

SOUTH & SOUTH EAST ASIA REVIEW MISSION

NEPAL, SRI LANKA, VIETNAM , AND BANGKOK

August 13 - September 1, 1995

**Javed Ahmed, IUCN Pakistan
Don Gilmour, IUCN Gland
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Acknowledgements and Thanks

The Mission would like to record its gratitude to the staff of the IUCN locations visited for the quality of their hospitality and for the open and constructive spirit in which the Mission was received.

The Mission hopes that this report will constitute a positive contribution towards the emergence of a stronger, more cohesive IUCN Programme in the region. Should it prove to be of any use to the IUCN, the Mission would be pleased to receive a copy of the report.

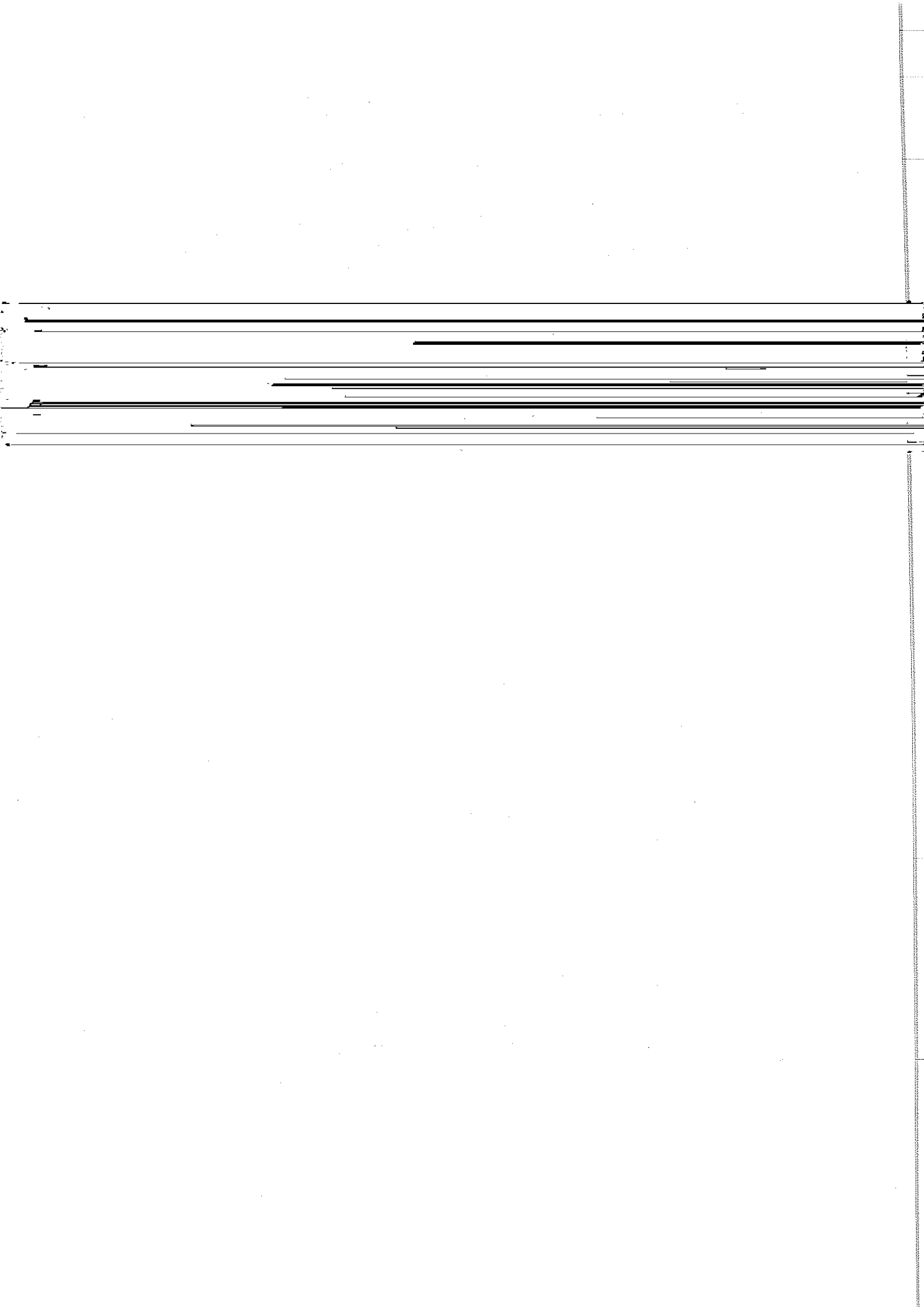
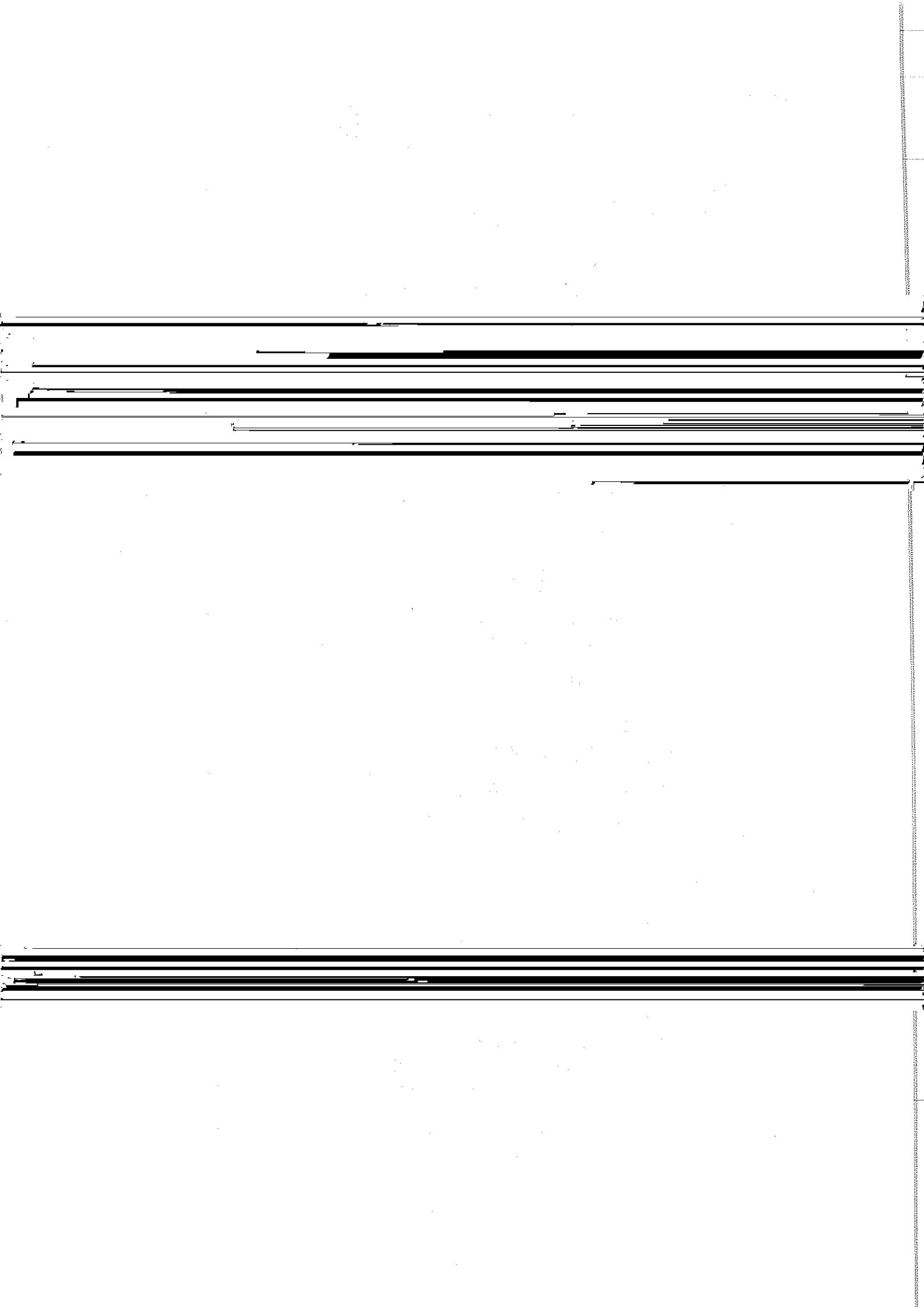
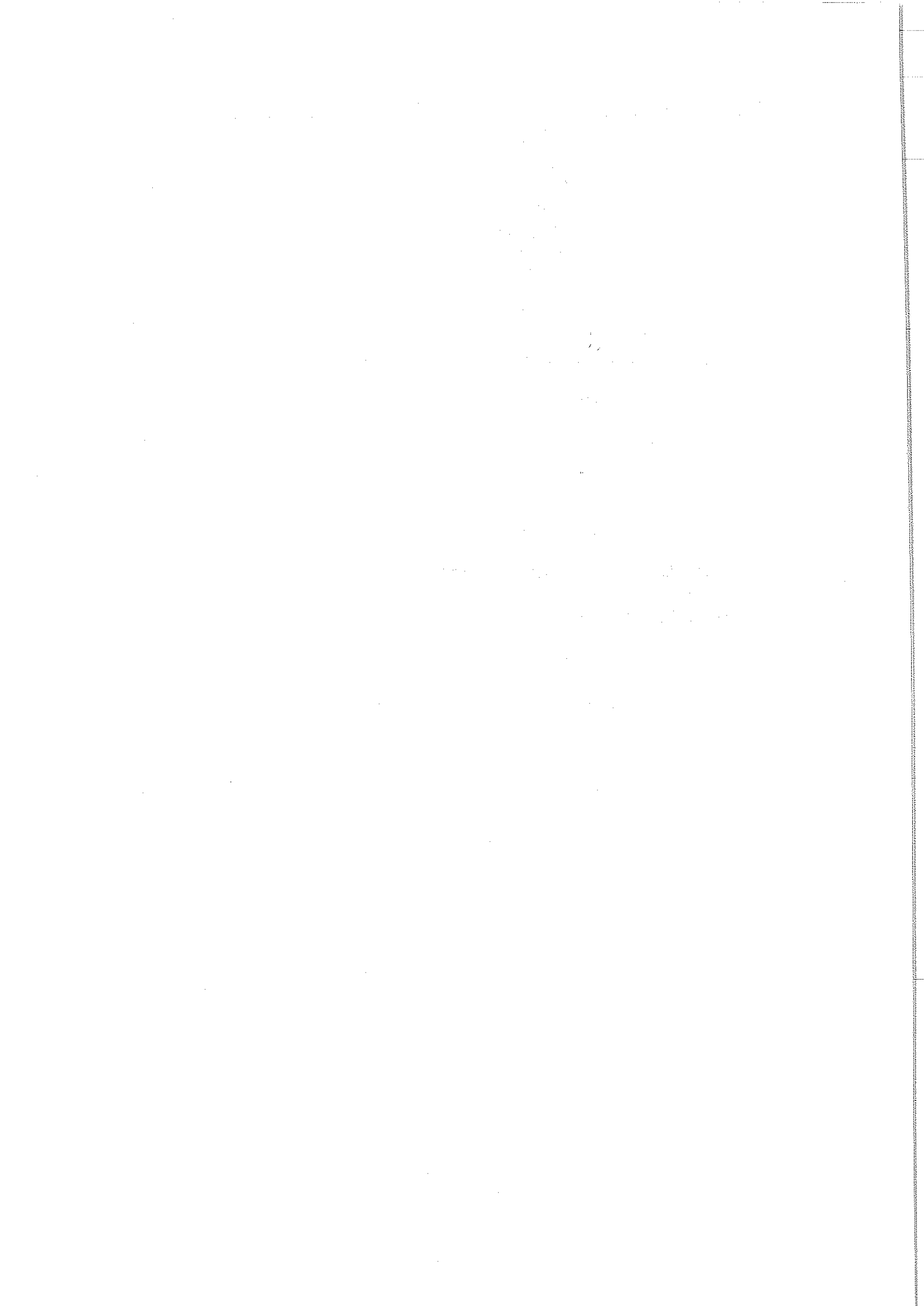


TABLE OF CONTENTS

	Page
EXECUTIVE SUMMARY	
1. INTRODUCTION	1
1.1. Conceptual Structure of SSEARM's Inquiry	1
1.2. Itinerary	2
1.3. Method	2
1.4. Basis for Opinions and Judgements	3
2. SUMMARY OF FINDINGS	3
2.1. SOCIO-POLITICAL ASPECTS	3
2.1.1 Economic Development	4
2.1.2 Emerging Private Sector	4
2.1.3 Political Development	4
2.1.4 Future Approaches	5
2.2 CONSERVATION ISSUES	6
2.2.1 Environmental Awareness	6
2.2.2 Biodiversity and Conservation of NR	7
2.2.3 Parks and People	7
2.2.4 Restoration of Degraded Ecosvstems	8
2.3 THE PROGRAMME TODAY	9
2.3.1 General Summary	9
2.3.2 Partners and Method	10

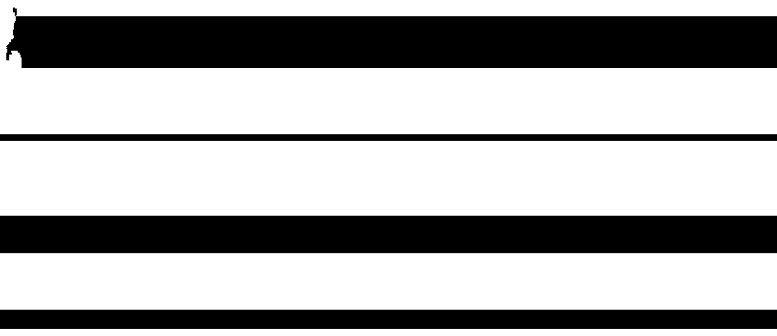


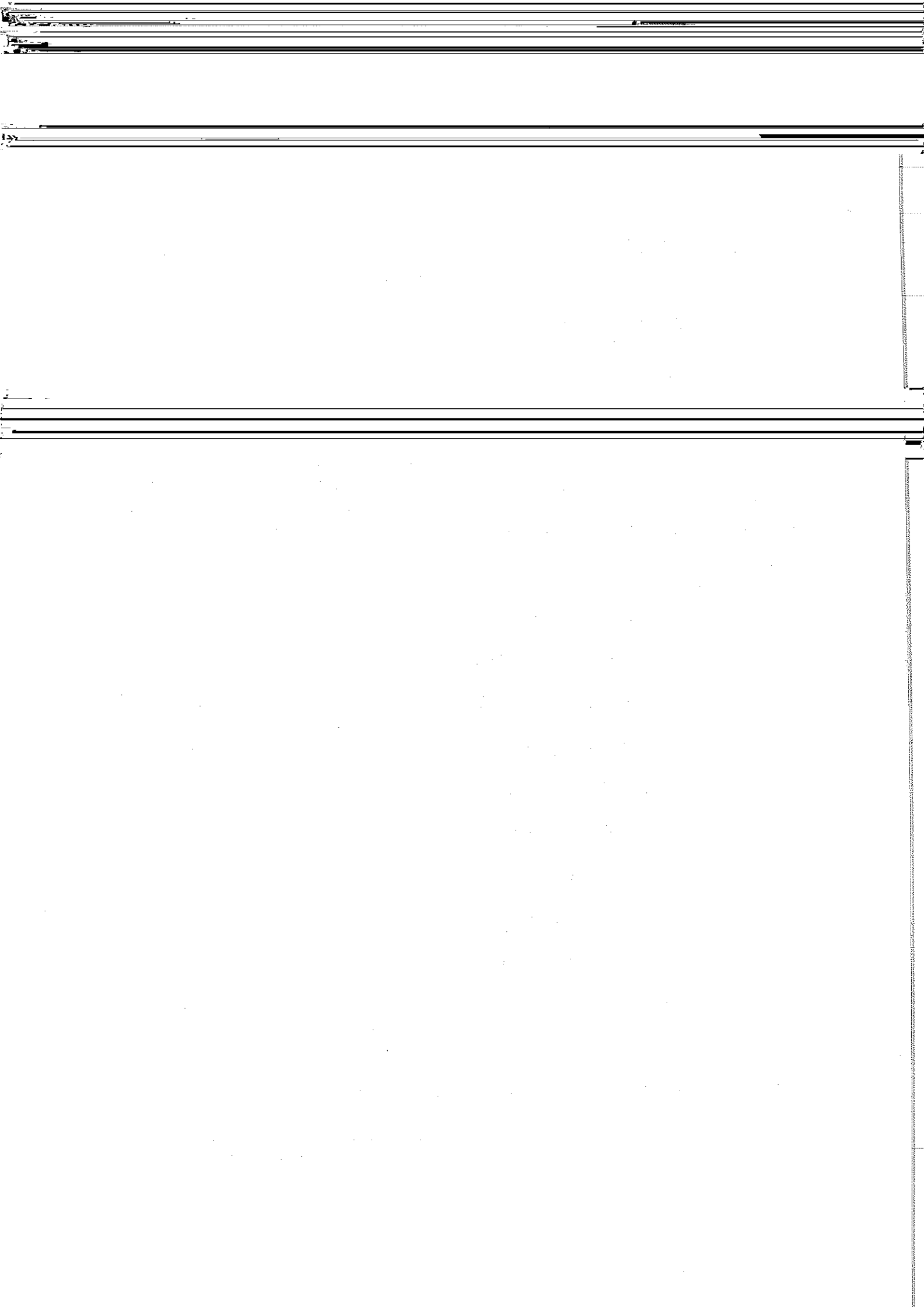
	Vietnam	14
	Cambodia	15
	Lao PDR	16
	Bangladesh	17
	Philippines	18
	Bangkok	19
	Regional Secretariat Management Team	20
3.	THE WAY AHEAD	20
	3.1 DESIRABLE MANAGEMENT STRUCTURES	21
	3.2 INTERIM ARRANGEMENTS	24
	ANNEXURE	
	1. Nepal	
	2. Sri lanka	
	3. Vietnam	
	ACKNOWLEDGEMENTS AND THANKS	
	LIST OF ACRONYMS	
	LIST OF PEOPLE MET	
	TERMS OF REFERENCE OF THE SSEARM	



LIST OF ACRONYMS

ASG	Asian Support Group
AWG	Asian Working Group
AUSAID	Australian Aid
BMZ	Bunderministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CITES	Conference on International Trade in Endangered Species
DG	Director General
FMF	Fixed Meeting Fortnight
HQ	IUCN Headquarters, Gland
ICIMOD	International Center for Mountain Development
IUCN	The World Conservation Union
MOU	Memorandum of Understanding
NCS	National Conservation Strategy
NGO	Non Government Organization
NWF	National Wildlife Federation
PDR	Peoples Democratic Republic
RSMT	Regional Support Management Team
SDC	Swiss Development Corporation





SOUTH & SOUTH EAST ASIA REVIEW MISSION

Executive Summary

WHY THIS MISSION?

A review of the IUCN Programmes in S & SE Asia was called for as it was judged that the region was experiencing particular difficulties in adapting to the changes within IUCN

**SOUTH AND SOUTH EAST ASIA
REVIEW MISSION**

TERMS OF REFERENCE

Introduction

The decision to

*

Restoration of Degraded Ecosystems West coast of S. & SE Asia

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to translate knowledge into action;

- * that IUCN assist in generating the financial resources necessary to carry this agenda forward.

THE PROGRAMME TODAY

The Programme of IUCN in the S & SE Asia region is established mainly in low-income countries, and has had, as its principal emphasis in the past, the provision of technical and financial assistance to central government institutions. Although an IUCN National Committee was established in 1971, it has since 1973 been replaced by a series of IUCN National Committees in the region, which have been established in the following countries: Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Singapore, Thailand, and Vietnam.

The changes required are across the board, and could be described as cultural. The implementation of these is going to require substantial input and assistance from outside the Programme. This is going to cost money, some of which, it is assumed will have to come from resources available to the S & SE Asia Programme. For this reason, a tightening of structural commitments would be indicated in order to make the resources available.

SUPPORT NEEDED

A range of needs were identified in support of the process of change within the Programme. These are presented below as Urgent (needed before 31.12.95) and Medium Term (before 31.12.96).

URGENT

Overall Direction / Guidance

Joint Programming (Participatory Culture)

MEDIUM TERM

Strategic Planning and Programme Development

Extension to other Countries

Monitoring and Evaluation

Technical Support

Staff induction and Development

Project Design / Architecture

THE WAY AHEAD

The SSEAPM felt that the process of change had been just then initiated and that

This capacity must not only relate to the existing IUCN locations and Programmes, but should take the lead in setting the agenda for the development of a Programme that is responsive also to parts of the Region where IUCN has not, in the past, been active.

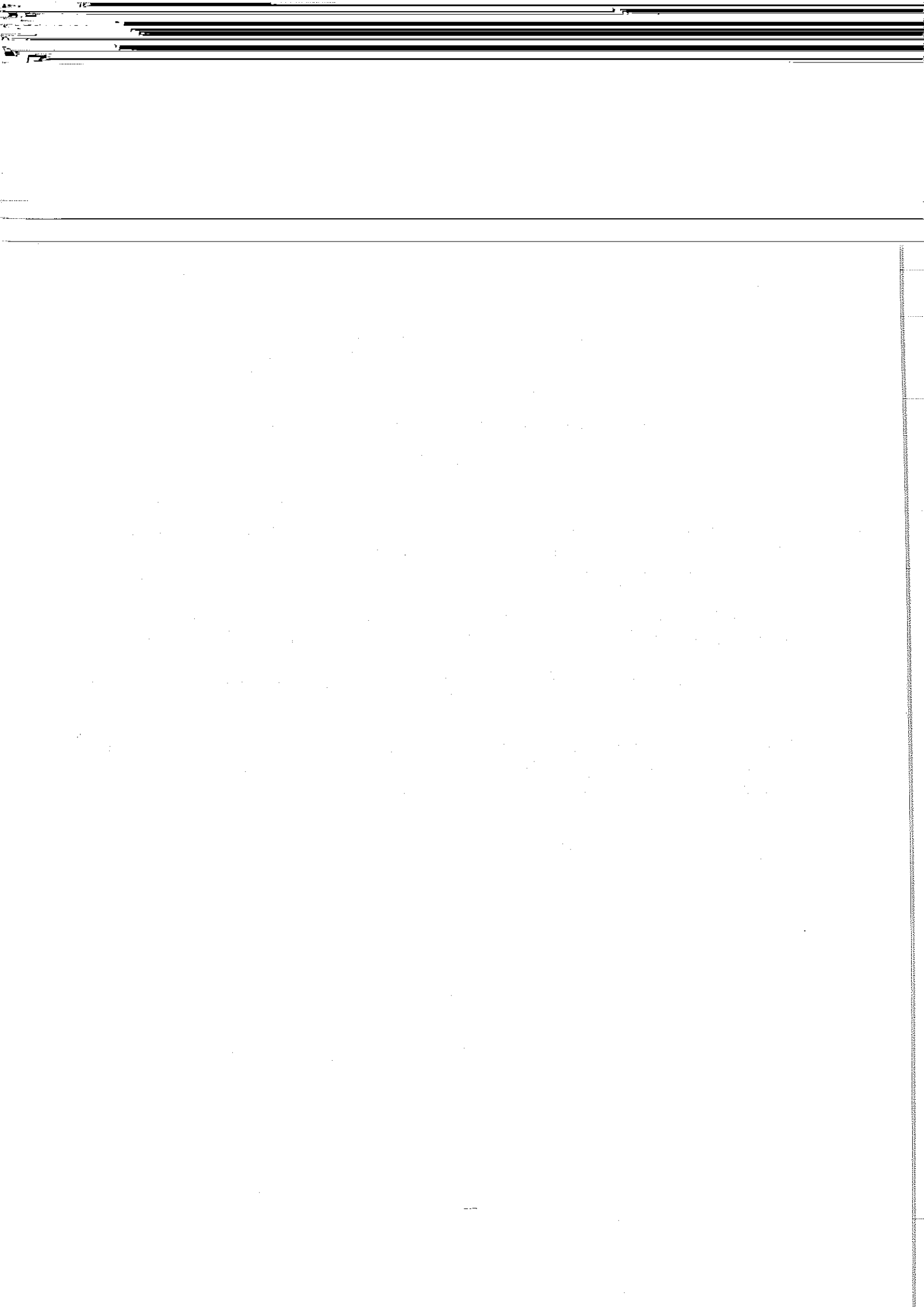
The SSEADM feels that these objectives will be best achieved if the

- * Assessment of desirable Regional Office locations
- * Senior Staff recruitment
- * Annual workplan and budget approval

The decisions of the AWG will be articulated in minutes drafted under the responsibility of the Chair.

The AWG should be assisted by a Secretariat. The Secretariat should be assigned responsibility for the implementation of AWG decisions. In this respect it will need to be assigned executive authority.

The Secretariat should be assigned the following responsibilities:



The South & South East Asia Review Mission (SSEARM) was organised at the initiative of the Director General following the third meeting (April 1995) of the Asia Regional Secretariat Management Team (RSMT).

A review of the IUCN Programmes in South & South East Asia was called for as it was judged that the region was experiencing particular difficulties in adapting to the changes within IUCN brought on as a result of the accelerated implementation of the dual policies of **Regionalisation** and **Decentralisation**.

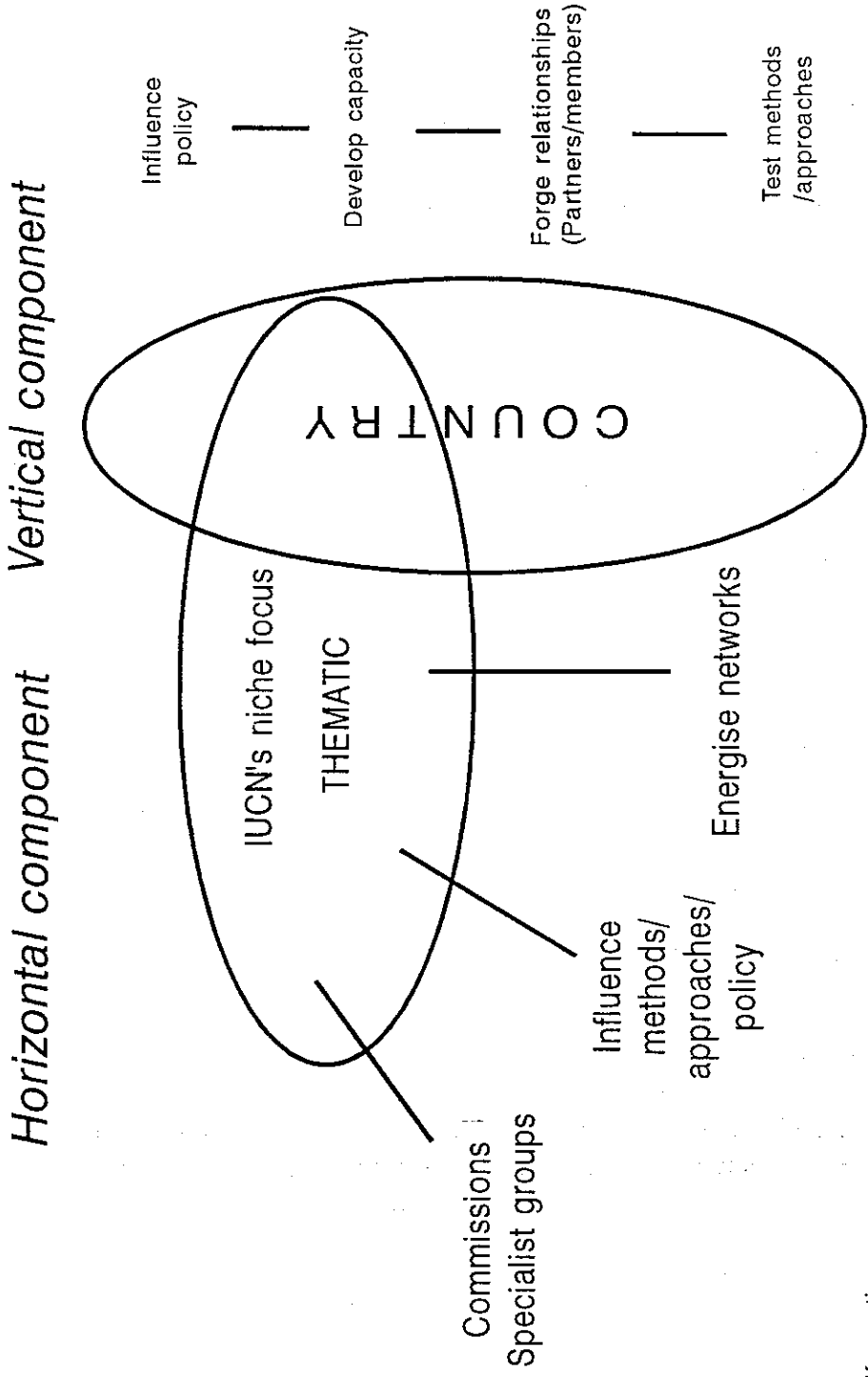
RSMT has made substantial progress in team building and mutual understanding. However, it has encountered difficulties in organising itself in a fashion which would allow the effective taking of decisions consistent with administrative and financial initiatives.

CONTEXT

Socio-political

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IUCN Mission - Influence Societies



Key notions:

- Process • Partnership • Dialogue • Influence • Value Added
- Technical Focus/Excellence • Shared vision

1 ([redacted] Basis for Opinions and [redacted])

In order to formulate its recommendations, the Mission was required to form opinions, and ultimately make judgements which are reflected herein.

These opinions and judgements were formed on the basis of the conceptual framework shown overleaf.

The SSEARM examined the **vertical coherence of Country activities** by exploring the **implication of the Programme(s) in Policy formulation and in methodology (best practice)**

2.1.1 Economic Development

The economic situation in the region is characterized by a high rate of growth in the industrial sector, which is becoming increasingly important in the economy. The agricultural sector is still the main source of income for the rural population, but its contribution to the total output is declining. The services sector is growing rapidly and is becoming the dominant sector in the economy. The region is also experiencing a rapid increase in urbanization, which is leading to a concentration of population in the major cities. This is creating a demand for more infrastructure and services, which is driving economic growth. However, the region is also facing a number of challenges, including a high level of unemployment, particularly among the young population, and a growing income gap between the rich and the poor. These challenges need to be addressed in order to ensure sustainable economic development in the region.

predominant, strong industrial, manufacturing, commercial and tourism sectors have or are emerging. Developing countries in the region have strong interest in developing industrial economies because potential gains to be derived from investment in the agricultural sector are considered marginal. Furthermore, increasing literacy in the region is creating more demand for jobs that are difficult to create in the agricultural sector. Subsistence agriculture is adapting to the market with improvement in physical infrastructure, and to satisfy the needs of proliferating urban areas.

The rapid, unplanned industrialization and urbanization brings with it a number of

Bangladesh. Vietnam, Lao PDR, Cambodia, Myanmar have authoritarian regimes.

Administrative systems include strong central authority and various forms of devolution to the provincial, and even, in the case of Nepal, village levels.

The role played by NGOs in the region is equally diversified, and as in the rest of the world,

there is lack of capacity in this area within the Programme in S & SE Asia. If rural communities, which still form the majority of the population, are to have a stake in the ~~conservation of nature and natural resources, the programme will have to (a) build~~

conservation and development practice at the rural level, (b) build capacity of the rural communities to manage the resource base, and (c) empower the communities with respect to access governance.

The policies advocated by IUCN may be accepted and incorporated in the national policies, but these will not work unless IUCN also helps in translation of these policies into practice. In both ~~these areas, the impact of the Programme will largely be conditioned by the demands which the~~

2.2.2 Biodiversity and Conservation of Natural Resources

Conservation of biodiversity is a relatively new on the environmental scene in S & SE Asia but one that is receiving a lot of attention through the projects that are funded largely from the Global Environmental Facility. Work to date has focussed on planning and documentation. There has been little or no active conservation of biodiversity *per se* within the Programme. The sustainable use of non-timber forest products initiated by IUCN in the Philippines, and Lao PDR can be considered steps in this direction.

Asia as a whole is hot spot of biodiversity. In Sri Lanka alone, the south-western quarter of the country is considered to be one of the 18 global hot spots of biodiversity. New mammals have recently been discovered in Lao PDR and Vietnam through the work of IUCN and WWF (the main credit being taken by WWF). If such large animals have escaped attention for so long, there must be many more species waiting to be discovered in Asia.

Biodiversity Conservation plans have so far focused heavily on the protected areas. Biodiversity conservation outside protected areas has not received much attention, although clearly some of the greatest challenges lie in this area, notably through the integration of biodiversity values into rural development schemes. Future biodiversity work requires documentation on endangered species, identification of their habitat requirements, and development of appropriate policies and approaches for their conservation through participatory land use planning approaches. Another

subsistence agriculture is becoming less and less viable, alternative uses of natural resources must be explored, and Parks cannot be excluded from this process. The feasibility and viability of obtaining income from Parks has been explored in the Anapurna Conservation Area Project of Nepal. This offers opportunities to catalyze similar initiatives in other ecosystems where, without such schemes, land cannot be found or set aside for Protection.

2.2.4 Restoration of Degraded Ecosystems

The natural resource base in many parts of Asia has deteriorated over wide areas for a variety of reasons. The Middle Hills of Nepal have deteriorated under pressure of growing farmlands to accommodate an increasing rural population. A large number of degraded ecosystems

governments. IUCN can provide a useful forum for dialogue on these issues and facilitate the adoption of acceptable solutions. Some examples of the trans-frontier issues that emerged during SSEARM are:

- smuggling of geese from Vietnam to China
- Orangutan from Indonesia to Thailand via Lao
- timber smuggling from Nepal to India
- wildlife movements across frontiers

2.3 THE PROGRAMME TODAY

Attached notes on Nepal, Sri Lanka and Vietnam (see Annexures 1 - 3) provide the SSEARM's complete assessment of the situation in these countries.

This section of the report highlights the principal findings for the three above mentioned countries and the operations managed from the Bangkok Regional Coordination Office in terms

of the desirable changes in orientations and support in the area of

between policy and action. There is also a general tendency to look inward rather than outward, in particular in Nepal and Sri Lanka. However, through discussions with the SSEARM, the staff did recognize the need to adjust and expressed desire for outside support to facilitate the change.

Most staff has not had prior work experience in the Union, and generally have lacked exposure and understanding of the mission and vision of IUCN.

2.3.2 Members and partners

Interaction between the secretariat and members and partners has been weak

Other than being members of a professional organization, most members saw no other activities

2.3.5 Project Architecture

The tendency on the part of the secretariat to think in discrete terms is reflected in the

"architecture" of its projects. These tend to focus on achievement of tasks by the Secretariat without explicit linkages to national political and institutional dynamics and strengths, and without systematically seeking and identifying linkages to thematically similar action-research

presence.

The re-design will have to take account of the following parameters:

Identification of mechanisms for the...

awareness raising materials, local level planning methodologies) to be disseminated widely to governmental and non-governmental entities.

Should the perspectives be judged to be positive after the evaluation, a process of recruitment of a Country Representative should be engaged, with a view to having her/him on board as a

thorough analysis of the national context, and thus identifies comparative advantage and value added clearly.

The conceptual strength of the programme has yet however to be put to the real test of implementation. Several projects are now under consideration by funding sources and the prospects appear to be good. Assuming that 50% come through, the IUCN operation will be in good fiscal health.

Outside IUCN Support / participation will be required in the short term in donor follow-up.

4. Identification of programmatic support required, and the timely delivery of same.

Failing this JICN risks losing the loyalty of the incumbent. This would be a great loss

management;

- * Environmental Impact Assessment of the proposed road links between Vietnam and Thailand, which will pass through Lao PDR and open up vast areas of forest to potential exploitation;
- * Mekong river basin development, including analysing the implications for conservation of the projected hydropower investments;
- * Wildlife trade with Thailand and China.

There is at present no indication from the Lao PDR side that a role is sought for IUCN on these issues.

The projects as designed do not provide for adequate overheads and supervision costs, and can therefore not support a fully staffed office.

The SSEARM recommends that the decision to consider Lao as a project location should be

conservation of a productive natural resource base and this could provide an opportunity for

The IUCN Country Office has recently been selected as Secretary to two coordination groups in Dhaka, the Bangladesh Biodiversity Group and the Conservation and Sustainable Development Network. These groups bring together the principal international and national actors in the field of social and economic development. They represent a vast array of skills and expertise.

Indeed, contacts at all levels within the province are good, the province is the last substantial repository of biodiversity in the Philippines, and the project overheads could provide a springboard to develop further partnerships.

The situation should be reviewed in early 1996, and a decision made as to whether to go in this direction, or to limit our involvement to the single project.

Outside IUCN support / participation, which in past years has been provided by the IUCN Forests Programme, should continue as such up to an including the launching of the next Project Phase. In addition, the Project should be integrated into the NTFP network presently being constituted. In the event that a sub-national Programme emerges as a useful option, Strategic Planning support would be needed.

Bangkok

The Bangkok office has taken on its role as administrative center for the South and South East Asia Programme, and appears to be functioning well in this respect

At present however, the office appears to be able to add little of substantive programmatic value

Regional Secretariat Management Team (RSMT)

The RSMT was established by the Heads of IUCN operations in South and South East Asia as

Medium term (6-18 months)

- * Philosophical/technical guidance - multisource
- * Coordination with donors / Governments - multisource
- * Realistic assessment of local/regional/international IUCN skills/capacities
- * Realistic assessment of local/non-IUCN Partner skills/capacities

* ~~Realistic assessment of local/non-IUCN Partner skills/capacities~~

* Financial resources for the programme (including assistance in identifying donors and follow up)

* Provision of more in-office technical support (manpower)

* ~~Induction of staff~~

The management of the Programme should take account of the experience gained through

- i) they should represent a **value added** to the capacities present at the country level (whether through IUCN Secretariat offices or through National Committee like structures). A monitoring and evaluation capacity would fall under this criteria, as would a capacity to participate in, and influence, debates at the regional level.

global levels, such as within the ASEAN context or on CITES trade issues for example.

- ii) The Regional office should take the lead in building linkages, through the Commission networks or National Committee like structures, in countries where there is no IUCN Office established. The Regional Office would take responsibility, on behalf of the region, for articulating priorities in this respect.

recourse of the Regional Office should be exercised in such a way that

The principal emphasis of this stage in the development of the Secretariat is on the

Secretariat as a whole, should be on the establishment of a consultative and learning internal culture, and participatory decision preparatory processes.

3. This model retains the positive elements of collegiality which have developed, but gets around the inability of the group to take hard decisions by consensus.

The SSEARM has noted, and described elsewhere in this report, a number of areas where rapid remedial action is necessary to get operations on a track consistent with the present orientations defined by the General Assembly.

Given the contrast between on the one hand the past size of the Secretariat, the Director General

meeting scheduled for 30 October to 1 November 1995.

The responsibilities of the group will include:

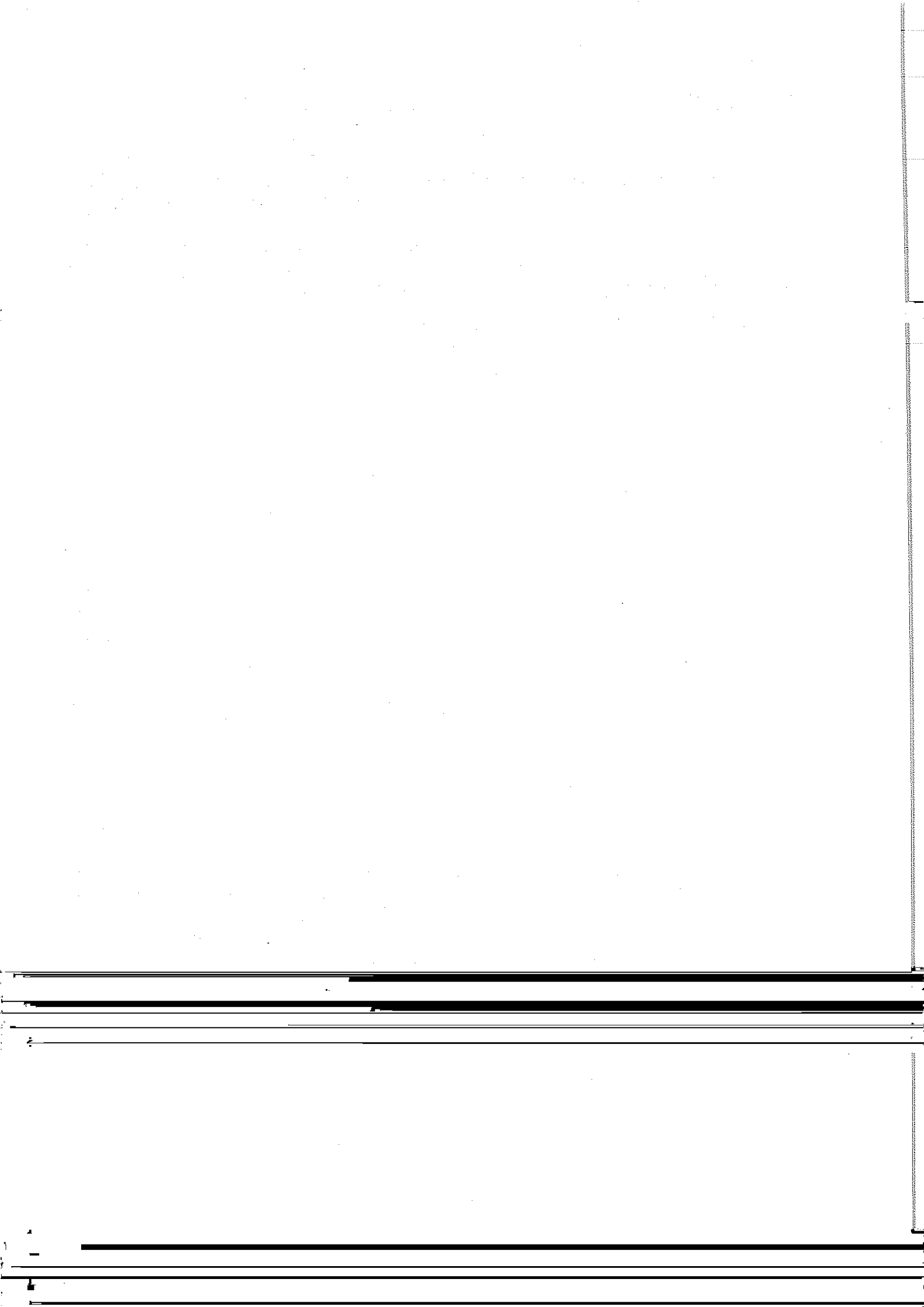
- * Articulation of a vision statement to guide the Programme, and the managers of this programme

- * Overall Programme direction, including budgetary allocations.

- * Senior staff recruitment

The Secretariat will, in carrying this agenda forward, endeavor to create and establish capacities within the region to carry the above functions forward once the Regional office is established.

In this sense, the AWG and the Secretariat should from the outset be considered as temporary bodies to go out of existence in a relatively short period and no later than with the



to allocate an amount of money (currently Rs. 500,000 - or US\$10,000 - per year) directly to the Village Development Committees (VDCs) for village development, under the slogan "Build your own village". Money will flow through the

[REDACTED]

Community forestry has had a major impact on the forests of the Middle Hills. In many areas the condition of these forests is improving - the forest area is increasing and the density is improving. Policy and legislation have drastically changed to bring them into line with the reality of rural conditions. However, the condition of the forests in the high mountains (above 2500 m) and on the Terai is deteriorating steadily. Many donors are contributing to community forestry work in the Middle Hills and there is considerable knowledge and expertise in the

resulting in some misunderstandings, notwithstanding formal communications which are regularly effected.

- NPC wishes to continue its relationship with IUCN in the future, subject to improved interchange.

Line Agencies - The line departments are the implementation agencies of the government and therefore should, in principle, play an important role in the implementation of the NCS. Although the NCS works with the Ministries of Education, Local Affairs and Justice, the perception still seems to be that line agencies are left out of the NCS development process and that there is no internalization of approaches and tools developed under the NCS.

The line agencies are quite satisfied with the NCS product, but require capacity building support for the integration of procedures and practices in line with the orientations defined in the NCS.

Members - The Membership of IUCN in Nepal is articulate and well connected into Nepali Society. Two Member institutions in particular have extensive networks in the country which could form a powerful vehicle for dissemination of the work and ideas generated by the technical personnel presently on the IUCN staff. The Membership would welcome a closer substantive

Following are the members of IUCN from Nepal:

- * Nepal Heritage Society (NHS)
- * Environmental Camps for Conservation Awareness (ECCA)
- * Department of National Parks and Wildlife Conservation (DNPWC)

- Establishment of a regular dialogue with Members, with a view to developing partnerships. As a start, periodical Members' meetings could be scheduled with the IUCN office;
- Capacity building of members to develop and implement projects, or to participate jointly with the IUCN office in the implementation of jointly designed initiatives;
- IUCN assistance in securing project funding

Greater information on IUCN can be found at www.iucn.org

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- *Koshi River Catchment* - The catchment lies in Nepal whereas the water is of benefit to India. Nepal is not interested in watershed management because the direct benefits will accrue to India. India is not interested in investment in watershed management in Nepal.

ORGANIZATIONAL & FINANCIAL ISSUES

Status of Country Programme

The activities of IUCN in Nepal fall under two distinct umbrellas. The first is the NCS project which "belongs" to the NPC, but is implemented by an IUCN team under the direction of a Senior Advisor. The second is the Country Office, and the activities implemented by IUCN staff under the direction of the Country Representative.

Because of the physical proximity of the premises and the fact that the Senior Advisor and

- * NGO support Project (USAID funded)

Role of the Country Office

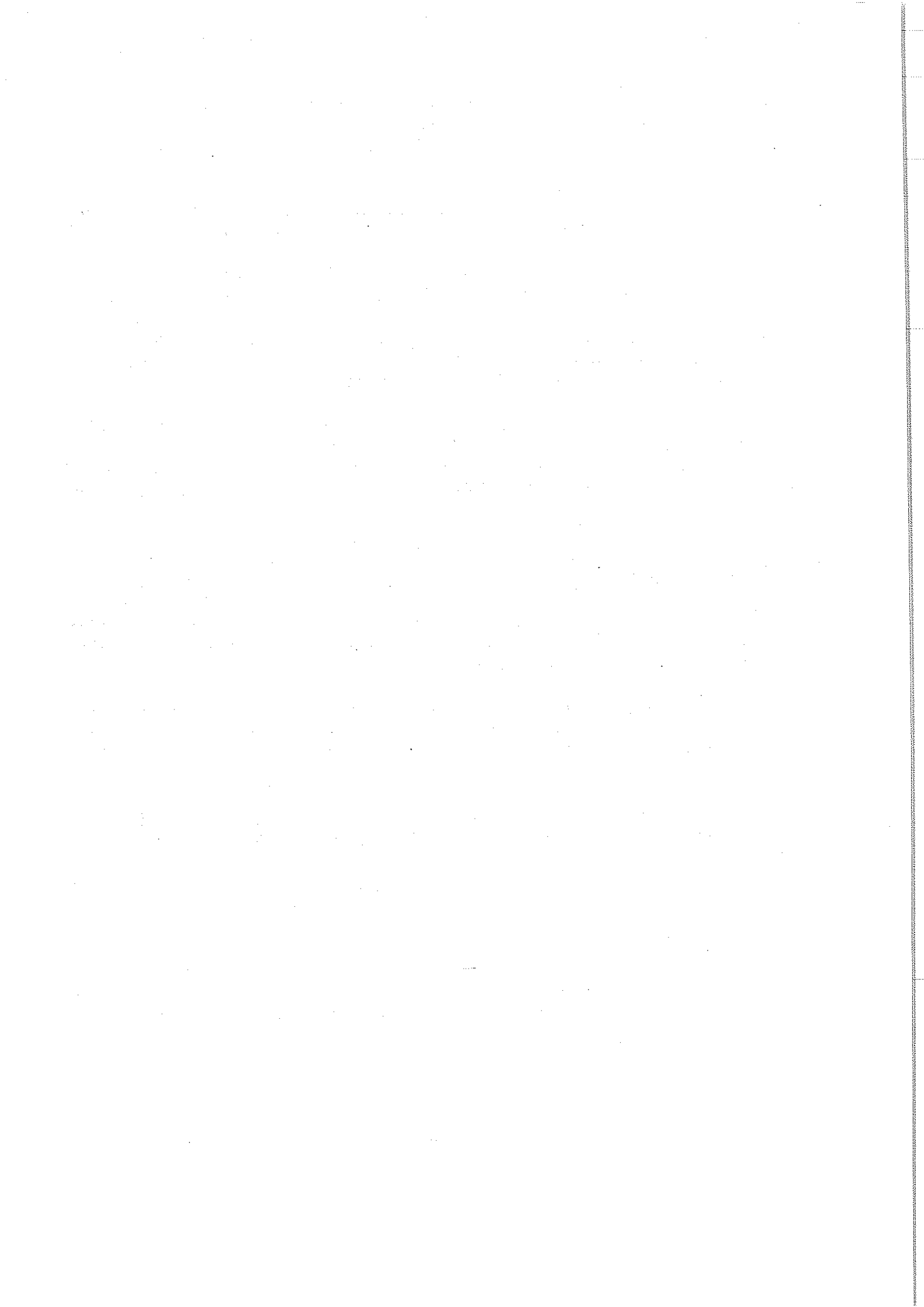
The existence of the country office is welcomed by IUCN's members and partners. Its presence is seen as an opportunity to be exploited. In addition to maintaining a capacity to produce technical work of high quality, a particular role for the office is foreseen in the following areas:

- * catalysing collective action involving members and partners;
- * facilitating linkages within Nepal (between government, NGOs and CBOs) and with the wider IUCN Commissions and networks;
- * contributing to policy debates and defining options.

The Country Representative to be recruited (timing to coincide with the departure of the present Senior Advisor) should correspond to the following profile:

- * should be a person with an established profile in Nepal, senior, and with contacts at the highest levels;
- * should be first and foremost a manager and a facilitator, with technical qualifications.

The Nepal Programme has developed a range of connections with IUCN HQ and other locations.



Annexure 2. IUCN Sri Lanka

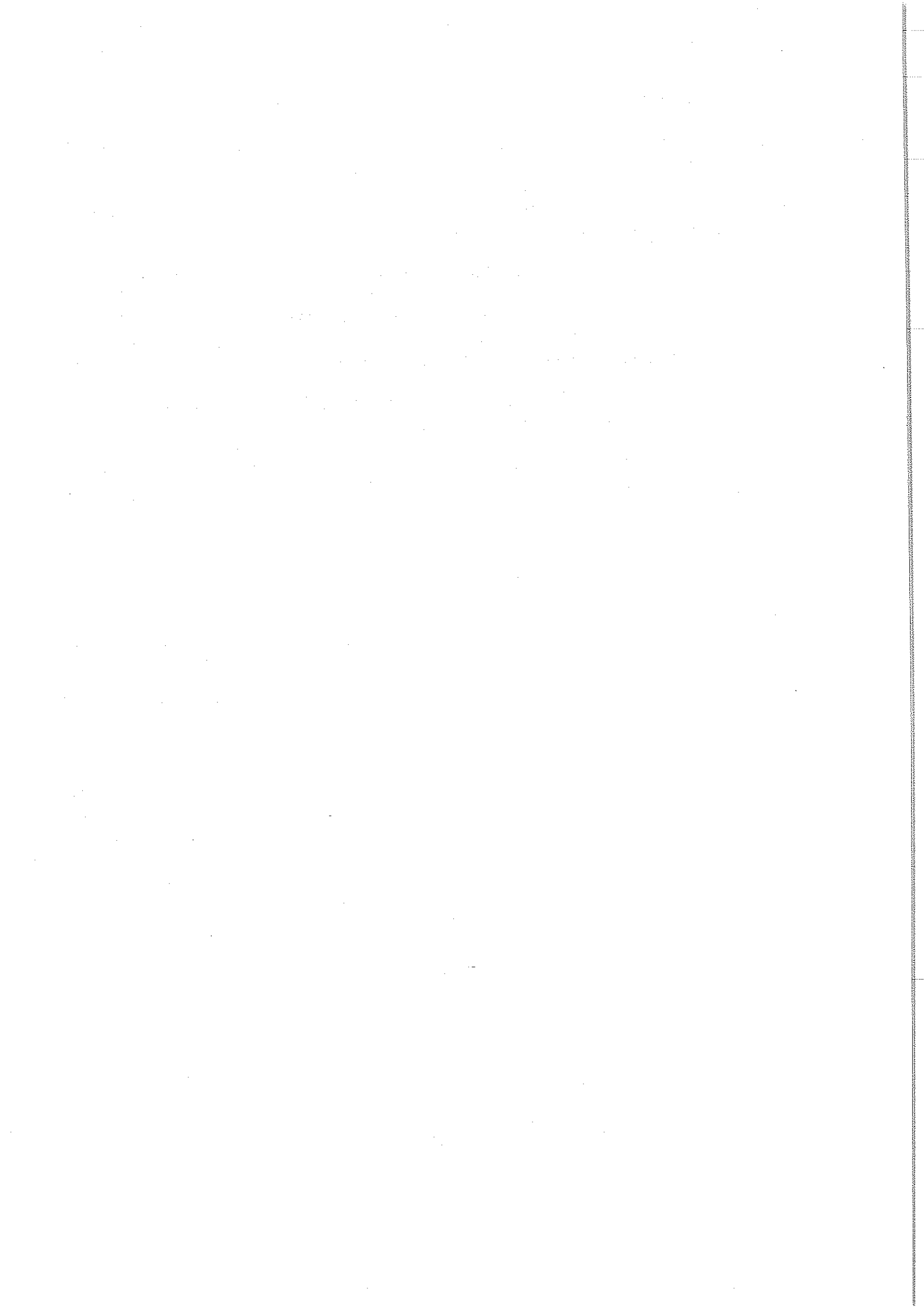
Introduction

Although the mission visited Sri Lanka only for two day, and over a weekend, it was able to meet with IUCN staff and almost all the membership, which kindly accepted to meet with the

The main focus of the programme has been on the forestry sector, with an emphasis on technical strengthening of the Forestry Department. Most efforts to date has been on conservation

NEED FOR SUPPORT

There are a number of areas where support is needed. [REDACTED]



Annexure 3, IUCN Vietnam

Visit from August 21 to August 25, 1995

Introduction

The mission was able to meet with a wide range of partners, including the State members (see list attached). The IUCN Programme in Vietnam has been developed over the last

On the basis of the above, these issues would be:

- * Restoration ecology. This refers not to re-forestation, but to the re-establishment of diverse ecosystems responsive both to local needs and to a tiered sequence of market

- * Resource use, transformation and marketing through small and medium enterprises. The

- * Capacity Building for the Ministry of Science, Technology and the Environment (MoSTE); National Environmental Agency

- * Non-Timber Forest Products; Institute for Ecological Economy
- * Environmental Information for Decision Makers; Vietnamese Association for the Conservation of Nature and the Environment
- * National Conservation Strategy; National Environmental Agency

Members, partners, and Institutional relationships

IUCN Vietnam has developed a remarkable (in the IUCN / Asia context) set of relationships with the member (State, represented by MoSTE) and a range of partners representing extensive technical and political networks.

As a result of the prudent and inclusive approach adopted by IUCN Vietnam in nurturing these relationships, the projects now underway or seeking financing under the IUCN Programme (see above) are fully thought through partnerships between the IUCN Secretariat and national institutions.

The clarity of vision on the part of the Vietnamese institutions about their institutional

The ground work accomplished in the past few years has been

[REDACTED]

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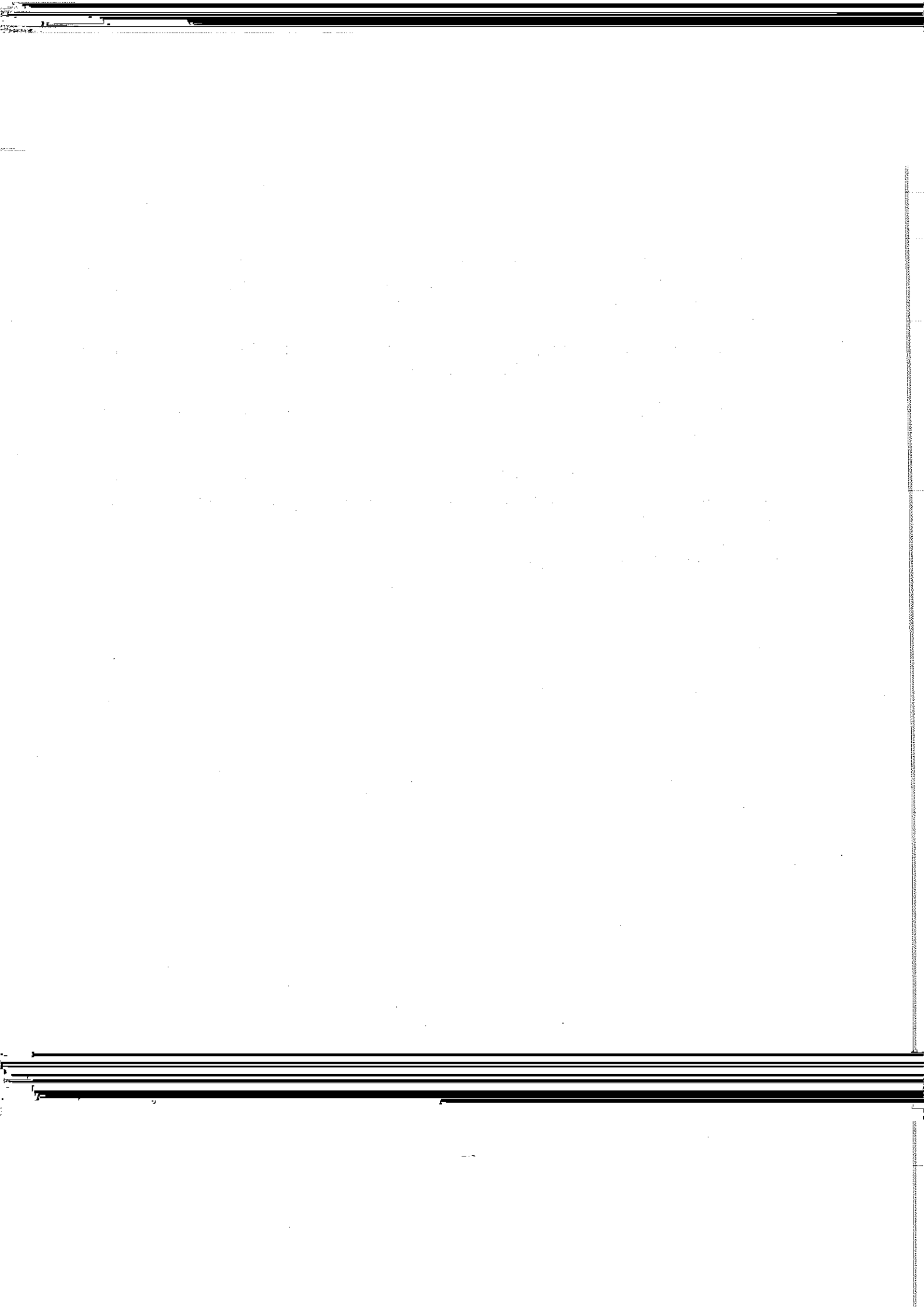
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Appendix I. Meetings and Persons Met

NEPAL

Nepal-Australia Comm.
Forestry Project

Bill Jackson

PH, DG, JA

14 August, 1995

Badri Pande
Tirtha Shrestha
Anil Chitrakar
Ram Khadka
Krishna Oli
Narayan Belbase

Swiss Development

Felix von Sury, Director

PH, DG, JA Corporation

IM

Nepal Forum of Env.
Journalists

Mr. Aditya Man Shrestha,
President
Mr. Om Khadka, Exec. Dir.

PH, JA

Nepal Welfare Council

Dr. Narayan Kaji Shrestha, PH, DG, JA
Member

E. U. Bagmati
Watershed Project

Mr. Rabi B. Bista

DG, PH

ICIMOD

Anupan Bhatia

DG, JA

Consultant

Kiran Bhatia

DG

Businessman

Karna Sakya

P H , D G , J M

Appendix II. Meetings and Persons Met

Sri Lanka

IUCN, Sri Lanka	Leslie Wijesinghe, Country Representative Kapila Fernando, Director Programme Asoka de Silva, Consultant Ms. Ginie Dela, Programme Officer Ms. Nalini Weerakoon, Accountant	PH, DG, JA
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Participants of Members Meeting

March for Conservation	Ms Ryhana Rahim	PH, DG, JA
Worldview International	Lal Hemanthima	PH, DG, JA

Sri Lanka Environment Congress	Tissa Jayawardena	PH, DG, JA
Ministry of Agri., Lands & Forests	S. Medawewa	PH, DG, JA
Sri Lanka Environmental Journalists Forum	Piyal Parakrama	
Environmental Foundation Ltd.	Anandala Nanayakkara	PH, DG, JA
Organisation for Safeguarding Life & Env.	D.R. Gunnwardene	PH, DG, JA

Other Contacts

GTZ Upper Mahawali Watershed Mgt.	Bernhard Mohns, CTA	PH, DG, JA
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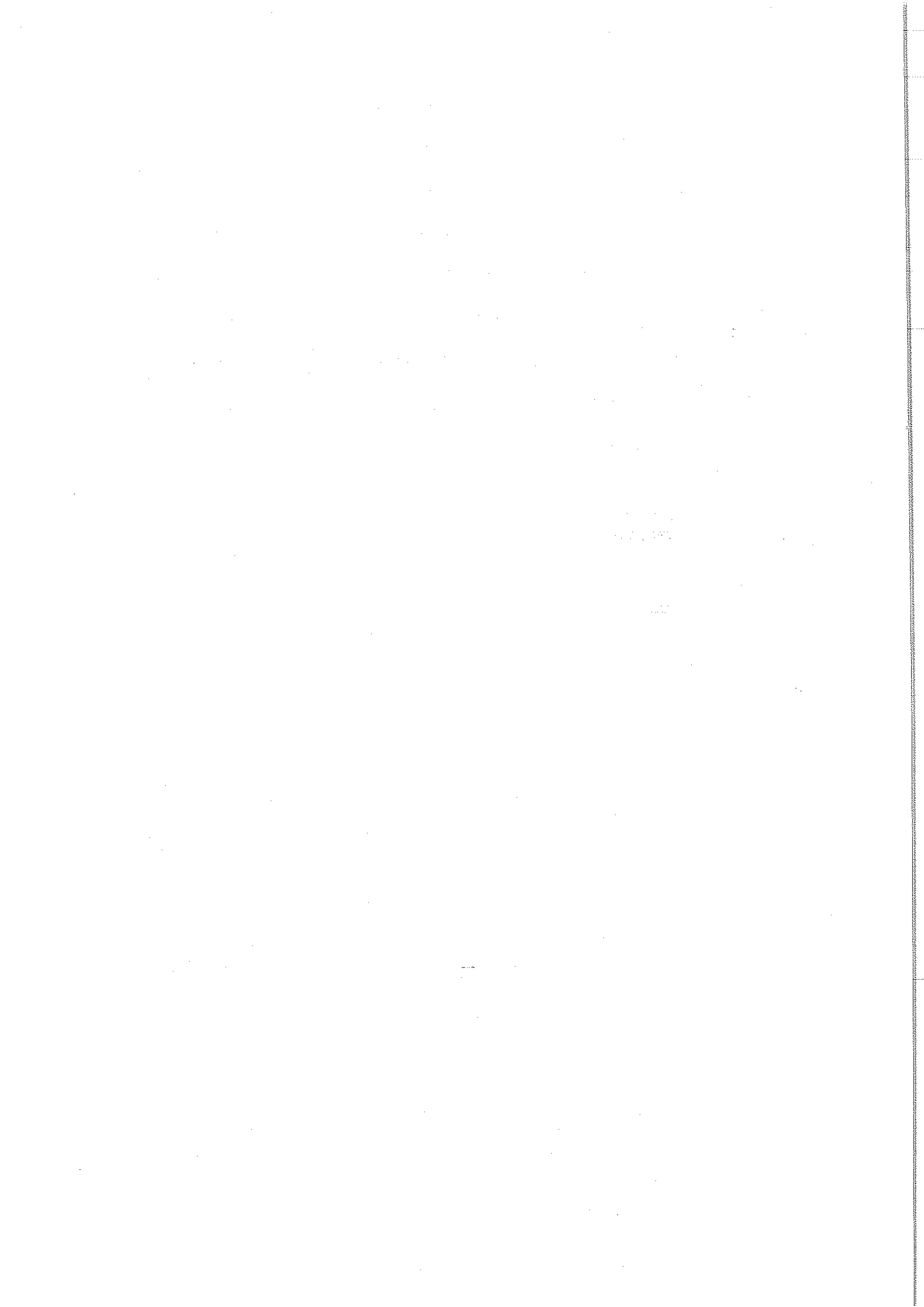
Appendix II. Meetings and Persons Met

Vietnam

Non-State Economic Development Center	Dr. Nguyen Tien Quan, General Director	PH, DG, JA
Centre for Natural Resources and Environmental Studies	Prof. Dr. VO Quy, Director Dr. Le Dien Duc, Chief Wetland Restoration Programme	PH, DG, JA
Ministry of Science, Technology & Environ.	Prof. LeQuy An, Vice- Minister	PH, DG, JA
National Environment Agency	Dr. Nguyen Ngoc Sinh, Director	PH, DG, JA
Institute of Ecological Economy	Prof. D. Sc. Nguyen Van Truong, Director	PH, DG, JA
Centre for Int'l Env. and Dev. Studies, Agr. Univ. of Norway	Thor S. Larsen, Director	PH, DG, JA

Meetings and Persons Met

IUCN Bangkok	Zakir Hussain	PH, DG, JA
IUCN Lao PDR	Stuart Chape Andrew Ingels Klaus Berkmuller	PH, DG, JA
IUCN Cambodia	David Ashwell	PH, DG, JA
IUCN Philippines	Andrew Mittleman	PH, DG, JA
IUCN Management Board	Aban Kabraji	PH, DG, JA
IUCN Regional Support Group	Patrick Dugan	PH, DG, JA



**SOUTH AND SOUTH EAST ASIA
REVIEW MISSION**

TERMS OF REFERENCE

Introduction

The decision to undertake at this juncture a review of the South and South East Asia Programme of IUCN is based upon the wish to assist the S. & SEA Programme in making the transition out of

2. Assess the potential of the IUCN operations in, or coordinated from, these locations to develop, over a period of three years, a Programme for the Union reflecting optimal consideration of the above listed factors and the views of the membership.
3. Formulate recommendations to the Director General on:
 - * support to the region required in terms of technical inputs from Headquarters or other ~~Appropriate locations~~