RPC)

Figure 7 Suggested IUCN Asia Organogram



7.2.5. Reorganization Functions

Regional Programme Coordination Unit: This unit should assist in project/programme development and coordination, country strategy development, donor intelligence, proposal appraisal, monitoring, evaluation and learning, and program capacity building. Communications would also be part of this group. The unit should be headed by a Deputy Regional Director (DRD-RC) (subsuming the current RPC position), who would assist in developing strategies for new countries and new integrated issues with the RD and in close collaboration with ELGs. Programming-related crisis would be dealt with by this unit and if needed, the head could assign other regional and/or country staff to assist with short term crisis management. The country programme coordinators, Mekong Region head (e.g. CG1), ELG1 and ELG2 heads, Communication head, and regional programmes (MMF) would all report to this unit. Concern was expressed that this structure increased the number of reports to the RPC, however, only the ELG 1 and 2 have been added and we are led to believe there is already coordination at this level. The DRD-RC should not have any direct country responsibilities and some functions like country and regional programme capacity building could be handled via short term consultants similar to the procedure used successfully in MFF. Only the DRD-RC would report to the RD.

Operations Coordination Unit: This unit would integrate finance, HR and administration in one unit with the possibility of some shared tasks. The unit should be headed by a Deputy Regional Director (DRD-OP). Country appropriate staff for these functions would report to the DRD-OP as would ELG1 and ELG2, and regional programs (MFF) would report here on the financial, HR and administrative functions. ARO based staff in this unit would also continue to cover for some countries and other units as this appears to be cost effective. The reviewers, while accepting the difficulties that ARO has had previously in hiring an appropriate head of HR, suggest it is essential that mechanisms be found to adequately cover the HR functions. The unit would also deal with operations related crisis and if needed the head (DRD-OP) could assign other regional and/or country staff to assist with crisis management. Only the DRD-OP would report to the RD.

Deputy Positions: A key reason for creating Deputy RD positions are that the heads of these units will be carrying out a greater supervisory and coordinating role and better monitoring and quality control of the Asia regional program. These positions are intended to: streamline and simplify the structural arrangement, reporting and supervisory responsibilities; ensure better accountability to direct supervisors; lessen the administrative load on the RD; increase IUCN representation when the RD is travelling; and lessen the need to delegate administrative responsibilities to other busy staff. These positions will need to be empowered by the RD to effectively carryout their roles.

Constituency: The Director would report directly to the RD and (while not shown) would report to the HQ Constituency Director. The person would interact directly with country constituency officers or focal points. He/she would also have an increased role in interacting and recruiting members particularly in China, Indonesia and India, and working with new countries.

Country Representatives: All CRs (including Laos) would report directly to the RD on representative functions as they represent IUCN's in country presence. In terms of current

CR's there are only four plus one acting CR (CG1 Head for Vietnam). Programme and operation issues would be reported and handled by the respective DRDs.

There are four countries with programme coordinators or programme managers who would report to the DRD-RPC and to the DRD-OPC. Although we suggest below the Thailand programme coordinator could report to CG1. Cambodia only has a project coordinator who would report present to the head of CG1 (Mekong Group).

There are a number of issues related to either new countries (Korea) or the large countries (China, India and Indonesia) that will need to be addressed in the short term. They include legal agreements, strategic planning, recruiting of country staff (CR or programme coordinator) and increasing the project portfolio. The RD will need to be involved in these issues, however, it might be necessary to assign on a short term basis one current staff person (part time but freed up form some current activities) to coordinate with the RD, DRDs and countries the addressing of these issues.

Matrix Structure: The matrix system would continue but it will need to be more clearly documented, explained and reinforced.

Regional Director: The RD's role should be at upper levels, working the donors, exploring partnerships and possible funding from multilaterals, governments and privates sector, pursuing country agreements, coordinating the development of strategic planning for new issues and initiatives with the two DRDs, supervise all the CRs (including Mekong region). Country operations and programming issues will be dealt with by the two deputies. The total number of direct reports should not increase in this model and crisis management should decrease as much it will be handled at the program coordination and operations levels.

7.2.6. Alternative scenarios for reorganisation

Fig 6 represents our preferred scenario. It might be possible to accomplish most of the changes in the Programme Planning Unit by an expansion of the matrix and increased responsibilities of the RPC. Our concern would be that with the potential recruitment of a new RPC, the operation and reporting structure has to be clearly articulated (which is why we support a more formal structure as indicated above). On the Operations side it will be necessary to at least appoint a Head (title to be determined) of the Operations Unit and develop a mechanism to handle the HR head duties to relieve the RD of Administrative functions.

While we support the head of the two units being at the Deputy level it will be up to financial resources and ARO to determine if the functions can be handled by a simpler mechanism.

It has also been suggested that one deputy RD with responsibilities for countries could solve the issues. We suggest the countries needs are primary to increasing management efficiency (including financial) of projects/programme, proposal development, strategising and priorities setting. These can best be dealt with by strong ARO Program Coordination and Operations Units.

An alternative scenario has been suggested by the Global Senior Programme Officer responsible for Monitoring and Evaluation that is attached as Figure 8. We see this structure as one that could evolve in the future as the country programmes grow and most countries have full offices and CRs.

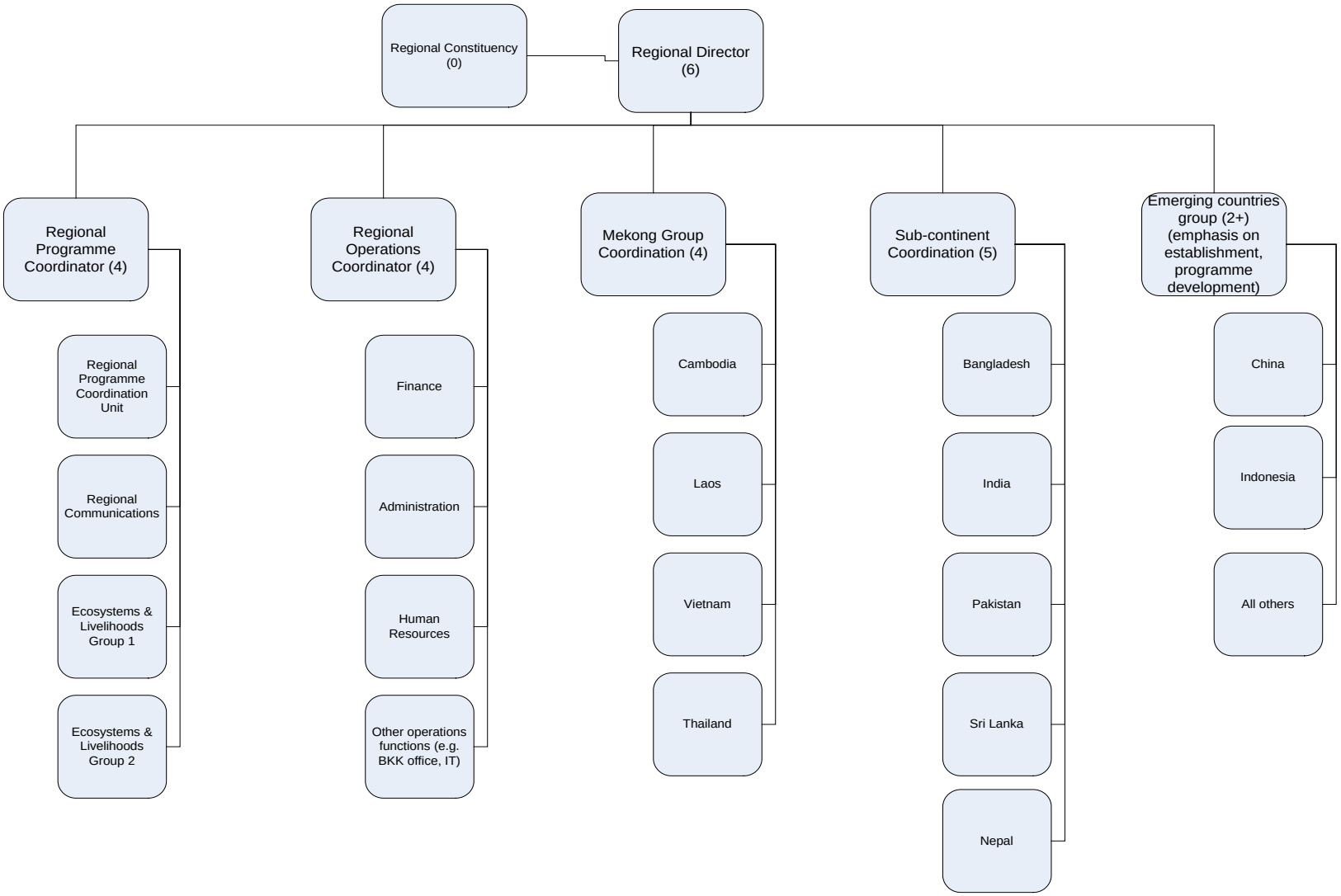



Figure 8 Alternative Reorganisation Scenario (as supply by AM)