

A Strategy and Results Framework for ICIMOD

2012

Contents

1. What ICIMOD Stands For	1	5. The Structure of Work: Regional Programmes, Knowledge Management and Communication, and Strategic Thematic Areas	12
1.1 Vision	1	5.1 Regional Programmes	12
1.2 Mission	1	5.2 Knowledge Management and Communication	19
2. Changing Environment	3	5.3 The Strategic Thematic Areas and Key Issues	19
2.1 Changes in the Hindu Kush Himalayan Region, Challenges for People	3	5.4 Emerging Themes, and Challenges	25
3. Development Trajectory	6	6. Partnerships	27
3.1 Building on Past Successes	6	7. Financial Strategy	29
3.2 Mid-term Review of 2010	7	7.1 Funding Planning	29
3.3 Strategic Goals	7	7.2 Core Funds and Their Use	29
3.4 Priority Actions	8	7.3 From Project to Long-Term Programme Funding	30
4. ICIMOD's Function and Approaches	10	7.4 Efficient Financial Management Systems	30
4.1 Regional Learning, Knowledge, and Enabling Centre for Mountains	10	8. Monitoring and Evaluation	31
4.2 Linking Science, Policy Making, and Implementation/Development Work	10		

1. What ICIMOD Stands For



Ladakh, India

1.1 Vision

ICIMOD believes in a future where the region's mountain people can experience enhanced livelihoods, equity, and social and environmental security; where they can adapt to environmental, socioeconomic, and climate change; and where future generations of mountain and downstream populations can enjoy the benefits and opportunities afforded by the region's natural endowment. ICIMOD foresees a future in which the role of the Hindu Kush Himalayan (HKH) region as the water tower for more than a billion people, as a cultural and spiritual hub, as the home of global biodiversity hotspots, as a significant ecological buffer zone, and as a source of resources and services for mountain and lowland people is upheld, valued, and recognized globally and regionally.

Vision
Men, women, and children of the Hindu Kush Himalayas enjoy improved wellbeing in a healthy mountain environment.

1.2 Mission

ICIMOD is a knowledge, learning, and enabling centre developing and sharing information and knowledge and using

innovation and effective communications to empower the eight regional member countries (RMCs) of the HKH – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan – and their people.

ICIMOD aims to serve the region through information and knowledge generation and sharing to find solutions to critical mountain problems. ICIMOD bridges science with policies and on-the-ground practices. It provides a regional platform where policy makers, experts, planners, and practitioners can exchange ideas and perspectives towards the achievement of sustainable mountain development. ICIMOD facilitates knowledge exchange across the region, helps customize international knowledge and tailor it to the region's needs, and brings regional issues to the global stage. ICIMOD sees knowledge-sharing initiatives as a source of inspiration, innovation, and questioning, helping in the design of future strategies.

Mission
To enable sustainable and resilient mountain development for improved and equitable livelihoods through knowledge and regional cooperation.

ICIMOD has a unique niche within the development community. First, it specializes in mountain people and mountain environments in the HKH region, an area with high poverty and environmental degradation that is bearing the brunt of climate change. Second, while there are other institutions that address mountain issues, ICIMOD is the only mountain organization that is a regional intergovernmental organization with global outreach. ICIMOD works with people and communities living in the region's mountain ecosystems who face common challenges and have solutions to share. Therefore ICIMOD's mandate

spans community experience and intervention, national plans and policy, regional knowledge sharing and transboundary issues, and engagement at the global level. ICIMOD's work is thus relevant and useful for mountain people; development workers working with those people; environment and natural resource managers; local, national, and regional policy makers and planners; students and teachers; and the general public.

As a regional centre, ICIMOD facilitates knowledge exchange in its core competencies of livelihoods, ecosystem services, water,

and geospatial solutions to address issues of common concern such as adaptation to global change and the state of the cryosphere. ICIMOD addresses transboundary issues such as changing availability of water resources and its implications; conservation of flora and fauna in transboundary landscapes in the context of shifting species ranges with a changing climate; and high-value niche products that are marketed across borders. ICIMOD integrates its thematic work in a set of Regional Programmes to put knowledge into use for change and impact (Figure 1).

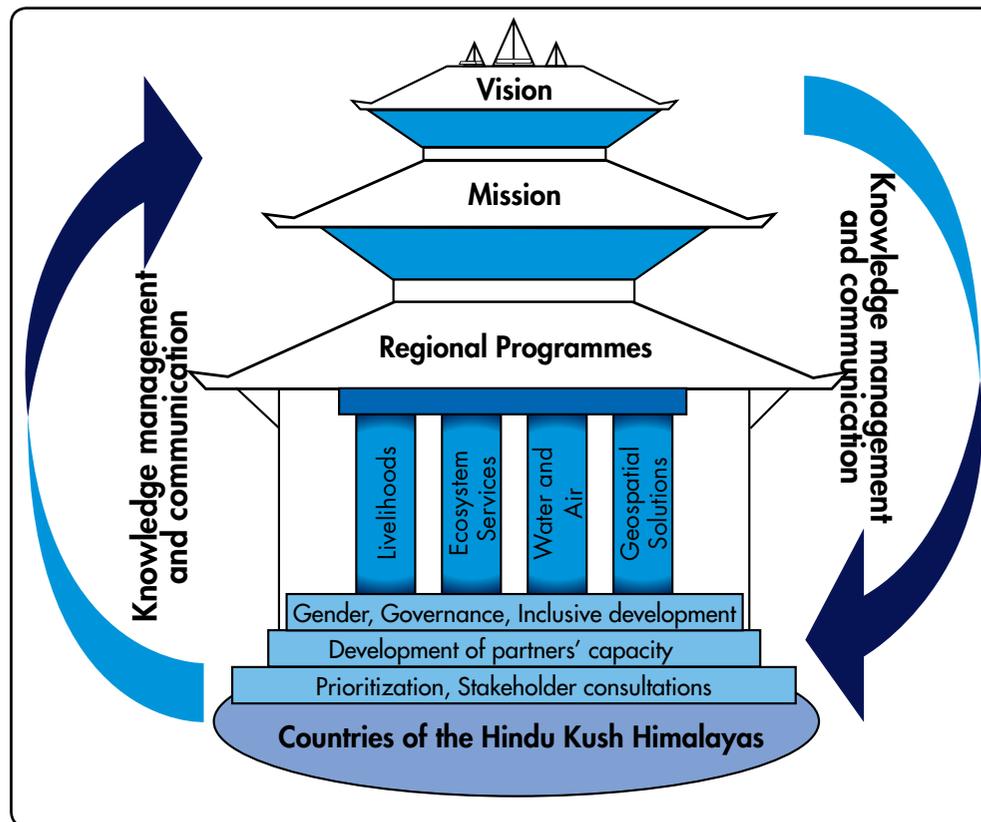


Figure 1: How ICIMOD's work in its strategic Thematic Areas and its stakeholder-driven Regional Programmes will uphold its vision and mission for sustainable mountain development through a continuous knowledge development cycle

2. Changing Environment

2.1 Changes in the Hindu Kush Himalayan Region, Challenges for People

The Hindu Kush Himalayan region¹ is the source of ten large Asian river systems (the Amu Darya, Indus, Tarim, Ganges, Brahmaputra, Irrawaddy, Salween, Mekong, Yangtze, and Yellow) (Figure 2) and provides water, ecosystem services, and the basis for livelihoods to a population of more than 210 million people. The basins of these rivers supply water to more than 1.3 billion



Mustang, Nepal

people, a fifth of the world's population. About 18% of the total HKH area (760,000 km²) is covered by snow and 60,411 km² is covered by glaciers; overall, its 6,101 km³ of ice reserves mean that it truly constitutes a 'third pole' of the earth, with the largest ice reserves outside the north and south pole. The mountains act as an ecological buffer, influencing the temperature, monsoon, and rainfall patterns of South Asia and creating favourable conditions for agriculture. The HKH region is home to immense

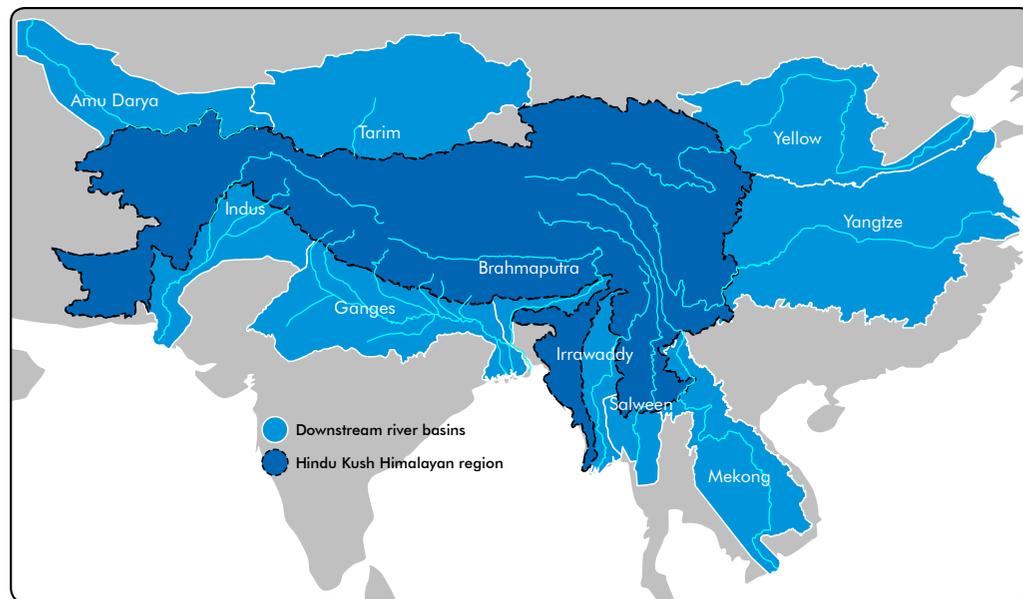


Figure 2: ICIMOD's region covers the headwaters of the 10 major river basins of the Hindu Kush Himalayan region; changes in the region also have impacts for people living downstream

¹ The Hindu Kush Himalayan (HKH) region is ICIMOD's target area that includes the Karakoram, the Pamir, and other neighbouring ranges as well as the Tibetan Plateau; moreover, some of ICIMOD's impact areas include the watersheds of rivers originating in these other ranges.

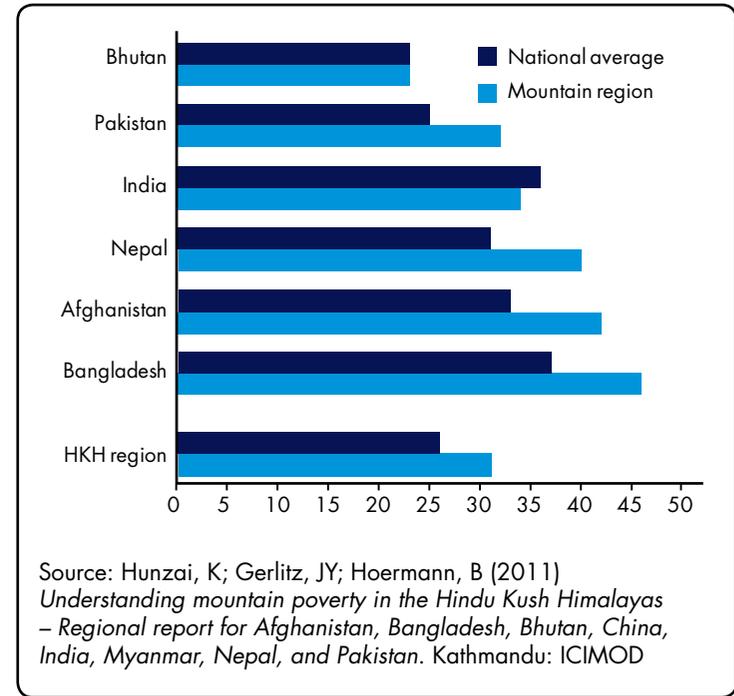
cultural and ethnic diversity; more than 1,000 different languages are spoken in this region. It is a treasury of genetic resources and is home to four of the 34 global biodiversity hotspots. The region is truly a global resource.

Adaptation and resilience have always been hallmarks of mountain people and landscapes, especially in the HKH. The people of the Hindu Kush Himalayas have a rich cultural identity and have maintained food security and abundant biodiversity within the parameters of their own traditions. These mountain ranges served as routes for traders, scientists, and the religious leaders who brought Buddhism to Central Asia and Islam to the Indian subcontinent. For thousands of years trade and change have been sources of wealth and diversity, of which the Kathmandu valley, home to ICIMOD’s headquarters, is a most impressive witness.

During recent years, rapid population growth, urbanization, migration, feminization of the landscape, economic development, and climate change have begun to pose a challenge to traditional livelihood strategies and coping mechanisms. Once self-sufficient people now face dire economic poverty. Mountain populations are, on the whole, poorer than the national average in the HKH region (Figure 3). Although women are key managers of their environment and often carry out a disproportionate amount of agricultural, household, and community work, they are often excluded from decision making and knowledge sharing.

The vast ice reserves are shrinking; accelerated glacial melting threatens the role of the HKH region as a water reservoir. The frequency of floods and droughts has increased. Degradation of forests, wetlands, and rangelands threatens livelihoods and biodiversity.

Figure 3: Population below the poverty line in countries of the Hindu Kush Himalayan region (%)



Bandarban, Bangladesh





Shuangqiao Valley, China

There is an urgent need to develop adaptation and coping mechanisms and to prepare the nations and communities of the region to manage the changes that are taking place so they can derive maximum benefits from their environment and minimize the risk of disasters.

Opportunities arise with change, even with climate change. Countries recognize that cooperation is required to deal with glacier melt and the increased threat of floods that cross borders. Likewise, they increasingly recognize the need for transboundary cooperation for biodiversity conservation and management. With increased urbanization comes a greater demand for niche, organic, and high-value products, many of which can only be grown in mountain and hill areas. Warming at higher elevations could potentially be a boon for producers living there.

Within this backdrop of change, ICIMOD itself must adapt to meet new challenges. It must respond to local needs, yet represent mountain issues globally. Institutional capacities of regional member countries differ and change, requiring ICIMOD

continually to evaluate its partnership arrangements. Externally, ICIMOD must change its strategies on partnership with RMCs to meet new challenges and adjust to a changing context. Internally, ICIMOD has grown substantially as an organization, and needs to reassess its structure and priorities to serve member countries effectively.

This strategy is a continuation of the 2008 Strategic Framework, which set a long-term vision for ICIMOD. Then, as now, the strategy was developed through broad consultation and programmes were demand driven. The Thematic Areas of Livelihoods, Ecosystem Services, Water and Air, and Geospatial Solutions represent core competency areas that ICIMOD has developed in response to the needs of the region.

This framework was developed through an extensive consultative process involving consultations with each regional member country, key stakeholders, ICIMOD staff, the ICIMOD Support Group, and finally with the Board of Governors (which includes representation of all regional member countries).

Fulladi Valley, Afghanistan



3. Development Trajectory

In 2008, ICIMOD's Strategic Framework provided long-term direction which is still valid today. The Centre, building on its considerable experience, has made considerable progress in achieving this strategic vision. It has matured institutionally, has grown in terms of financial resources, has found its regional niche, and is delivering impact. However, given the changing context and the institution's evolution, there is a need to refine this Strategic Framework.

3.1 Building on Past Successes

The 2008 Strategic Framework, reflecting on the Quinquennial External Review 2006, instituted reforms that are now implicit in the way ICIMOD functions. ICIMOD sharpened its strategic focus and made significant strides in areas relevant to the poverty reduction agendas of the RMCs. In turn, ICIMOD's knowledge role has been increasingly recognized and its innovations put to use. RMCs have increased their ownership through enhanced financial contributions and engagement in programmes. Some significant achievements include:

- notable progress in addressing data gaps for the Hindu Kush Himalayan region that were pointed out in the Fourth Assessment Report of the Intergovernmental Panel on Climate Change's (IPCC) in 2007 – i.e., compilation and presentation of regional-level information in refereed publications and at global fora on protected areas, biodiversity, and implementation of the CBD's Mountain



Mongar, Bhutan

Programme of Work by RMCs; status of glaciers, glacial lakes, and snow cover; climate change status and trends; and poverty;

- building up considerable expertise to address climate and regional change related issues such as adaptation to change; persistent poverty in the region; gender inequality; water scarcity; forest carbon sequestration; threats posed by the loss of biodiversity; energy; and food security;
- contributing to increased collaboration throughout the region and responding to an increased demand for information by serving as a regional platform for learning and information exchange; and
- bringing the biodiversity and ecosystem services of the Hindu Kush Himalayan region to global attention.

The change management process at ICIMOD has contributed to greater professionalism and efficiency and to improved organizational management systems and tools, notably:

- an internal financial management system of international standards, appropriate for receiving financial support directly;

- an active strategic planning and monitoring (SPM) system; and
- upgraded systems for internal and external knowledge management, dissemination, and communication.

3.2 Mid-term Review of 2010

The Mid-Term Review of 2010 confirmed that ICIMOD had taken into consideration the recommendations made in the Quinquennial External Review 2006, but it further suggested that ICIMOD:

- work as a regional centre but endeavour to bring its message even more assiduously to global fora;
- be a facilitating platform for sharing knowledge within the region;
- focus even more on policy and engage leadership on policy issues;
- scale up results in the RMCs;
- decentralize in order to further strengthen cooperation and communication with RMCs;
- request financial partners to provide more flexible funding along the lines of long-term programmes; and
- focus on attracting skilled human resources with international competencies in order to maintain a high-calibre international profile.

The ICIMOD Board of Governors has also stressed the need to provide a platform for knowledge sharing and for policy advice.

3.3 Strategic Goals

ICIMOD's work will be measured by the results it has achieved. This strategic framework will have been successfully accomplished if the organization meets the following strategic goals:

1. Widespread adoption of innovations developed by ICIMOD and partners to adapt to change leading to positive impacts for women, men, and children

ICIMOD will focus on changes and their drivers in the region; through its programmes, ICIMOD and partners will develop and test new approaches to address change, based on reliable and well documented analysis. Examples include value chain development, income generating strategies, flood early warning systems, and community water management strategies. Success will be measured when innovations are outscaled past the programme boundaries.

2. Significant advances in the generation and use of relevant data, knowledge, and analysis

Significant data gaps exist in the region and need to be filled, which is part of ICIMOD's mission. Success will be measured by the extent to which communities, government agencies, practitioners, and scientists use the data and information generated and shared by ICIMOD and its partners.

Band-e Amir, Afghanistan



3. Significantly developed human and institutional capacity

To upscale positive change requires additional human and institutional capacity. Success will be measured by the number of individuals and organizations whose capacity is built, as well as the relevance and results of their work.

4. Policies and practices considerably influenced by the work of ICIMOD and its partners

A key role for ICIMOD is to provide the interface between science-based evidence and policy and practice. Success will be measured by the policies and practices influenced by ICIMOD's work.

5. Enhanced regional cooperation related to sustainable mountain development

ICIMOD will foster regional cooperation by contributing to cross-border technical collaboration and by promoting policies and plans that bring countries together, for example on transboundary flood warning systems or biodiversity corridors. Success will be measured by the establishment and continuation of collaborative programmes among the countries. ICIMOD will strive for increased recognition by downstream populations of the services of mountain areas, especially in the context of compensation for these services.

6. Global recognition of the importance of mountains, and global resources made available to mountain people to ensure improved and resilient livelihoods and ecosystems

ICIMOD observes a need for global attention to bring resources to mountain areas which are already influenced by climate change and other global activities. Success will be

measured by recognition of mountains in global policy arenas and by bodies such as IPCC, UNFCCC, CBD, the Ramsar Convention, and UN organizations and processes.

3.4 Priority Actions

In order to meet the key challenges, key actions in the next five years include:

- increased emphasis on the outcome, impact, and learning phases of programmes and projects in order to deliver results and with greater impact;
- further efforts to engage RMCs on issues of regional importance, with attention to the overlap of country priorities with what ICIMOD can deliver based on its regional mandate;
- ensuring that high-quality solution-oriented research and knowledge products are delivered through quality control measures, expert staffing, an interdisciplinary programme focus, and effective partnership arrangements;

Pindaya, Myanmar



- significant improvement of communication and knowledge exchange within and outside the region with the support of an enhanced knowledge management team; and
- collaboration with strategic partners in the RMCs to deliver programmes.

To achieve this, ICIMOD will undergo a second phase of change management with the following components.

- A strategic staffing plan will be developed to ensure that ICIMOD has the right mix of skills, including skills in the scientific disciplines, management, partnership, gender equity, knowledge sharing, and communication. Through the Centre's performance appraisal system, adequate incentives will be provided to value all of these different types of skills.
- To develop better working relations with member countries, ICIMOD will:
 - develop a more strategic partnership orientation where the mission can be fulfilled through a set of partners
 - work closely with a select group of partners to extend ICIMOD's work, rather than opening more ICIMOD offices in more countries
 - find opportunities in ICIMOD's programmes for a set of coherent activities in each member country – with the Medium-Term Action Plan to include preparation of individual country plans that are aligned with country priorities and ICIMOD's overall orientation; and
 - develop more targeted communications for the different countries.
- To increase impact, ICIMOD will promote the use of impact pathways and theories of change in its planning and monitoring. Essentially, uptake strategies will be used to promote the conversion of programme outputs into development outcomes, and long-term monitoring and engagement to translate these into positive impacts. ICIMOD will place more effort on documenting and learning from



Gilgit, Pakistan

experiences, and will provide training to staff on these methods.

- To increase the quality of science, ICIMOD will ensure the necessary complement of staff through the strategic staffing plan. In addition, ICIMOD will work with universities, visiting scientists from the region and beyond, and students. ICIMOD will pay particular attention to strengthening the role of women researchers and practitioners in its programmes. The quality and amount of science output, as well as its use, will be monitored.
- For increased effectiveness and efficiency, the internal organization will be reoriented to focus more on Regional Programmes, which are the mechanism for delivering results, enhancing integration across disciplines, sharing knowledge, working with partners, and affecting change. The role of the Thematic Areas will be to bring disciplinary competencies to solving problems. Emphasis will be placed on knowledge management and communication to ensure that knowledge is shared, and that evidence is useful and used by practitioners and policy makers.

4. ICIMOD's Function and Approaches

4.1 Regional Learning, Knowledge, and Enabling Centre for Mountains

As a regional knowledge hub on mountains, ICIMOD will continue its role in:

- developing methodologies, strategies, standards, and policy-relevant information through applied research and technology transfer;
- synthesizing results developed in other contexts and scaling them up and out to other contexts and realities of the HKH region;
- providing an accessible, participatory, and inclusive regional platform for dialogue and exchange; and
- making regional knowledge available for the global mountain agenda.

To ensure that knowledge is put to use for development and impact, ICIMOD will expand its role in sharing knowledge and good practices for capacity building, training, and networking both regionally and globally.

4.2 Linking Science, Policy Making, and Implementation/Development Work

ICIMOD's role is to generate and package science-supported results that have real impact for the lives of mountain people. ICIMOD intends to strike a balance among basic science,

applied research, knowledge sharing, implementation, and policy relevant advice covering social, technical, institutional and environmental issues. With its unique knowledge sharing experience, ICIMOD provides a crucial link among science partners who generate the primary knowledge, implementation partners who bring the practical aspects of this research to mountain communities, and policy makers (Figure 4). In order to be an effective link, the Centre must be able to contribute to regional development on a par with the most up-to-date international knowledge, and its core competencies need to be state-of-the-art; moreover, it needs to increase its impacts through policy and practice.

Panjshir Valley, Afghanistan



ICIMOD will increase its interface with international research centres such as universities and the centres of the Consultative Group on International Agricultural Research (CGIAR), providing an entry point for their work in mountain areas and helping to link their research to policy and implementation. This collaboration will help ICIMOD work with basic and applied science in areas outside the Centre's competencies, for example production agriculture. ICIMOD will carry out applied research in its Regional Programmes, enhance knowledge exchange and sharing, standardize methodologies, promote gender disaggregation of data, and effectively package and disseminate the results. ICIMOD will conduct action research to develop replicable innovations and will pilot test and upscale these with implementation partners such as government, development agencies, and non-governmental organizations. The Centre will continue to strengthen its core competencies in integrated and interdisciplinary research and collaboration, balancing both quantitative and qualitative research in the context of sustainable and equitable mountain development.



ICIMOD Knowledge Park at Godavari, Nepal

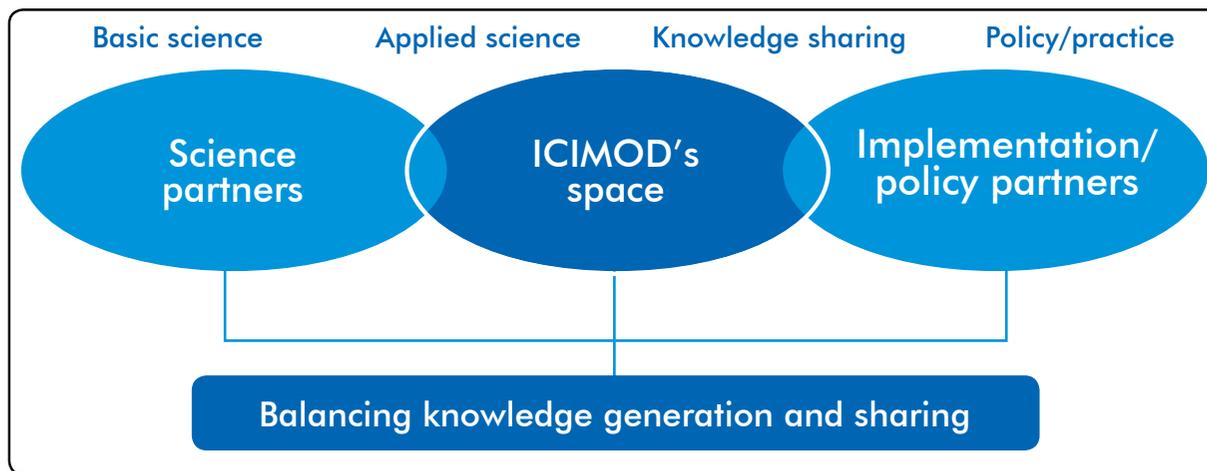


Figure 4: ICIMOD's role in linking knowledge generation with policy and implementation

5. The Structure of Work: Regional Programmes, Knowledge Management and Communication, and Strategic Thematic Areas

This strategic framework represents an evolution of ideas and regional programmes based on stakeholder feedback and needs. The Strategic Framework 2008 was prepared through extensive consultation of the regional member countries. Since 2008 a number of regional programmes have emerged as initiatives of the RMCs, such as the transboundary Kailash Sacred Landscape and Koshi River basin initiatives. Meanwhile ICIMOD is aware of an increased demand for impacts of ICIMOD's programmes and for high-quality science to address uncertainties. Taking these rationales, this Strategic Framework Revisited emphasizes Regional Programmes for integration and impacts, while strategic Thematic Areas are used to host ICIMOD's core competencies and individual work areas. In 2012, ICIMOD carried out national and regional consultations to validate and improve this results framework.

5.1 Regional Programmes

ICIMOD is known for its integrated and holistic approaches to meet multifaceted challenges of development. Even greater and more effective integration and cross-disciplinary work will be needed to address the complex issues facing the region. ICIMOD's Regional Programmes, including transboundary landscape and river basin approaches, will provide platforms for more effective integrative research and policy-relevant advice.

Ultimately the Centre strives for transformative ideas and actions through this integration.

The Regional Programmes are formulated with a view to the long-term testing, piloting, and monitoring of innovative approaches; demonstrating transboundary cooperation on landscapes and river basins; addressing common issues related to the cryosphere and adaptation; developing regional information and databases; and meeting capacity building needs in the region. Currently five Regional Programmes and one emerging Regional Programme have been conceived, as

Kalasha, Pakistan



described below, but ICIMOD acknowledges the potential to develop more such programmes. While the Thematic Areas will focus on developing knowledge products for individual disciplines, the Regional Programmes will be oriented towards integrative knowledge products and delivering impacts. ICIMOD will minimize project-level interventions and only take on projects if they contribute to the Regional Programmes. However, new ideas will be groomed and promoted through an innovation fund.

5.1.1 Adaptation to Change

The overall objective of the Regional Programme on Adaptation to Change is to enhance resilience and to support adaptation by vulnerable mountain communities and ecosystems. The programme develops adaptation mechanisms and works with partners to promote them. The programme seeks to capture indigenous knowledge on autonomous adaptation and to contribute to planned adaptation by providing scientific support. Innovative livelihood improvement and sustainable natural resource management strategies will be adopted to ensure continued ecosystem services to promote adaptation. Particular attention will focus on the challenges and role of women in adaptation. Building on ICIMOD's long experience, a range of interrelated strategic priorities at different levels (local, national, regional, and global) will be used as a framework for a programme on community-focused ecosystem-based adaptation. Outcomes will include tested adaptation strategies for improved livelihoods and changed policies and practices for better adaptation adopted in the region.

Goal: Improved resilience and livelihoods of mountain women, men, and children of the HKH region through adaptation to socioeconomic and environmental change including climate change.

Bandarban, Bangladesh

Outcome: Adaptive capacities of women, men, and children of the HKH region facing socioeconomic and environmental change, including climate change, enhanced and supported through appropriate policies and practices.

Outcome indicators:

- Degree of up-scaling by partners and relevant stakeholders of innovative and equitable strategies to enhance livelihoods and resilience
- Number of relevant local and national institutions that are better able to plan, implement, and monitor adaptation-related programmes, with a particular focus on gender and social equity
- Number of mountain-specific national development policies, strategies, and approaches, including tools such as National Adaptation Plans of Action (NAPAs), Local Adaptation Plans of Action (LAPAs), and Biennial Update Reports making use of recommended practices and knowledge in participating RMCs
- Number of women and men benefited by innovative adaptation-related strategies, policies, and programmes



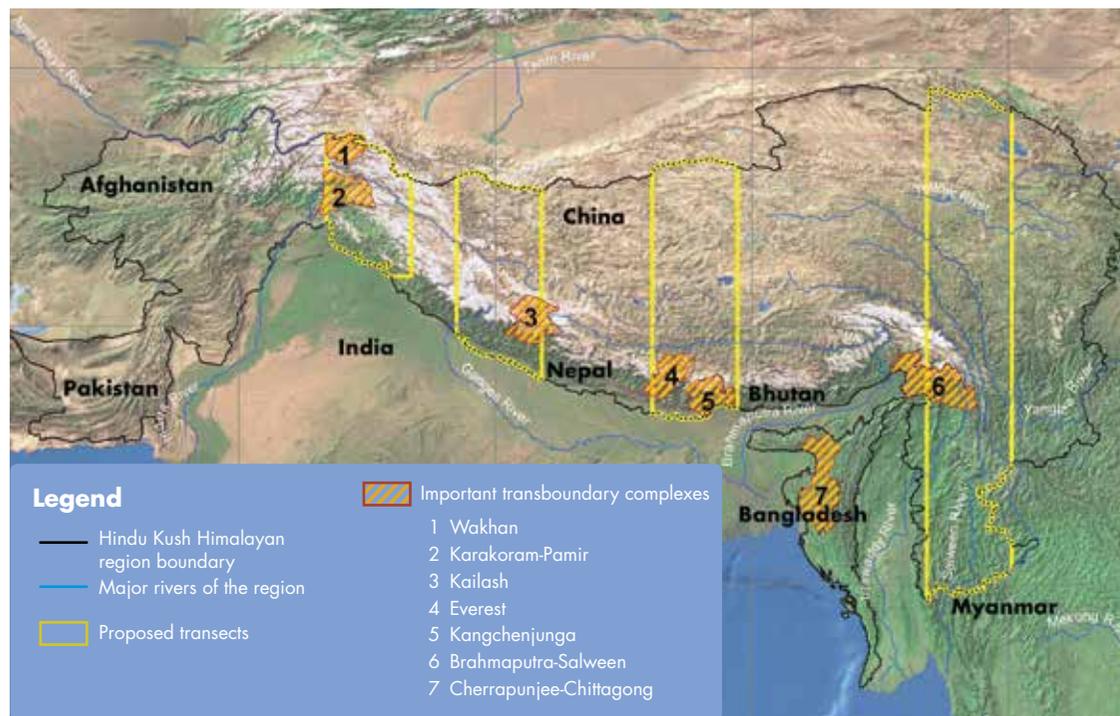


Figure 5: Transboundary landscapes and transects of the Hindu Kush Himalayan region

5.1.2 Transboundary Landscapes

The transboundary landscape concept makes it possible to address the conservation and sustainable use of natural resources (biodiversity, rangelands, farming systems, forests, wetlands and watersheds) in landscapes defined by ecosystems rather than administrative boundaries. Because the region is extremely heterogeneous, there are interlinkages between biomes and habitats, and there are strong upstream-downstream linkages related to the provisioning of ecosystem services. The Convention on Biological Diversity advocates the use of landscape and ecosystem approaches for managing biodiversity

in the region, in recognition of the need for increased regional cooperation. ICIMOD and its partners have identified seven transboundary landscapes for programmatic cooperation; from west to east across the HKH region, these are: Wakhan, Karakoram-Pamir, Kailash, Everest, Kangchenjunga, Brahmaputra-Salween, and Cherrapunjee-Chittagong (Figure 5). From north to south, trans-Himalayan transects cover most of the eco-regions in the region.

This approach is people centred and includes the cultural conservation that is an essential first step to resource conservation efforts in the region. Successful resource

conservation translates into sustainable and equitable development. By working at the transboundary landscape level, ICIMOD addresses national and regional, upstream and downstream concerns. Expected outcomes include improved ecosystem management of the landscapes, and better livelihood options.

Goal: Transboundary landscapes are better conserved and managed for sustaining ecosystem goods and services to improve livelihoods and enhance ecological integrity, economic development, and socio-cultural resilience to environmental changes.

Outcome: Improved cooperation among RMCs for sustainable and inclusive ecosystem management in identified landscapes for enhanced and equitable livelihood benefits, contributing to global conservation agendas.

Outcome indicators:

- Regional cooperation frameworks for transboundary landscape management in place and implemented
- Number of partners using programme inputs and analyses for developing relevant policies, legal frameworks, and implementation guidelines for use at the local, national, and regional levels
- Increased number of RMC organizations and global institutions using improved ecosystem management and biodiversity conservation approaches in mountain landscapes including a mix of forests, rangelands, agriculture, watersheds, wetlands, etc.
- Number of women, men, and children benefited by ecosystem management approaches in identified transboundary landscapes

5.1.3 River Basins

Improved water resource management in the mountain areas will be essential for the sustainable development of the HKH region and downstream countries. The river basin approach strikes a balance between the existing natural functions of the river system and the expectations of the society for livelihoods, industry, recreation, nature management, and agriculture. The aim is to maximize the economic and social benefits derived from water resources in an equitable manner while conserving and, where necessary, restoring freshwater ecosystems. Over the past decade, ICIMOD has worked at the river basin level on flood-related topics (mitigation, preparedness, risk management, and vulnerability mapping); ICIMOD will now extend this approach to encompass conservation, management, and development of water, land, and related resources across sectors.

The Regional Programme on river basins focuses on multidisciplinary resource management approaches that address a range of topics such as climate change and variability; cryosphere

Shan State, Myanmar



dynamics; the hydrological regime and water availability; water-related risk management; mountain community water management; and vulnerability and adaptation. The programme emphasizes improved understanding of upstream-downstream linkages and the links between natural resources and livelihoods. The current focus is on developing river basin programmes for the Koshi and Indus rivers, with more to be developed in the future. Key outcomes will include improved estimates of future water availability and its impact, and adaptive water management strategies at basin and community levels.

Goal: Improved integrated river basin management, to reduce physical vulnerabilities and improve food and energy security for mountain and downstream communities in the HKH region while recognizing upstream interests.

Outcome: Actionable proposals for integrated water resource management practices and policies, including measures for risk management and for equitable access to water for energy and food security, formulated, shared, and used at basin and community levels.

Outcome indicators:

- Number of partners using programme inputs and analysis for developing integrated water resource management approaches and implementation guidelines for disaster risk reduction and improved access to and use of water for mountain women, men, and children
- Increased number of RMC organizations using improved mountain-specific integrated water resource management analysis, approaches, and methodologies
- Number of women, men, and children benefited by improved integrated water resource management in identified river basins

- Number of regional partners cooperating on developing and sharing regional information systems for disaster risk reduction within river basins in the Hindu Kush Himalayan region

5.1.4 Cryosphere and Atmosphere

The Regional Programme on the cryosphere focuses on the monitoring of glaciers, snow, and glacial lakes; glacio-hydrology with an emphasis on modelling; and remote sensing and in situ measurements including mass balance measurements. The programme aims to build a regional cryosphere knowledge hub to collate and share knowledge of partners working in the region, and to build capacity to study the cryosphere, working with institutions that focus on glaciology which countries throughout the region have been establishing.

Atmospheric pollution in the form of black carbon aerosols emitted during incomplete combustion of fossil fuels and biomass has increased significantly in the HKH region in the past two decades. Absorption of sunlight by black carbon aerosols disrupts the delicate balance of atmospheric conditions which controls the Asian monsoon circulation patterns and rainfall, and also decreases visibility. Furthermore, black carbon can accelerate the melting of snow and ice in the Himalayas, with consequences for the water cycle and increased risk of flooding. A large fraction of black carbon in the region is emitted by traditional cookstoves, degrading indoor air quality and affecting the health of women and

Lalitpur, Nepal



children. ICIMOD's work in black carbon and atmospheric pollution will have two sides. The first is to further investigate the science to improve understanding of emission sources, atmospheric transport and transformation processes, and impacts on the atmosphere, on glaciers, and on snow melt. The second is to consider key mitigation strategies. Since atmospheric issues are transboundary in nature, ICIMOD as a regional institution has a decided advantage in taking a leadership role to coordinate communications among scientists, planners, and policy makers both regionally and globally. The impact of climate change on glacial melting and atmospheric processes and its implications for water availability and quality of life are at the core of this programme. Key outcomes will include an increased understanding of the cryosphere and atmosphere, the changes they are undergoing, and the impacts of these changes in the mountains and downstream, as well as improved regional capacity to monitor the cryosphere and atmosphere.

Goal: Increased understanding of change in the cryosphere and atmosphere in the HKH contributing to improved water resource and risk management and reduced black carbon.

Outcome: RMC institutions have enhanced capacity to generate and access relevant data and knowledge about the cryosphere and atmosphere, contributing to effective measures and policies for mitigating local atmospheric emissions and to water resource, air quality, and risk management.

Outcome indicators:

- Increased availability of new and updated data and knowledge on a) glaciers, snow, permafrost, glacio-hydrology, and glacial lakes, including GLOF risk reduction; and b) emissions and atmospheric processes
- Increased use of updated cryospheric and atmospheric data and knowledge by research institutions of the region, the global scientific community, and government and private-sector planners and policy makers
- Number of collaborative projects with and among RMC partners to promote regional networking (e.g., on the impact of black carbon on snow and glacier melt and for ice core studies to investigate glacier and climate changes)
- Increased number of people (women and men) in the region with enhanced capacities in cryospheric and atmospheric science and monitoring through training and exposure
- Knowledge of atmospheric and cryospheric issues and mitigation options among RMC policy makers

5.1.5 Mountain Environment Regional Information System

The programme will encompass long-term monitoring, database development, and uptake of knowledge for the region. The system will include information on the cryosphere, meteorological and hydrological parameters, air pollution, ecological and climate change, status and change of land use and land cover, biodiversity (including threats to biodiversity), floods and natural disasters, and socioeconomic changes, generated by remote sensing, spatial analysis, and field work. The system will use the concept of trans-Himalayan transects (Figure 5) to help address the information gaps across the region, working with partners; the transects represent most of the geographical, ecological, and socio-cultural dimensions of the HKH region, in terms of altitude, latitude, and longitude, with each transect including most of the ecoregions from dry to wet, the complete range of farming systems, cryosphere areas, wetlands, areas at risk of glacial lake outburst floods, and biodiversity-rich areas. ICIMOD will work with partners to employ the information at community, national,



Panjschir Valley, Afghanistan

regional, and global levels. Key outcomes will include a significantly improved knowledge base and the use of the information and knowledge by partners in the regional member countries and global communities.

Goal: Policies and programmes related to mountain livelihoods and ecosystems effectively implemented through support from a regional information system in the HKH region.

Outcome: Strengthened information networking and regional capability, facilitating adoption of evidence-based mountain development policies and practices by the regional member countries.

Outcome indicators:

- Increased use of ICIMOD's regional spatio-temporal database, information, and knowledge on natural and social systems by RMC stakeholders at different levels (community, national, regional)

- Increased number of organizations and people with the capacity to use regional information systems
- Increased data sharing, exchange, and global discourse in networks and partnerships at the national, regional, and global levels

5.1.6 Himalayan University Consortium (Emerging Regional Programme)

The vision of the Himalayan University Consortium (HUC) is to contribute to enhanced collaboration among the universities of the region and to promote centres of excellence on key topics relevant to the region. The aim is to build a dynamic mountain knowledge partnership between universities, ICIMOD, and RMC partners to promote research and learning. ICIMOD and universities would work together to strengthen capacity by developing joint research and knowledge management programmes on contemporary topics and, in so doing, would help ease some of the shortcomings that regional institutions may have in terms of capacity and funding. HUC partners will be involved in developing and sharing new curricula. Key outcomes will include new curricula adopted and more students relevantly trained to meet the new mountain challenges of the future.

Goal: Regional academic institutions capable of generating high-quality knowledge, capacity, and skills for sustainable mountain development, which are applied in the HKH region.

Outcome: Enhanced collaboration and networking among universities of the HKH leading to increased capacity of professional women and men for sustainable mountain development through mountain-specific education.

Outcome indicators:

- Increased number of universities using mountain-focused curricula under the aegis of the Himalayan University Consortium
- Increased participation and knowledge sharing among the consortium members as evidenced by workshops, student and faculty exchanges, e-learning, and other interactions
- Number of joint research projects among consortium members
- Increased number of students taking up mountain-specific studies, especially students from disadvantaged mountain communities and women

5.2 Knowledge Management and Communication

ICIMOD serves as an open house for knowledge initiatives on sustainable mountain development; it has a regional focus and global reach. ICIMOD's knowledge grows from competencies in the Thematic Areas in the implementation of Regional Programmes. ICIMOD's knowledge management efforts cover the social and technical processes supporting information gathering, packaging in forms appropriate for different audiences, and dissemination. These key elements in the development process contribute to the outcomes of the Centre and are essential to fostering dialogue and exchange among the researchers, practitioners, and decision makers in the region as well as the global community.

Over the past five years, ICIMOD has increased its regional and global profile as a knowledge and learning centre on sustainable mountain development. Information has been communicated through publications, databases, multimedia, and web content,

all of which are available globally online. The impressive number of online visitors and downloads attests to the fact that these materials are being widely used.

Looking to the future, new communications and interactive knowledge sharing tools are quickly becoming the global norm and will provide a new momentum to knowledge management efforts. ICIMOD will have to balance keeping abreast of these global innovations while remaining relevant to the socio-cultural context of the region. Means of knowledge sharing will include:

- promoting capacity development at many levels, including among youth, most importantly to help partners and policy makers transform the results of research into information that can be used for improved decision making and practical action;
- distilling and communicating relevant messages for action towards sustainable mountain development at all levels; and
- encouraging ICIMOD's partners to be actively involved in the knowledge development cycle.

5.3 The Strategic Thematic Areas and Key Issues

ICIMOD will maintain core competency in four main Thematic Areas – Livelihoods, Ecosystem Services, Water and Air, and Geospatial Solutions – all relevant to meet the challenges of today's mountain agenda. Knowledge Management and Communication is the cross-cutting supporting field that facilitates information flow among these areas and brings the results both to the RMCs and to a greater global arena. Work on gender, governance, inclusive development, and economic analysis will be strengthened.

In this Strategic Framework a major change is a shift in the view of the Thematic Areas, which are seen as ICIMOD’s core competencies and as pillars for implementation of Regional Programmes. Thematic Areas work in an integrated manner through a broad programmatic approach in which they support the Regional Programmes (Figure 6).

5.3.1 Livelihoods

Countries throughout the HKH region are working to promote sustainable development and reduce poverty. However, their national priority frameworks do not always recognize and

address the particular needs of mountain populations – i.e., the mountain specificities. ICIMOD works with its RMCs to incorporate mountain perspectives so that they can take advantage of the opportunities emerging from the rapid environmental and socioeconomic changes that are taking place in the region and in so doing increase community resilience.

Socioeconomic and environmental changes have the greatest impact on marginalized and poor people who have the least adaptive capacity to deal with them. ICIMOD recognizes that discrimination and other forms of exclusion undermine a

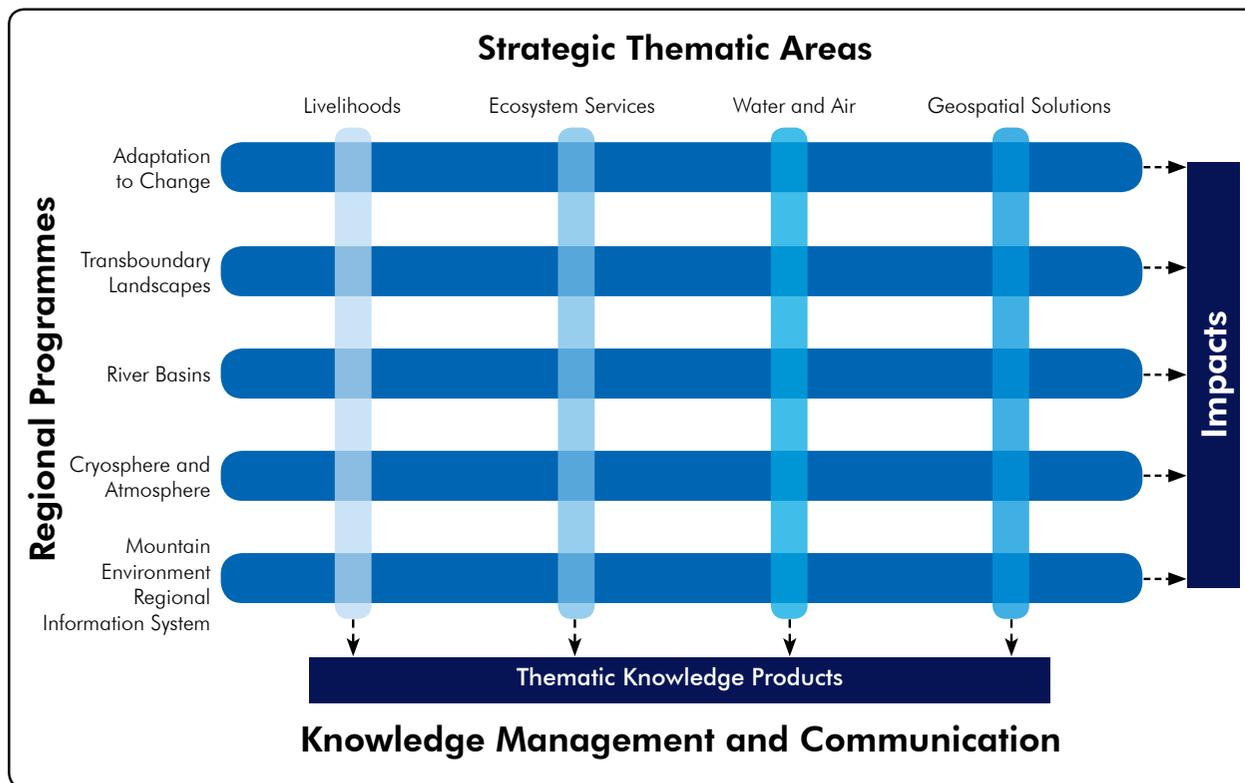


Figure 6: Integration of ICIMOD’s strategic Thematic Areas in its Regional Programmes

community’s ability to manage its environment sustainably and hinder equitable access to the critical resources needed to improve livelihoods. ICIMOD will see that collaborative interventions include gender-based analysis and are inclusive at all levels.

ICIMOD has worked to analyse and monitor vulnerability, investigated the drivers of poverty, conducted in-depth analyses of existing and emerging potentials, and promoted concrete answers in the form of niche products, value-added services, equitable access to resources and decision-making, effective and inclusive governance, and policy options. Looking to the future, ICIMOD will concentrate on harnessing the unique opportunities that the region’s rich natural and socio-cultural diversity and associated traditional knowledge offer to help improve livelihoods; these include niche products and services as well as livelihood options such as ecotourism and migration. Particular attention will be given to upstream-downstream linkages, rural-urban linkages, the development of value chains, the service sector, market dimensions, and the role that gender plays in each of these contexts. ICIMOD will also investigate the constraints that limit the ability of mountain people, especially indigenous people, to reap the full benefits of their unique environment. Examples of such impediments include the lack of transparency that surrounds trading in medicinal plants and non-timber forest products and the poor or non-existent branding for niche products.

Specifically, over the next five years ICIMOD will:

- develop regional capacity and work to reduce vulnerability and mountain poverty to increase socioeconomic resilience;
- explore sustainable livelihood options for both men and women, improved governance arrangements, and innovative income generation strategies;
- generate, promote, and customize knowledge on inclusive socioeconomic adaptation strategies;
- promote a better understanding of gender dimensions of poverty, vulnerability, and adaptation, and recommend strategies for equitable development across ICIMOD’s work; and
- monitor and analyse the main drivers of vulnerability and poverty including migration and develop policy-relevant knowledge.

5.3.2 Ecosystem Services

The HKH region houses diverse ecosystems which harbour a myriad of habitats and remarkable biodiversity. The provisioning, regulating, supporting, and cultural services provided by these ecosystems are enjoyed by the mountain populations of the region, by the people living in the areas downstream, and by people everywhere as part of humanity’s global patrimony.

In recent years, environmental changes wrought by anthropogenic pressures have led to disruption of the region’s mountain ecosystems, for instance rangelands and shifting cultivation areas. Action at the local, regional, and global levels is required to ensure that ecosystem services are maintained and that the people of the region have the tools they need for mitigation, adaptation, and enhanced resilience. Over the past five years, ICIMOD has investigated and developed strategies for the valuation of ecosystem services and the restoration of degraded ecosystems; it has been involved in strategic environmental assessments, planning, and policy analysis; it has provided policy advice; and it has promoted regional integration of approaches, transboundary cooperation, and participatory natural resource management for the maintenance of ecosystems and transboundary landscapes.

Over the next five years, ICIMOD will work to:

- continue engagement with partner institutions to promote ecosystem research across ICIMOD's Regional Programmes;
- initiate participatory action research for a better understanding of ecological and socioeconomic changes in biodiversity, rangelands, farming systems, forests, wetlands, and watersheds;
- initiate multidisciplinary collaborative research to monitor environmental changes, to enhance ecological functions in transboundary landscapes, and to fill related data gaps;
- address, together with partners, the areas of economic valuation of ecosystems and innovative financing mechanisms for natural resource management, including mechanisms such as Reducing Emissions from Deforestation and Forest Degradation (REDD+), payments for ecosystem services, and access and benefit sharing, among others; and
- continue implementation of the CBD's Programme of Work on Mountain Biodiversity and strengthen the biodiversity database for enhanced regional and global access.

Khumbu, Nepal



5.3.3 Water and Air

The HKH region is the repository of one of the world's largest renewable supplies of fresh water; however, over the past decade, concerns centred on the changes wrought on ecosystems and livelihoods by climate and other changes have prompted a renewed awareness of the importance of this valuable resource for mountain people and downstream populations. In spite of this importance, the region still suffers a persistent lack of understanding of hydrological processes in upstream areas and a lack of cooperation on water resources. The consequence is that the mountain people and communities of the HKH region are not benefiting fully from the economic potential of water resources, which could contribute to alleviating poverty and improving livelihoods; and they continue to remain vulnerable to the risks associated with water-related natural hazards.

Over the past five years ICIMOD has fostered regional and transboundary dialogue to promote integrated water and land management and has acted as a resource centre for information on water resources. It has built a solid foundation by working with and through partners on a number of issues such as understanding glacial lakes and their outburst floods, monitoring the cryosphere, studying the effects of climate change on water dynamics, initiating a regional flood information system, studying upstream-downstream linkages, documenting local responses to too much and too little water, and studying the implications of policies for water.

The respiratory health of a large fraction of people in the Hindu Kush Himalayan region, particularly women and children, is affected by smoke from traditional biofuel cookstoves. This smoke, which starts off as indoor air pollution, also significantly

increases outdoor air pollution. With major contributions from rapidly growing urban and industrial sources within and upwind of the region, air quality in mountain areas has significantly worsened in recent years. Particularly worrying is the increase in black carbon aerosols emitted by cookstoves, diesel engines, brick kilns, and coal-fired power plants, which has a strong radiative effect. Together with other short lived climate forcers such as ozone and methane, black carbon contributes to regional climate change. Short-lived climate forcers disappear from the atmosphere within weeks to months of their emission sources being eliminated. Their removal thus represents an opportunity for mitigating climate change while providing co-benefits in terms of human health. Today there are still significant knowledge gaps in understanding of the trends of atmospheric change in the HKH, the atmospheric processes that link particular sources to their impacts, and the detailed interactions of aerosols with clouds and precipitation. ICIMOD initiated a programme on short-lived forcers in 2012.

Over the next five years, ICIMOD will aim to:

- analyse the future availability of water coming out of the mountains, floods, drought, and analyse potential impacts of climate and anthropogenic change as well as possible solutions;
- analyse hydrological processes for sustaining renewable energy in the form of hydropower;
- address issues of benefit-sharing between upstream and downstream communities, analyse the water-energy-food nexus, and build community resilience to water-related hazards;
- develop adaptive water management solutions from community to river basin scales in the framework of integrated water resource management.

- enhance scientific knowledge on cryosphere dynamics and possible downstream impacts in the region through an integrative research approach including in situ measurements, remote sensing analysis, and modelling;
- monitor changes in atmospheric composition and meteorology at more locations to fill the gaps in understanding of what changes are happening where; and
- improve quantitative understanding of emission sources within and up-wind of the region, of atmospheric transport, chemical, and microphysical processes, and of the impacts of atmospheric change, whether on health or the cryosphere.

5.3.4 Geospatial Solutions

The vastness and remoteness of much of the HKH region has often been a barrier to development and to research. Over the past two decades ICIMOD has worked to breach this barrier by developing and institutionalizing remote sensing and geographic information systems in support of development policies and to assist science-based decision making at many levels. In particular, it has worked with both international and regional partners to provide access to data and information, to integrate analysis and modelling, and to develop interactive mapping and spatial visualization. The result is that ICIMOD is now internationally regarded as a regional resource centre for geo-information and earth observation application with a specific mountain focus. ICIMOD is also committed to capacity building in this area, and the RMCs have benefited from its short courses and training programmes and have gone on to establish GIS hubs in their own countries.

Over the next five years, as ICIMOD embarks on trans-Himalayan approaches in transboundary landscape conservation and river basin management, these will be supported by

integrated and innovative technological solutions that will give its Thematic Areas a firm scientific footing. Specifically, ICIMOD will:

- provide innovative approaches to support the Regional Programmes through integrated data management and a spatial analytical framework;
- customize new technologies in geospatial science to adapt them to mountain-specific situations within ICIMOD's Thematic Areas; and
- continue to build capacity with RMCs and to promote partnerships and regional cooperation for information sharing and exchange.

5.3.5 Position of ICIMOD on Key Issues

Governance: ICIMOD recognizes that good governance and management of natural resources is a key to turning knowledge into actions. ICIMOD will develop skills to understand the governance context for its work and to recommend options for better natural resource management and governance, mindful of both customary systems of natural resource management and the formal rules and regulations of individual RMCs. ICIMOD will provide recommendations that may be useful in political processes, but the Centre will not engage in or take sides in country or transboundary politics. The centre will provide a platform for exchange of good practices among regional member countries.

Gender and inclusive development: ICIMOD believes that interventions are most successful when they take into account the points of view of everyone in the society, regardless of gender, caste, or ethnicity. Inclusiveness will continue to be a hallmark of ICIMOD's work. Mountain women and girls are often disproportionately affected by climate and socioeconomic

changes, yet they are key to adaptation efforts in mountain contexts where high rates of migrating men mean that women and girls carry out the main responsibilities for managing natural resources, households, communities, and everyday survival. ICIMOD will ensure that its staff will have the necessary knowledge and expertise to promote gender equality. In addition to being integrated in Regional Programmes, gender work will be one of ICIMOD's strategic functions. Centre-wide organizational activities will be targeted to improve gender balance in staff and management positions, to promote women's leadership training, and to make ICIMOD a more gender-sensitive workplace.

Capacity building and youth: Building human and institutional capacity in the HKH region will contribute to sustainable development. ICIMOD will continue to work with the youth, students, and interns who will be the next generation of development practitioners, trainers, and academics, to achieve sustained impacts at every level. ICIMOD will promote 'hands-on' learning through its activities, conduct training to support activities, engage with universities (see the Regional Programme on Himalayan University Consortium), and invite students and interns to work with the Centre.

The role of the private sector: The private sector is an important development partner for achieving impact, yet more effective means for engagement must be found. ICIMOD can link producers and consumers and identify business opportunities that are poverty relevant and can lead to sustainable development. Over the next five years, ICIMOD will work to institutionalize private sector engagement as part of its overall plan to involve all pillars of society to work together 'for mountains and people'. Efforts will be made to attract the private sector to contribute to the ICIMOD Foundation as a complement

to donor support for the future funding sustainability of the Centre.

5.4 Emerging Themes, and Challenges

ICIMOD needs to be able respond to new issues of importance for the region. The emerging topics may be positioned within existing Regional Programmes and Thematic Areas in the future. This is the case for energy issues, which fit well in ICIMOD's current programming but need to be addressed in more depth. ICIMOD will promote new ideas and development of programmes on emerging issues through an innovation fund within the Centre.

5.4.1 Climate Change Adaptation and Mitigation Linkages

Climate change issues include both mitigation and adaptation, and actions are needed in many areas. Previously, ICIMOD concentrated its efforts on climate change adaptation. However, now ICIMOD is beginning to address mitigation issues. Mitigation goes hand in hand with adaptation efforts, and mitigation efforts such as REDD+ can be an effective adaptation strategy. Research in the areas of modelling and biophysical observations, as well as socioeconomic analysis and policy research, is fundamental for developing science-based policy advice for interventions that promote mitigation and adaptation. These are ICIMOD's core strengths.

There is a need to address the regional dimension of mitigation in the green sector (e.g. REDD++ and mitigation of black carbon) as part of an inclusive model for livelihood enhancement. ICIMOD will consider emerging financing mechanisms and how these can foster sustainable, pro-poor



Shahr-e Zarak, Afghanistan

development. It will also provide inputs which can be mainstreamed into the RMCs' overall mountain development policies. Work on mitigation is housed in the Thematic Area on ecosystem services and is relevant to the Regional Programme on adaptation, as well as an emerging programme on black carbon.

5.4.2 The Green Economy

In the HKH region, mountain communities have been both ecologically sound and economically self-sufficient until recent times. The economies of the HKH region are already 'green' in terms of carbon emissions, but the challenge is how to promote development while remaining green and benefiting from economic growth driven by energy and agriculture. ICIMOD strongly believes that the low-carbon economy of the region can remain so only if proper compensation and rewarding mechanisms are introduced and implemented. This can occur, in part, by encouraging investment in mountain regions, by promoting markets for mountain ecosystem services, by creating a conducive environment for investment in mountain and green infrastructure, and by establishing valuation systems and



Nubra Valley, Ladakh, India

rewarding mountain people for being the custodians of the ecosystem services enjoyed by communities downstream. In 2011 ICIMOD organized a conference on mountain green economy whose recommendations could contribute to future programming on this topic. The green economy fits well in the Regional Programme on adaptation.

5.4.3 The Water-Food-Energy Nexus

Both the mountainous areas and the rangelands of the HKH region are rich in water and have great potential for development of renewable water, solar, and wind energy resources. Paradoxically, however, access to water is difficult, and to date the rich potential sources of energy and water for food remain unexploited and development remains elusive. As the population increases, the biomass resources that are commonly

used for cooking and heating are becoming insufficient, and increasing demands on forest resources threaten environmental security. Holistic consideration of water, food, and energy issues could lead to solutions that may not be found when each sector is considered in isolation.

The water-food-energy nexus can readily be incorporated into Regional Programmes, especially on river basins and black carbon. The river basin programmes must deal with hydropower in a broader development context and examine the relation with water use for food security. For the question of black carbon, mitigation efforts include reducing agricultural burning and encouraging clean-energy cooking stoves. ICIMOD will draw out key lessons on the water-food-energy nexus through the Thematic Area on water and hazard management.

Rangamati, Bangladesh



6. Partnerships

In order to realize its Vision and Mission ICIMOD will need to partner with institutions at the national, regional, and global levels. ICIMOD's nodal partners are mainly government agencies from the RMCs which represent their countries on ICIMOD's Board of Governors and assist ICIMOD in setting its strategic direction. In addition to these partners, ICIMOD will identify a limited number of strategic partners to extend its work within the member countries as an extension of the ICIMOD family; these partners can carry out ICIMOD work and represent ICIMOD when needed. ICIMOD will carefully choose and invest in such partnerships and will make sure that strategic partners satisfy the organization's requirements in terms of governance, financial accountability, and gender and equity concerns.

ICIMOD will also strengthen its alliances with universities and research institutes in capacity development, research, curriculum development, and synthesis. Of particular importance are the national institutions that RMCs have recently created in response to growing concern about global climate change, increased natural hazard risks, and poverty reduction. These are ICIMOD's natural strategic partners in the region. ICIMOD will also strengthen its alliances with universities, research centres, CGIAR centres, and international organizations beyond the region, both for global outreach and to bring relevant information into the Centre's programmes. Strategic partners include UN agencies, programmes, and conventions such as those on biodiversity, climate change, and wetlands. The United Nations Environment

Programme (UNEP) will continue to be an instrumental partner for environmental issues.

For implementation, ICIMOD works with cooperation partners that are action oriented at the field level. Cooperation partners have objectives that are the same as or similar to those of ICIMOD on the operational level. They help ICIMOD implement projects through contractual arrangements, and the activities they implement are usually jointly funded. While the partnership is usually limited in duration and extent, on completion of the contract the collaboration may continue informally through exchanges of information and networking. Cooperation partners are essential in helping ICIMOD implement and scale up its

Yuanmou, China





findings and proposals. They are often in the best position to judge the usefulness of ICIMOD outputs; they are central channels for feedback and may constitute the main way ICIMOD can learn from its programmes. ICIMOD chooses these partners based on their proven capacity to work with communities and generate positive change.

ICIMOD intends to intensify its engagement with the private sector. The private sector is often a key player in bringing change and impact to local communities. For example, it has a major role in the value chain. Moreover, through the ICIMOD Foundation, the Centre intends to engage with the private sector for fundraising, capacity building, and outreach of ICIMOD's activities.

To meet its objective of achieving recognition of the mountains on the global agenda, ICIMOD teams with other global and regional mountain institutions, including the Mountain Partnership, a network of organizations dealing with sustainable mountain development outside the region.

Nubra Valley, India

7. Financial Strategy

There is potential for expansion of ICIMOD's plans and programmes during the next strategy period. In fact, the programme laid out in this document requires that ICIMOD grow. However, in light of the rapid growth of funding leading up to this strategic plan, ICIMOD intends to moderate the pace of growth in order to consolidate and deliver.

A key element in the financing strategy is to avoid piecemeal project funding and only select activities that fit into this Strategic Framework. ICIMOD prefers core and programmatic funding to accomplish this. A second element is to grow more through partnership, with more funds allocated to partners for programme delivery.

The growth of the organization will directly affect the fund management and financial control in the organization, and ICIMOD will emphasize strong financial monitoring and control, continuing to improve its financial management system.

7.1 Funding Planning

At the 42nd meeting of the Board of Governors in Bhutan in November 2011, the RMCs agreed to substantially increase their financial commitment to ICIMOD as per the revised Funding Strategy. The willingness of the non-regional member country ISG members to commit more funds to ICIMOD in the next strategy period was also very encouraging. It is essential that

RMCs display ownership through both co-financing and engagement of in-kind resources in ICIMOD's programme.

7.2 Core Funds and Their Use

Core funds will be financed by contributions from regional and non-regional countries and by indirect cost recovery from projects. ICIMOD will explore new donor possibilities for securing core funds. For the coming strategy period, activities to be funded by core funding will be clearly defined. These will be activities that contribute directly to fulfilling ICIMOD's mission and will include programmatic areas that are not adequately funded through programme and project funds. Core funds will be used to finance development of new ideas as well as essential leadership functions (Board and Directorate) and statutorily defined information, knowledge management, and communication functions.

The Centre will reduce core funding cost expenditures for individual projects, mostly small, that are inadequately funded and do not contribute their fair share to overhead. Such projects burden the system as a whole and commonly lead to the disbursement of funds for activities not in line with the financial partners' original intention. In the future, the Centre will discourage such projects and will insist that funding for each project be adequate for self-sufficiency in all aspects; in other words, ICIMOD will move to a system of full cost recovery.



Jangothang, Bhutan

7.3 From Project to Long-Term Programme Funding

In the coming strategy period, ICIMOD will make the utmost effort to generate funds for its activities through long-term programme funding as a strong foundation for long-term operation and sustainability. Strong support from financial partners in terms of long-term funding implies a mutual agreement on strategic objectives and methodologies. ICIMOD will encourage funding from non-regional financial partners that share its strategic objectives, strategies, and methodologies; however, over time, regional member countries will also be expected to contribute in this direction. Programme funding will constitute the bulk of ICIMOD's budget.

Small projects and short-term funding that result in a situation of more effort but less output for the Centre will be minimized, except where such projects are aimed at generating especially innovative ideas or are part of a strategic thrust. In the new strategic plan period, efforts will be made to adopt adequate cost control measures for each project, and uniform administrative rules will be applied to manage funds received from all sources.

7.4 Efficient Financial Management Systems

7.4.1 Strengthening Internal Systems

From the beginning of 2011, new initiatives have been taken in the finance function which have strengthened the system and enhanced coordination between finance and programme units. New initiatives for further strengthening internal processes include, among others, monthly management reports for up-to-date and timely financial information, tracking of expenditure to the activity level, information on expenditure commitments at the programme/project level, and automation of all administrative processes. ICIMOD will continue such strengthening efforts during the revised strategy period.

ICIMOD has begun to implement an enterprise resource planning (ERP) solution that integrates management information systems across the organization. This automation will not only increase the efficiency of processes, but also greatly reduce manual work, thereby contributing to reduction of administrative costs.

7.4.2 Transparency, Accountability, and Cost Efficiency

Transparency, accountability, and cost efficiency will be adopted as a value system at all levels of operation. These values are ensured through an analytical accounting system to track the main financial aspects of each project, close and strong monitoring of operations at the partner level, tracking of commitments, proper cost accounting through correct allocation of staff time in the respective cost centres, emphasis on value-for-money procurement practices, and strong internal control systems through the regular internal audit system.

8. Monitoring and Evaluation

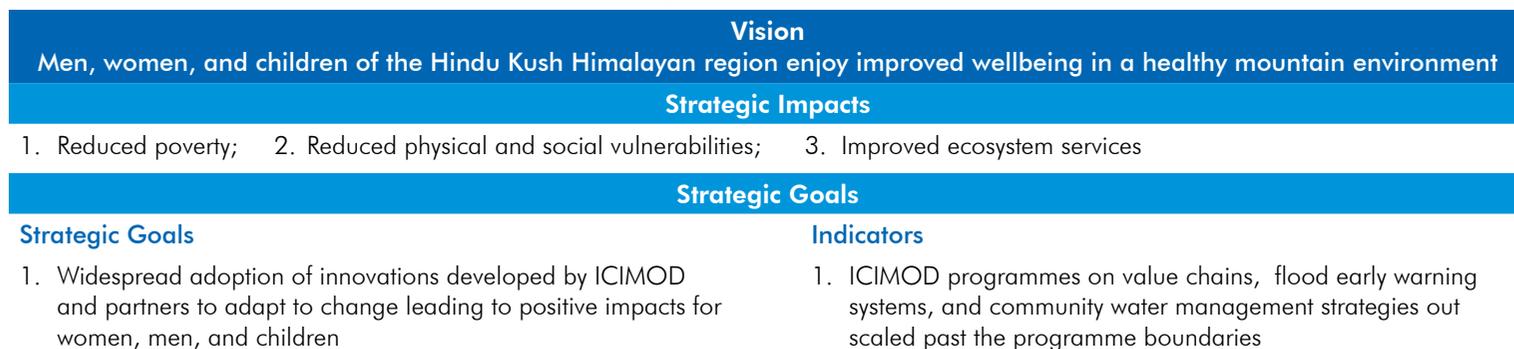
ICIMOD has a well-functioning planning, monitoring, and evaluation (PME) system with a standard set of instruments and procedures built around programme/project cycle management, linked to activity-based budgeting and financial monitoring. The PME system, currently dealing with accountability functions, will be developed further to focus on learning functions through increased impact and result orientation at institutional, programme, and project levels (Figure 7).

As ICIMOD enters into the next five-year programme phase, it will put emphasis on impact monitoring and assessment through introduction of appropriate methodologies, e.g., theory of change and impact pathway analysis. In particular, external evaluations and impact assessments will be given priority, helping to identify readily replicable solutions that will be communicated to the target groups for sustained long-term impact. The impacts

of the collaborative programmes and projects will be systematically captured and disseminated to a wider audience in the form of 'success stories' to ensure increased outreach and replication and also to highlight positive changes brought about in the lives of the mountain people and the environment of the Hindu Kush Himalayan region.

ICIMOD, while maintaining a balance between accountability and learning functions, will continue to define common sets of SMART outcomes, indicators, and reporting mechanisms that will satisfy the needs of the diverse development partners and also assist implementation partners to measure, document, and report on the initiatives within their boundaries. Overall, the Centre through its PME system would ensure that lessons learned are captured and fed into decision-making processes on a timely and continuous basis.

Figure 7: Results Framework



cont...

Strategic Goals (Cont...)

Strategic Goals

2. Significant advances in the generation and use of relevant data, knowledge, and analysis
3. Significantly developed human and institutional capacity
4. Policies and practices considerably influenced by the work of ICIMOD and its partners
5. Enhanced regional cooperation related to sustainable mountain development
6. Global recognition of the importance of mountains and global resources made available to mountain people to ensure improved and resilient livelihoods and ecosystems

Indicators

2. Use of data and information by communities, government agencies, practitioners and scientists in region and outside
3. Number and quality of capacity built of individuals as well as organizations in the HKH region
4. Changes in policies, decision making, and practices at various level reported
5. Collaborative programmes, advances in early warning systems, and biodiversity corridor development
6. Recognition of mountains in global policy arenas and by bodies such as IPCC, UNFCCC, CBD, the Ramsar Convention, and UN organizations and processes.

Regional Programme Goals

Goals

1. Improved resilience and livelihoods of mountain women, men, and children of the HKH region through adaptation to socio-economic and environmental change including climate change.
2. Transboundary landscapes are better conserved and managed for sustaining ecosystem goods and services to improve livelihoods and enhance ecological integrity, economic development, and socio-cultural resilience to environmental changes.
3. Improved integrated river basin management to reduce physical vulnerabilities and improve food and energy security for mountain and downstream communities in the HKH region while recognizing upstream interests.
4. Increased understanding of change in the cryosphere and atmosphere in the HKH contributing to improved water resource and risk management and reduced black carbon.
5. Policies and programmes related to mountain livelihoods and ecosystems effectively implemented through support from a regional information system in the HKH region.
6. Regional academic institutions capable of generating high quality knowledge, capacity and skills for sustainable mountain development, which are applied in the HKH region.

Indicators

1. Use of knowledge products and the number of national and local initiatives taken up by each RMC for implementing regional cooperation framework on conservation and development of the transboundary landscapes
2. Adoption of basin-level approach to water resource management, number of regional and national policies and practices influenced, and regional cooperation
3. Availability and use of new and updated data on glaciers, snow, permafrost, and glacial lakes by research institutes of the region and the global scientific community, government and private sector planners, and policy makers
4. Up-scaled innovative livelihood options (e.g., ecotourism, migration, remittances, enterprise and market linkages), pro-poor value chain approach, and increased incomes for communities (women and men)
5. Use of ICIMOD databases for better planning, programming and policies by national partners
6. Active participation and knowledge sharing among the partners of the consortium

ICIMOD Core Competencies: Livelihoods, Ecosystem Services, Water and Air, Geospatial Solutions

A smiling woman with dark hair, wearing a dark blue jacket over a white turtleneck, is carrying a baby wrapped in a vibrant purple shawl. The baby is wearing a yellow headband. They are standing outdoors with a blurred background of a mountainous landscape and a town below.

Governance and Funding

ICIMOD is governed by a Board comprised of members representing each of the eight regional member countries as well as seven independent board members. The Board is supported by a donor coordinating group (the ICIMOD Support Group), a Programme Advisory Committee comprised of the seven independent board members, and a Finance Committee including representative board members.

ICIMOD is funded by its regional member countries and non-regional financial partners who support ICIMOD's objectives through core and long-term programme funding, which act as a strong foundation for long-term operation and sustainability.

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p 3 – Nabin Baral; p 11 – Samden Sherpa; p 15 – Kyaw Kyaw Winn;

p 16 – Asha Kaji Thaku

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