

Internal Review of the Asia Regional Forest Programme

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Final Report

Table of Contents

Acronyms.....	3
Acknowledgements.....	3
Executive Summary.....	4
1 Introduction and Purpose of the Review.....	8
1.1 Methods.....	9
2 What is the Regional Forest Programme?	10
2.1 Creation and Evolution of the Regional Forest Programme.....	12
2.2 Mandate and Programmatic Priorities of the Regional Forest Programme	14
2.3 Programmatic Priorities of the Regional Forest Programme.....	17
3 Products and Services of the Regional Forest Programme.....	21
4 Partnerships and Integration	23
4.1 The Regional Forest Programme and Partnerships.....	23
4.2 The Regional Forest Programme and Integration.....	25
5 Delivery of the Regional Forest Programme	30
5.1 Programme Delivery and the Financial Model.....	34
6 Conclusions and Challenges for the Regional Forest Programme.....	38
Annex 1: Evaluation Matrix.....	39
Annex 2: Documents Consulted	43
Annex 3: Review Participants.....	45

Acronyms

3I-C	IUCN fund for Catalyzing Innovation, Integration, Information and Communication
ARO	Asia Regional Office
ASEAN	Association of South-East Asian Nations
ELG	Ecosystems and Livelihoods Group
FAO	Food and Agriculture Organization of the United Nations
ITTO	International Tropical Timber Organization
IUCN	The World Conservation Union
RECOFT	Regional Community Forestry Training Centre
RFP	Regional Forest Programme
RPAP	Regional Protected Areas Programme
RTP	Regional Thematic Programme (of IUCN Asia Regional Office)
RWWP	Regional Wetlands and Water Resources Programme
WCC	World Conservation Congress
WWF	World Wide Fund for Nature

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Executive Summary

The review of the Asia Regional Forest Programme (RFP) was undertaken at the request of the RFP Coordinator to generate in-depth dialogue on the past and future of the unit for learning purposes. The review took place in November 2004 and was comprised of a document review, structured and semi-structured interviews with 27 RFP stakeholders across Asia Region and from IUCN-HQ and two mini-workshops to discuss findings and possible recommendations. The results of this review are intended for use by the RFP Coordinator; however a key finding of this review indicates that this review has findings and recommendations which are potentially of use to Senior Management of IUCN-Asia and the Head of the Global Forest Programme.

Creation, Formation and Programmatic Priorities of the Regional Forest Programme

The Asia RFP was created in 1997 and is one of seven Regional Thematic Programmes in Asia Region, organized into three Ecosystems and Livelihoods Groups. The RFP was created both to meet a need for forest-related programming in Asia Region and to meet demand for ground-level forest conservation work which could inform global level forest policy dialogues. The RFP was both an opportunistic and purposeful creation by meeting a clear demand and as part of a strategy employed by the Global Forest Conservation Programme to regionalize its operations.

In the 2001-2004 Intersessional Period, the RFP addressed the themes of sustainable and equitable use of non-timber forest products, restoration and rehabilitation of degraded forest landscapes, collaborative management of forests outside of protected areas landscapes, forest fire management and national protected area system planning and trans-boundary protected area management. With the creation of the Regional Protected Areas Programme part-way through the Intersessional Period, the latter theme was replaced by the RFP with a theme on national forest sector policy and governance, to better reflect changes in Asia Region and meet additional opportunities and demands.

The review found that the RFP can potentially receive its mandate from three very different sources: the Asia Ecosystems and Livelihoods Group, the Global Forest Conservation Programme and the Country Offices of Asia Region.

Recommendations included:

1. Develop, as a first step, in collaboration with Forest Focal Points and Country Offices, a vision for a regionalized forest team, supported by a set of roles and responsibilities that formalizes the Forest Focal Points as an advisory body to the Regional Forest Programme.
2. As a priority demonstration, secure resources for one regionalized project (3 to 5 year term) that could support forest officers in a select number of countries and link local/country level experiences with a regional policy priority.
3. The Regional Forest Programme should immediately produce a 2005-2008 Intersessional Plan that will articulate intersessional results that are more forest-specific than the intersessional results of the Ecosystems and Livelihoods Group. This plan should also show clear linkages between the RFP and the intersessional results of the Global Forest Conservation Programme.
4. The Regional Forest Programme would benefit from undertaking an institutional or stakeholder analysis of members and partners in Asia Region and ensure that this analysis covers all countries covered by the Asia Regional Office.
5. Following from the development of an RFP Intersessional Plan and an RFP Institutional or Stakeholder Analysis, there are elements of a Business Plan, such as a

stakeholder or member engagement strategy, which would be appropriate for the RFP to develop. This work should be linked to the work of the Global FCP's Membership Engagement Officer's work on screening IUCN Member's involvement in forest conservation work.

Products and Services of the Regional Forest Programme

Discussions with stakeholders revealed that with very few exceptions, stakeholders find the products and services of the RFP to be highly relevant to audiences that IUCN is trying to reach, of high quality and credibility. In some cases, stakeholders were unable to differentiate between products of the RFP and the Global Forest Programme, but this was deemed to be a positive result.

Recommendation:

6. Over the intersessional period, and in collaboration with ELG, the RFP should undertake a pilot exercise to track the use and impact of selected RFP products using the methodology developed to support the Knowledge and Products Study of the External Review of IUCN Commissions. This work should link with the Global FCP's Knowledge Management and Communication Officer's work on knowledge flow within the Global Forest Team.

Partnerships and Integration

Partnerships and integration emerged as a key issue of the review. Stakeholders held a variety of opinions on the manner in which the RFP manages its partnerships reflecting both the nature of their work with the RFP and their own understanding of the RFP's levels of engagement. The experience of integration with Country Offices, the Global Forest Programme, other Regional Thematic Programmes and the Ecosystems and Livelihoods Groups has been very mixed for a variety of reasons. Arguably, the RFP is most integrated into the Global Forest Team, a network of regionalized forest programmes around the globe. The RFP is regarded as a trusted member of the Global Forest Team and has implemented significant parts of key joint programming efforts such as the 3I-C project linking poverty, conservation and livelihoods and will manage the multi-regional project on forest governance "Strengthening Voices for Better Choices." This integration provides a significant example of linking local field projects with global policy work.

The common factors that support effective partnerships and integration include resources, trust and shared priorities, while the factors that work against partnerships and integration include time, capacity and communication, as well as the outside perceptions of stakeholders thereof.

Recommendations included:

7. The Regional Forest Programme and other Regional Thematic Programmes, in collaboration with the Ecosystems and Livelihoods Groups would benefit from an exercise defining what partnerships should entail, whether with IUCN Members or other partners in Asia Region, to support a more strategic approach to forming partnerships.
8. For its part, the RFP must communicate its programmatic intentions and strategic directions much more clearly to Country Offices and other Regional Thematic Programmes.
9. The Ecosystems and Livelihoods Groups should undertake a review at the appropriate time, of integration issues between RTPs and between RTPs and Country Offices in the interest of learning and improvement for both itself in Asia Region and for the Union overall.

10. ELG and RFP must explore opportunities to increase the capacity (specifically, staffing level) of the RFP to respond to integration and other issues to overcome the staffing shortfall introduced with the formation of the ELGs.

Delivery of the Regional Forest Programme

The review found that the RFP has delivered well on the issues on which it is able to engage in the locations where it is working, however, the RFP does not work in all parts of Asia Region nor on all issues evenly.

Recommendations included:

11. Continue the work started with the 2001-2004 RFP plan by developing a realistic 2005-2008 Intersessional Plan that builds on the Quadrennial Results of ELG1 and ARO and is informed by the Global Forest Conservation Programme. Review this plan on an annual basis and report (at least internally) in a format similar to the one used for the RFP report to the FCAG..
12. Strengthen fundraising by gathering and maintaining a database of donor intelligence, undertaking joint programming and engaging donors earlier in the proposal.
13. The current capacity of the RFP should be, at minimum maintained, and preferably expanded. At minimum, the RFP should be led by a dedicated and senior Coordinator. However, the capacity to implement the RFP was insufficient to deliver the 2001-2004 Regional Forest Programme. To deliver a programme similar in scope to the 2001-2004 programme, capacity should be increased at ARO to support communications, interactions/integration with other elements of ARO (other ELGs and COs), reporting, implementation and some aspects of fundraising. Ideally, an investment should be made to support a forest officer in one or more Country Offices, reporting directly to the RFP, rather than the Country Office. As resources permit, this model should be extended throughout the region so that each outposted forest officer is responsible for supporting a reasonable number of Country Offices. .
14. Recognizing that IUCN in general, and ARO in particular, does not have the luxury to solely support specialists working on only one issue, the Head, ELG and Regional Director, ARO, should immediately discuss options to alleviate non-RFP activities.

Programme Delivery and the Financial Model

The financial model used by the RFP in the 2001-2004 Intersessional Period was heavily reliant on a core funding grant from the Global Forest Conservation Programme. The RFP has been largely unsuccessful until recently in securing additional funds. This review does not support the contention that a secure core funding grant provides negative motivation for fundraising.

There are multiple causes for a lack of success in fundraising by the RFP, including: a downturn in investment in forest conservation globally, various reorientations among donors, lack of donor intelligence on donor tendencies and interests, incomplete fundraising proposals, a lack of time and space to engage in fundraising activities and a lack of meaningful integration with other elements of ARO, particularly the other RTPs. Each of these factors by themselves would prevent successful fundraising; the combination of these all at once does not help.

Recommendations included:

15. The RFP, in collaboration with ELG, should immediately improve its donor intelligence, so that project proposals can be better matched with donor priorities and donors can be engaged earlier in the process.

16. The RFP should pursue the Global Forest Conservation Programme's and Ecosystems and Livelihoods Group's offer to undertaking joint fund-raising with the RFP.
17. The capacity of the RFP as a whole is insufficient to meet all of its demands, including fundraising. Capacity should be increased to either permit the Coordinator to undertake more fundraising activities, or by bringing in outside assistance.
18. The format and maintenance of the RFP project proposal portfolio should immediately revert to the standards outlined in "Building and Managing the Ecosystems and Livelihoods Groups: A discussion paper on operationalizing Stage 1 of the reorganization."

In the course of the review process, the time devoted to discussing findings and potential recommendations revealed a strong willingness to act on the results of this review.

1 Introduction and Purpose of the Review

The IUCN Asia Regional Office (ARO) regularly conducts programmatic reviews of its different units (Country Programmes, Regional Thematic Programmes, Ecosystems and Livelihoods Groups and Projects) in order to reflect on past progress and future directions of the unit. This review concerns the Asia Regional Forest Programme (RFP), which is a part of one of the three Ecosystems and Livelihoods Groups (ELGs) of the Asia Regional Office, and is being undertaken at the request of the RFP Coordinator. The timing of this review coincides with the end of the 2001-2004 Intersessional Period, which is the end of an IUCN Programme planning cycle and the start of the 2005-2008 Intersessional Period. In addition, the RFP is one of the oldest regional programmes in Asia and it has never before been reviewed.

For these reasons and for the purpose of looking forward, this review was commissioned by the RFP Coordinator who thought it an opportune time for this review. The results of this review are intended for use by the RFP Coordinator, but are also expected to benefit other managers in Asia Region and the Head of the Global Forest Conservation Programme.

The review of the Regional Forest Programme is an internal review which is by its nature, quite different in intent and methodology from an evaluation. While an evaluation aims to pass judgment on performance, the purpose of a review is to generate an in-depth dialogue about the past and the future of the unit, in order to provide input to managers at different levels.¹ In simple terms, this means that this review was undertaken in collaboration with the Coordinator of the Regional Forest Programme, from the development of evaluation questions through to the interpretation of findings. The previous RFP Coordinator, now Head of Asia Ecosystems and Livelihoods Group 1, which includes the RFP, was also closely involved and supportive of the process. This is discussed methodologically in the next section.

In general, this review explored the RFP's past and future mandate and delivery in an effort to generate discussion and suggest whether the course of action set out by the RFP may need adjustment. The review covers the past Intersessional Period, 2001-2004, and explores the formation of the RFP prior to that period. It should be noted from the outset, that this review is not an in-depth technical review.

This report documents the review questions, methods, process, findings and recommendations.

¹ See "Internal Programmatic Review of IUCN Asia Units General Approach and Methodology."

1.1 Methods

This review started with a set of evaluation questions provided by ARO on the issues of mandate and delivery, which were then turned into an evaluation matrix (Annex 1).

The review itself can be more or less divided into two parts. In the first part, the reviewer undertook a document review (publications, meeting reports, project proposals, programme descriptions, etc) and interviewed stakeholders (IUCN managers, Country Office Staff, Members and Partners) to gain a sense of the key issues facing the Regional Forest Programme.

These key issues were presented to a core group of IUCN managers that work most closely with the RFP for further discussion in a mini-workshop. This group included the Coordinator of the Regional Forest Programme, Head of Ecosystems and Livelihoods Group 1, Head of the Global Forest Conservation Programme, Programme Coordinator for Ecosystems and Livelihoods Group 1, Deputy Programme Coordinator for Asia Regional Office and the Coordinator of Forest Conservation and Social Policy for IUCN's Eastern Africa Office. The discussion helped the reviewer clarify findings and develop recommendations.

A total of 27 stakeholders (see also, Table 1) were interviewed during the course of this review. Of this, fifteen stakeholders were interviewed using a structured questionnaire to collect both quantitative data and qualitative data on their perceptions. This group generally contained Country Office Staff, Members and Partners of the Regional Forest Programme. A further twelve stakeholders were interviewed in an unstructured format on more specific issues. This group was mainly comprised of former or current Senior IUCN Managers.

Keeping in mind that the purpose of the review is to generate dialogue, the need for representative sampling was not as acute. However, the sample of IUCN Senior Managers and Country Office Staff is highly representative, as almost everyone on the list participated. The sample of Members and Partners is only adequately representative and the sample of Donors is inadequate. That said, Country Offices operate as partners of the RFP in many ways (although there are other functions too), so the data on certain issues was similar whether speaking with Country Office Staff or Members and Partners.

Of course, more time and access to Members, Partners and Donors would have enriched the data on which to base discussion, findings and recommendations, however, it is not deemed a serious limitation of this review.

Table 1: Who are the Regional Forest Programme's Stakeholders?

<i>Stakeholder</i>	<i>Stake</i>
Senior Managers, IUCN and Asia Region (includes Global Forest Conservation Programme, Ecosystems and Livelihoods Groups, IUCN-ARO Senior Managers)	See the RFP as a source of technical information; as a potential partner; as a potential competitor for resources; as a source of impact on IUCN's reputation and credibility
Country Offices (includes both Country Representatives and Country Office Staff, Forest Focal Points)	See the RFP as a source of technical information; as a potential partner in the field, in policy fora and with donors
IUCN Members worldwide and in Asia region	Have a formal role in the governance of IUCN and indirectly the RFP over programmatic matters; see the RFP as a source of technical information and as a potential partner
Other International and Regional Partners	Similar to Members, but with a less direct link to the governance of IUCN.
National-Level Partners or Members	Do not have a direct, formal link with RFP outside of project work; see RFP as peripheral to the Country Office (but this may be a more direct relationship depending on the nature of the relationship or the presence/absence of a Country Office)
Donors	Hold accountability over the RFP and IUCN-Asia; see RFP as a source of technical information

2 What is the Regional Forest Programme?

The Regional Forest Programme, created in 1997, is one of seven Regional Thematic Programmes (RTPs) of the IUCN Asia Regional Office. In ARO, the RTPs are organized into three Ecosystems and Livelihoods Groups. The Regional Forest Programme is also closely aligned with other Regional Forest Programmes through the Global Forest Conservation Programme, located within IUCN-HQ.

In IUCN, all Programmes plan on a four-year Intersessional Cycle, with the Intersessional Period occurring between World Conservation Congresses. For the 2001-2004 Intersessional Period, the Regional Forest Programme organized its work around three objectives and five themes.

The 2001-2004 objectives of the Regional Forest Programme were:

1. Forest ecosystems, habitats and species are conserved and restored;
2. Natural Resources are used and managed on an equitable and sustainable basis within and among nations, communities and gender groups;
3. A dynamic, effective, sustainable organization that is efficiently managed to pursue IUCN's mission in the region.

The Intersessional Results for each objective are in Box 2 (below)

The goals and themes (below) of the RFP were identified through a variety of mechanisms including consultations with Forest Focal Points and a regional Members meeting (i.e. the Asia Regional Conservation Forum). The 2001-2004 Intersessional Results were linked to the overall IUCN Intersessional Plan which made use of four strategies related to Knowledge, Empowerment, Governance and Operations.

The five themes on which RFP focused during 2001-2004 included:

- Sustainable and equitable use of non-timber forest products;

- Restoration and rehabilitation of degraded forest landscapes;
- Collaborative management of forests outside of protected area landscapes;
- Forest fire management;
- National protected area system planning and trans-boundary protected area management.

Halfway through the 2001-2004 Intersessional period, the fifth theme was changed to “National forest sector policy, planning and governance.” The switch reflected two changes within the RFP and Asia Region, namely the creation of a Regional Protected Areas Programme (RPAP) which assumed the work that the RFP had undertaken in protected area landscapes and the emergence of forest governance work.

Box 1: 2001-2004 Intersessional Results for the Asia Regional Forest Programme

Forest Ecosystem Conservation & Restoration

- Knowledge and awareness of stakeholders is enhanced about forest ecosystems, habitats and species, and their management
- Human and institutional capacity for conserving and restoring forest ecosystems, habitats and species is enhanced
- Policies, laws, strategies and action plans to conserve and restore forests are developed, adopted and under implementation in all countries

Sustainable & Equitable Use

- Knowledge and awareness for promoting and achieving equitable and sustainable use of forests is enhanced among stakeholders
- Human and institutional capacity for equitable and sustainable use and management of forests is enhanced
- Policies and laws that influence equitable and sustainable use of forests are analyzed and where appropriate reforms are advocated
- Gender aspects with respect to the equitable and sustainable use and management of forests are incorporated into programmes and projects of IUCN and its key partners

Programme Management & Development

- The Regional Forest Programme is managed effectively, efficiently and accountably
- ARD's programme development and management systems are supported
- Financial resources are secured and funds are deployed and managed efficiently, effectively and accountably to deliver the programme

2.1 Creation and Evolution of the Regional Forest Programme

This section discusses the history of the Regional Forest Programme. For internal reviews such as this one, it is important to depart from a common understanding of the Programme's formation and the circumstances which have guided its recent history.

The Regional Forest Programme was both an opportunistic and purposeful creation. At the global level, the Forest Conservation Programme felt its policy work was insufficiently informed by work in the regions. Also, the creation of the RFP was both facilitated by and coincided with, emerging development of the Asia Regional Programme.

Creation of regionalized Forest Programmes was a strategy employed by the then-Head of the Global Forest Conservation Programme to ensure that the Global Forest Programme at HQ was reflective of work in the field. At the time, there was not much forest programming occurring in Regional and Country Offices, so the Global Forest Programme started to support forest staff in various regions and formed a network of forest officers around the world. A key strategy of the Global FCP during this period has been the re-distribution of core forest funding to regional forest programming to ensure the presence of forest officers in key regions, which in turn has supported the flow of field-based lessons back to HQ which can then be fed into international forest policy work.

At this time, the Asia Regional Office did not exist, with each Country Office instead reporting directly to HQ. With the formation of the Asia Regional Office, the RFP was centralized in Bangkok with a number of the other RTPs. In 2003, the RFP was folded into Ecosystems and Livelihoods Group 1, one of three Ecosystems and Livelihoods Groups in Asia Region.

The Ecosystems and Livelihoods Groups were formed in 2003 to "...better reflect and deliver an ecosystems and livelihoods approach to nature conservation – one that is based on simultaneously improving both the socio-economic and environmental situation of the region."² As part of this process, ELG1 approached all Country Offices to scope out the demand for technical inputs from the RTPs, including the RFP. These consultations with Country Offices have informed both the RFP's intersessional and annual planning processes.

² ELG website

The ELG is comprised of seven functional Regional Thematic Programmes which are, in theory, able to work together as a multi-disciplinary team.³ ELG's roles include:

- Managing a regional technical programme
- Assisting country programmes
- Undertaking multi-country work
- Addressing cross-border and trans-boundary issues
- Developing work in new countries and themes
- Engaging and interacting with regional organizations
- Linking spatial levels and locations
- Supporting and guiding the global programme.

ELG works using essentially the same strategies as IUCN does: increasing knowledge, empowering stakeholders and influencing governance structures. Where ELG differs somewhat in intent, is the extent to which the structure is explicitly aimed at supporting work that tests and validates what an ecosystems and livelihoods approach means in practice.

The ELGs emerged as part of the re-organization of the Asia Regional Office to simplify the management structure of ARO and to enable a programmatic reorientation so that ARO can “better address livelihoods and ecosystems issues in an integrated way.” The re-organization emerged after considerable thought.⁴ In 2002, former FCP Head Don Gilmour wrote a piece called “Thoughts on restructuring of ARD” with some specific suggestion on the rationale for supporting Regional Thematic Programmes such as the RFP. Gilmour suggested that:

- Country Offices are unable to support dedicated in-house specialists for all technical needs. A RTP could fill the function of providing this expertise and this could be shared by the Country Offices.
- A Regional Thematic Programme could add-value to Country Offices by providing programme coherence, building and maintaining technical excellence and facilitating collective learning and knowledge management.
- RTPs, formed at the regional level, would also have the opportunity to undertake multi-country or transboundary work, link Country Offices to regional partners, IUCN Commissions and IUCN's Global Thematic Programmes, or fill a need for technical work in countries without functioning Country Offices.
- RTPs would be an ideal mechanism for sharing the knowledge generated in the region to inform work at the global level.

Finally, recognizing that while Regional Thematic Programmes are very useful mechanisms for supporting technical and thematic work in Asia Region, there were simply too numerous to properly manage and integrate into the Asia Regional Programme. Thus, the ELGs provide an interesting structure in which to manage the RTPs. For IUCN, the ELGs in Asia Region provide a relatively unique structure. The ELG “manifesto” outlined a plan by which RTPs would maintain considerable autonomy, while creating and contributing to a common plan.⁵ Central to this

³ The ELG website lists eight Regional Thematic Programmes, however the RTP on mountains appears to be still emerging as a programme.

⁴ Namely, the manifesto -- REFERENCE

⁵ Andrew Ingles and Lucy Emerton, 2003. IUCN in Asia: Building and Managing the Ecosystems and Livelihoods Groups, A discussion paper on operationalizing stage 1 of the reorganization. Unpublished discussion paper.

structure was the opportunity and obligation for RTPs to plan together and work together to produce results. This aspect of integration between RTPs is discussed in more detail in the section on Partnerships and Integration.

2.2 Mandate and Programmatic Priorities of the Regional Forest Programme

Finding** **The Regional Forest Programme potentially receives its mandate from three very different sources: the Asia Ecosystems and Livelihoods Group, the Global Forest Conservation Programme and the Country Offices of Asia Region.

The mandate of IUCN as a whole is formally set by its Membership at the World Conservation Congress every four years through the Resolution Process and adoption of the Intersessional Programme. For the Asia Regional Forest Programme, the source of its mandate is somewhat more complicated, including the Asia Ecosystems and Livelihoods Group, the Global Forest Conservation Programme and the Country Offices in Asia Region. All three undertake Intersessional and Annual Planning separately, although these plans are linked into the overall IUCN Intersessional Plan. While the Ecosystems and Livelihoods Group and the Global Forest Conservation Programme are very compatible in terms of objectives and strategies, these are still two entirely different programmatic units that could create programmatic pull in two slightly different directions for the Regional Forest Programme (see Box 1). During the most recent Intersessional planning process, the Global Forest Conservation Programme was careful to align itself with proposed regional forest programmes, including Asia Region. Finally, in terms of mandate, there is an element of historical pull on the overall direction of the RFP from its early success in South-East Asia.

The mandate and programmatic priorities of the RFP can and should also be informed by regional stakeholders. However, there is neither a systematic consultation process, nor any sort of institutional/stakeholder analysis of members and partners in Asia Region. Typically, this analysis is included in a Situation Analysis. Documentation on the RFP does discuss the forest situation in Asia, but not the institutional context in which it is operating.

An examination of the RFP's documentation and discussion with senior coordinators suggested that there is sufficient need for the RFP to articulate intersessional results on forest issues below that of the ELG Intersessional Plan. While this is not generally done in ELG1, the RTPs under ELG2 do undertake intersessional planning exercises. The recent RFP report on the 2001-2004 Intersessional Plan to the Forest Conservation Advisory Group (FCAG) was both useful and timely, and serves to reinforce the need for RFP planning at a level below that of ELG1.

Box 2: Comparing the Objectives and Strategic Directions of the Asia Ecosystems and Livelihoods Group and the Global Forest Conservation Programme⁶

The objectives for ELG in 2005-2008 are:

- Ecosystems, habitats and species are conserved and rehabilitated
- Natural resources are used and managed on an equitable and sustainable basis within and among nations, communities and gender groups
- A dynamic, effective and sustainable organization that is efficiently managed to pursue the mission of IUCN in Asia

Strategic directions:

- Testing and validating what an ecosystems and livelihoods approach means in practice.
- Strengthening scientific information for conservation and demonstrating conservation planning tools. Strengthening scientific information for conservation and demonstrating conservation planning tools.
- Influencing both conservation and development sectors.
- Identifying and promoting legal, policy, institutional, economic and financial instruments which will promote good environmental governance.

The objectives for the Global Forest Conservation Programme in 2005-2008 are:

- Understanding forest biodiversity in a changing world
- Understanding forest biodiversity as a livelihood resource
- Making forest values count
- Supporting international forest policy to deliver tangible improvements in forest practice
- Working with stakeholders to protect, manage and restore forest landscapes for the benefit of both people and nature.
- Effective and Efficient FCP Programme Delivery

Strategic Directions

- Generating and disseminating reliable and science-based forest and land-use related knowledge and learning
- Assisting key stakeholders, both at the local and international level, to strengthen their capacity in forest management and conservation.
- Influencing forest-related decision-making structures and governance processes so that they better deliver environmentally responsible and socially just outcomes

In recent years, the RFP has maintained a network of Forest Focal Points, representatives drawn from almost all Country Offices in Asia Region, who have been brought together three times since 1999 to help set the programmatic priorities of the RFP. The most recent Focal Point Meeting was held jointly with the Regional Wetlands and Water Resources Programme (RWWP) in an effort to link forest and river basin issues. RFP and RWWP appear to be the only two RTPs in Asia Region to maintain such a formal and extensive network of focal points, although other RTPs such as Environmental Law, Biodiversity and Environmental Economics do use focal points.

The role of the forest focal points has produced mixed benefits. The first forest focal point meeting did help set the initial thematic priorities of the RFP, and the combination of focal point meetings and ELG consultations with Country Offices is helping to set programmatic priorities for the RFP. However, there is a sense that the focal point system has not realized its potential. One of the early tasks the group

⁶ From IUCN Asia Ecosystems and Livelihoods Group, Annex 1 of the IUCN Asia Intersessional Programme 2005-2008 and IUCN Forest Conservation Programme Component Programme for 2005-2008 Intersessional Period.

wanted to complete was agreement on a set of roles and responsibilities for forest focal points vis-à-vis their role in Country Offices and as Forest Focal Points. It is not clear that this was ever completed, so the question remains on how best to most effectively make use of focal points. At present, the Forest Focal Point meetings, either held on forest programming or jointly with the Water and Wetlands Programme are an interesting mechanism, however there is a potential for more impact on the work of the RFP.

There are other considerations in using a country-level set of focal points, namely resources and motivation. While this will be discussed in more detail later in the report, the model utilized by the Global Forest Conservation Programme of regionalized forest programmes and a global Forest Conservation Advisory Group (FCAG) is worth noting. The Global FCP supports a Forest Coordinator in many regions and brings them together for joint programming, linking practice and policy and other discussions on a fairly regular basis. More recently, this model has been extended to the development of multi-region, global projects that are managed in a single region, but which draw on the experiences of multiple regions in order to inform a global policy agenda. This model has had the advantage of creating a strong team, of which its members manifest a strong sense of ownership over the work. However, this is also a resource intensive model; the Global FCP directly supports a significant portion of the regional forest programming and the costs of bringing the FCAG together on a regular basis.

Recently, the RFP, together with the RWWP, used a series of livelihoods training sessions to bring together interested parties on a single topic, something which was also seen to create teamwork and ownership. A model which went beyond focal points as an advisory body into a more regional “forest team” with dedicated forest officers in selected country offices would require significant resources. To that end, the recommendation offered below offers a challenge to the RFP to test and demonstrate the feasibility of replicating the Global FCP model in Asia Region. It is recognized that this represents a difficult, yet potentially rewarding challenge.

In summary, the current sources of mandate for the RFP, in summary, appear to be:

- The IUCN Intersessional Programme, as informed by the World Conservation Congress, the overall Membership and the Resolutions Process;
- The Asia Regional Programme and the Ecosystems and Livelihoods Group Intersessional Programme, which is also informed by Country Offices and the Regional Membership;
- The Global Forest Conservation Programme Intersessional Programme, which is informed by the overall IUCN Programme and consultations with Regional Forest Programmes
- The Country Offices, both through ELG consultations and through the Forest Focal Points.

At present, the RFP benefits from coherent programming at HQ, in the Global Forest Conservation Programme and within Asia Region, however the potential for conflicting sources of mandate is ever-present. The next section offers recommendations for strengthening the RFP’s planning processes and gathering intelligence on Members and partners (existing and potential).

Recommendation *Develop, as a first step, in collaboration with Forest Focal Points and Country Offices, a vision for a regionalized forest team, supported by a set of roles and responsibilities that formalizes the Forest Focal Points as an advisory body to the Regional Forest Programme.*

Recommendation *As a priority demonstration, secure resources for one regionalized project (3 to 5 year term) that could support forest officers in a select number of countries and link local/country level experiences with a regional policy priority.*

2.3 Programmatic Priorities of the Regional Forest Programme

The mandate of the Regional Forest Programme is driven largely by its integration in both the Asia Ecosystem and Livelihoods Group (which in turn, is informed by the Country Offices) and the Global Forest Conservation Programme. Consultation processes, between the Global Forest Conservation Programme and its regional counterparts, as well as between the ELGs and Country Offices have prevented the mandate from becoming pulled in too many directions for the RFP. The mandate is further informed by the Asia Regional Situation Analysis, the Global Forest Situation Analysis and consultation processes with IUCN Members.

Historically, the RFP has worked in South-East Asia on the issues of non-timber forest products, restoration of degraded forest landscapes, forests fires and forest management inside and outside of protected areas landscapes with an emphasis on community involvement. In the formative years of the RFP, the programme appeared to be largely built on the experience of the coordinators and staff involved. The perceived focus on South-East Asia has persisted, partially because of this legacy and partially because of duties taken on by the RFP Coordinators supervising Country Programmes in Thailand, Lao PDR and Cambodia. Interviews revealed plenty of examples of new work that the RFP is undertaking in other parts of Asia Region, including forest landscape restoration in China. The perception that the RFP is focused solely on South-East Asia will likely not persist long into this Intersessional Period, provided that the RFP is able to capitalize on emerging work.

The RFP's work with protected area landscapes was also facilitated by the absence of a Regional Protected Areas Programme. Early meetings of the Forest Focal Points identified the nexus between forests and protected areas as an early priority for the RFP, one which persisted until the creation of a Regional Protected Areas Programme (RPAP) for Asia, and the shift toward forest governance and policy issues.

Almost all respondents see the RFP's programmatic themes as either very or somewhat relevant (Figures 1 through 5). Ranked in order of relevance, the themes of the RFP seen as "very relevant" by stakeholders:

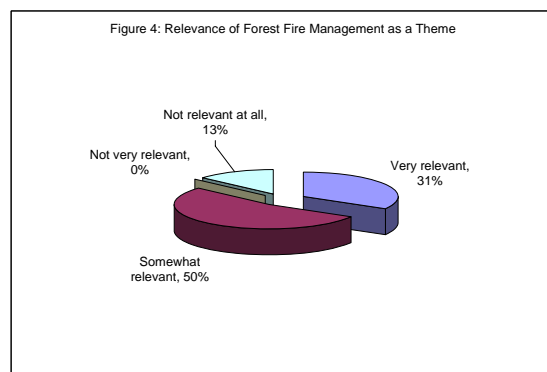
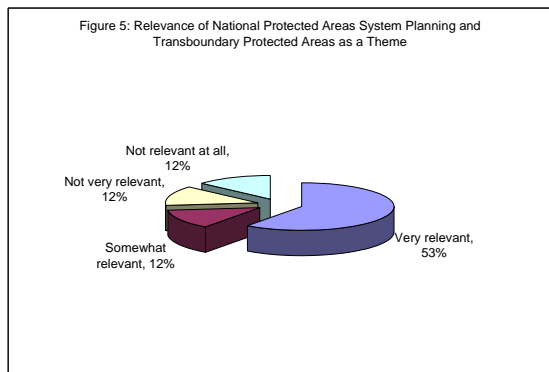
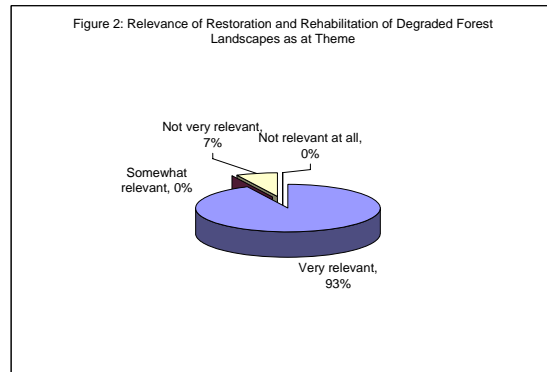
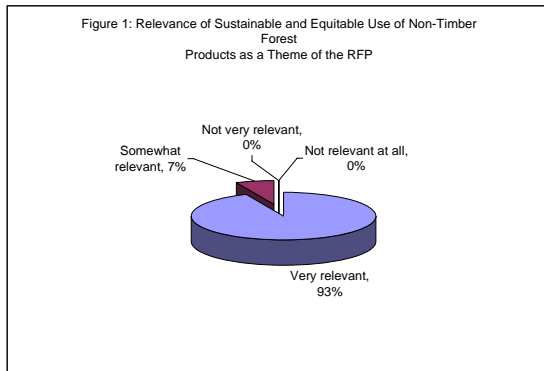
- "Sustainable and Equitable use of Non-Timber Forest Products" (93%),
- "Restoration and Rehabilitation of Degraded Forest Landscapes (93%),
- "Collaborative Management of Forests outside of Protected Areas" (86%)
and
- "Forest Fire Management" (31%).

The relatively low approval of the Forest Fire Management Theme reflects the importance of the issue across Asia Region. In Indonesia, where most of IUCN-Asia's forest fire work has been undertaken, the theme is of critical importance. In other parts of Asia where forest fires are less of an issue, the RFP does not address this issue.

It is perhaps interesting to note this discontinuity in IUCN's work overall. On the one hand, the RFP works in Indonesia solely on forest fire work. However, countries such as Indonesia, Brazil and Madagascar among others, are mega-centers of biological diversity, suggesting that IUCN should be active. At first glance, the choice to work solely on forest fires in Indonesia seems a bit odd, considering the work that could be done by IUCN across a range of thematic programmes in a place such as Indonesia. However, a wider view of IUCN's work across the globe reveals that these exceptions do exist; that IUCN works in some places, but not others for reasons that may seem opaque to outside observers. This may be a function of sheer opportunism, IUCN's flexibility, the ability to respond to urgent issues or a response to demands placed on IUCN by Members and partners. In the instance of the RFP's forest fire work in Indonesia; all three explanations are at the root of its involvement. In many cases, an initial opportunity can produce the entry points necessary for more strategically focused work, if that is something IUCN sees as important. This is not intended to be a criticism of how the RFP has determined its programmatic priorities, but an observation of the larger forces at work within IUCN as a whole.

Finally, "National Protected Area System Planning and Transboundary Protected Areas" as a theme also scored relatively well, with 65% of respondents indicating that this theme is very or somewhat relevant to stakeholders in the region (Figure 5). The theme has since been replaced with a focus on forest governance and policy and protected areas work has shifted to the Regional Protected Areas Programme.

This review did not specifically ask stakeholders to commend on the relevance of the new theme "National forest policy and governance," however the frequency with which the topic was discussed by stakeholders suggests that this theme rates highly.



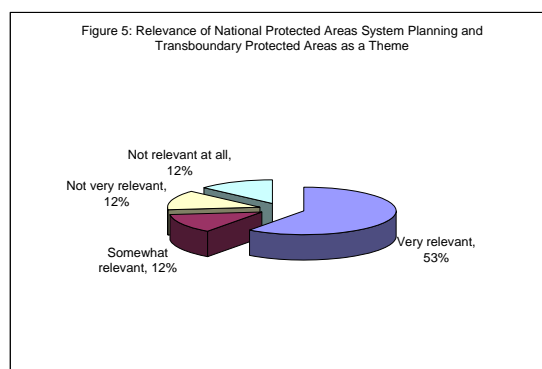
Stakeholders were asked specifically on what other areas the RFP could focus. A bit of caution should be used in interpreting these results, as the perceptions of stakeholders reflect their knowledge of the programmatic priorities and work of the RFP, however incomplete.

The most mentioned suggestions included poverty-livelihoods issues, forest policy, planning and management and economic valuation of forests. Of those three areas, the RFP has already worked on poverty-livelihoods issues through its NTFP work and its participation in the IUCN 3I-C project on conservation and poverty. Poverty-livelihoods issues also form the umbrella of the ELG Intersessional Plan, to which the RFP contributes. The poverty-livelihoods issue is indicative of the issue raised above: that different stakeholders have different knowledge of what the RFP is doing. In the course of this review, stakeholders revealed a range of opinions, from “the RFP should do more work on poverty-livelihoods issues” through to “the RFP appears to be protecting its turf and should not be taking the lead on poverty-livelihoods issues.” It is always interesting to inquire with stakeholders their impressions as to what a programme *should be doing*, given the often uneven awareness of what a programme *is doing* on a day-to-day basis. The preceding quote suggests a tension where likely none exists, just a lack of awareness of other structures. In this case, the RFP was far from taking a lead on poverty-livelihoods issues, but instead was integrated into the global 3I-C project on that topic, originating from HQ and worked with RWWP on the livelihoods training.

The RFP has also created a theme around National Forest Sector Policy and Governance and recently secured a project on forest law enforcement and governance. One senior coordinator noted that the RFP does not focus on forest species conservation and assessment, which may be a gap for the RFP, or perhaps should be integrated into the Regional Biodiversity Programme. It should be noted that the RFP

did develop a number of project proposals for species related work, and recently the RFP secured a small grant to work with TRAFFIC on the trade of medicinal plants in China.

In support of suggestions for thematic work, respondents indicated that the RFP should focus on building partnerships with FAO, ASEAN and ITTO in the region, which the RFP has done. Some stakeholders suggested working with a range of national partners, such as national forest departments or national offices of WWF, although other stakeholders indicated quite strongly that national-level partnerships are clearly managed by the Country Offices themselves. The issue of partnerships is covered in more detail in subsequent sections.



The recommendations (below) are potentially applicable to all Regional Thematic Programmes. The extent to which each RTP is already undertaking the following was beyond the scope of this review, however a common set of planning standards facilitated by the Ecosystems and Livelihoods Groups would be appropriate for all RTPs. Further discussion between RTPs and ELGs may reveal synergies and value-added that could provide a common pool of knowledge from which each RTP could draw, in particular stakeholder, institutional, membership and donor intelligence.

Recommendation *The Regional Forest Programme should immediately produce a 2005-2008 Intersessional Plan that will articulate intersessional results that are more forest-specific than the intersessional results of the Ecosystems and Livelihoods Group. This plan should also show clear linkages between the RFP and the intersessional results of the Global Forest Conservation Programme.*

Recommendation *The Regional Forest Programme would benefit from undertaking an institutional or stakeholder analysis of members and partners in Asia Region and ensure that this analysis covers all countries covered by the Asia Regional Office.*

Recommendation *Following from the development of an RFP Intersessional Plan and an RFP Institutional or Stakeholder Analysis, there are elements of a Business Plan, such as a stakeholder or member engagement strategy, which would be appropriate for the RFP to develop. This work should be linked to the work of the Global FCP's Membership Engagement Officer's work on screening IUCN Member's involvement in forest conservation work.*

3 Products and Services of the Regional Forest Programme

Finding *With very few exceptions, stakeholders find that the products and services of the RFP are highly relevant to audiences IUCN is trying to reach, of high quality and credibility.*

Part of the review process considered the RFP's programme delivery in terms of its products and services. This approach follows from recent evaluation work within IUCN tracking the relevance and use of key products and services, particularly as part of the most recent review of IUCN Commissions.⁷ For the purpose of this review, products and services included publications, brochures and technical advice; however the definition from the recent External Review of IUCN Commissions provides more detail.⁸

The RFP's products and services fall into the following categories:

- **Publications**, including regional reviews (Vietnam, Lao PDR, Cambodia and Thailand) of forest landscape restoration, analyses of forest fire issues and legislation, a review on the regulation of trade in forest products, the 3I-C case studies on the links between NTFPs, poverty and livelihoods and the Thailand ForestPACT brochure(s);
- **Proposals for project funding**, where the RFP's technical assistance is provided to Country Offices as a service supporting the development of project proposals or where the RFP has taken the lead in producing funding proposals;
- **Technical inputs to projects**, including the NTFP projects in Vietnam, Laos, Sri Lanka and Nepal and support to the ForestPACT project in Thailand.
- **Workshops and training opportunities**, including national forest landscape restoration workshops, protected areas training and learning exercises on livelihoods and conservation.

To this list, one could add the RFP's **policy inputs** to the World Bank and Asian Development Bank Forestry Policies, to national forestry legislation in Vietnam, Laos and Pakistan and to forest fire legislation in South-East Asia.

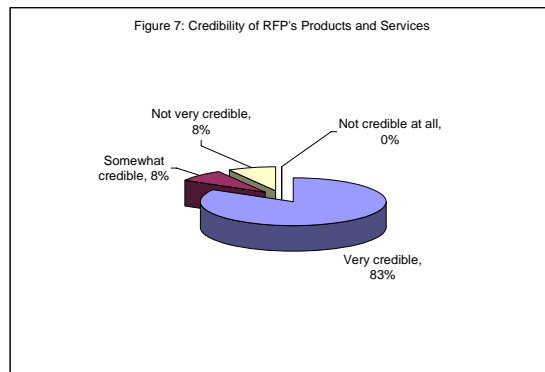
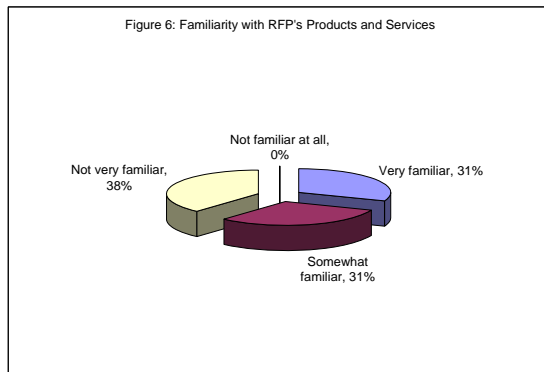
Respondents were split on how familiar they are with the RFP's products and services. Just under two-thirds of respondents are very or somewhat familiar (62%) with the RFP's products and services, while over one-third (38%) are not very

⁷ Anne Whyte and Zenda Ofir, 2004 Review of IUCN Commissions. Gland: IUCN.

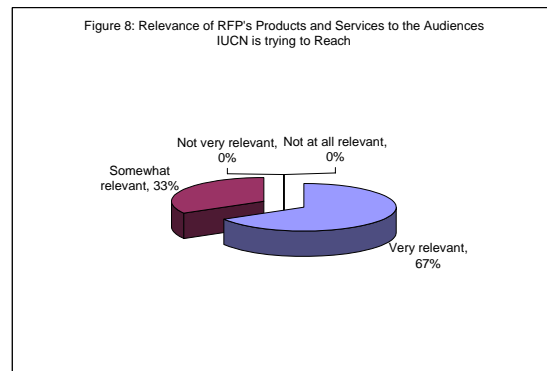
⁸ The Knowledge Products and Services Study of the External Review of IUCN Commissions defined products and services as: "the *tangible* outputs of the knowledge flows across IUCN through which knowledge is generated and mobilized, modeled, deposited and systematized, distributed, used, evaluated and transformed. IUCN knowledge products include books, reports, guidelines, action plans, newsletters, journals, policy briefs, electronic portals, videos and lessons synthesized from processes and projects. *Knowledge services* are those services render[ed] to audiences and clients within and external to IUCN, using tacit and explicit knowledge - the latter often embodied in the knowledge products. Examples include the provision of technical advice, capacity building initiatives and the implementation of certain types of field projects.

familiar (see Figure 6). However, over three-quarters of stakeholders find the RFP's products and services to be very credible (83%, Figure 7), naming the 3I-C case studies as particularly credible.

One respondent wondered what impact these publications are having and indicated that IUCN should be concerned that its work is reaching the right people in the region. This is a valid and important point, but not one exclusive to the RFP.



Overall, all stakeholders indicated that the RFP's products and services are very or somewhat relevant (100%, Figure 8) to the audiences that IUCN is trying to reach. When asked to offer suggestions on how these products and services could be made more relevant, respondents offered a few suggestions. The most frequently mentioned suggestions mainly addressed publications, citing a need to make publications more specific to national situations and more widely available in languages other than English. Some respondents thought that wider consultations to form the content of the RFP's publications would be appropriate.



Interestingly, many respondents do not distinguish between Regional and Global Forest Programme publications. Upon discussion in the mini-workshop, this was deemed to be a positive aspect of the Global Forest Team, resulting from high quality work and publications. For example, the 3I-C poverty work (to which the RFP contributed two NTFP case studies) is presented as an IUCN product and the NTFP cases are seen as not necessarily exclusive to Asia. The results were used to promote the poverty-conservation work in other regions and at HQ. In this example, the NTFP work is presented as a means to an end, alleviating poverty, and the cases contextualize the findings in that manner.

Recommendation ***Over the intersessional period, and in collaboration with ELG, the RFP should undertake a pilot exercise to track the use and impact of selected RFP products using the methodology developed to support the Knowledge and Products Study of the External Review of IUCN Commissions. This work should link with the Global FCP's Knowledge Management and Communication***

4 Partnerships and Integration

***Finding** The RFP faces the challenge of being a relatively small programme trying to form/maintain partnerships and create integration in a relatively large region. The information basis on which to strategically choose and prioritize partners and opportunities to integrate does not currently exist.*

***Finding** The RFP has not adequately, in all cases, communicated its intent and priorities with regard to partnerships and integration [in particular, external, internal, etc], and there is a perception amongst some stakeholders that the RFP has also not sufficiently communicated its work. However, in many cases, more engagement is needed on the part of stakeholders wishing to learn more about the RFP's activities and objectives.*

In the course of this review, partnerships and integration emerged as a key issue facing the Regional Forest Programme, both in terms of how the RFP delivers its programme, but also in how the RFP is perceived by its stakeholders. **Partnerships** refer to how the RFP works with Members and partners, ranging from ad-hoc interactions, to formalized sharing of knowledge or joint programming and implementation. **Integration** refers to how the RFP works with structures within IUCN, including the Ecosystems and Livelihoods Groups, other Regional Thematic Programmes, the Global Forest Conservation Programme and Country Offices. Integration is a more internal version of partnerships, with an emergent property of creating project, products and services that are more than the sum of the programmes involved.

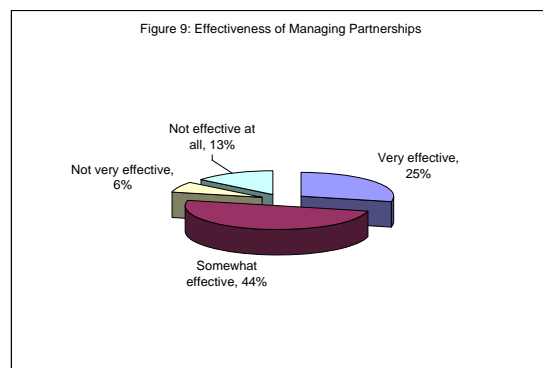
4.1 The Regional Forest Programme and Partnerships

Only one-quarter of stakeholders think that the RFP is very effective at managing its partnerships (Figure 9). Just under two-thirds of respondents indicated that the RFP is either somewhat effective (44%), not very or not at all effective (19%) in managing partnerships. However, further discussion revealed that some partners are wildly ecstatic about its interactions with the RFP, while others are completely pessimistic.

This data should be considered with a couple of caveats. Stakeholders were asked to what extent the RFP is effective in managing partnerships, and in some cases, discussion turned to the nature of those partnerships. Thus, the comments collected reflect the stakeholder's perception of what a partnership should look like, rather than some pre-defined set of criteria. For the RFP, given limited resources and a strategic mandate to fill, it is important to choose carefully with whom to work and partner. Further, partnerships can imply a range of functions, from a scenario where the RFP

provides something (technical advice, time, participation, money) to a partner to partnerships whereby the RFP receives from the partner (again, technical advice, time, participation, money). Expectations, on the part of partners, are at the heart of any discussion.

One senior coordinator observed that the RFP's constituency currently being served in Asia Region is "patchy" with more attention going to partners in South-East Asia than South Asia. This perception is mirrored in integration with Country Offices, where again, more work has been done in South-East Asia than in South Asia. The widely held view on reasons why are largely historical; the RFP had early success in South-East Asia and built upon that momentum. Similar to the discussion of programmatic priorities, observations that the RFP focuses on partners mainly in South East Asia should disappear as the RFP expands and develops in this intersessional period.



Partnerships appear to be mixed, according to stakeholders' perceptions. For example partnerships with the Asian Development Bank or the International Tropical Timber Organization and have yielded little by way of results for the RFP, although the ITTO has benefited from services provided by the RFP. Partnering with ITTO has been particularly disappointing, as the RFP has approached them as a donor without much success, although this appears to be largely a function of how ITTO links its projects with its donors. Other partners, such as TRAFFIC see great potential in linking with the RFP on trade issues. The partnership with RECOFTC is perceived to be strong and vibrant and the RFP has partnered with ASEAN and FAO well on forest fire issues in South-East Asia.

During the mini-workshop, discussion turned to innovative partnerships. IUCN's office in Eastern Africa had an interesting experience in which the Regional Forest Programme sought to influence not just the Forest Ministries, but the Ministries with influence over macro-economic matters. The rationale behind this approach is that Finance Ministries control the most power in any given country, and by demonstrating how conservation of the environment contributes to a country's macro-economy a bridge between the environment and the economy can be formed.

A key issue facing the RFP concerns how best to choose which partnerships to form, maintain and nurture. To date, time and capacity have prevented as much engagement as partners and the RFP would prefer, however correctly that does not answer the question of which partnerships are best for the RFP strategically. The information basis on which to choose, in the form of a stakeholder analysis, does not currently exist. A stakeholder analysis would attempt to document factors such as partner's capacity, their programmatic priorities, track record and other factors.

It would also be worthwhile, perhaps at the level of ELG, to think about what RTPs stand to gain from partnerships and what cost is appropriate. It was correctly pointed out by multiple stakeholders that some partnerships require considerable investment to understand the partners mandate and priorities, to find entry points and appropriate strategies for engagement and to build the personal relationships and trust that underpin partnerships, among other issues.

Recommendation *[Repeated from above] The Regional Forest Programme would benefit from undertaking an institutional or stakeholder analysis of members and partners in Asia Region and ensure that this analysis covers all of the countries covered by the Asia Regional Office.*

Recommendation *The Regional Forest Programme and other Regional Thematic Programmes, in collaboration with the Ecosystems and Livelihoods Groups would benefit from an exercise defining what partnerships should entail, whether with IUCN Members or other partners in Asia Region, to support a more strategic approach to forming partnerships.*

4.2 The Regional Forest Programme and Integration

Finding *The experience of integration with Country Offices, the Global Forest Conservation Programme, other Regional Thematic Programmes and the Ecosystems and Livelihoods Group has been very mixed.*

Finding *The common factors that support effective partnerships and integration include resources, trust, and shared priorities, while the factors that work against partnerships and integration include time, capacity and communication.*

In theory, the RFP is integrated with four different types of actors: Country Offices, other Regional Thematic Programmes, the Ecosystems and Livelihoods Group and the Global Forest Conservation Programme. The intent of forming the Ecosystems and Livelihoods Group was to assist that integration and give each Country Office and Regional Thematic Programme more possibilities to address conservation issues from an integrated ecosystems and livelihoods perspective. As this is a relatively new structure to IUCN, the success or failure of this endeavor is of interest Union-wide.

The Ecosystems and Livelihoods Groups *are* groupings of Regional Thematic Programmes, however, it is assumed that the ELGs are *not just* a grouping of RTPs, but instead will manifest emergent properties that are more than the sum of the activities of the RTPs.

Discussions with stakeholders and senior coordinators reveal integration has been a very mixed experience for the RFP.

With *Country Offices*, the RFP is expected to provide technical advice, assistance with fundraising and implementation, an opportunity to work on transboundary issues and a mechanism to connection national and regional partners. In practice, the RFP has also provided a link between field-level work at national and sub-national levels and some of the global demonstration and policy work that IUCN is promoting on topics such as poverty and conservation. For Regional Thematic Programmes, Country Offices also represent an important aspect of the financial model, as project and framework funds raised in-country can be used to purchase the services of the RTPs.

There is a perception amongst some Country Office staff that RFP has either not adequately communicated what it is prepared to deliver to Country Offices or not followed through on some promised deliverables. In more than one instance, this was counter-balanced by Country Offices recognizing that the capacity within their own office was insufficient to engage properly with the RFP. Some of the tangible results include un-met expectations and unfinished project proposals.

The issues facing the RFP in integrating with Country Offices are not unique. The most recent IUCN External Review recommended as part of IUCN's overall Regionalization and Decentralization Strategy that IUCN should develop among other things "...strategies for developing and transforming the regions and IUCN's country level presence to comply with the Union's mission," in recognition of Union-wide issues with integration and the as-yet-incomplete, regionalization and decentralization process.⁹

With the other *Regional Thematic Programmes and the Ecosystems and Livelihoods Groups*, the current level of integration is one of unrealized potential. One senior coordinator observed that the Regional Programmes on Forests and Biodiversity appear to be the least integrated, and another commented that other RTPs are not facing similar issues. There is certainly scope for improving integration with other programmes, particularly in cross-sectoral areas. In one case, the RFP with the RWWP took a leading role in poverty-livelihoods work. It should be noted that there is plenty of evidence pointing to the RFP's collaboration with Country Offices on this topic and certainly no objections to more collaboration with other RTPs.

This situation should improve, particular with the implementation of the "Strengthening Voices" project on forest governance, which has provisions for collaboration with the Regional Environmental Law Programme and the Regional Environmental Economics Programme.

According to the Coordinator of the RFP, the process of integrating and collaborating with other RTPs within the ELG structure is largely ad-hoc and based on opportunities. However, the perception that there is unrealized potential in integration amongst RTP remains. There may be a role for the three ELGs to play an added-value role to facilitate integration either by ensuring that RTPs are aware of each other's work or by supporting or convening initiatives across themes. In a practical sense, joint planning sessions, such as the 2003 joint meeting of forest and water focal points, are a key mechanism. Joint meetings are a means for achieving the ends of

⁹ Gabor Bruszt, et al., 2003. IUCN External Review. Gland: IUCN, pg. 38.

integration and collaboration; however, it remains that a clear purpose must be present to achieve the objectives of one or more RTPs or the aims of the ELGs. Integration for integration's sake should not be sought nor should it be promoted in the absence of a clear purpose.

According to stakeholders, capacity and communication appear to be common to integration issues facing the RFP in its work with Country Offices and other RTPs, however this is likely not the entire explanation of why integration has not yet reached its potential. The view that RFP is not well integrated with other RTPs and ELGs is shared by other stakeholders. There is a widely held perception that, for its part, the RFP has not adequately communicated what it is doing, nor made an effort to link with other RTPs. One senior coordinator confessed to being completely unaware of the RFP's objectives and activities. Following this, another senior coordinator suggested that RFP will need to reorient its messages and communication to make forest conservation relevant to other sectors. Stakeholders are clear that the perception is that RFP is doing good work, and that they have formed meaningful partnerships, just not with other RTPs. Many stakeholders commented that the RFP lacks the time and capacity to adequately communicate and integrate.

While stakeholders correctly identify capacity and communication as key concerns, there is a third issue that should be identified. Communication is a two-way relationship. Stakeholders who wish to know more about the RFP must be prepared to invest the time to read documentation and engage with the RFP. In the course of this review, a document review, which included the RFP and ARO websites, revealed a more than adequate explanation of the RFP's activities and objectives. There are certainly other mechanisms that can be used, such as joint planning sessions, retreats, etc., but these require a substantial investment of time and capacity. Of the two main issues identified by stakeholders, capacity is the more serious. In the formation of the ELG, the RFP lost its then-coordinator and one other staff member, leaving only the current coordinator. Clearly, this lost capacity must be replaced for expectations to be met.

The experience of integrating the Asia RFP within the global forest team managed by the *Global Forest Conservation Programme* has been much more positive. The Global Forest Conservation Programme supports its regional partners through core grants, joint programming and opportunity to participate in a strong global team. This structure has existed in more or less current form since around 1997, so there is a shared history supporting this integration. For the Asia RFP, most recently, the integration with the Global FCP has manifested itself in the form of participation in the FCAG meetings, joint programming (particularly on Forest Law Enforcement and Governance and Forest Landscape Restoration), joint policy work, shared publications and joint training workshops. Arguably, the RFP is much more integrated with the Global FCP than it is with any structure in Asia Region.

The RFP is also regarded as a key and trusted member of the Global Forest Team. In more than one instance, the RFP has implemented a key component of the Global FCP's programme. The contribution of the RFP to the 3I-C project on poverty and livelihoods and the forest landscape restoration workshops are example of this. The RFP will manage the "Strengthening Voices" project a multi-regional project aimed at

influencing the global agenda on forest governance by linking that policy debate with regional experiences.

Why is this so? What are the positive factors that promote integration? The formation and maintenance of the “Global Forest Team” a group of representatives of the Regional Forest Programmes with the Global Forest Conservation Programme has been purposeful and strategic. Early on, the FCP recognized the need to inform its global policy work with experience on the ground and sought a mechanism to ensure this link. Within IUCN, this is a good example of the strategic development of a formalized policy-practice loop that incorporates global and regional elements. This structure has become more formalized in recent years through the Forest Conservation Advisory Group and the introduction of joint programming on selected topics.

Also, the Global and Regional Forest Programmes share resources, programmatic priorities and perhaps most importantly, a long history together. For the Ecosystem and Livelihoods Group, which is a relatively new structure, this is an important point.

From the three experiences above, a *common set of questions around factors that prevent and facilitate integration* can be identified. While the perceptions of stakeholders are valuable in helping to address the issue of integration, there appear to be explanations beyond the failure to communicate (whether it is linked to a capacity issue or not), there are other factors at work:

1. ***What is role of ELG in facilitating integration between RTPs; and between RTPs and Country Offices?*** The ELG has set an overall direction and Intersessional Programme from which the RFP is able to derive its own direction. This process has been based on fairly extensive consultations with Country Offices. The RFP, similar to the RWWP, maintains a set of focal points in each Country Office, a structure which is unique to these two RTPs. Despite this, there is a perception that the RFP’s priorities and work are not well communicated and integration is happening very slowly. What value-added could the ELG provide? The ELG could provide value-added by linking individual RTPs on common issues and by providing common platforms (projects, cross-cutting initiatives, etc) and mechanisms (planning meetings, joint publications, etc) in which to share commonalities between RTPs. However, the key to success so far has been the existence of common purpose and opportunities. For the RFP and Global FCP, the common opportunity of the 3I-C project on poverty-livelihoods allowed the Global FCP to create some integration between itself and a couple of regional Forest Programmes. Similarly, initiatives pitched at the ELG level that would combine the talents of multiple RTPs might create the opportunity for integration and a common platform otherwise lacking. This review did not have the mandate to examine the role of the ELG in detail, nor the work of other RTPs, so this is offered as a suggestion if it is not already being undertaken.
2. ***What is the responsibility of the RFP in communicating its work and priorities?*** The simple answer is that the RFP is as responsible as any other RTP in reporting on its priorities and work. However, there is also a corresponding responsibility on the part of other stakeholders, including other RTPs and Country Offices to absorb and respond to what the RFP is communicating about itself. Certainly, the RFP is under-staffed to communicate both in formal terms about its programme

and work, and on a day-to-day basis that helps form relationships and create opportunities with other stakeholders. Further, in recent years, there is plenty of evidence of time spent on non-RFP activities, a factor that must be taken into consideration. In the face of scarce resources it is both important not to be “all things to all people” and to deliver on what is most important strategically to the mandate and programmatic priorities.

3. ***What are the mechanisms that facilitate integration?*** From the discussion above, time, capacity, money, trust and common opportunity appear to be the common elements. Mechanisms such as the common ELG Intersessional Programme, the structural elements of the ELGs, the Forest Focal Point Meetings and the joint RFP and RWWP Focal Point meeting are all important mechanisms for promoting integration, but not necessarily the key factor. One possibility for integration which emerged recently is the Forest Law and Governance project, “Strengthening Voices” which if championed by ELG1 as an opportunity for integration amongst RTPs may provide the necessary push. Similar projects addressing multiple themes, even if they emerge from a single RTP, if pushed by ELG as an opportunity for integration, may provide similar keys.

Recommendation ***For its part, the RFP must communicate its programmatic intentions and strategic directions much more clearly to Country Offices and other Regional Thematic Programmes.***

Recommendation ***The Ecosystems and Livelihoods Groups should undertake a review at the appropriate time, of integration issues between RTPs and between RTPs and Country Offices in the interest of learning and improvement for both itself in Asia Region and for the Union overall.***

Recommendation ***ELG and RFP must explore opportunities to increase the capacity (specifically, staffing level) of the RFP to respond to integration and other issues to overcome the staffing shortfall introduced with the formation of the ELGs.***

5 Delivery of the Regional Forest Programme

***Finding** The Regional Forest Programme delivers well on the issues on which it is able to engage in the locations where it is working, however, the RFP does not work in all parts of Asia Region or on all issues evenly.*

***Finding** The capacity of the RFP to deliver was eroded during the 2001-2004 period, by moving staff into the ELG structure and adding tasks to the RFP's Coordinator's workload. The risk of further erosion of capacity includes the inability to deliver on activities in the 2005-2008 period and the inability to deliver on joint programming activities with the Global Forest Conservation Programme*

Very few programmes within IUCN account for delivery of their programme on a yearly or quadrennial basis. Where programmes do report on success for failure in delivery, there is an opportunity to reflect not only on what was accomplished or not, but some of the possible factors that contribute to effective programme delivery. As part of the Global Forest Team, the RFP participates in periodic meetings (every 18 months or so) of the Forest Conservation Advisory Group (FCAG) and it does report on progress in delivering its programme. The most recent report and FCAG meeting coincided with this review.¹⁰

The 2001-2004 Regional Forest Programme included 26 results, of which 22 were substantive results related to forest conservation and a further four were related to the operations of the RFP itself. As part of its report to the FCAG, a rough analysis was undertaken of the extent to which these results were achieved.

- 19% of annual results were fully achieved (18% of the substantive results, 25% of the operations results), including a significant number of activities implemented;
- 23% of the annual results were almost achieved (23% of the substantive results, 25% of the operations results), including several implemented activities;
- 31% of the annual results were partially achieved (32% of the substantive results, 25% of the operations results), including several implemented activities;
- 12% of the annual results (only substantive results) were addressed only through a limited number of activities; and
- 15% of the annual results were not achieved (14% of substantive activities and 25% of operations activities), nor were any significant activities implemented.

Thus, the RFP has shown modest success in delivering an ambitious programme over the past four years, which included a reorientation away from protected areas planning toward national forest policy and poverty-livelihoods issues.

¹⁰ Progress Report (2001-2004): Asia Regional Forest Programme for FCAG Meeting, Bangkok, November 2004 (unpublished internal report).

Quadrennial Results that were fully achieved, with a significant number of activities implemented:

- Analyses of forest rehabilitation policy and practice undertaken in selected countries and disseminated (K)
- Capacity of stakeholders to develop and implement Protected Areas systems plans enhanced (E)
- Capacity of stakeholders to undertake or support forest restoration enhanced (E)
- ARD/ELG management structures supported by appropriate participation of RFP staff (O)

The most important and visible products and services produced by the RFP in the Intersessional Period included a series of national-level Forest Landscape Restoration workshops, the 3I-C case studies from the Lao PDR and Vietnam on poverty and conservation, the two ForestPACT pledges and publication in Thailand and a myriad of project proposals in collaboration with Country Offices on a variety of forest issues.

In his report to the FCAG, the Coordinator of the RFP offered the following constraints facing the RFP in achieving the 2001-2004 Programme:

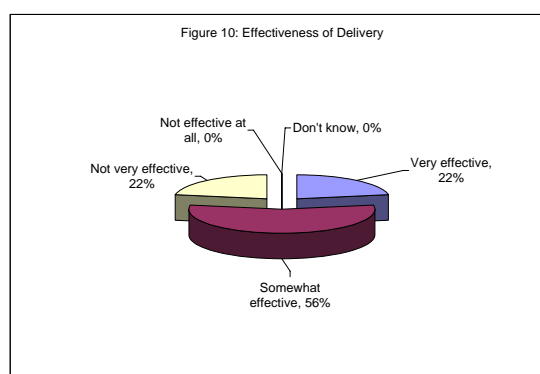
- The 2001-2004 Programme was designed based on the assumption that the RFP team would consist of a Coordinator, a Programme Officer and various junior staff. From February 2003 onward, the programme operated without a Programme Officer, a serious constraint given the nature of both the proposed programme and the size of Asia Region.
- Considerable time was spent on non-RFP activities, supporting ARO, ELG and Country Programme Development, particularly the Thailand Country Programme.
- Fundraising was difficult during the Intersessional Period as some donors have withdrawn from the region, investment in forest conservation is down world-wide and potential donors and partnerships with Country Offices did not yield return.

The report noted that actions to correct these issues are underway.

Most respondents (78%, Figure 10) agree that the RFP has been very or somewhat effective in delivering its programme, while 22% thought that the RFP did not deliver its programme very effectively.

Examples of good delivery identified by respondents included the Forest Landscape Restoration workshops, the work on Non-Timber Forest Products, the RFP's publications and more generally, the ability of the RFP to link partners.

Examples of perceived poor delivery provided by stakeholders were not numerous; however there is a perception that the RFP is not doing much work in South Asia. As part of the discussion of good and poor delivery of the RFP's Programme, respondents were asked to identify any factors which may be



inhibiting delivery. These results were compared and discussed in the mini-workshops. The purpose of identifying the factors that stakeholders perceive to be preventing good delivery and then opening these factors up for dialogue is to provide an opportunity for the RFP to understand the position of stakeholders and start the process of identifying priorities for change.

The most often mentioned bottlenecks by stakeholders include capacity and funding. External stakeholders noted that the RFP is a small programme with limited resources and indicated that time spent on fundraising can detract from the substantive work. The challenges facing the Coordinator of the RFP in addressing the large number of requests across the region were mentioned by many stakeholders, both internal and external, recognizing that a very small and under-staffed programme cannot possibly meet all demands in a region as large as Asia.

One stakeholder suggested that if the RFP is to succeed as a truly regional programme, it will have to decentralize into the Country Offices. The current centralized model in the regional office based in Bangkok works for a relatively small programme, however, it would be a mistake to centralize all forest staff in Bangkok. This observation corresponds with responses from Country Offices, particularly those who feel ignored by the RFP's focus on South-East Asia. One Country Office noted that the lack of a staff member dedicated to forest issues prevented them from properly engaging with the RFP.

Delivery of programmes depends largely on three things: a realistic and properly planned set of results and activities, funds and capacity to manage and implement. In the course of this review, a number of constraints were observed and discussed.

The RFP does not currently have a 2005-2008 Intersessional Plan with results specific to the RFP. Since the RFP potentially receives direction from four different types of actors – Country Offices, the Ecosystems and Livelihoods Groups, the Global Forest Programme and external Members and Partners – one should not assume that the ELG 2005-2008 Intersessional Plan can provide the kind of strategic guidance necessary to plan the RFP's Annual Results and Annual Workplans.

The RFP does not currently have a 2005-2008 Business Plan and neither does ELG. The ARO Business Plan, by all accounts, was drawn up to satisfy a HQ requirement as part of the 2005-2008 planning process. While drawing up an entire Business Plan would not be appropriate for the RFP, there are elements, such as a Membership and Partnership Engagement Strategy and a Donor Engagement Strategy which would be extremely helpful in facilitating strategic choices made by the RFP on whom to engage and in facilitating fundraising efforts.

Finally, the issue of time management and prioritization of tasks was discussed at length. There is no question that everyone at ARO is stretched to meet the demands of managing an ambitious programme in IUCN's largest region. Managing Asia Region is akin to managing a Pan-Africa Programme, when in fact IUCN divides Africa into five distinct sub-regions. This observation in no way suggests that Asia Regions should be split up as a solution to any issues facing the RFP. Within the work of the Coordinator of the RFP in the past year were a number of non-RFP tasks, including oversight of the Thailand Country Programme. In 2004, the Coordinator

took over the Chief Technical Advisor's duties on the NTFP project in Vietnam for three months. Any issues then, of delivery of the RFP plan, fundraising, integration and engagement of partners must therefore, be considered in the light of diminished time available to the RFP.

Recommendation *Continue the work started with the 2001-2004 RFP plan by developing a realistic 2005-2008 Intersessional Plan that builds on the Quadrennial Results of ELG1 and ARO and is informed by the Global Forest Conservation Programme. Review this plan on an annual basis and report (at least internally) in a format similar to the one used for the RFP report to the FCAG.*

Recommendation *Strengthen fundraising by gathering and maintaining a database of donor intelligence, undertaking joint programming and engaging donors earlier in the proposal.*

Recommendation *The current capacity of the RFP should be, at minimum maintained, and preferably expanded. At minimum, the RFP should be led by a dedicated and senior Coordinator. However, the capacity to implement the RFP was insufficient to deliver the 2001-2004 Regional Forest Programme. To deliver a programme similar in scope to the 2001-2004 programme, capacity should be increased at ARO to support communications, interactions/integration with other elements of ARO (other ELGs and COs), reporting, implementation and some aspects of fundraising. Ideally, an investment should be made to support a forest officer in one or more Country Offices, reporting directly to the RFP, rather than the Country Office. As resources permit, this model should be extended throughout the region so that each outposted forest officer is responsible for supporting a reasonable number of Country Offices.*

Recommendation *Recognizing that IUCN in general, and ARO in particular, does not have the luxury to solely support specialists working on only one issue, the Head, ELG and Regional Director, ARO, should immediately discuss options to alleviate non-RFP activities.*

5.1 Programme Delivery and the Financial Model

Finding ***The financial model used by the RFP in 2001-2004 was about 80% reliant on a core funding grant from the Global Forest Conservation Programme. The RFP has been largely unsuccessful until recently in securing additional funds. This review does not support the contention that a secure core funding grant provides negative motivation for fundraising.***

Finding ***There are multiple causes for a lack of success in fundraising by the RFP, including: a downturn in investment in forest conservation globally, various reorientations among donors, lack of donor intelligence on donor tendencies and interests, incomplete fundraising proposals, a lack of time and space to engage in fundraising activities and a lack of meaningful integration with other elements of ARO, particularly the other RTPs. Each of these factors by themselves would prevent successful fundraising; the combination of these all at once does not help.***

During the course of this review, the financial model of the RFP became an important topic of debate amongst stakeholders. This review addresses the financial model as a factor in programme delivery and the future financial viability of the programme.

At issue is the RFP's reliance on a core allocation of funding from the Global Forest Conservation Programme. In recent years, the Global Forest Conservation Programme has received a core allocation from the Netherlands framework agreement, earmarked for forest conservation. While this is not restricted programme funding in the traditional sense, IUCN made the decision to earmark a portion of the funds to the Global Forest Conservation Programme, who in turn, distributed regionally to support forest conservation work around the world. Each year, recipient regions are required to sign a Memorandum of Understanding with the Global Forest Programme.

The purpose of distributing funding to regional forest conservation activities is four-fold: to maintain a regional forest conservation network, to support key initiatives that are multi-regional initiatives, to gather lessons from field projects so as to make convincing policy-practice links and to help IUCN regions that are in the process of establishing or consolidating a forest conservation portfolio.¹¹

The final point, on helping IUCN regions establish or consolidate a forest conservation portfolio, is at the heart of the debate. The MOU goes on to state: "The intention is that allocations from FCP will be reduced over the years as regions develop their own funding base, *however it is recognized that a basic level of funding will be required to help well-established regional forest programmes ensure that*

¹¹ Memorandum of Understanding between The Forest Conservation Programme and Asia Regional Office.

policy-practice and local-global linkages are maintained and strengthened”
[emphasis added].

On the one hand, core allocation allows a regional programme the leeway and space for proper programme development and as such, could be seen as seed money. This is the position held by some stakeholders within ARO. In that view, RFP has largely failed to turn the core allocation, or seed money, into a robust portfolio of projects. Some stakeholders allege that core allocations remove the motivation for good fundraising.

While these positions are acknowledged, this review does not share that view for a couple of reasons. First, success or lack of success in fundraising is a combination of many factors: opportunities, skills in matching programmatic directions with donor’s interests and time to engage in fundraising activities are key. In a situation whereby the core allocation was solely for programme development, lack of success in fundraising would be a serious issue. After all, a large amount of core funding combined with a high ratio of core funding to overall income (around 80% in this case) does draw unfavorable attention.

However, the MOU between the RFP and the Global Forest Conservation Programme is not solely about programme development and fundraising. Of the seven priority areas identified in the MOU, programme development and fundraising is only one. Others include:

- Building capacity of members within the region, including by building partnerships in support of the Forests for Life Strategy [joint IUCN-WWF forest policy];
- Identifying, documenting and sharing lessons learnt;
- Testing and developing innovative ideas consistent with the FCP strategy, including by facilitating action-oriented pledges under the Forest PACT initiative;
- Contributing to effective policy-practice linkages both at a regional and global level;
- Convening and facilitating multi-stakeholder policy dialogues on key issues
- Promoting region-to-region networking.

Stakeholders tend to agree that the RFP should reduce its dependency on core funding, however within that there are options to consider. Programme funding, aside from core funding, can arrive from a variety of sources, including those derived from managing projects, by providing the technical advice required by Country Offices managing their own projects and from country or regional framework agreements. There are pros and cons for each and stakeholders tended to favor a model that make use of more than one option.

Core funding is the most flexible form of funding, and a certain amount is essential for proper programme development. The risk of not having core funding is that a programme can become exclusively donor driven, implementing only projects that are the priority of the donor, and potentially lose the coherence that comes with planning a programme and set of programmatic results. The risk of over-reliance on core-funding is the potential for complacency in fund-raising and programme development.

Cost-recovery from RFP-managed projects combines management fees with staff time “sold” to the project. These projects are under the control of the RTP, so if chosen carefully, can be instrumental in helping meeting programmatic priorities. However one senior coordinator estimated that an RTP must recover 27-28% of the project’s income in order to meet its costs in managing the project. There is also a risk of taking on an increasing number of projects to meet costs across the project portfolio.

Cost-recovery from Country-office projects. In this scenario, the RTP is paid for its technical advice from projects managed by Country Offices. This is a favorable model both because it meets the original intent of having RTPs in the first place, but also because it shares the management of these projects, lessening the burden on the RTP. However, as discussed in the workshops there needs to be a strong element of trust between any two units in IUCN undertaking joint programming, whether it is between a global thematic programme and a regional office or a RTP and a Country Office. Joint design of projects (as opposed to arranging collaboration at a later stage in the project cycle) and clear agreement on arrangements for distribution of roles, responsibilities and (financial) benefits will help to implement joint activities successfully.

Sharing income from Country or Regional framework agreements. At present, this is a small source of income from framework agreements in Lao PDR and Sri Lanka, but potentially could yield a larger source of income. In theory, a framework agreement negotiated at Country or Regional level would “write-in” the expertise provided by various RTPs to help achieve the objectives and results of the framework agreement.

During the workshop discussions, there was considerable debate on the correct mix of funding options, with the following conclusions:

- Core funding is essential for proper programme development and integration of the RFP into the objectives and results of the Global Forest Conservation Programme. While there was agreement, that the RFP has an over-reliance on core-funding, the group rejected that this funding is being mis-used.
- Directly related to the issue of core funding and integration, the group observed that the RFP is an ideal team player in helping achieve the objectives and results of both the Global FCP and IUCN overall, something which would not be possible without this core funding. The success of the 3I-C project, which drew substantively from the NTFP work of the RFP in collaboration with the Lao PDR and Vietnam Country Offices, in helping to define and prove IUCN’s position on the positive links between conservation and livelihoods was discussed as a positive benefit of the core funding.

It is clear that the financial model is a key issue, however there are immediate steps that the RFP can take, by itself and in partnership with others, to start to improve the financial picture. It is clear that RFP’s current fundraising efforts suffer from a lack of donor intelligence, time to complete proposals with Country Offices and time to engage the donors in fundraising activities. Addressing these issues should be

undertaken first before any conclusions about the financial model and fundraising efforts are formed.

Recommendation *The RFP, in collaboration with ELG, should immediately improve its donor intelligence, so that project proposals can be better matched with donor priorities and donors can be engaged earlier in the process.*

Recommendation *The RFP should pursue the Global Forest Conservation Programme's and Ecosystems and Livelihoods Group's offer to undertaking joint fund-raising with the RFP.*

Recommendation *The capacity of the RFP as a whole is insufficient to meet all of its demands, including fundraising. Capacity should be increased to either permit the Coordinator to undertake more fundraising activities, or by bringing in outside assistance.*

Recommendation *The format and maintenance of the RFP project proposal portfolio should immediately revert to the standards outlined in "Building and Managing the Ecosystems and Livelihoods Groups: A discussion paper on operationalizing Stage 1 of the reorganization."*

6 Conclusions and Challenges for the Regional Forest Programme

Overall the Asia Regional Forest Programme is a well-regarded programme that is undertaking relevant work and producing useful products and services. The purpose of this section is not to repeat the findings and recommendations, but to highlight the essence of the challenges facing the RFP.

The main challenges for the RFP include:

1. Capacity to deliver – the RFP is currently understaffed and this has affected every aspect of its performance, from fundraising through to managing partnerships and integration. Steps must be taken immediately to correct this. The suggestion that the RFP must decentralize by placing RFP staff in selected Country Offices is a good one, and will help manage integration issues and improve delivery in-country.
2. Intelligence gathering – on donor priorities, Members and partners is particularly weak and this has an impact on fundraising efforts and partnerships. The RFP must start collecting donor intelligence and produce a stakeholder analysis that will allow them to work strategically. Development of elements of a Business Plan on fundraising, membership engagement and partnership strategies should follow from intelligence gathering.
3. Planning – given that the RFP is influenced programmatically by three different actors – Country Offices, ELGs/RTPs and the Global Forest Conservation – the RFP should immediately develop an Intersessional Plan for 2005-2008.

There are of course, other more specific issues, but it is the conclusion of this review that these are the most pressing at the moment.

The process of undertaking this review did lead to considerable dialogue amongst the main actors, with some initial offers of assistance:

- Offer of joint fundraising from the Global Forest Conservation Programme and the new EU-funded project on Forest Law Enforcement and Governance is a substantial boost to the fundraising portion of ELG's challenges.
- Offer of donor intelligence gathering by the Programme Coordinator of ELG1 will fill a much-needed information gaps which will also boost fundraising activities.

The Coordinator of the RFP has been quick to respond to the issues raised during the course of this review. Concurrent to the review process, the RFP's report to FCAG was drafted and highlighted many of the issues discussed during the review, namely issues around fundraising, joint programming with Country Offices and capacity to implement issues. It should be taken as a positive sign that the process of addressing issues and challenges facing the RFP has commenced even before the dissemination of this report.

Annex 1: Evaluation Matrix

AREA	QUESTIONS	SUB-QUESTIONS	DATA SOURCES
Mandate – past	Is the fundamental purpose for the existence of the unit clear?		Interviews – historical and IUCN-Asia
	How was the unit established – opportunistic or intentional?)		As above
	To who is the RFP work content relevant?	To whom within IUCN is RFP's work relevant?	Interviews with members, partners, donors, ELG, FCP.
	What are its driving forces in terms of programmatic priorities	How does RFP undertake its planning processes? Is there a current situation analysis? Does RFP report against its plan? How does RFP integrate with ELG? How does RFP integrate with global FCP?	Documents, plans (including FCP and ELG documentation). Interviews with IUCN staff, donors Workshop
Mandate – future	Is there a need to modify the mandate or programmatic priorities of the unit?	Are there issues identified in other Asia planning documents (situation analysis, regional conservation forum proceedings, intersessional plan, other) that need to be taken into account? Are there issues identified in other IUCN planning documents (situation analysis, FCP intersessional plan, overall IUCN intersessional plan) that need to be taken into account?	Interviews, workshop with IUCN staff Interviews with partners, members and donors Document review
	Who are the main constituents or drivers to be taken into consideration in the future?	Sub-questions as above What do partners, members and donors suggest about RFP's mandate and programmatic priorities?	Interviews + workshop

Delivery – past	What did the RFP deliver (outputs and activities)?	<p>What products did RFP deliver? Who used these products?</p> <p>What outputs did RFP deliver? Did RFP reach its intended audience?</p> <p>What activities did RFP undertake to deliver products and outputs?</p>	Document review + interviews with IUCN-Asia managers
	How effective has the RFP been in achieving its own programmatic results and/or in contributing to those of the Union?	How well do project and programmatic activities deliver programmatic results?	<p>Document review</p> <p>Interviews with IUCN staff</p>
	How well is the work of RFP integrated with the other components of IUCN?	<p>How well integrated is RFP with ELG?</p> <p>How well integrated is RFP with Asia Regional Programme?</p> <p>How well integrated is RFP with FCP?</p> <p>How well integrated is RFP with other IUCN programmes?</p> <p>What mechanisms does RFP use to manage its integration with other programmatic units?</p> <p>Are there mechanisms which could enhance integration of RFP with other programmes?</p>	Interview with IUCN staff + workshop
	How are relationships with working partners managed?	<p>Who are RFP's partners?</p> <p>Are there partners in Asia region who would link well with RFP?</p> <p>How do RFP's partners regard their working relationship with RFP?</p>	Interviews with members, partners and donors.
	How well respected or credible is the work of	How well positioned is RFP's work vis-à-	Interviews with IUCN staff and partners,

	the RFP both within and outside of IUCN?	vis the external environment?	members and donors
	How efficient is the RFP's delivery?	Efficiency based on whose perception? **	** Interviews with donors and IUCN staff
Delivery – future	Based on past experience, are there any adjustments that the FRP needs to do to their delivery of products, results or processes?	Is RFP meeting its potential in delivery of products, results or services? Does RFP have a communication plan? How does RFP monitor its (a) results (b) use of products?	Interviews + workshop Documents
	Are there any adjustments to be made to the programmatic aspects of the fund-raising strategy?	Is there a RFP fund-raising strategy? Is there a business plan for ELG or IUCN-Asia? Is this an appropriate business model to support RFP?	Documents + workshop
	Are there any adjustments to be made in linkages with other components of IUCN to mutually strengthen delivery and credibility?		Interviews + workshop
	Are there any adjustments to be made to in handling partner relationships?		Interviews with partners, members and donors
	How programmatically viable looks the RFP over the next 3-5 years?	What are the risks and opportunities facing the RFP? How does IUCN-Asia's (or ELG's or RFP's) business plan support the future work of the RFP?	Interviews + workshop

Annex 2: Documents Consulted

Asia Region - General

1. IUCN in Asia – Ecosystems and Livelihoods Growing Together
2. Proceedings of the IUCN Asia Regional Conservation Forum (downloaded)
3. Securing the Union's Future in Asia – A framework for the development of the IUCN Asia Programme 2000-2005 (downloaded)
4. Securing our Future in Asia's Changing Environment – Proceedings of the IUCN South and South-east Asia Regional Conservation Forum

Non-Timber Forest Products

5. Non-timber Forest Products and Local Livelihoods (Blockhus, Wickramasinghe, Nurse and Perez), IUCN, 2002.
6. Marketing Research for Conservation and Development: Case Studies from Vietnam (Raintree, Le Thi and Nguyen), 2002.
7. Regulation of the Trade in Timber and Non-Timber Forest Products in the Lower Mekong Basin Countries, IUCN-RFP, 2001
8. Sustainable Management of NTFPs in Lao PDR: A Discussion paper for the forestry strategy to the year 2020 for Lao PDR, IUCN Asia RFP, 2002.

Forest Landscape Restoration

9. Rehabilitation of Degraded Forest Ecosystems (Gilmour, Nguyen, Xiong), IUCN, 2000.

3I-C Project on Poverty Alleviation and Conservation

10. Assessing the “enabling environment” in Vietnam for linking forest conservation with poverty reduction: A policy analysis for Vietnam (Morris and Ingles), IUCN, 2003.
11. Bitter Bamboo and Sweet Living: Impacts of NTFP conservation activities on poverty alleviation and sustainable livelihoods (Morris), IUCN, 2002.
12. 3I-C Country Desk Study: Poverty Reduction and Forest Conservation in Lao PDR, IUCN, n.d.
13. Domesticated NTFPs, secured livelihoods: Impacts of NTFP domestication and agro-forestry on poverty alleviation and livelihood improvement (Nguyen, Morris, Le Thi, Raintree)

Project Fire Fight

14. Community Involvement in and Management of Forest Fires in South East Asia (Sameer Karki). IUCN and WWF, 2002.

Programme Descriptions

15. Summary of IUCN's Forest Programme in Asia 2000-2003
16. IUCN Forest Conservation Programme Strategic Plan (draft 2004)
17. IUCN Asia Ecosystems and Livelihoods Group Intersessional Programme 2005-2008
18. Role of ELG and RFP in the Asia Regional Programme
19. (Presentation on) IUCN Asia Regional Office Forest Conservation Programme.
20. (Description of) The Regional Forest Programme in Asia (2)\
21. IUCN in Asia: Growing Together – Ecosystems and Livelihoods, 2003.

22. IUCN in Asia: Building and Managing the Ecosystems and Livelihoods Groups: A discussion paper on operationalizing Stage 1 of the reorganization of regional thematic programmes. (Ingles and Emerton). 2003.

Workshops

23. Proposal to WCC: Ecosystem Management: Steps to Sustainability: Forest Landscape Restoration – Working Across Scales
24. Regional Workshop on ITTO Guidelines for the Restoration, Management and Rehabilitation of Degraded and Secondary Tropical Forests, Chang Mai, 31 March – 4 April 2003 (Ingles and Broekhoven)
25. Internal Agreement between IUCN-HQ FCP and IUCN ARO South-East Asia Sub-regional Forest Programme, re: IUCN ARO organization of regional workshops on FLR in China, Thailand and Pakistan, dated 25 March 2004.
26. Sustainable Livelihoods – a Joint Learning Assessment (2004)

Focal Point Meetings

27. Report of the inaugural meeting of the Forest Focal Group, 20-22 November 1999
28. Report on the Second Meeting of the Forest Focal Group, 19-21 September 2000.
29. Forests and Wetlands Focal Points Meeting: Moving toward an ecosystems and livelihoods approach, 21-23 June 2003.

Annex 3: Review Participants

- William Jackson, Director Global Programme, IUCN
- Stewart Maginnis, Head, IUCN Forest Conservation Programme
- Simon Rietbergen, Acting Head, IUCN Ecosystem Management Programme\
- Andrew Deutz, Policy Advisor, IUCN-US
- Carole Saint-Laurent, Senior Forest Policy Advisor, IUCN & WWF
- Sandeep Sengupta, Projects Officer, IUCN Forest Programme
- Stephen Kelleher, Senior Programme Officer, IUCN Forest Conservation Programme
- Andrew Ingles, Regional Head, Ecosystems and Livelihoods Group, IUCN-Asia
- Aban Marker Kabraji, Regional Director, IUCN-Asia
- Lucy Emerton, Regional Head, Ecosystems and Livelihoods Group, IUCN-Asia
- Nande Palihakkarra, Head of Finance, IUCN-Asia
- Nikhat Sattar, Head Emerging and Emergency Programmes, IUCN-Asia
- Channa Bambaradeniya, Head Biodiversity Programme, IUCN-Sri Lanka
- Liyi Qin, Programme Officer, IUCN-China
- Somsach Sukwong, RECOFTC
- James Compton, TRAFFIC-Malaysia
- Alejandro Imbach, former Programme Coordinator, IUCN-Asia
- Sagendra Tiwari, Programme Officer, IUCN-Nepal
- Mike Nurse, RECOFTC
- Yen Thi Nguyen, Programme Officer, IUCN-Vietnam
- David Lamb, University of Queensland and IUCN Commission on Ecosystem Management
- Peter Moore, METIS Associates
- Latsamay Sylavong, Programme Officer, IUCN-Lao PDR
- A. L. Rao, Country Representative, IUCN-Pakistan
- Javed Mir, Asian Development Bank
- Paul Chamnien, Thailand Environment Institute
- Sameer Karki, Programme Officer, IUCN-Nepal
- T.P. Singh, Programme Coordinator, Ecosystems and Livelihoods Group, IUCN-Asia
- Ranjith Mahindapala, Deputy Programme Coordinator, IUCN-Asia
- Edmund Barrow, Regional Office for Eastern Africa