2010 Asia Strategic Review – Detailed Management Response, (*Submitted by Asia Region on 15 September 2010)*

Recommendation	Response	Intended Result	Activities	Responsibility	Indicators	Status and Timeframe
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 established. 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.	**Agreed** Policy influence is key to IUCN's mission and convening role in bringing Members, Commissions and partners together to help inform policy development and decisions. Recognising that policy change can take time, it is important to be realistic in selecting where and through what means policy influence can be most effective to achieve conservation objectives. Key policy issues will be addressed as part of the programme planning and implementation cycle.	Policy priorities integrated in programme development, programme planning and programme implementation	1. Include policy issues in the next Situation Analysis (SA), Intersessional Programme (IP) Plan, and when developing results based work plans 2. Provide "Proof of Concept" and case studies to link practise with policy 3. Identify and align policy priorities with Members and partners (e.g. at Regional Conservation Forum) 4. Ensure policy advocacy is based on sound science 5. Be proactive and include a policy advocacy strategy in relevant project proposals 6. Revise Regional Communications Strategy to strengthen policy influence tools	1. Regional Programme Coordinator (RPC) and Programme Coordinators (country, ELGs) 2. As above 3. As above plus Constituency 4. Project managers 5. RPC and Programme Coordinators (country, ELGs) 6. Regional Communications Coordinator	1. Policy Priorities articulated in IP Plan and annual work plans 2. Proof of concept and case studies 3. Policy priorities identified 4. Science based policy advocacy 5. Policy advocacy strategies 6. Revised Regional Communications Strategy exists	1. Mid - 2011 2. Mid - 2011 3. May 2011 4. Continuous 5. Continuous 6. Mid - 2011
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.	**Agreed** Among Asian countries, priority for cautious expansion has been given to China and India (e.g. investments in Country Strategies and Programme Offices) and this will continue in view of their growing global ecological footprints. The lack of a Host Country Agreement (HCA) with China is noted and needs to be resolves as a priority. Expansion into Indonesia has been slower and done entirely through projects (MFF, LLS and SUSCLAM) without a secretariat presence in the country. However, the Ministry of Foreign Affairs has now recognized IUCN as an International Organization and designated the Ministry of Forests to be the Focal Point. A draft HCA has been submitted to the government by the Ministry of Forests.	Strategic expansion of IUCN Asia into China, Indonesia and India	See details below (for each country)	See details below (for each country)	See details below (for each country)	See details below (for each country)
3. In China: **3 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).	**Agreed with qualification** Additional core funding is required to recruit a senior representative for the China programme who can also pursue a Host Country Agreement (once a HCA is secured, the CR position can be established) Capacity building should be preceded by mapping current staff skill sets against program and operational priorities.	Effective performance of IUCN Secretariat in China with a growing programme	1. Develop TORs for senior representative 2. Recruit senior representative (subject to available budget) 3. Map capacities and skill sets of existing staff 4. Assess training needs and identify gaps in skill sets	1. Regional Director, RPC, China PC and Regional HR (RHR) 2. RHR 3. RPC, RHR 4. RHR	1. TORs developed 2. Recruitment undertaken 3. Capacities mapped 4. Training needs identified	1. November 2010 2. March 2011 3. November 2010 4. January 2011
3 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.	**Agreed with qualification** The existing Country Programme Strategy for China was prepared in 2006 through a joint effort between Global Programs and ARO in consultation with Members and partners in China. This Strategy needs to be updated as part of preparing the new Intersessional Programme Plan for 2013 – 2016).	Revised and updated IUCN China Programme Strategy and Business Plan	1. Review the 2006 Strategy in consultation with Members and partners (incl. donors) 2. Update the Situation Analysis and draft the Programme Strategy for country endorsement 3. Develop a Business Plan for the China Programme Strategy 4. Present the China Programme Strategy at the Regional Conservation Forum in Korea (May or September 2011)[1]	1. China PC, RPC 2. China PC, RPC 3. China PC, RPC, Director Finance 4. China PC	1. Strategy revisited 2. SA updated and Programme Strategy drafted and endorsed 3. Business Plan developed 4. Strategy presented and finalized	1. February 2011 2. April 2011 3. April 2011 4. May 2011
3 c) ARO should establish an advisory board of Chinese and regional China experts to assist in legal recognition, strategy, policy links and	**Agreed** In consultation with the Members National "Working Group" and subject to available funding, IUCN will seek to establish	Advisory Board established and contributing to IUCN's mission in	1. Consult with Members Working Group 2. Develop Terms of Reference for the Board 3. Identify China experts from within	1. Regional Director, RPC, China PC, 2. RPC, RD 3. China PC, RPC	1. Members WG consulted 2. TORs developed 3. Board Members	1. November 2010 2. December 2010

[1] *The timing of the proposed Regional Conservation Forum in Republic of Korea has not yet been determined; however, a September (cf. May) RCF would provide more time for preparing Country Programme Strategies and Business Plans.*

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implementation, possibly involving Maurice Strong.	a high level advisory group (or, Board) to "champion" IUCN's role and Value Proposition in China. If the Board can be established quickly, it can help inform the review and development of the China Programme Strategy	China	China and the region 4. Set up the Advisory Board	4. RD, RPC, China PC	identified 4. Advisory Board established	3. January 2011 4. March 2011
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.	**Agreed with qualification** The draft strategy for Indonesia developed in 2009 needs to be reviewed and updated in consultation with Members, partners and key staff (Asia Region and HQ). Once a Host Country Agreement and sufficient funding have been secured, recruitment of a Country Representative will be considered.	Revised and updated Indonesia Programme Strategy	1. Review and revise the draft Strategy and SA in consultation with members, partners and staff 2. Develop a Business Plan for the Country Strategy 3. Present Indonesia Programme Strategy at RCF	1. SE Asia Group Head, RPC 2. SE Asia Group Head, RPC, Director Finance 3. SE Asia Group Head	1. Strategy reviewed, revised and endorsed at country level 2. Business Plan developed 3. Strategy finalised	1. March 2011 2. April 2011 3. May 2011 (or, Sept. 2011 – see footnote above)
4 a) Use MFF as bridge head focusing on ecosystem based adaptation (UNDP might consider IUCN administering MFF in Indonesia)	**Partially Agreed** IUCN can explore the feasibility of administering MFF in Indonesia, once IUCN has signed a HCA for Indonesia and a presence on the ground. Additionally, there are other IUCN projects in Indonesia (such as the CIDA funded SUCLAM project and partnership with CARE on EU funded CC adaptation projects) that could provide entry points in Indonesia.	Feasibility assessment undertaken for MFF or other IUCN projects that could "ground" a programme office in Indonesia	1. Review current project implementation arrangements in Indonesia 2. Identify options for establishing a programme office in Indonesia	1. SE Asia Group Head, RPC 2. SE Asia Group Head, RPC	1. Modalities reviewed 2. Options identified	1. December 2010 2. January 2011
4 b) Partner with members and existing environmental organisations	**Agreed** Existing environmental organisations and members activities will be assessed as part of the strategy review process.	Assessment undertaken of activities of member and other environmental organisations	1. Map activities of IUCN members and other environmental organisations working in Indonesia 2. Identify complementarities in the Programme Strategy	1. SE Asia Group Head, RPC 2. SE Asia Group Head, RPC	1. Activities mapped 2. Mapping included in the Programme Strategy	1. February 2011 2. April 2011
4 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.	**Agreed with qualification** Additionally, networking needs to be expanded to key government agencies and conservation organisations in Indonesia. This will be done as part of developing the Indonesia Programme Strategy and will also be an important tool for recruiting new Commission members.	Network on conservation issues involving researchers, government representatives, NGOs, INGOs and donors established	1. Identify key research institutions, agencies and conservation NGOs 2. Include in consultations on the draft Programme Strategy 3. Establish network that will continue to contribute to programme development and implementation	1. SE Asia Group Head, RPC 2. SE Asia Group Head, RPC 3. SE Asia Group Head, RPC	1. Assessment undertaken 2. Consultations completed 3. Network established	1. January 2011 2. April 2011 3. June 2011
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 .	**Partially Agreed** The existing India Country Strategy (2006) was prepared by ARO in close consultation with Members and partners in India. This Strategy needs to be updated as part of preparing the new Intersessional Programme Plan for 2013 – 2016 and the consultation process will be led by a Country Representative (CR) for India who will be recruited in early 2011.	Revised and updated IUCN India Programme Strategy and Business Plan	1. Review the 2006 Strategy in consultation with Members and partners (incl. donors) 2. Update the Situation Analysis and draft the Programme Strategy 3. Develop a Business Plan for the India Programme Strategy 4. Seek endorsement for Strategy from India National Committee 5. Present the India Programme Strategy at RCF	1. India CR, RPC 2. India CR, RPC 3. India CR, RPC, Director Finance 4. India CR, RPC 5. India CR	1. Strategy revisited 2. SA updated and Programme Strategy drafted 3. Business Plan developed 4. Strategy endorsed 5. Strategy presented and finalised	1. February 2011 2. March 2011 3. April 2011 4. May 2011 5. May 2011 (or, Sept. 2011 – see footnote above)
5 a) This strategy should identify possible niches for IUCN India possibly identified by organisational mapping and include potential funding sources	**Agreed** The new Programme Strategy will be developed in close consultation with members and partners and a Business Plan will identify current and potential funding sources.	As above	As above	As above	As above	As above

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5 b) In addition to the conservation priorities already identified, potential modes of action could include: (1) a platform for bringing NGO, Private Sector, the Research Sector and Government to discuss critical conservation-livelihood problems and opportunities; (2) compilation and dissemination of institutional resource directories to the wider community; (3) establishment of stronger linkages with commission members and the wider conservation organisation network.	**Agreed** The India Programme operates with a small secretariat that uses Member organizations, Commission members and partners to implement projects and support policy advocacy. The India National Committee (23 Members) is active and can be used as the platform for broader dialogues with additional stakeholders in developing the new Country Strategy. In addition, stakeholder mapping should be done to identify strategic partners in implementing the new Programme (2013-2016).	As above	As above	As above	As above	As above
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.	**Agreed** Expansion to new countries will be considered in the context of available funding, human resources, and strategic importance. Decisions related to expansion into "new" countries will reflect regional programmatic priorities beyond an intersessional (4-year) period and will be based on a feasibility study and business plan for each country. For the Republic of Korea (RoK), IUCN should maintain its current level of engagement and re-evaluate RoK's commitment to an IUCN presence in the country after the WCC and pending confirmation of IUCN's legal status in the country. A feasibility study should be done for RoK.	An overall strategy for expansion to new countries that can be presented at the Regional Conservation Forum	1. Undertake Situation Analysis of new countries (focus on RoK) 2. Identify IUCN's niche in new countries vs. regional programme priorities over a 15-20+ year period 3. Undertake consultations at regional and country level (as part of IP plan development) 4. Include a strategy for expansion in the new Asia IP Plan for 2013-2016 5. Present strategy for discussion and endorsement at RCF	1. RPC, ELGs 2. DRD Programme, RPC, ELGs 3. RD, DRD Programme, SE Asia Group Head 4. DRD Programme, RPC, ELGs 5. RD, DRD Programme	1. Situation Analysis done 2. Niche identified 3. Consultations conducted 4. Strategy drafted 5. Strategy presented at RCF	1. February 2011 2. February 2011 3. March 2011 4. April 2011 5. May 2011 (or, Sept. 2011 – see footnote above)
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).	**Agreed with qualification** Both countries and regional thematic units should base their programming on strategic planning that also includes consideration of financial viability. The opportunity to do so in a systematic and consistent manner is during the preparation of the next Intersessional Programme Plan (2013-2016) that also includes updating the Situation Analysis for each component programme.	Component programmes (countries, ELGs) have developed Intersessional Programme Plans and Business Plans for 2013-2016	1. Review and update Situation Analysis 2. Identify thematic priority areas for the new IP Plan through global/regional consultations 3. Undertake consultations at regional, country and thematic level (as part of IP plan development) 4. Draft Programme Strategy and Business Plan for each component programme (country, ELGs) 5. Present regional Asia Strategy for discussion and endorsement at RCF in Korea 6. Finalize Asia Programme Strategy and Business Plan for the 2013-2016 Intersessional period	1. RPC, Country PC's, ELGs 2. DRD Programme, RPC, ELGs, Global Programmes 3. DRD Programme, SE Asia Group Head, CRs, ELGs, Country PCs 4. DRD Programme, RPC, ELGs, Country PCs 5. RD, DRD Programme, RPC 6. DRD Programme, RPC	1. Situation Analysis updated 2. Thematic priorities identified 3. Consultations conducted 4. Strategy drafted 5. Strategy presented and discussed at RCF 6. Strategy and Business Plan finalized	1. Jan-Feb. 2011 2. February 2011 3. Mar-April 2011 4. April 2011 5. May 2011 (or, Sept. 2011 – see footnote above) 6. December 2011
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.	**Agreed** Over the past year, IUCN in Asia has increasingly focused on joint programme development between countries and regional thematic programmes. This has resulted in several large, multi-country and integrated proposals being funded by donors in the areas of climate change and water/wetlands					

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8 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 activities and involve China.	**Agreed** Notwithstanding the challenge of raising funding specifically for species conservation from ODA donors, IUCN Asia will work with both SSC and the Global Species Programme to further refine this proposal and address drivers of biodiversity loss.	Revised Crisis in Asia proposal submitted to one or more potential donors	1. Establish internal working group in ARO and identify key contacts in SSC and GSP 2. Refine draft proposal and submit for peer review 3. Identify potential donors 4. Submit Crisis in Asia proposal to donors	1. ELG2 Head, Head Country Group 1 2. ELG2 Head, Head CG1, RPC 3. RPC, ELG2 Head, Head CG1 4. RPC, ELG2 Head, Head CG1	1. Working Group exists 2. Refined proposal submitted for peer review 3. Interested donors identified 4. Proposal submitted	1. September 2010 2. October 2010 3. October 2010 4. November 2010
8 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.	**Agreed with qualification** The experiences from current IUCN transboundary water dialogues in the Mekong and between India - Bangladesh will need to be considered before expanding this work to Pakistan. The current focus in Pakistan will be providing support and advice on the reconstruction and recovery following recent floods. In the longer term, this will focus increased attention on the Indus River Basin and possibly provide IUCN with an entry point.	IUCN has the profile and capacity to expand trans-boundary water dialogues to Pakistan.	1. Prepare proposals to identify IUCN's role in the reconstruction and recovery following the Pakistan floods 2. Submit proposal(s) to Government of Pakistan and key donors 3. Explore opportunities for IUCN's role in addressing management of the Indus River Basin 4. Develop concept note (based on 3.) and submit for peer review 5. Consult with key stakeholders in India and Pakistan to assess feasibility of transboundary water dialogues 6. Develop full proposal	1. ELG2 Head, CR Pakistan, RPC, Regional Water and Wetlands Programme 2. CR Pakistan 3. RWWP, IUCN India and Pakistan Offices 4. RWWP 5. RWWP, IUCN India and Pakistan Offices 6. RWWP	1. Proposals prepared and peer reviewed 2. Proposal(s) submitted 3. Role identified 4. Concept note prepared and peer reviewed 5. Consultations completed and feasibility assessed 6. Proposal developed (if feasible)	1. October 2010 2. November 2010 3. March 2011 4. April 2011 5. June 2011 6. August 2011
8 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.	**Agreed** Food security will be considered as a thematic priority area during consultations for preparing the new IP Plan. During these consultations, it will be important to define IUCN's role and niche, as well as strategic partners, in addressing food security issues. This should the importance of near-shore artisanal coastal fisheries and inland capture fisheries (particularly in Bangladesh and the Mekong countries) in food security. Securing the rights of local fishing communities will significantly enhance their food security and nutritional status.	Consider food security within the framework of developing the new IP Plan (2013-2016)	1. Include food security issues in drafting the Asia Situation Analysis 2. Consultations undertaken with members and partners 3. Identify opportunities to address food security in draft IP Plan 4. Explore partnerships with relevant institutions (including CGIAR centers)	1. RPC and ELGs 2. RPC, Country PCs, ELGs 3. RPC, Country PCs, ELGs 4. RPC	1. Situation analysis exists 2. Consultations undertaken 3. IP priorities exists 4. Partnerships identified	1. February 2011 2. March 2011 3. April 2011 4. June 2011
8 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.	**Agreed** IUCN's thematic focus on ecosystem based approaches to adaptation (EbA) will be considered in developing the above proposals. Additionally, climate change will continue to be a cross cutting issue for the regional thematic programmes and will be included in new proposal development, where relevant. In the Mekong and South East Asia, IUCN will collaborate with CARE to ensure a holistic approach that incorporates elements of both ecosystem and community based adaptation.	Ecosystem based approaches to climate change integrated into relevant proposals	1. Identify and include, where relevant, ecosystem based CC approaches in new proposals (i.e. 8a. and 8b.) 2. Integrate IUCN's CC priorities (EbA and REDD+) in the new IP plan 3. Assist countries and ELGs in sourcing climate change funding	1. Regional Forest Programme and leads on initiatives 2. RFP, ELGs and Country PCs 3. RFP, RPC	1. CC approaches exists 2. CC integrated 3. Sources of CC funding identified	1. October 2010 2. April 2011 3. October 2010 and continuing
9. ARO, in concert with ELGs and countries, must develop and explore various fund raising approaches. This should include:	**Agreed**					
9 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,	**Agreed** The importance of taking a strategic, longer term approach to fundraising is noted. This will be done by developing Business Plans in parallel to the new IP Plan and include a diversification of funding sources. Fundraising will be "institutionalized" as part of joint proposal development with key staff assigned to marketing the proposals to relevant donors.	Fund Raising Strategy (Business Plan) for next programme cycle	1. Review activity spending (monthly MIS Reports) 2. Provide budget and delivery oversight for large complex projects 3. Maintain donor profiles and assign focal points for current and new donors 4. Develop template for Fundraising Strategy (Business Plan) 5. Prepare regional Asia Business Plan in	1. All Sub-Cost Centre managers, regional Finance 2. Project Operations Officer 3. RPC in collaboration with ELGs and Country PCs 4. RPC, Director	1. Activity spending as per budget 2. Budget and inception targets met 3. Donor profiles and focal points exist 4. Template available 5. Draft Business Plan completed	1. Review monthly 2. Ongoing 3. October 2010 and ongoing 4. December 2010 5. April 2011 6. July and

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and increase fund raising from multilaterals, Asian governments, foundations and the private sector.	There is also a need to manage existing funding better to ensure delivery is done in a timely and efficient manner, and to meet budget targets. Large, complex initiatives require close oversight both during the proposal preparation stage (adequate budgets) and the inception phase (adequate systems for delivery in place).		collaboration with country and ELG programmes 6. Refine Business Plan during 2011 MY Budget Revision and preparation of 2012 Budget	Finance 5. RD, Deputy Regional Director Programme, Director Finance 6. RD, DRD Programme, Director Finance	6. Business Plan refined and finalized	September 2011
9 b) Judicious use of framework funding for strategising and programme development including seeking approaches to reduce administrative costs taken from framework;	**Agreed** This implies working towards full cost recovery (e.g. ensuring project activity spending is as per budget – see above). Currently, Asia Region allocates framework funding to strategic countries (China, India, Indonesia) and regional thematic programmes (ELGs) on the basis of results based workplans focusing on programme development.	Full cost recovery from projects ensured freeing framework funding for strategic initiatives	1. Review activity spending (monthly MIS Reports) 2. Provide budget and delivery oversight for large complex projects 3. Allocate framework funding to strategic initiatives and as investments in programme development	1. All Sub-Cost Centre managers, Regional Finance 2. Project Operations Officer 3. RD, DRD Programme, RPC	1. Activity spending as per budget 2. Budget and inception targets met 3. Framework funding allocated as per criteria	1. Review monthly 2. Ongoing 3. Ongoing
9 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.	**Agreed with qualification** Additional core funding will be required for China and Indonesia to leverage further programme development, strengthen the membership base and secure Host Country Agreements. Funding for the Crisis in Asia proposal will be sought from external sources. Increased global private sector funding is likely more achievable outside the programmatic relationship established by the Business and Biodiversity Programme (e.g. CSR funding from non-BBP partners).	Increased framework funding from HQ for China and Indonesia enables strategic programme development	1. Prepare request for additional framework funding for China and Indonesia in 2011 (as part of the costs of implementing the Asia Strategic Review recommendations); 2. Explore opportunities for pursuing CSR funding from non-BBP partners	1. RD, RPC, Director Finance 2. RPC, Regional Business and Biodiversity Programme	1. Increased core funding for China and Indonesia 2. Feasibility determined	1. September 2010 2. December 2010
9 d) Explore the implications of an IUCN Asia Foundation that would be targeted at Asian philanthropists, the private sector and individual contributions.	**Agreed** The option of establishing an IUCN Asia Foundation (or, Fund, Trust or Corpus) is worth exploring recognising there are a series of issues related to legal status, location, costs, and governance. A feasibility study could be undertaken but will require advise from a specialised law firm with experience from several Asian countries.	Feasibility study completed identifying options for establishing an IUCN Asia Foundation	1. Develop TORs for feasibility study 2. Engage legal firm and explore opportunities for pro-bono services (as part of CSR…??) 3. Complete feasibility study	1. RD, RELP, Director Finance 2. RELP, Director Finance 3. RELP	1. TORs developed 2. Legal firm engaged 3. Feasibility study completed	1. November 2010 2. January 2011 3. March 2011
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).	• ***For HQ to respond***					
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.	**Agreed** ARO has been pursuing IUCN's legal status in Thailand and will continue to do so. However, a Host Country Agreement (HCA) in Thailand will depend on HQ legal status in Switzerland	Signed HCA in Thailand	1. Work with HQ to secure IO status in Switzerland 2. Continue to pursue IO status in Thailand with the assistance of Thai members and "friends" 3. Sign HCA in Thailand	1. RD, Regional Environmental Law Programme 2. RD, RELP 3. RD, RELP	1. IO status in HQ secured 2. IO status in Thailand secured 3. HCA signed	1. November 2010 2. June 2011 3. December 2011
12. IUCN must explore ***immediately*** through Head Quarters and ARO channels ways of obtaining appropriate legal status in China.	**Agreed** ARO has been pursuing IUCN's legal status in China and will continue to do so. However, a Host Country Agreement (HCA) in China will depend on HQ legal status in Switzerland	Signed HCA in China	1. Work with HQ to secure IO status in Switzerland 2. Continue to pursue IO status in China with the assistance of Chinese members, Regional Councillor and "friends" 3. Sign HCA in China	1. RD, RELP 2. RD, RELP, Prof. Ma 3. RD, RELP	1. IO status in HQ secured 2. IO status in China secured 3. HCA signed	1. November 2010 2. June 2011 3. December 2011
12 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.	**Agreed with qualification** In pursuing a HCA with China, IUCN will review the legal status of similar organizations working in China (incl. INBAR). Note that INBAR is not a CGIAR centre and there are no CGIAR centres in China.	Legal status of other international organizations in China reviewed	1. Review legal status of other international organizations working in China 2. Assess the relevance to obtaining a HCA for IUCN	1. China PC, RELP 2. RD, RELP	1. Legal status reviewed 2. Options for a HCA in China considered	1. October 2010 2. November 2010

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12 b) Explore the political route direct to the Party Congress with the help of IUCN members and friends like Maurice Strong	**Agreed** This will be considered as part of establishing an Advisory Board for the China Programme	Political support for obtaining HCA in China	As in 3 c)	As in 3 c)	As in 3 c)	As in 3 c)
12 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.	**Agreed** There should be a feasibility study for registration in Hong Kong, noting that it must thoroughly address both financial and political implications.	Sufficient information to make a decision on whether or not to register in Hong Kong.	As in 12 a)	As in 12 a)	As in 12 a)	As in 12 a)
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.	**Agreed** An in-house review using standard OECD-DAC criteria (relevance, effectiveness, efficiency, impact and sustainability) will be organized for the ELGs to enable a more detailed examination of the additional recommendations provided by this review (see below). The ELG review will be led by the Asia RPC and, if possible, include another RPC from a different region operating with regional thematic programs (e.g. PACO).	Recommendations of ELG Review implemented as part of transition (see #'s 14 and 15)	1. Develop TORs in consultation with Global Programme lead (Alex) 2. Carry out ELG Review and finalize report 3. Prepare and finalize management response	1. RPC, HQ, ELG Heads 2. RPC 3. ELG Heads	1. TORs finalized 2. Review completed 3. Management response completed	1. October 2010 2. November 2010 3. December 2010
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).	**Partially agreed** The proposed organizational model (attached) includes the position of Deputy Regional Director for Programme, but not for Operations. This model does address the other recommendations regarding the ELGs and Country Groupings. This model includes a strong and centralised Programmatic function that also oversees regional communications, constituency, large regional initiatives (e.g. MFF) and select country programme offices (with no CR's). Asia Regional senior staff are in agreement that this proposed organizational model is a transitional model leading (resource permitting) to a sub-regional organizational model with a strong and centralized Programmatic function.	A transitional model for the organization of IUCN is Asia is agreed and implemented by start of 2011	1. Undertake a review of the ELGs in preparation for the transition 2. Create the post of Deputy Regional Director Programme 3. Create the post of Project Operations Officer 4. Assign responsibility for the ELGs to the DRD 5. Assign responsibility for the Constituency Head to the DRD 6. Assign responsibility for MFF to the DRD 7. Assign responsibility for country programme offices (Nepal) and select emerging countries (Maldives, Bhutan) to the DRD	1. RPC, ELG Heads 2. Regional Director 3. Finance Director 4. Regional Director 5. Regional Director 6. Regional Director 7. Regional Director	1. Review report exists 2. Post exists 3. Post exists 4. Responsibilities assigned formally 5. Responsibilities assigned formally 6. Responsibilities assigned formally 7. Responsibilities assigned formally	1. December 2010 2. January 2011 3. January 2011 4. January 2011 5. January 2011 6. January 2011 7. January 2011
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).	**Partially agreed** A Mekong Country Group structure will be expanded to a SE Asia Country Group that also includes Thailand, Indonesia and Timor Leste. The Country Group Head will report directly to the Regional Director on representational matters and to the Deputy RD on programme. Other country programmes (with CRs) will continue to operate as such without a Country Group structure. However, the CR's will select a rotating South Asia Chair to enhance transboundary collaboration and encourage joint programme development. Country Office functions pertaining to Programme and Finance will report directly to the Deputy RD Programme and Finance Director, respectively. The Country Representatives will be line managed by the Regional Director and will report on representational, political and other matters of high strategic importance. A second country grouping will be made for North Asia (including China, Mongolia, Japan and Korea) where expansion will be led directly by the Regional Director	A transitional model for the organization of IUCN is Asia is agreed and implemented by start of 2011	1. Rename Country Group 1 to SE Asia Country Group, maintaining the incumbent Head 2. Assign responsibility for Thailand, Indonesia and Timor Leste to the SE Asia Country Group Head 3. Select a rotating South Asia Chair 4. Assign responsibility for the North Asia Group (China, Mongolia, Japan and Korea) to the Regional Director	1. Regional Director 2. Regional Director 3. Regional Director 4. Regional Director	1. Group exists 2. Responsibility assigned 3. Chair selected 4. Responsibility assigned	1. January 2011 2. January 2011 3. January 2011 4. January 2011

Additional Recommendations for ELG themes – *note that detailed responses (incl. actions and responsibilities) will be prepared following the ELG Review and incorporating discussions during the Asia Strategic Review Workshop (07-08 September 2010).*

Recommendation	Response	Intended Result	Activities	Responsibility	Indicators	Timeframe
Regional Species and Biodiversity Programme (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.	**Partially Agreed** Given the challenges in raising funding at the country and regional levels for species and biodiversity conservation, RSBP requires a programme development strategy and business plan that provides a renewed focus for this regional programme (e.g. MEA/CBD focus vs. action research)	Finalised recommendations on RSBP within the ELG Review implemented				
Regional Protected Areas Programme (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.	**Agreed** Some of these activities are already being done. However, like RSBP, securing funding for work on protected areas remains a challenge. Closer links with World Heritage and adopting rights based approaches to PA management should be explored.	As above				
Regional Water and Wetlands Programme (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.	**Agreed** The continued demands on RWWP (water dialogues, CC adaptation, river basin management, wetlands conservation, etc.,) will require a strategic approach to expand (and recruit) technical capacity in key countries. There is also a need to separate the functions of programme/project development from programme/project implementation as these require different skill sets.	As above				
Regional Business and Biodiversity Programme (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.	**Partly Agreed** The partnerships developed with private sector at regional and global levels have been largely programmatic with the aim to influence ("green") business practices. Global agreements implemented at regional/country levels have been problematic and far from self-sustaining financially. The ELG Review needs to consider additional approaches to private sector engagement that includes making a stronger business case for conservation.	As above				
Regional Coastal and Marine Programme (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.	**Agreed** Closer links with MFF will be explored during the ELG Review and recommendations for improving the interactions between the Global Marine Programme and Regions will be made during the upcoming Strategic Review of GMP	As above				
Disaster Risk Reduction Programme (DRR) **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	**Agreed** Ecosystem resilience will likely continue to be an important programme theme, particularly in Asia given its preponderance of natural disasters. In the near-term, IUCN in Asia will focus on building its DRR capacity in response to the Pakistan floods and using its experiences from incorporating environmental considerations during post-disaster reconstruction and recovery. A number of useful partnerships have already been established	As above				

Recommendation	Response	Intended Result	Activities	Responsibility	Indicators	Timeframe
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.	as part of the Disaster Environment Working Group for Asia (DEWGA). .					
Regional Environmental Economics Programme (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.	**Agreed** Making a business case for conservation requires good information from both economic valuations and sustainable financing mechanisms. Interpreting existing information and making it locally relevant will likely be more important than collecting new data. Linking more closely to the TEEB study and the TPA 5 core group could provide significant value added for REEP.	As above				