

Annex 1 Evaluation Review Matrix

Review area	Question	Sub-question	Indicator(s)	Stakeholders/Sources of data	Data source/collection method
Relevance		1. What are the key sustainable development and conservation issues in the region?		<ul style="list-style-type: none"> x ARO Staff x Partners x Key Regional Agencies (could email issue before interview) x Members (“) 	<ul style="list-style-type: none"> x IUCN Documents x Staff, Partners & Members interviews in person & phone x SWOT Questionnaire to ARO staff x Recent environmental analysis
	To what extent is the Asia Regional Programme relevant?	2. To what extent is the Asia Regional Programme relevant to the key sustainable development and conservation issues in the region?	Extent of congruence between identified issues and the ARP (stratified by theme (ELG) and country (only subset of countries)—detail for 4 countries visited, additional data from Pakistan, Bangladesh, & Vietnam)	<ul style="list-style-type: none"> x ARO, ELG st136.32 x Partners x Members 	<ul style="list-style-type: none"> x Document analysis x AR strategy planning x interviews (personal & phone)with staff , members & partners x literature review x Analysis by review team
		3. To what extent is the ARP perceived as relevant to key stakeholders & IUCN Members?	Extent of congruence between stated issues and the Asia Regional Programme	<ul style="list-style-type: none"> x Partners x IUCN Members 	<ul style="list-style-type: none"> x Document analysis x interviews
		4. To what extent is the Asia Regional Programme relevant to the IUCN Programme and other components of IUCN?	Extent of congruence between the IUCN Programme, components, biennial priorities 2010-11 and the Asia Regional Programme	<ul style="list-style-type: none"> x HQ staff x other Reg Directors x IUCN Commission Chairs & Members 	<ul style="list-style-type: none"> x Document analysis, interviews x Questionnaires with other programme staff outside Asia Region x Pie chart presented at briefing

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Review area	Question	Sub-question	Indicator(s)	Stakeholders	Data source/collection method
Organisational model	What is the current organisational model & its strengths & weakness?	How effective are current regional organisational structures (including country groupings, ecosystems and livelihoods groups) in helping deliver the programme?	Span of control for senior		

Annex 2 IUCN Evaluation Review Schedule

Dates	Task	Remarks
08 May (Sat.)	JG arrives Bangkok from Manila 16:45 (TG621) KM arrives Bangkok from Tokyo 21:25 (AC6126)	Taxi from airport (JG to Bless Residence) (KM to Novotel Lotus)
09 May (Sun.)	Document reviews, initial meeting with Kent in the afternoon	
10 May (Mon.)	Briefings at ARO (starting at 09:30) on programme, constituency and operations.	
11 May (Tue.)	Continued briefings at ARO Interviews with regional partners based in Bangkok	IUCN car to be available
12 May (Wed.)	Depart for Beijing TG 614 @ 10:10 Arrive Beijing @ 15:50 (Met by Hao)	IUCN car drop-off Taxi to hotel

Annex 2 IUCN Evaluation Review Schedule

	Resume interviews (pm) - Shah Murad (CR) and Hamid Sarfraz (PC) IUCN Pakistan	
28 May – 06 June	Complete interviews, analyse questionnaires, follow up with IUCN and prepare draft report	
09 June (Mon.)	Present briefing to IUCN senior management and obtain feedback (at ARO)	
08-11 June	Revisions to draft report (submit draft report by 11 June) Submission delayed to 1 July	
1-15 July	Review of Draft Report and comments back to Review Team (by 15 July)	
23 July (Revised from 15 July)	Finalise and submit Asia Strategic Review Report to ARO and HQ	

Annex 3 List of stakeholders interviewed

NAME	DESIGNATION	METHOD OF INTERVIEW
27. Ms. Wei Juan,	Senior Programme Officer China	Group discussion
28. Ms. Li Jia,	Forest Programme Officer China	Group discussion
29. Ms. Lap Li	Communication and Constituency Officer	Group discussion
30. Ms. Beth Carmoron	Australia Youth Ambassador (AYAD)	Group discussion
31. Seth Cook	Former ,China Programme Coordinator	On phone
IUCN Sri Lanka		
32. Dr. Ranjith Mahindapala	Country Representative	In person
33. Mr. Shamen Vidanage	Programme Coordinator	In person & group meeting
34. Mr. Bandula Withanachchi	Head, Human Resources	In person & group meeting
35. Mr. Vimukthi Weeratunga	Head, Biodiversity	In person & group meeting

44. Ms. Angela Fernando

Secretary

Group Discussion

45. Mr. Dilup Perera

Asst. Programme Officer,
Biodiversity, TM – r Df6v8E•rBQ

Annex 3 List of stakeholders interviewed

Persons Met Donors, Partners and Members

Donors (6)			
1.	John Warburton	Senior Environment Advisor, DFID, Beijing	On phone
2.	Dr. Anders Granlund	Counsellor & Director, Swedish Environmental Secretariat for Asia (SENSA), Bangkok	In person
3.	Ms Karin Isaksson	First Secretary, Sr Programme Officer, SIDA Bangkok	
4.	Ms. Helena Ahola	Head of Development Cooperation, Embassy of Finland	In person
5.	Ms. Annelies Donners	First Secretary, Development Cooperation, Embassy of the Kingdom of the Netherlands (EKN), Hanoi	Via Skpe/Phone
6.	Mr. Bandula J Hennadige	Senior Programme Officer, EKN, Colombo	In person
Multilaterals & Regional Organisations (7)			
7.	Mr. Andrew Noble	Regional Director, IWMI Southeast and Central Asia, Vientiane	In person
8.	Dr. Dechen Tsering	Deputy Regional Director, UNEP ROAP	Via Skpe/Phone
9.	Martine Krause	Environment & Energy Team Leader, UNDP Regional Centre Bangkok	Via Skpe/Phone
10.	Joseph D'Cruz	Regional Technical Advisor Environment, UNDP	In person
11.	Mr. Jeremy Bird	CEO, Mekong River Commission	In person
12.	Mr. Vitoon Viriyasakulotorn	Technical Coordinator, Mekong River Commission	In person
13.	Mr. Kaviphone Phouthavong	Fisheries Program, Mekong River Commission	In person
International NGOs (4)			
14.	Mr. Marc-Alexander Gross	WWF Greater Mekong	In person
15.	Mr. Michael Rewald	Country Director, CARE Sri Lanka	In person
16.	Mr. Nicholas Osborne	Regional Director, CARE Bangkok	In person
17.	Mr. Jack Hurd	The Nature Conservancy (TNC) Director, Forest Program Asia Pacific Region	In person
Government- Partners			
China 8			
18.	Mr. Su Ming	Deputy Director General Department	International Forestry Cooperation Center
19.	Mr. Hu Yuanhui	Division Chief Department	International Forestry Cooperation Center
20.	Mr. Li Zhong	Chief of Protected Area Management Office, Ecological Conservation Division	State Forestry Administration (SFA)
21.	Mr. Li Rusheng	Deputy Director, Urban Construction Department	Ministry of Housing and Urban Rural Construction (MOC)

Annex 3 List of stakeholders interviewed

22.	Mr. Zuo Xiaoping	Deputy Director Office of National Park	Ministry of Housing and Urban Rural Construction (MOC)
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Annex 3 List of stakeholders interviewed

Annex 4 Examples of Questionnaires

IUCN –Asia Regional Programme

Strategic Review Organisational Questionnaire

In order to aid the review team we will be asking IUCN Asian Regional staff for a variety of inputs, this will include formal presentations, discussions, interviews, and questionnaires. Keeping in line with IUCN guidelines and our own philosophy all inputs are considered confidential, the data when presented will not be ascribed to individuals although it may be disaggregated by staff position (see example below).

The following is an initial questionnaire asking for some of the strengths and weakness of the existing IUCN structure. Please complete and return to the team members either in hard copy or email.

Thank you for your assistance Julian & Kenneth

Position (Please check one)

Senior Staff

ARO Bangkok	ELG 1	ELG 2	MFF	Country
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Middle level

HQ Bangkok	ELG 1	ELG 2	Country
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1. List and prioritise five (5) Strengths of the Current IUCN ARP Organisational Model
2. List and prioritise five (5) Weakness of the Current IUCN ARP Organisation Model
3. List and prioritise five (5) Strengths of the Current ARP Financial Model
4. List and prioritise five (5) Weakness of the Current ARP Financial Model
5. List five (5) future opportunities for IUCN
6. List five (5) future threats to IUCN

Annex 5 Summary of SWOT Questionnaire

Annex 5 Summary of SWOT Questionnaire

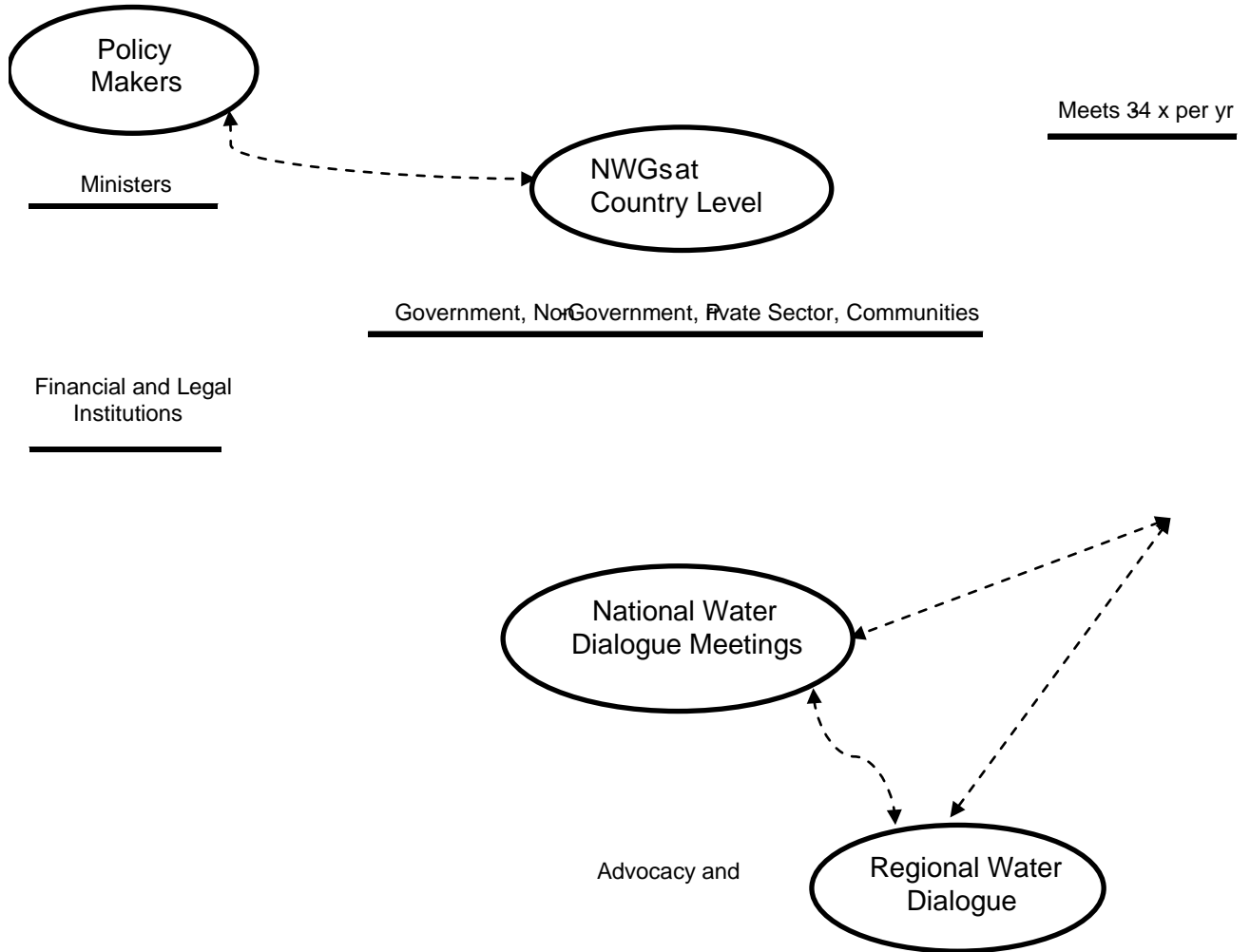
Annex 6 Recent regional programmes lead by ELGs

Project Name	Project Size	Lead Responsibility	Country and ELG Coverage	Donor/s	Start Date	End Date
Relief Aid for rehabilitation of coastal ecosystems after the Tsunami disaster, in Sri Lanka, South India, Aceh, Indonesia, Thailand and Malaysia	USD 1, 422, 700	Sri Lanka, Thailand	Sri Lanka, Thailand	Oxfam Novib	1-Mar-05	30-Apr-07
Building capacity to integrate environmental aspects into post-tsunami reconstruction and livelihood restoration in Sri Lanka and Thailand	Euro 346, 000	ELG 2	Thailand, Sri Lanka	BMU - German Federal Ministry for the Environment	1-Oct-05	30-Sep- 06
Rehabilitating Coastal Ecosystems in a post-Tsunami Context: Restoration of mangroves in Sri Lanka and Thailand (OAPN)	Euro 214, 500	ELG 2	Sri Lanka, Thailand	OAPN - Spanish Government Agency of National Parks	1-Sep-05	31-Aug- 06

Safeguarding Biodiversity for Poverty Reduction

Annex

Annex 7 DIALOGUE PROCESSES (MWD): AN EXAMPLE OF METHODOLOGICAL INNOVATIONS
BY IUCN



Annex 8 China Legal Agreement

Status Update on Host Country Agreement (HCA) Negotiations with the Government of China prepared by Patti Moore (April 2010)

China, represented by Ministry of Foreign Affairs (MoFA) joined IUCN as a State member in 1996. There are 11 approved institutional IUCN members in China, working in mainland and Hong Kong SAR. It is expected that another five organizations including three domestic NGOs and two government affiliated NGOs will be approved to become IUCN members in June of this year (2010).

The IUCN China Office was established in Beijing, China in 2003. There are now five permanent staff supporting a number of key initiatives as well as communication and constituency-

Annex 8 China Legal Agreement

A meeting was held with a lawyer, Mr. Xiao Zhenyu, from Sapphire Law Firm on Oct. 28th 2008 seeking possibilities for IUCN to register in China as an International Organization. Besides, other options have also been also considered:

- x Registration as a foundation, which WWF successfully achieved, was considered, but IUCN does not fall into this category. Regulations for foundations were issued in 2004;
- x For international organization status, Mr. Xiao implied that only the Ministry of Foreign Affairs has approval authority. Also, one of the most important criteria considered during a review of IUCN for such status would be the “contribution” of the organization to the Chinese Government. It would be very difficult for IUCN to obtain this kind of status and the main reason is that the Chinese government is extremely reluctant to grant this status to any organizations outside of UN. The one exception heard by now is the Red Cross, which has been granted international organization status, after a long and tough negotiation process and INBAR who agreed to set up their international HQ in China.
- x WWF is the only organization that is officially registered with Chinese local authority, as foundation (under Civil Affair Bureau).

During follow-up correspondence, the lawyer told us that the registration as a representative office of IUCN in China also could not work out, due to the limits of existing legislation. Representative offices are restricted to performing “liaison” activities, and are prohibited from any moneymaking activity in China. Both the Bureau of Commerce and Industry and Civil Affair Bureau were contacted to confirm this.

On Oct. 29th, 2008 Dr. Su Ming and Mr. Hu from State Forestry Administration confirmed that: The revised version of the country agreement (both English and Chinese) was submitted to SFA asking for additional comments. Once the revision is finalized with comments from SFA, the final version will need to be submitted to MoFA. During the China Committee Meeting held June 3rd 2009, SFA confirmed again their willingness to be IUCN's focal point in China, to support IUCN to get legal status as an NGO.

Reviewers comments: Consultations continued in May 2010, including developing an approach to the State Council through the assistance of Maurice Strong.

Annex 9 Diagram of Strategic Planning in Laos

Annex

Annex 11 Involvement with Private Sector: Lessons learned Dhamra Port

Dhamra Port is being developed in Orissa State on the east coast of India and will be the largest deep water port in India. It is located within 15 km of the mass nesting site for the Olive Ridley Turtle (Vulnerable) and adjacent to a national protected area.

IUCN has been working since 2007 with the Dhamra Port Company Ltd (DPCL) and particularly with the partner Tata Steel (who have a positive reputation of being corporately responsible) as part of its regional Business and Biodiversity Programme to minimise and mitigate the impacts of the Dhamra Port project on the immediate coastal environment, particularly marine turtles, and advise on methods to compensate or offset any residual impact that cannot be avoided or reasonably mitigated. This project was discussed and approved by the IUCN Indian Members committee and adhered to the IUCN operational guidelines for engagement with the private sector. The mitigation measures were led by a co-chair of the Marine Turtle SSC Specialist Group.

Successful measures have been implemented by DPCL including;

- x Turtle deflectors fitted to dredgers that were operating;
- x -

Annex 12 Recent List of Proposals and projects

Programme Development Analysis for ARD Meeting

Annex 12 Recent List of Proposals and projects

Fostering sustainable local economic development through pro-poor nature tourism in the Greater Mekong Subregion	A2236	EC	25-Jan-10	3,821,818	ELG1 (RPAP)	The proposal has subsequently been submitted. RPAP still to submit B appraisal form for inclusion in the B List
Socioeconomic Monitoring Guidelines for Coastal Managers of South Asia: Field trials and baseline surveys	A2237	NOAA	28-Jan-10	40,000	ELG2 (RCMP)	No further news on the progression or status
Increased awareness of the human elephant conflict in Asia	A2238	Alexander Abraham Foundation	28-Jan-10	50,000	ELG2	No further news on the progression or status
A Regional Ecosystems Services based initiative for Poverty Alleviation in South Asia	A2239	DFID ESPA	28-Jan-10	75,000	ELG2 (REEP)	Not successful as HQ did not shortlist for proposal submission
Developing partnerships for Ecosystems Services and Poverty Alleviation in China	A2240	DFID ESPA	28-Jan-10	75,000	ELG2 (REEP)	A proposal has since been submitted and B number not as yet sought by ELG-2
Ecosystems Services and Poverty Alleviation in China	A2241	DFID ESPA	28-Jan-10	325,000	ELG2 (REEP)	Not successful as HQ did not shortlist for proposal submission
Ecosystems Services and Poverty Alleviation in South Asia	A2242	DFID ESPA	28-Jan-10	325,000	ELG2 (REEP)	A proposal has since been submitted and B number not as yet sought by ELG-2
Establishment of the Murree Protected Landscape	B2485	Government of Punjab	28-Jan-10	941,184	IUCN Pakistan	The project has since been converted to C
Exploring the agriculture-ecosystem-food security nexus	B2486	EC	28-Jan-10	3,333,174	ELG2	No further news on the progression or status
Water Matters, Borders Don't : Mekong Region Water Dialogues, Phase Two	B2487	Government of Finland	28-Jan-10	3,073,702	ELG1 (RWWP)	Phase 2 proposal for MWD submitted but donor to assess it subsequent to MTR of MWD Phase 1
Building Resilience to Climate Change Impacts - Coastal Southeast Asia	A2243	EC	03-Feb-10	4,056,500	ELG1 (RFP)	Proposal has since been submitted to donor and RPC in the process of assigning B number
Building capacity of youth leaders and women to incorporate environmental safeguards into disaster management.	B2488	Commonwealth Foundation	05-Feb-10	32,500	ELG2	The project has since been converted to C
MFF SIDA Phase 2	B2489	SIDA	08-Feb-10	7,000,000	RPC	Donor to inform IUCN in May 2010
Jeju-Climate Change Technical Programme	B2490	Government of Korea	11-Feb-10	400,000	ELG1 (RPAP)	No further news on the progression or status

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Enhancing Environmental and Biodiversity Management of Holcim Indonesia	B2491	Holcim Indonesia	12-Feb-10	19,500	IUCN Indonesia	No further news on the progression or status
Baseline Assessment of Economic, Social and Environmental Costs and Benefits of Investment in Savannakhet and Saravan, Lao PDR, and Elaboration of Policy and Technical Briefs	B2492	UNDP Poverty Environment Initiative	12-Feb-10	69,069	IUCN Lao	In the process of being reviewed

Annex 12 Recent List of Proposals and projects

							the EC ENRTP call
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Species of the Day

Dilmah
Conservation

Annex 13 Example of Strategic Planning in Laos