

**Proceedings of
Integrated Conservation
and Development Projects
Lessons Learned Workshop**

**Ha Noi, Viet Nam
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Acronyms

BZ	Buffer Zone
CARE	CARE International in Viet Nam
CIDA	Canadian International Development Agency
DANIDA	Danish International Development Agency
DARD	Department of Agriculture and Rural Development
DOSTE	Department of Science, Technology and Environment
EC	European Commission
EU	European Union
FFI	Fauna and Flora International
FIPI	Forest Inventory and Planning Institute
FPD	Forest Protection Department
GTZ	German Agency for Technical Co-operation
ICDP	Integrated Conservation and Development Project
IUCN	The World Conservation Union
MARD	Ministry of Agriculture and Rural Development
MOSTE	Ministry of Science, Technology and Environment
NEA	National Environment Agency
NGO	Non Government Organisation
NR	Nature Reserve
NTFP	Non-Timber Forest Products
PA	Protected Area
PARC	Protected Areas for Resource Conservation
PMU	Project Management Unit
PRA	Participatory Rural (or Rapid) Appraisal
SFNC	Social Forestry and Nature Conservation in Nghe An Province
SIDA	Swedish International Development Agency
SNV	Netherlands Development Organisation
UMTNR	U Minh Thuong Nature Reserve
UMTNRMC	U Minh Thuong Nature Reserve Management Committee
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WB	World Bank
WWF	World Wide Fund for Nature

1. Introduction

Integrated Conservation and Development Projects (ICDPs) help to conserve Viet Nam's biodiversity while at the same time improving the economic status of people living in protected areas. By providing alternatives to resource exploitation for people living in and around these areas (through agroforestry or ecotourism for example), there is a better chance to protect plants and animals in fragile ecosystems. This is the theory behind ICDPs.

As several ICDPs in Viet Nam now enter the second year of implementation, it is important that project participants meet to discuss common experiences, challenges and successes from the field work. The ICDP Lessons Learned Workshop, 12-13 June, 2000, was the first opportunity for many ICDP practitioners to meet and learn from each other. Beginning a meaningful dialogue between ICDP practitioners was a simple, yet important goal of this workshop. We hope that the workshop participants will continue the dialogue begun at the Lessons Learned Workshop.

With 78 participants representing various governmental and non-governmental sectors working in ICDPs, the workshop gathered many talented and experienced individuals interested in conserving natural resources while providing for the basic needs of local people. Researchers, international donors, government officials, project managers, and protected area staff, were just some of the individuals represented at the workshop. The input of these participants led to the development of several recommendations for bettering ICDPs in Viet Nam.

These proceedings attempt to capture the dynamism of the workshop and to provide an overview of the conference. All the presentations delivered at the ICDP Lessons Learned Workshop are contained herein, as is a list of workshop invitees. We encourage you to contact your fellow workshop participants to share information as a means of facilitating the ICDP learning process. There is something that each project can learn from another. The ICDP practitioners in Viet Nam are the best resource for addressing many of the issues that are held in common.

While organized by UNDP and FPD, this workshop could not have been possible without the effort of several groups. The UNDP PARC project funded and supported the conference venue and international experts. SNV, the Netherlands Development Organization, assisted in the preparation of the workshop as well as contributed to the publication of these proceedings. In addition, IUCN, WWF, and the World Bank provided valuable funds, without which, this workshop would not have been possible. Finally, Columbia University's School of International and Public Affairs provided a travel grant to UNDP intern David S. Howlett to assist in the preparation of these proceedings.

2. Opening Speeches

2.1 FPD

Mr Nguyen Ba Thu, Director of FPD

Ladies and Gentlemen,
Distinguished workshop participants

Viet Nam's forest is very diverse in biological resources. Surveys carried out by national and international scientists had discovered a number of forest areas with high biodiversity not only at national but also at regional and global levels. Out of 12,000 plant species estimated to exist in Viet Nam, 7,000 vascular plant species had been identified. Fauna in Viet Nam shows a high level of endemism. The country has got the highest number of endemic species in Indochinese Sub-region. For example, there are fifteen primate species living in Viet Nam out of 21 species found in the Sub-region, including the Snub-nosed Monkey (*Pygathrix avunculus*), a highly endangered species found only in Na Hang Nature Reserve, the White-headed Leaf Monkey (*Trachypithecus poliocephalus*), the Francois Leaf Monkey (*Trachypithecus francoisi*) and Black Gibbon. Within a period of five years (1992-1997) Viet Nam had discovered five large mammals, including the outstanding *Saola* (*Pseudoryx nghetinhensis*) found in Nghe An and Ha Tinh Provinces and the Truong Son Muntjac (*Muntiacus truongsonensis*) living in the forest area stretched from Nghe An to Lam Dong Provinces.

However, through a long period of time, especially during the hard years of wars, forest resources have undergone enormous changes and biodiversity heritage in Viet Nam has been being threatened severely. Twenty-eight mammal species, forty bird species, seven reptile species and some amphibian species are now listed in the Red Data Book. Reasons for these changes and losses are first and foremost caused by the degradation of the forest cover and heavy hunting pressure. Forest encroachment for agricultural production due to population pressure, food insecurity, commercial demand and ecologically unsustainable land use practices, including timber logging have led to the reduction of forest areas rapidly. The quality of forest habitats has also been decreased seriously. A combination of hunting pressure, habitat loss and/or fragmentation has pushed many species to the verge of extinction.

Biodiversity, including endangered plant and animal species can only be conserved if the existing forest area, particularly the special use forest are protected well. Fully aware of the significance of biodiversity conservation, the Government of Viet Nam has implemented a number of active measures to conserve the country's biodiversity. The establishment of a system of special use forest areas, the promulgation of a number of legal documents to set up and manage this system is evidence of Viet Nam's initial efforts. At the present, there exists a system of special use forest areas, including national parks, nature reserves, species reserves and landscape protected areas. The Government, while implementing biodiversity conservation steps, has initiated a number of measures to improve the livelihood of local people living inside and around the special use forests.

The system of special use forests in Viet Nam has been established and managed according to the Law on Forest Protection and Development, which had been approved passed by the National Assembly in 1991. The country had also joined a number of international conventions and agreements, including the CITES Convention, the Tiger Forum (GTF) and had ratified the Biodiversity Convention. In an effort to improve peoples' quality of life, the Government has prepared and implemented programmes to allocate forest land, to restore forest and to provide agricultural and forestry extension services.

Assigned with the function of forest management and protection, the Forest Protection Department (FPD) at national and local levels in the past 27 years since its foundation has actively participated in forestry activities and in annual forest resources monitoring. With the leading concept that protected areas can only be protected adequately once the livelihood of local people is settled and improved, FPD staff have been a core player in forestry land allocation which has helped create real forest owners. Forest land allocation has also helped drive forestry activities at grassroots level developed toward an intensive use of forest and forest land, creating thousands of additional employments and thus has contributed to halt and alleviate hunger and poverty in mid and uplands. During its implementation, forest land allocation has linked closely to permanent cultivation and sedentarization programmes, the establishment of community-based agricultural and forestry models, extension services and guidance that help local people establish productive forest home gardens on their allocated lands.

Since the establishment of the Cuc Phuong Forbidden Forest in 1962 (now Cuc Phuong National Park, the first national park in Viet Nam), and being aware of the linkage between conservation and development, the Government of Viet Nam has invested in Cuc Phuong with a number of projects with conservation and development components. Though at the beginning, the concept of “integrated conservation and development” was not yet formulated, project activities always contained aspects of conservation and development. Since then a number of national conservation projects with development activities have been implemented in many national parks and nature reserves. Internationally sponsored integrated conservation and development projects (ICDP) in national parks and nature reserves in Viet Nam started in the early nineties, for example in Hoang Lien Nature Reserve, Ba Vi National Park and Vu Quang Nature Reserve. International financial assistance for ICDPs in Viet Nam increased much in 1996. The Global Environment Facility, the World Bank and the European Union started to fund this type of projects. Nowadays, national and international financial assistance for ICDPs is major tools to conserve Viet Nam’s invaluable biodiversity resources. Currently, there are twelve ICDPs are being implemented in Viet Nam. This workshop is the first step in a long-term process with an aim to share lessons learned from the past and current ICDPs in Viet Nam and to discuss approaches and solutions to implement the ICDPs more effectively.

Distinguished participants,

One of the undeniable activities in an integrated conservation and development is participatory public awareness education, especially for young generation on environmental protection and nature conservation. Recently, the competition “Forest Protection for Today and the Future”, jointly organized by the World Wide Fund for Nature, the Forest Protection Department and the Hoa hoc tro (a student magazine) from 15 February to 15 May 2000, which had attracted 61,525 young participants from all provinces, was a lively example.

To complete the speech and at the same time to open the workshop, I would like to quote the slogan of a student who won the first prize in the slogan category of the competition “before you cut a tree, please plant a forest”.

2.2 UNDP

Mr Craig Leisher, Environmental Advisor, UNDP

Good morning everyone

This is the first of what I hope will be several ICDP workshops. We have been working and thinking about this workshop for almost six months now. A group of about twelve people have met every few weeks to discuss the workshop. I would like to thank them all for working after hours and on their own time to make this happen.

I would like to thank the FPD for being so supportive of this workshop and acting as a primary sponsor. I would like to thank the PARC project for the many hours spent on helping organize the workshop and their financial support that made this workshop possible. I would like to thank SNV for providing critical organizational support and many ideas on behalf of the NGO working group on sustainable agriculture and natural resource use. I would like to thank IUCN, WWF and the World Bank for providing key inputs for the workshop.

Please remember that the primary objective of this workshop is to share experiences and information. We need more dialogue among those working in ICDPs.

But we cannot address all the major issues in just two days. So please understand that the workshop's methodologies and recommendations will not be perfect. This workshop is only a starting place. It is not comprehensive or complete. Getting everyone in the same room is a good start.

As you can see from the agenda, the first objective of our workshop is to share lessons learned. The second objective is to make some recommendations on key ways to make ICDP more effective, but first we have to define what the key issues are. To do this we have developed the following methodology (see overheads, Annex B).

Turning back to the agenda, you can see that we have given a bit of extra time for this morning's tea break so you can meet some of your colleagues working on other ICD Projects.

One point about methodologies this morning. As we hear the project presentations later this morning, please write down on the cards provided any major issues that are not yet on the flip charts in the corners of the room. Only those not yet on the flip charts should be mentioned. This draft list of issues will be the foundation for this afternoon's discussions. Please put only one issue per card and no more than two cards each per presentation. Please write in both English and Viet Nameese if you can to save us having to translate all the cards. Someone will collect them after each presentation.

Without further adieu, I would now like to introduce the chairman for this session: Mr Nguyen Van Cuong.

3. International History of ICDPs

by Sajel Worah

Ms Worah briefly introduced the participants to the origin of ICDPs. Although the ICDP as a concept was not frequently used before it was presented in a World Bank report some eight years ago, it had existed as a development approach for many years already. Ms Worah emphasised that ICDPs are an **approach** and not projects. It is an approach that aims to meet social development priorities and conservation goals and therefore is based on the linkages between the social setting and the natural environments.

When introducing the ICDP approach, Ms Worah first asked why has it become so popular. She mentioned the following points:

- existing conservation approaches (mostly based on strengthening PA management) were not efficient enough;
- increasing conflicts between resource users (local communities) and resource managers (state);
- issues of equity (cost-benefit sharing) in conservation were becoming increasingly prominent;
- local people were becoming increasingly politically aware and demanding greater rights;
- models of decentralised resource management (outside PAs) were starting to show good results; and
- several donors liked the ICDP approach because it fitted in with their priorities.

Ms Worah continued her presentation by focussing on the evolution of the ICDP approach. She talked about the underlying thinking of the ICDP concept at the various stages and described project activities that was designed accordingly. Finally, she highlighted important lessons learned.

Table 1: Evolution of the ICDP Approach – Underlying Assumptions and Related Activities and Lessons Learned

Overall Assumptions	“Typical” Activities	Lessons Learned
<i>When the ICDP approach was in its early stage of development, the prevalent idea was that... unless the basic needs of people living in and around biodiversity-rich areas can be met, they will not support (or will be hostile to) conservation efforts.</i>	“Social development” activities such as building of roads, water supply, schools, health centres, etc.	<ul style="list-style-type: none"> ▪ Passive beneficiaries ▪ Lack of ownership ▪ Input intensive ▪ Unsustainable ▪ Conservation links unclear or non-existent
<i>However, ICDP projects designed accordingly were not working well, so new ideas emerged that... impacts of local communities on biodiversity can be mitigated by providing them with alternatives to natural resources-dependent lifestyles.</i>	“Alternative livelihood” development such as agroforestry, weaving, bee-keeping, mushroom, vegetable farming, etc.	<ul style="list-style-type: none"> ▪ Conservation-dev. links weak/ not clearly addressed ▪ Loss of traditional knowledge/ management ▪ De-linking from resources weakens interest ▪ “D” failure- limited experience
<i>Thus further ideas were developed that... local communities can use natural resources “wisely” if the “link” between conservation of biodiversity and improved livelihoods is “clear”.</i>	“Value added” to natural resources that are harvested sustainably such as forest bee-keeping, NTFP collection, marketing & eco-tourism	<ul style="list-style-type: none"> ▪ Policy/legal impediments (access/tenure) ▪ Inadequate information on biodiversity/impacts ▪ Benefits-sharing mechanism not adequate ▪ Internal conflicts

Overall Assumptions	“Typical” Activities	Lessons Learned
<p><i>Later on the ownership aspect became more explicit that...</i></p> <p>communities will act to conserve resources if they have a “stake” in decision-making about the use and management of the resources</p>	<p>Access and benefits sharing, multiple use zones, participatory planning and management (usually limited to specific areas/resources)</p>	<ul style="list-style-type: none"> ▪ Policy/legal impediments (access/tenure) ▪ Weak processes/limited experience ▪ External forces/threats not addressed ▪ “Stake” too limited to be of long-term interest

Sajel Worah said that the current thinking around the ICDP approach is that there is a need to step back and think more broadly on issues related to long-term development and conservation. For example, experiences show that adaptation of negotiated agreements among key stakeholders at different levels and scales is very important in developing and implementing efficient ICDP projects. We need to develop overall collaborative agreements incorporating the interests of all the different stakeholders involved. Ms Worah mentioned that this would imply the involvement of actors far from direct park management activities, such as local communities, governments, donors, conservation agencies, etc.

A broader framework is needed. Long-term conservation is dependent on the development, implementation, monitoring and adaptation of negotiated agreements among key stakeholders at different levels and scales. But one has to keep several things in mind:

Policy/Legislation. We need to figure out how we can work if the policies are inconsistent or not right. Also, ICDP projects have several dimensions crossing many sectors. Again, we need the bigger picture.

Conflict Management. We have to recognise that there are many different actors taking an interest in conservation and development issues. Therefore, conflict management becomes real and a very important issue to deal with.

Larger Vested Interests. We cannot oversee this important aspect. All the different vested interests need to be brought to the negotiation table when designing and implementing ICDP projects.

Trade-offs. Very important issue. We need to find the right balance. What does actor x want? What do other people want? One has to find an agreement and one has to give and take in the process.

Timeframes. There are no quick way to ICDP success. It takes a long time, and too often an ICDP project has too short a time frame.

Institutional Development. Currently a weak point. For example, one may have ten years of project implementation. But after the project closes down the activities collapse. Institutional development is a very big and important issue.

4. ICDP Project Presentations

Four of the oldest and most experienced Integrated Conservation and Development Projects were invited to share experiences and challenges related to managing their project. The goal of this exercise was to give some illustrations of critical issues in ICDPs and to begin the exchange of information between ICDP participants, such that they know how other projects have struggled or succeeded in managing their work. ICDP participants discovered they are not alone, as there are many issues in common.

4.1 Cuc Phuong Experiences and Challenges

Mr Truong Quang Bich, Deputy Director of Cuc Phuong National Park.

Ladies and Gentlemen
Distinguished Participants

On behalf of the Cuc Phuong Conservation Project, I would like to present to you our report on the results of the project. My report focuses on major activities, which may attract the interest of the workshop.

Cuc Phuong Conservation Project has been implementing since 1996 with the financial sponsorship from the BP & Statoil consortium, ARA (a German NGO), the Australian and Canadian Funds and the Embassy of Great Britain. The Fauna and Flora International and the Cuc Phuong National Park have implemented the project in Cuc Phuong.

The overall objective of the project is to assist the National Park in the conservation and protection of park's natural resources. To achieve this objective the project has concentrated on the following areas:

1. Socio-economic study: The dependency of local communities on forest products has been investigated. Study results have helped protect the National Park and prepare micro development projects and economic interventions with an aim to reduce peoples' dependency on forest resources.
2. Strengthening conservation awareness: The project, through conservation awareness programmes in schools (conservation clubs), in communities (village programme) and in Cuc Phuong National Park (education programme for tourists) has help strengthen public awareness on nature, conservation and Cuc Phuong National Park.
3. Biological study: Study on Cuc Phuong's fauna and flora has aimed to establish baseline data on park's biological values. The study has helped the Park manage its resources better. It has also provided countries in the region and the world with knowledge on Viet Nam's forest ecosystems and native species.
4. Professional strengthening: The project has facilitated park, project and other staff strengthened their professional skills. The project has been also working with local organizations (youth and women unions, educational departments, teachers and local authorities) to establish good relationship and thus has facilitated the environmental education programme.
5. Species conservation: Two national species conservation programmes have been implemented to conserve endangered species due to hunting pressure, i.e. the programme on Owston's palm civet propagation and ecology and the programme on turtle ecology.

During its implementation, the project has received kind support from a number of donors. However, the project has also faced the following constraints:

- First constraint for the project has been the low educational level of local staff. The local staff has been key players in project implementation at grassroots level. Therefore, the project has spent much of its time to train them.

- The awareness of some schoolteachers on the introduction of conservation clubs to schools has been limited. Through the introduction of divers, beneficial and healthy activities, the clubs have attracted the participation of pupils and some teachers who were first reluctant to join common activities.
- Cuc Phuong National Park and its adjacent areas are far away from cultural and technical centres. This has got some negative effect on project progress. For example, the maintenance of equipment has to be done in Ha Noi or even overseas, telephone lines have not been reliable, etc.
- In the inception period, some national project staff, who were non-park staff and expatriates did not understand local socio-economic difficulties and park's rules and regulations. As a result, the collaboration between the project and the National Park was limited. To overcome this, the two sides decided to hold monthly meetings to exchange information and to discuss remedial measures. Now the collaboration between the National Park and the project has been developed comprehensively and work effectiveness has been improved clearly.
- As the project expanded its activities to park's surrounding districts it faced a number of administrative troublesome barrier in some localities. For example, the authorization to establishment and to operate school clubs in Lac Son District, Hoa Binh Province had to go through various authorities. The clubs could only operate after the park and the project had got permissions from the authorities.

Project successes

The Conservation Awareness Strengthening Programme

- Conservation clubs were set up in most villages in the buffer zone with a total membership of more than 15,000 pupils;
- In each school a contact teacher was appointed to prepare working schedules and to participate in teaching alongside with project and park staff;
- Regular training workshops were organized for the contact teachers to improve their understanding on conservation education and to strengthen their responsibility and commitment;
- Study tours for school pupils and teachers were organized to strengthen their awareness on nature and environmental conservation;
- Local school teachers were equipped with knowledge on conservation education and related issues to increase their working quality;
- Special programmes with educational effects such as puppetry, drama, study tours, etc. were organized to create more attractiveness and thus to draw more people to join conservation clubs.

It is worthwhile to note that the project has been successful in gradually transferring programme management skills to park and local staff.

The Village Programme

- The village programme has been implemented in three districts with about 1500 participants;
- The programme has attracted the participation of local authorities and organizations such as women and youth unions, war veteran association to specific activities;
- Club members had also participated in the drama piece "the three kitchen Gods arrive late", which was much welcome by local people.

The Education Programme for Tourists

One important success is that the project was able to set up a tourist centre. The centre was at the stage of being accomplished its internal structures and decoration. The centre will be a venue of special events for tourists and local people. This is probably the first education centre of this kind in Viet Nam.

The project had also organized workshops for park and project staff to raise their knowledge on biology, environment and conservation issues.

The Biological Programme

Spotted civet (*Paradoxurus hermaphroditus*) study started in 1996 and completed in April 1998. The study forms the major part of a Ph.D. thesis prepared by Mrs Shelagh Rosenthal, Cambridge University, which studied the distribution and ecology of the spotted civet. The study had been conducted in collaboration with the park's technical division. In its field surveys, radio telemetry technique had been applied to study animal's behavior and range.

Bat surveys: The project, in collaboration with the National Park, had conducted a comprehensive bat survey in 1997. After that there were a number of small-scaled surveys carried out in 1998. The surveys provided us with a list of thirty-eight bat species in Cuc Phuong, which shows Cuc Phuong is one of the locations with highest bat biodiversity in Indochina.

Butterfly surveys: Some butterfly surveys had been conducted by the Cuc Phuong National Park in collaboration with the Institute of Ecology and Biological Resources (IEBR), the Vietnamese-Russian Tropical Centre. Though not yet comprehensive, four field surveys had recorded more than 200 butterfly species.

Amphibian and insect study: There were no official surveys on these animal species since no competent researchers were available to carry out the surveys during peak seasons. Nevertheless, random surveys carried out in springs had revealed eleven new frog species in the Cuc Phuong National Park. Other surveys had found thirteen snake species more for the park.

Climbing plants study: In 1998, Dr. Nguyen Nghia Thin of the Ha Noi National University started to study climbing plant species in Cuc Phuong National Park. The study was completed in March 1999. Preliminary results of the study revealed that Cuc Phuong National Park has got more than 250 climbing species. This shows that biodiversity in the Cuc Phuong National Park is very high.

Fish study: More comprehensive studies are necessary to evaluate fish fauna biodiversity. Two preliminary surveys had been implemented and found more than fifty fish species living in the Cuc Phuong National Park.

Species database: The design of a programme to store species data has helped the National Park to establish a database on birds, mammals, reptiles and amphibian. The project has also planned to train park staff in computer-based data storage.

The socio-economic Study Programme

Socio-economic Study: The core of the socio-economic study programme is a two-year study in local communities surrounding the National Park. The project has, in collaboration with the Viet Nam's National Centre of Social and Humanitarian Sciences, conducted questionnaire surveys in 45 villages. Collected data have provided a quantitative illustration on socio-economic relationship between the local communities and the National Park.

Participatory Rural Assessment (PRA) Study: PRA was completed in two (Nho Quan and Thach Thanh Districts) of four districts adjacent to the National Park in November and December 1998. The assessments had provided the socio-economic study with supplementary data. They helped us evaluate the degree of resource exploitation in the Cuc Phuong National Park by local communities and were important information sources for the park planning workshop organized in September 1998. They had also provided information for the preparation of a GEF proposal.

Wildlife research and conservation program

Ownstons Banded Civet (*Hemigalus ownstoni*) research program: The program started in 1995 and was carried out by a specialist from Cambridge University with an aim to provide more information about this less widely known carnivore species, which was already listed in the IUCN Red Data Book. Very often, the animal is illegally traded for economic purposes and currently their living environment is being severely damaged while their distributed area become narrow. The program has established the world's first successful breeding site to rear and multiply Ownstons Banded Civet species. The total of Banded Civets at the site have mounted to 17 individuals.

Turtle Ecological and Conservation Study: In 1998 the project started its conservation programme for fresh water and land turtles. Study targets were those turtles confiscated from illegal trade. A trial has been carried out in Cuc Phuong to study the feasibility of the reintroduction of turtles confiscated from illegal trade to nature reserves in Vietnam. This research programme will help establish quarantine methods and provide guidelines to judge the suitability of habitats for reintroduction and to follow up animals after their reintroduction to the nature. The first stage of the study includes surveys in local communities surrounding the park to investigate which species are native to Cuc Phuong. In addition, the programme will set up a information network between provincial forest protection departments and train forest guards in turtle classification, ecology and conservation.

Some Weaknesses of the Project

The project had completed the socio-economic study programme. However, it was not able to attract national and international organizations to provide funding for community development programmes. At the present, there are only few small-scaled projects such as the honey bee project and the Muong culture tourist project.

Common view of project participants on the Cuc Phuong National Park in the future

In general, the National Park has given a great deal of effort to strengthening and improving the park management comprehensively. This is showed clearly by staff training to upgrade their professional competence and technical knowledge, by park management planning and by steadily strengthening forest guards. The prospect for park development is good. However, the National Park has remained under heavy pressure from surrounding communities with more than 50,000 people living in the buffer zone. Therefore, it will take a long time until the park is protected and conserved completely.

Finally, we would like to wish all workshop participants good health and are looking for your comments on our report.

4.2 Vu Quang Experiences and Challenges

By Mr Trinh Thang Long, Community Forestry Officer. The presentation at the ICDP Workshop was done by Cao Thanh Hung, Community Development Coordinator.

A. Description of Vu Quang Nature Reserve

The forest of Vu Quang was under management of the Forest Enterprise until 1986 when it was listed as a Special Use Forest. The logging and management activities of this enterprise continued until the end of 1993. The discovery in 1992 in the Vu Quang forests of two new, large mammal species made Vu Quang an area of internationally recognised biodiversity conservation value. This prompted the Viet Nameese government to establish a Nature Reserve. And soon after, a proposal for a conservation project was prepared by the Royal Netherlands Government, the World Wide Fund for Nature, and FIPI.

Located in the province of Ha Tinh, the reserve is situated in both Huong Khe and Huong Son districts. The reserve includes eight communes with a population of around 32,000 people. The 55,000 hectares of the Nature Reserve is divided into a Core Zone of 38,000 hectares and a Regeneration Zone of 17,000 hectares. A small buffer zone of 5,700 hectares is along the northern part of the reserve.

B. Description of the Project

Project Goal. The goal of the Vu Quang Conservation project is the conservation of the unique biodiversity of the Vu Quang Nature Reserve and through this the maintenance of the ecosystem functions for the benefit of future generations.

Project Objectives. The project has the following two main objectives: (1) conserve and restore the forest ecosystem of the Nature Reserve and control the unsustainable extraction of forest products; and (2) decrease the dependency of the local people on the natural resources of the Nature Reserve.

Project Activities. The project has the following main activities:

- Nature Protection
- Environmental Education
- Infrastructure
- Community Farming
- Community Forestry
- Lessons Learned

C. General Issues

Capacity Building. Conservation aspects need to be addressed at all levels of decision-making, including the commune, district and province.

Consolidation of Activities. Strengthen the linkage between nature conservation and development and increase the positive impact of activities in the whole commune even if we work in just a few hamlets.

Project Incentives. Incentives should be allocated only for specific activities.

D. Community Development

PRA and Feasibility Studies. All feasibility studies and PRAs are indispensable. As external consultants do these, it must be stressed to them not to raise the expectations of the local people by making promises.

Gender Issues. A minimum number of women should be required to participate in the activities.

Implementation of New Activities. Any activity that involves the modification of the villagers' behaviour or habits needs an experimental phase and time. Farmers visiting other farmers is a key way of adopting new techniques.

Monitoring Activities. These should be undertaken in all phases of the project.

Environmental Education for Children. Green Clubs and art classes for school children are very popular. This increases support among family members for these extra-curricular programs and the environment.

Infrastructure Improvement. Bidding procedure should be applied, even below the legal minimum. Further, construction work should be supervised by local and national consultants. Finally, the commune should have a supervisory role such as a construction committee.

Community Forestry. Forest land allocation to the farmer can promote conservation by increasing the size of the productive land and provide forest products. Community forests surrounding the protected area should be distinguished from the 327 program. Indigenous species should be encouraged and benefits should go directly to the local people.

E. Nature Conservation

Project Assumption. Nature Reserve Staff who were previously employed by the Forest Enterprise had new tasks that were directly opposite to old work.

Patrolling. Patrolling activities within the reserve should remain the focus, rather than having checkpoints on the roads and rivers.

Collaboration with Local Authorities. Local authorities need to support and become actively involved in conservation activities. A more collaborative approach is necessary for the overall success of any conservation activity.

Staff Training. Staff should be selected based on competence and motivation. Training should be linked to the exact needs of the Nature Reserve.

Boundary Demarcation. Boundary markers should be placed less than every two kilometres in areas frequented by local people and others who violate the Nature Reserve boundaries.

Biodiversity Monitoring. Monitoring activities should be carried out by other universities and/or other research institutes.

4.3 Pu Mat Experiences and Challenges

Report on Project Progress Social Forestry and Nature Conservation in Nghe An Province by Mr Nguyen Tien Lam, Silviculture Engineer, Project Field Coordinator.

A. Background

The project “Social Forestry and Nature Conservation in Nghe An Province” (SFNC) is a project of the Government of Viet Nam implemented in partnership with the European Commission (EC). The project, which has a duration of six years, became operational on 21 May 1997. The inception period lasted until 31 December 1997. Implementation began on 01 January 1998 and the overall work plan was approved by the steering committee on 12 December 1997.

The executing agency of the SFNC is the Ministry of Agriculture and Rural Development (MARD). The responsibility for the implementation of the project is delegated to a Project Management Unit (PMU), which is autonomous and managed jointly by a Viet Nameese and European Co-director. National technical and administrative staff are attached to the project and work jointly with three full-time European technical experts.

The PMU is located in Vinh City, Nghe An province, while the project area is the Pu Mat Nature reserve and its buffer zone in Anh Son, Con Phuong and Tuong Duong Districts. The Nature Reserve has a core area of around 90,000 hectares and a buffer zone of around 86,000 hectares.

The main target group of the project is the population in the buffer zone (some 50,000 people). The project concept is based upon the assumption that sustainable land and forest use in the buffer zone is essential to remove pressure from the core zone. Without addressing the needs of the population in the buffer zone, the project will not achieve successful reforestation and conservation of the project area.

The project will apply basic principles of social forestry as a vehicle towards achieving its objectives. The active participation of farmers in all aspects related to the land they tasked with managing and protecting, including receiving part of the benefits from it, is vital in the attempt to restore and manage forest cover. This involvement also applies to land use classification, allocation, planning and selection of future land use.

Within the project, the social forestry process will aim at transforming present practices and functions towards a team effort involving three parties:

- the farmers, as producers and protectors of the forest;
- the extension and forest staff, who will provide services and work together with farmers in the protection of the forest; and
- the policy/decision makers, who will provide the necessary legal framework and resources for the teamwork to become successful.

The project, and its financial resources, will initially be directed towards the buffer zone and the need to achieve firstly, food security, and secondly, sustainable agriculture and forestry. This will be achieved through the introduction of new farming systems and forestry management techniques for home-garden and wood lot development, the development of the extension system and strengthening of the service role of the State Forest Enterprise to deliver appropriate services. In the reserve itself, the project will support the development of an infrastructure and a capacity to manage the area and its important biodiversity.

The total project budget is Euro 17,500,000 from the EC (including services contract) and the equivalent of Euro 1,200,000 from the Government of Viet Nam. The project is structured in four components:

- Reserve Management;
- Forest Enterprise;
- Upland Agriculture; and
- Institutional Support and Training.

B. Project Objectives

The wider objective of the project is to reduce the destruction and degradation of forest resources in the Pu Mat Nature Reserve area, including the buffer zone. The wider objective is broken down into the following five immediate objectives:

- sustainable resource management to be adopted by people living in the buffer zone;
- strengthen the capacity of the local forest administration to design, implement and monitor forest conservation and management plans;
- preparation and adoption of an appropriate conservation and management programme for the Pu Mat Nature Reserve;
- sustainable management of forest resources by state and non-state forest enterprises; and
- strengthen of forest policy, organisation and legislation.

C. Target Groups and Beneficiaries

The project will focus primarily on the population in the buffer zone but will also have some impact on the forest administration, extension service and reserve management staff, and the management of state forest enterprises.

The population in the buffer zone, with special attention given to ethnic minorities and women, will be supported to secure the need for food, wood and cash income. The project will assist the target group in the allocation of land, development of agricultural plots, gardens and woodlots, animal husbandry, identification of additional income possibilities and the strengthening of self help structures for processing and marketing of their products. These measures shall reduce the need of the target group to clear more forest for agriculture land as well as the degradation of forest resources through unregulated utilisation.

The forestry personnel of provincial, district and commune level will receive training and attend workshops to increase their capacity for effective planning, implementation and control of forest management activities. Special emphasis will be given to strengthen the extension service to upland farmers. The reserve management staff including forest guards will be trained and supported in appropriate forest conservation measures.

The management staff of forest enterprises shall be reoriented from the exploitation of resources to the sustainable management of the forest and shall receive training in relevant aspects of forest management. As a consequence of the shift towards market economy, the propagation of private wood lots shall also be assisted in the provision of commercial services to tree farmers such as support for the processing and marketing of wood products.

D. Some Main Problems

SFNC has been implemented for three years from its inception. The project is on the right track and has obtained some marked achievements. Within this report, I would like to mention some of the problems the project has been overcoming to forward its objectives rather than its achievements in a view that these can be considered as lessons learned.

D.1 Project Accessibility

Problems. SFNC is the first development and conservation project to be implemented in Nghe An province, and its beneficiaries are at a low socio-economic level. The farming practices are backward. Their life depends heavily on forest and forest income (equivalent to 60% of total income). Before 1990, the population community obtained about US\$2 million a year from forest resources exploitation in the project area. In addition, it was difficult for its beneficiaries to access the project within the six-month project inception phase, as its approach was different from one of the projects which had been implemented before in the area, confusing the local authorities of all levels. It takes time for the project to be accessed, made aware of and accepted by the community.

Another problem is that the implementation was in some cases inconsistent with the approach of the project that the project staff worked directly with farmers rather than through the authorities at all levels. As a result, its operational activities in the project were slowed and not supported by them.

The project had many obstacles in appointing staff for the project's various duties because of the short inception phase, the new project management and approach, and the magnitude of the work. In addition, the budget framework of operational activities was slowly prepared.

Solution. One solution to this problem is to prolong the project inception phase. The project inception phase of seven months was too short for the project staff and other counterparts to implement. The implementation of the project activities after seven months of inception made it difficult to carry out the operational activities in the project area. The project staff was under stress because of the magnitude of the activities, which slowed down the project progress.

D.2 Support Activities to Farmers and Communities

Problem. The upland agriculture activities are directed towards the population living in the project area including the buffer zone and core zone. The conservation objectives have made the life of the population in the buffer zone, which heavily depends on the forest resources, more difficult. The farmer income from the forest counts for sixty per cent of the total, thirty per cent of which comes from the forest resources exploitation in the nature reserve. The project must therefore have a solution to match the income deficit.

The Pu Mat Nature Reserve and a part of the buffer zone have diversified forest resources. The support from outside should be enough to attract them so they will get rid of the benefits of the forest resources exploitation.

Some former projects supported farmers through the distribution of inputs, which met urgent demands. Such support made farmers passive to receive and was unsustainable. This also meant that farmers and local authorities looked forward to support rather than get involved in project implementation.

The extension system has not enough capability to advise farmers on new farming systems and how to generate income on the allocated land.

The population in the buffer zone has not enough agricultural land to produce food to cover their annual food deficit.

The community in the buffer zone needs to have the infrastructure built such as roads and irrigation schemes. However, it is difficult for the project to support these items because of strict conditions of the Financial Agreement. Moreover, there are some opinions that the road expansion on the one hand, can speed up the socio-economic development, on the other hand can stimulate forest destruction, which has a negative effect on conservation efforts.

Solution. To define proper support policies for very critical villages and critical villages classified on household wealth ranking. The food security campaign is considered a short-term strategy in a view of alleviating income deficit as conservation is strengthened. This not only helps achieve the conservation objectives but also develops sustainable farming systems. This helps the poor people and the critical villages in the buffer zone.

To design activities for cash or food to local farmers through public works construction which is paid for labour, seedling production support and participatory conservation... in parallel with administrative measures aiming at preventing illegal activities will help them to know how to manage, use the public works and through these, farmers make contributions to conservation.

The fact that farmers are involved in activity planning has changed the customs of dependence. The general plans are defined with written agreements, which define responsibilities of the involved parties. These documents clarify what the project will support within the project mandate. It is a way of confidence building among farmers, as farmers know what they can be provided with and what are their responsibilities.

The extension systems from the district to villages is considered as a network covering the entire project area. Extensionists are involved in training courses supported by the project and staff of State Forest Enterprises. In this way, the extension system is further strengthened and extensionists are capable of advising farmers on farming activities.

Basic infrastructure construction in mountainous rural areas is the first foundation of development. However, it should be thoroughly considered under a development and conservation project in terms of its objectives. It should be kept in mind that the objectives of a development project are different from those of a development and conservation project.

The SFNC solution to this problem is to develop growth centres. Growth centres are to be located in the centre of a group of villages which are difficult to access and to be a place where farmers can exchange agricultural products as well as access culture and other services. In parallel with growth centre development is to create rural trails for passengers and motorbike linking with growth centres.

D.3 Support to the State Forest Enterprises

Problem. SFNC, especially its forest enterprise component, provides advice and support to State Forest Enterprises in the project area in the exploitation of the sustainable forest resources and

renovation of activities towards the market economy. At the establishment of Pu Mat Nature Reserve, the enterprises transferred a large part of their forest area to the reserve. Their exploitation of forest resources is limited under new government regulations, which make it difficult for the enterprises. Under the government policy of reorienting State Forest Enterprises, the SFNC finds it difficult to give support to the enterprises.

Solution. One solution to this problem is that SFNC supported the Nghe An People's Committee to form working group for State Forest Enterprises reorientation which devise guidelines for the State Forest Enterprises in their current situation.

D.4 Support to Conservation Management

Problem. The main problem of the Nature Reserve is that the process of development within the buffer zone is progressing slower than anticipated. SFNC inputs take time to be proved profitable while illegal activities in some cases still continue.

Solution. One solution to this problem is that the Environmental Conservation Education Programme was started up in cooperation with guard stations of the Nature Reserve to carry out integrated conservation education programme. Another solution is to a design proposal for the Dan Lai ethnic minority group living in the Nature Reserve. However, it is difficult for the project to solve this sensitive issue.

E. Some Project Achievements

The rural accessibility of the project in view of helping farmers promote the project objectives is on track and considered one of the project's successes. Farmers are actively involved in planning activities and have adopted some new farming techniques introduced by SFNC. Moreover, SFNC has had successful cooperation with local authorities and organisations and involved them in the implementation of the project, speeding along the progress.

F. Some Project Constraints

Monitoring and evaluation activities have not started up in any systematic way such that the dissemination of project information and materials is limited. Due to the magnitude and time of operational activities in the field, training programmes necessary for the extensionists and counterparts have slowed down. The resettlement proposal on Dan Lai ethnic minority has not been approved, while Pu Mat Nature Reserve's biodiversity is highly appreciated. It is clear that this issue should be further considered and more support should be given to them. The necessary existence of the reserve, which will enjoy the status of National Park in the future, means that the livelihood of the population in the buffer zone must be improved. This is the ultimate objective of the conservation and development project.

G. Conclusions and Recommendations

The project should have proper implementation thrust and satisfactory support measures of the conservation and development projects as its scale of problem is higher than development ones, its support measures are different and less attractive while the natural resources of such project areas are richer than many of those in development project areas.

The lifetime of such projects should be prolonged, especially during its inception phase. It is necessary to make distinctions between the various phases of the project.

The Inception Phase. This phase includes the establishment of a project management unit, the recruitment of staff, and staff training. As it is difficult to recruit qualified staff in the project area, recruited local staff should be trained to be involved in the project implementation. This phase takes one and a half to two years and its budget is very small.

The Second Phase of Development and Conservation. This phase concentrates on support activities in the buffer zone. Its budget accounts for the highest proportion of the project budget. It takes six years.

The Final Phase of Conservation and Development. During this phase, the ongoing conservation and development work will be continued and unsuccessful activities in the buffer zone will be improved. Its budget is lower than the second phase and takes four years.

Finally, the operational and budget framework stipulated in the Finance Agreement should regularly be assessed in order to be adjusted to match the realities of the project.

4.4 U Minh Thuong Experiences and Challenges

Mr Jens Rydder, Agriculture and Natural Resources Coordinator, CARE

A. Underlying Rational

- Conservation requires trade-offs. Management strategies must be dictated by the interests of all legitimate stakeholders (local, regional, global).
- ICDPs are about reconciling different stakeholder interests and sharing of benefits from the project and protected areas in a manner that produces fair and negotiated compromises.
- Threats to biodiversity often come from economically insecure households who exploit common property resources as a livelihood strategy. ICDPs must include livelihood interventions that support biodiversity conservation.
- For livelihood interventions to support conservation, their design must be based on an understanding of pressures on and the role of exploitation of these biodiversity resources in livelihood strategies.
- Exploiting the potential synergy between conservation and promotion of livelihood security requires a combination of co-management arrangements that deliver benefits to local people and livelihood interventions that support biodiversity conservation.
- Interventions that link livelihood interventions to conservation are often more effective, but opportunities are often limited. Therefore we need both linking and de-linking strategies.
- Without this synergy, an ICDP is essentially two separate projects, a very expensive development project, and a conservation project that is most likely unsustainable.

B. U Minh Thuong Basic Facts

- U Minh Thuong Nature Reserve (Kien Giang) (UMTNR), wetland area, peat deposits with associated *Melaleuca* spp swamp forest, significant wildlife presence, including threatened birds, fresh water turtles and other species. Only significant area of peat-based swamp ecosystem remaining in Viet Nam.
- Core zone 8,509 hectares and buffer zone 13,291 hectares, both part of the reserve. 3,069 families relocated to buffer zone.
- Development objective: the natural resources and biodiversity of UMTNR conserved through buffer zone socio-economic development and strengthening of institutional reserve management capacity.
- 1998-2003, US\$2.8 million, funded by Danida (MIFRESTA) through CARE Denmark.
- Implemented in partnership with DARD, UMTNR Management Committee and in collaboration with Districts, Agricultural Extension Centre, and the Women's Union.
- Design review April 2000, after fifteen months of implementation.

C. Good Potential for ICDP Approach

- Reserve generates substantial benefits for local communities (eg. land, clean water, potential income from sales of *Melaleuca*).
- Pressures on the resource base originate primarily from within the local community.
- Substantial regional and national level interests.
- Strong commitment to its conservation at all levels.
- But also constraints: no mechanism/policy for participation in reserve management/resource utilization.

D. Design Issues

- Reconciling interests has taken time (we didn't really include time for this, nor did we realise the need).
- Design clearly and logically defined, but linkages between conservation and development objectives and interventions poorly defined. Clearer definition would have helped in establishing and negotiating priorities.
- Partnership relations not clearly defined: developing institutional relationships proved to be a challenge.
- Therefore: design clearly too ambitious and too focussed on production of outputs
- The setting is complex: an eight to ten year time frame is required – at minimum!
- All this has caused some friction between partners: expectations not fully negotiated.
- Substantial achievements, given circumstances!

E. Core Zone Management Achievements and Issues

- This area of intervention prioritised initially. This has caused some friction: did global conservation interests override local interests in tangible outputs in the buffer zone (eg. reforestation)? Maintaining the balance is difficult.
- Biodiversity monitoring provides strong scientific basis, but there is an issue of sustainability...being scientific versus simple and low cost, or both
- Next major challenge – development management plan:
 - Secure ownership through attention to the process
 - One plan covering core zone and buffer zone: It must stress conservation and development linkages
 - Water management: what is the optimal level from the conservation and development perspective, respectively?

F. Buffer Zone Development Achievements and Issues

- Baseline survey indicates strong correlation between livelihood insecurity and illegal activities in core zone.
- Therefore need to focus buffer zone interventions on the poor to maximize conservation-development linkage (credit, infrastructure, agriculture and fishery extension, reforestation, nutrition and health)
- This may require some difficult decisions:
 - Who decided: poverty focus (=linkages) or mainstreaming? Interests may differ (eg. size of loans, trees for income or biodiversity?)
 - Complementing mainstream government programmes
- Working with the poor is more difficult and takes longer time (eg. agricultural extension, the poor live on acid soils, are there solutions?)
- Letting go of planned programs that do not live up to the development-conservation linkage criteria is difficult: there is a need out there!
- ◆ NB: Ownership to income from tree harvesting!!

G. Advocacy?

- Should the project engage?
- Potential issues:

- Upgrading to national park
- Participatory resource management (water)
- Environmental effects of tourism and infrastructure

H. Partnership Issues

- Main axis is between DARD/UMTNRMC and CARE. Need to extend formal partnership relations to AEC and local Government (Districts):
 - Defining partners: Institution that shares responsibility for delivering outputs and contributes significant level of own resources
 - Tying in all those different interests
- Although designed as joint-venture, in reality increasing CARE dominance due to:
 - Pressure to produce outputs
 - Resource constraints (staff, funding, time)
 - Coordination as mechanism for information sharing for extra-project interventions
 - Doing it simply

I. Conclusions

- Who said this should be easy...!

5. ICDP Lessons Learned from Questionnaires and Field Visits

by Nguyen Van San

Dr Nguyen Van San and Mr Andrew Mittelman both spent time visiting ICDPs in the field, talking with project participants and managers to gain a working-level understanding of how projects are run. Combining this perspective with questionnaires filled out by project managers, they came up with several useful insights into the problems and successes of ICDPs.

5.1 Project Design and Planning Process

1. Most ICDPs were well-designed and followed a participatory approach with different stakeholders from central to grassroots levels and received technical and financial support from international agencies.
2. However, some ICDPs were designed using a top-down methodology, with little emphasis on project feasibility and thus face inherent implementation difficulties.
3. Overall project planning procedures were appropriate, however no project reported an inception period for developing strategies from experiences gained.
4. Key threats to forest, biodiversity and conservation were adequately considered during the project design process, such as logging, hunting, encroachment of agriculture land, trading, poverty, etc. However, very few projects carried out forest resource use assessments.
5. Several ICDPs address policy aspects (NTFP, Forest Protection and Rural Development) and regional planning (LINC and PARC), but how this process is addressed to conservation remains unclear.
6. The development and promotion of suitable conservation plans for each project based upon a participatory approach with the involvement of local people and authorities are unclear.

5.2. Project Objectives and Activities

1. ICDPs strategy reflects general orientation on socio-economic development for each region.
2. Project activities reflect project objectives. However, objectives are ambitious.
3. Project objectives are mainly conservation, but activities are concentrated on development.
4. Prioritising objectives is not clearly seen.

5.3 Project Organisation Structure and Cooperation/Coordination

1. The project structures appear appropriate and reflect participatory procedures involving stakeholders from different levels, however, their roles and responsibilities are not facilitated in an appropriate or effective way.
2. Projects lack commitment and the support of local institutions due to management problems and misunderstandings from the start of project implementation.
3. Incentive policies are inadequate and not strong enough to make related responsible stakeholders participate in projects actively, therefore mechanisms are required which encourage partners/ counterparts to be involved.
4. ICDPs projects have set up cooperative mechanisms between their participating institutions and with other projects, however, coordination mechanisms are not sufficient and meaningful, with poor exchange and deficient application of experiences between projects.

5.4 Project Implementation

1. Project activities are carried out in appropriate ways in term of implementing methods and methodology. However projects report slow progress and counterparts indicate delays especially for infrastructure and conservation activities.
2. Most projects focus on development activities due to project design/objectives and time constraints.
3. Activities are less focused on sustainable development, such as activities that produce multi-purpose products, not threatened by market fluctuations, with high-energy value, ease of processing and consumable at household level, etc.
4. The project activities do not focus on alternative solutions to satisfy wood demand for house construction of local ethnic minority people and fuelwood.
5. Activities are undirected towards the heavily dependent forest resource target group.

5.5 Management Capacities (including challenges)

1. ICDPs are implemented in remote mountainous areas where people are heavily dependent on forest resources, have a low awareness of conservation, lack infrastructure and communications, etc. These people indicate strong confidence in project investment. However, this confidence has not been sufficiently consolidated.
2. ICDPs are carried out under an inconstant/unrealistic policy environment especially in respect to such issues as land allocation and land use planing, plus other policies.
3. ICDPs are a new concept; thus lack of experience and low capacity for implementing integrated conservation and development.
4. Low capacity of project staff, particularly field staff in; English and computer skills.
5. Lack of conservation surveys for baseline biodiversity and resource usage.
6. Lack of a meaningful coordination mechanism between partners.

5.6 Conservation Impact Assessment

1. Conservation activities are not properly prioritised to find alternative solutions for conflict management concerning forest resource use.
2. Most ICDPs are too young to assess their impacts, however, there are no specific indicators for evaluating project success.
3. Projects lack evidence for a decrease in forest dependency due to the provision of increased socio-economic livelihood, however, this hypothesis is the central strategy for improved conservation from socio-economic development in many projects.
4. There is no adequate biodiversity monitoring systems developed in term of landscape changes, species changes, and resource use changes, etc.

6. Key Issues from the Questionnaires and Field Visits on ICDPs

by Andrew Mittelman

Mr Andrew Mittelman started off by going briefly through the review process. He mentioned that 26 questionnaires had been sent out and that the group had received twenty replies. They had gone through questionnaires of the twelve ICDP projects, held discussion with 45 people and read a lot of project documents and reports. He also mentioned that a limitation had been the quality of the questionnaire responses. Asking the question where do we stand today when it comes to ICDPs in Viet Nam, Mittelman had identified eight overall issues. He then continued making a series of points under these headings. They can be summarised as follows:

A. Protected Area Management and Buffer Zone Management Plans

- Feasible/appropriate enforcement mechanisms?
- Based on adequate knowledge of local situation (PA and BZ resource system appraisal)?
- Complementary stakeholder roles/responsibilities?
- Activities linked to conditions or based on assumptions/*ad hoc*?
- Staff capacity to implement?

B. Links and Collaboration

- Project organisation: coordination among stakeholders must take place
- Partnership and collaboration.
- Transfer of lessons learned.
- Learning by seeing.
- Networking to improve exchange of lessons and skills.

C. Management Constraints

- Resources required for effective PA management.
- ICDP knowledge and capacity: national and international staff.
- Prohibition keeps the poor from resources.
- Legal and policy basis confusing/contains contradictions.
- Motivation/incentives.

D. Legal and Institutional Framework

- Lack of enabling environment, appropriate policies.
- Conflicting line agency objectives.
- Lack of institutional basis for integrated planning/action for PA and Buffer zone.
- Policy misinterpretations.
- Insufficient policy design.

E. Buffer Zones

- What is socio-economic development?
- How to achieve critical mass?
- Adequate duration/investment for assumed/sustainable outputs?
- How will development lead to conservation benefits?
- Diverse activities: project staff capabilities?
- Capacity to implement participatory approaches (Not just “PRA”)?

F. Project Formulation

- Inadequate formulation period for understanding local conditions/informing strategy.
- Inadequate design flexibility for alterations during implementation.
- Insistence that projects achieve preconceived outputs.

G. Adaptable Management

- Feedback from field needed for appropriate strategy adaptations.
- Inadequate monitoring and assessment as effective feedback mechanism.
- Lack of baseline information.
- Rapid project response to local situations.

H. Project Investment

- Adaptive management requires budget flexibility.
- Slow project disbursements.
- Adequate budget to achieve “critical mass”.
- Appropriate balance between conservation and development activities.
- Support for PA staff capacity raising.
- Biodiversity monitoring to inform project strategy/staff deployment.

7. International Expert Analysis of ICDP Issues

by Sajel Worah

After considering the four ICDP presentations and review of ICDPs through field visits and questionnaires, Sajel Worah shared her insight from an international perspective. Her experience and comments showed a unique, broadly focussed perspective compared to those working only in Viet Nam.

Considering ICDP issues raised so far, Worah made a series of points. With regard to legal and institutional aspects she stressed the importance of not only focussing attention at the park level, but also to look at the bigger picture. In this connection, she said that Viet Nam was in a very fortunate position since the process of reviewing policies is quite dynamic in the country. This is very difficult in most countries in the world.

With regard to participation of local stakeholders, Worah mentioned the dilemma of having the Government approving a project (thereby controlling money), but at the same time it is not really supporting true stakeholder participation. How do we deal with this?

On the issue of incentives or how we can be encouraging people to behave in a better way, she stressed that this is not only a question of economic incentives. In fact, it is more important to talk about other forms of incentives, such as land and forest allocation. These are potentially very important measures, but they are currently very difficult to realise in many countries. Overall, one has to look for a balanced set of incentives.

The design of ICDP projects requires good understanding of many and often complex issues. However, donors are gradually becoming more flexible, often allowing a two-year design phase of such projects. One needs clarity for the short-term basis and vision for the long term.

On the issue of partnership and collaboration one will be faced with the difficulties of creating a joint plan and a common agenda among the different stakeholders.

Capacity building has gradually received more and more attention. Capacity building at all levels is required, from park managers to decision-makers. With regard to awareness it is important to recognise that this is not only an issue at the local level. In fact, it is much more important to talk about awareness at the decision-maker level. For example, there is today a growing recognition of the importance of discussing the economics of protection of natural resources/biodiversity with key decision-makers. What is the economics of converting a PA to farmland? In this connection, one has to simplify economic valuation of protected areas, to create hard economic facts about the advantages and disadvantages of making a particular decision. Much more work is needed on this issue.

Finally, it is important to scale up the level at which we are currently working. We have to move away from the “island mentality” – and to look at the broader picture. We have to work beyond the PA level (farmers, communities) and start working at the policy level.

8. Major ICDP Issues for Future Success

Workshop participants were asked to write down what are some of the critical issues that must be resolved if ICDPs are to succeed. Answers to this question were summarised by the whole group into thirteen possible topics for small groups to discuss the following morning. After the topics had been placed on flipcharts, each participant was given four sticker dots, with which, they voted on the topic of most interest to them. The winning discussion topics are highlighted.

Table 2: Group Discussion Topics Voted on by Workshop Participants

Topic Voted on	Number of Votes Received
1. Conservation and development	43*
2. Policy framework	42
3. Integrated protected area and buffer zone planning	35
4. Institutional linkages	24
5. Management constraints	22
6. Investment programs	22
7. Education and awareness	22
8. Land Issues and tenure	20
9. Project Sustainability	20
10. External Threats	14
11. Project preparation	10
12. Adaptive management	2
13. Conservation	1

* After discussion, participants decided that this topic was too comprehensive and a more specific topic should be chosen to facilitate recommendations development.

9. Results of Group Discussions on Problems and Causes

After choosing four topics for discussion by popular vote, workshop attendees chose which group they wanted to participate in. Because of popular demand, one group was split into two to discuss integrated protected area and buffer zone planning. Beginning on day two, each working group met to discuss problems and issues related to their specific topic and formulate recommendations (see section 10 below). A summary of the two and a half hour discussion of problems and causes follows.

Groups

A1/A2: Integrated Protected Area and Buffer Zone Planning

B: Policy Frameworks

C: Institutional Linkages

D: Management Constraints

9.1 Group A1: Integrated Protected Area and Buffer Zone Planning

Problems/Causes

Sub-Issue: Activities

- Impacts on biodiversity (eg. tourism)
- Credit: low rate of repayment and not enough
- Danger: increased market access = loss of biodiversity
- Market price fluctuations
- Short-term needs (poverty driven) vs. long-term aspirations or prospects
- People do not benefit from use of non-timber forest products in protected areas

Sub-Issue: Planning and Policy

- Many plans lack link with conservation
- Lack of investment funds to meet objectives (eg. resettlement/Yok Don)
- Lack of sensitive zoning in protected areas
- Inflexibility of rules and regulations (eg. access to nature reserves)
- Lack of regulation both with protected areas and local communities
- Poor staff incentives
- Lack of careful management and zoning (buffer and core zones)
- Unclear government regulations on resource use
- Conflict in priorities between military and protected areas
- Lack of objectives for buffer zone
- Potential negative impacts of buffer zone

9.2 Group A2: Integrated Protected Area and Buffer Zone Planning

Problems/Causes

Sub Issue: Awareness Raising

- Difficulty in changing community behaviours and attitudes

Sub-Issue: Human Resource Development

- Multidisciplinary staff shortages
- Staff not equipped yet

Sub-Issue: Boundary Definition

- No clear boundary definition
- No specific regulation for protected areas

Sub-Issue: Regulation of product use in each zone of protected area

- Insufficient policies on benefits sharing
- Lack of support from legal framework
- Lack of agreed rules on sustainable resource use

Sub-Issue: Community management of protected areas

- Community members are not represented in protected area management team
- Unclear definition of participation
- Bottom-up decision making procedures not clear

Sub-Issue: Village Program

- No contracted agreements for conservation gains (conservation stewardship agreement)
- Interventions not based on threat analysis

Sub-Issue: Socio-economic development in buffer zones

- Income generated in buffer zones (illegally) cannot be matched by development projects in short term
- No linkage between existing programs to conservation of biodiversity
- Village development programs have not met requirements of the community

Sub-Issue: Management

- Due to integrated nature, agenda is too large to manage successfully (resources stretched) Staff finance and resources short time frame
- No clear understanding of conservation and development emphasis
- Weak collaboration between protected area staff and project staff in implementation of activities
- Lack of coordination mechanism

9.3 Group B: Policy Frameworks**Problems/Causes****Sub-Issue: Management of core zone and special use forests**

- Unclear rules and regulations for residents in core zone
- Laws inadequately clear: conflicting stakeholders interest can lead to conflicting decisions, regarding land use
- Means of enforcing regulation not strong enough
- Difficulty in allocation of benefits to local people
- Who benefits from forest protection?

Sub-Issue: Buffer Zones

- No guidelines for what is permitted or prohibited in buffer zones
- Problems with current one kilometre policy
- Inconsistencies between core population managed locally and conservation by FPD park management
- Poorly designed agriculture development (on agriculture and forested land) can negatively impact core zone
- Inadequate participation by local people

9.4 Group C: Institutional Linkages

Problems/Causes

Sub-Issue: Conservation and Development links

- Linkages between conservation and development are unclear, mostly conceptual
- Negotiation of agreement is complex
- Sustainability is elusive concept
- Linkages depend on agreement between communities and authorities
- Objectives not clear

Sub-Issue: Collaborative Management

- Lack of cooperation at all levels
- Inappropriate design process of projects, not enough time, communication, introduction of project
- Project not flexible enough to change course, mid-project
- Structures and pathways in implement are not sufficient

Sub-Issue: Community Participation

- Projects in same area with different policies in each
- Residents don't have ownership of resources
- Villages have poor organisation and don't understand concepts
- Villages have low motivation for conservation

Sub-Issue: Linkages with National Programmes

- There are rapid changes in policy at national level
- Disintegration of national planning

Sub-Issue: Inter-provincial Coordination

- Conflicts between national and provincial priorities
- Conservation not included in some province's planning

9.5 Group D: Management Constraints

Problems/Causes

Sub-Issue: Management Constraints

- Lack of information
- Poor organisation and coordination
- Nepotism and Availability of qualified personnel
- Violation of recruitment regulations
- Difference between government and local interests, lack of master plan
- Traditional practices
- Protected area superimposed on residential peoples
- Lack of resources
- Lack of flexibility of project

10. Group Recommendations for Addressing Issues

After the discussion of problems and causes and a short break, group participants were asked to consider remedies for these issues. Groups considered for almost two hours recommendations for addressing these problems and causes. A brief summary of their recommendations follows.

Groups

A1/A2: Integrated Protected Area and Buffer Zone Planning

B: Policy Frameworks

C: Institutional Linkages

D: Management Constraints

10.1 Group A1: Integrated Protected Area and Buffer Zone Planning

Recommendations

Sub-Issue: Activities

- Develop tourism and ensure who captures benefits (eg. ecotourism, elephant rental)
- Plan activities with gender focus
- Local people benefit from non-timber forest products in protected areas
- Include ethnic minorities in decision making and stakeholder meetings
- Include as many stakeholders as possible in project planning
- Product diversification
- Development projects (eg. deer keeping, fruit tree cultivation, agroforestry, subsidies paid to protect forest)
- Determine impacts of activities on biodiversity

Sub-Issue: Planning and Policy

- Consider conservation in project planing
- Need for more sensitive zoning in protected areas
- Rules and regulations need to be more flexible
- Improve regulation in protected areas and local communities
- Develop staff incentives
- Improve management of buffer and core zones
- Clarify government rules on resource use
- Develop mechanism to resolve conflict between the military and protected areas
- Determine clear objectives for buffer zones
- Need clear vision of impacts of buffer zones

10.2 Group A2: Integrated Protected Area and Buffer Zone Planning

Recommendations

Sub-Issue: Human Resource Development

- Analysis of real needs—methodologies for bottom-up decision making

Sub-Issue: Boundary Definition

- Clarify boundary definition
- Clarify regulations for protected areas

Sub-Issue: Regulation of product use in each zone of protected area

- Find effective benefits sharing mechanism

Sub-Issue: Community management of protected areas

- Make effort to include many stakeholders
- Respect cultural identity of stakeholders

Sub-Issue: Village Program

- Consider contracted agreements as mechanism of conservation
- Interventions should be made based on threat analysis

Sub-Issue: Socio-economic development in buffer zones

- Create incentives for conservation and disincentives for illegal use (eg. enforcement of fines could reduce illegal activities)
- Better planning with community needs at centre of project goals

Sub-Issue: Management

- Focus agenda
- Strengthen law enforcement
- Better coordination, involvement between project staff and protected area staff

10.3 Group B: Policy Frameworks**Recommendations****Sub-Issue: Management of core zone and special use forests**

- Regulations for core zones should be clear
- Design of sustainable land use in core areas should be done by park management with expert and communities
- Policies regarding settlement and re-settlement from core zone are required
- Need clear policy, regarding beneficiaries and benefits
- People around conservation area should benefit (not only management board)

Sub-Issue: Buffer Zones

- Criteria for defining and demarcating area of buffer zone needs to depend on local conditions
- Clear consideration between local government (responsibilities) and park management
- Rights to manage/regulate core zone should rest with park management board
- Regional development need to reflect buffer zone management interests
- Under specific conditions, community sustainable development (agroforestry) should be permitted in production and protection forest (special use forests)
- Motivate local people to become involved in conservation efforts

10.4 Group C: Institutional Linkages**Recommendations****Sub-Issue: Conservation and Development links**

- Careful forest allocation
- Projects should invest more in advocating policy change

- Use non-timber forest products to create incentives
- Clear market analysis
- Understand threats
- Careful assessment of forest uses/stakeholders including vested interests
- Find effective benefits sharing mechanism
- Strengthen law enforcement
- Robust and permanent institutions
- Higher salaries for staff and lower risks

Sub-Issue: Collaborative Management

- Projects should invest more time and money in project planning
- Participatory project planning
- Projects should not be top-down
- Involve all stakeholders
- Projects should be flexible

Sub-Issue: Community Participation

- Develop a legal framework for land tenure and resource sharing
- Projects coordination by project directors
- Information and education
- Respect cultural identity of local stakeholders

Sub-Issue: Linkages with National Programmes

- Establish an effective conservation agency to:
- Coordinate projects
- Evaluate project objectives
- Evaluate government/national programmes
- Establish ICDP support group

Sub-Issue: Inter-provincial Coordination

- Steering committee should be made more effective and involved
- Education through workshops and project site visits

10.5 Group D: Management Constraints**Recommendations****Sub-Issue: Management Constraints**

- ICDP network in Viet Nam, UNDP to implement
- Resource exchange
- Policy dialogue: build forum
- Protected area initiative forum, established in cooperation with MARD
- Human resources database
- On-site training
- Long-term advanced training
- Local participation on project development and revision (long-term project)
- Transparency
- Master-planning
- Set up a good example of practice

11. Potential ICDP Support Needs

WWF Indochina Programme Director Eric Coull gave some insight into bettering ICDPs. Starting with identified problems and working toward objectives aimed at addressing these issues, Mr Coull made some valuable recommendations for the success of ICDPs in Viet Nam, particularly involving training at pilot sites and support for ICDPs.

ICDP Gaps Identified

There is a lack of coordination and information sharing among Government, international donors, and NGOs involved in conservation and development programmes. There are also insufficient skills among stakeholders who work on ICDPs. In addition, there is a limited understanding of the role of communities in conservation management and meaning of integrating conservation and development.

Goals and Objectives

To bridge the identified gaps, the ICDP support program formulated the following goal: to promote the appropriate development and implementation of ICDPs in Viet Nam so as to achieve greater success in conservation and socio-economic development for communities in and around protected areas.

Three immediate objectives were formulated to reach this goal. They are to:

- get insight and verify the current problems and possible solutions of implementing ICDPs in Viet Nam;
- coordinate and promote information sharing and full participation in policy and decision making among the stakeholders by the formation of ICDP workgroups; and
- strengthen the capacity of stakeholders to understand, develop and implement ICDPs.

Recently, WWF has changed the ICDP Capacity Building Project to an ICDP Support Programme. A proposal has been evolving over some time (may go back to 1997 workshop or before) but more work is needed to be done to improve what we had last year. An outline of the concept and what has changed since then, in terms of the objectives follows. During the time this workshop has evolved we have seen an opportunity to improve what we have.

Changes in Objectives

Objective 1 was originally to get insight and verify the current problems and possible solutions of implementing ICDPs in Viet Nam.

Objective 1 was revised to get insight and verify the current problems and possible solutions for successfully implementing ICDPs in Viet Nam *and to select a pilot site for starting the ICDP support program.*

Objective 2 was originally to coordinate and promote information sharing and full participation in policy and decision making among the stakeholders by the formation of ICDP workgroups.

Objective 2 was revised to coordinate and promote information sharing and full participation in policy and decision making among all stakeholders *at the pilot site*, by the formation of ICDP workgroups.

Objective 3 was originally to strengthen the capacity of stakeholders to understand, develop, and implement ICDPs.

Objective 3 was revised to strengthen the capacity of stakeholders to understand, develop and implement ICDPs *in the pilot site*.

How?

- By facilitating information sharing and exchange between current ICDPs
- By facilitating cooperation between all the parties involved in the implementation of ICDPs

Things to Take Into Consideration:

As mentioned, originally called the ICDP Capacity Building Project, has been changed to the ICD(P) Support Programme. It is now designed to provide support to current and future ICDP initiatives.

Partnerships:

Partners was one theme of the WWF conference in November 1999, that we should be working closely with other NGOs—WWF cannot do everything ourselves. We were originally trying to do this alone but during this workshop our ideas have been confirmed—we should have a development NGO as a partner in the design/implementation of any ICDP Support Programme along with our Government Partners.

State of Readiness:

From the presentations in Day One, it was clear that Protected Areas are not always ready for ICDPs and we need to consider this. Basic management inputs are often needed first to prepare for an ICDP.

What Happens Next:

Look forward to receiving the full proceedings of the workshop and applying these to what we already have. We also look forward to working with others to take this initiative forward from here, to help to address some, but maybe not all, of the needs identified. We also hope that Sejal will be able to organize her work plan so that she will be able to advise in the design and implementation. Echoing what Sejal said earlier, we should not give up on ICDPs, as it is not necessarily the approach that is the problem. It is a huge task to try to bring conservation and community development together and we hope to continue to try to improve what we do in this area.

12. Possible Topics for Next ICDP Workshop

A discussion took place among the whole group as to what topics may be helpful for a follow-up workshop, perhaps taking place in six months time in November 2000. Many participants shared with the group their desires for continued ICDP information sharing, particularly on more specific topics. As a follow up to the conference, attendees were asked to vote on their preferred future ICDP workshop, by sending a request to UNDP, who would organise the responses. Everyone was also asked if they had interest in participating in an ICDP technical advisory panel discussion group. As of this writing (7 July 2000), few responses had been received. Workshop participants are encouraged to vote for their favourite topic for a possible November workshop. Responses may still be directed to Craig Leisher at UNDP.

Possible topics for follow-up workshop:

- Positive lessons learned from ICDP
- Team-up design and implementation groups so that those designing ICDPs can learn from those currently doing them
- Address a specific problem with ICDPs in Viet Nam
- International success stories of ICDPs
- Creating common understanding on approaches, terminology and objectives as a foundation for other workshops
- Lessons learned from other sector that can be applied to ICDPs (eg. poverty, social forestry)
- Invite development projects to ICDP workshops to learn from their experiences (eg. social forestry)
- Create working group on ICDPs such as a technical advisory board (as an ad-hoc group modelled after the international support group of MARD)—use email communication
- Coordination of specific activities (eg. environmental education)

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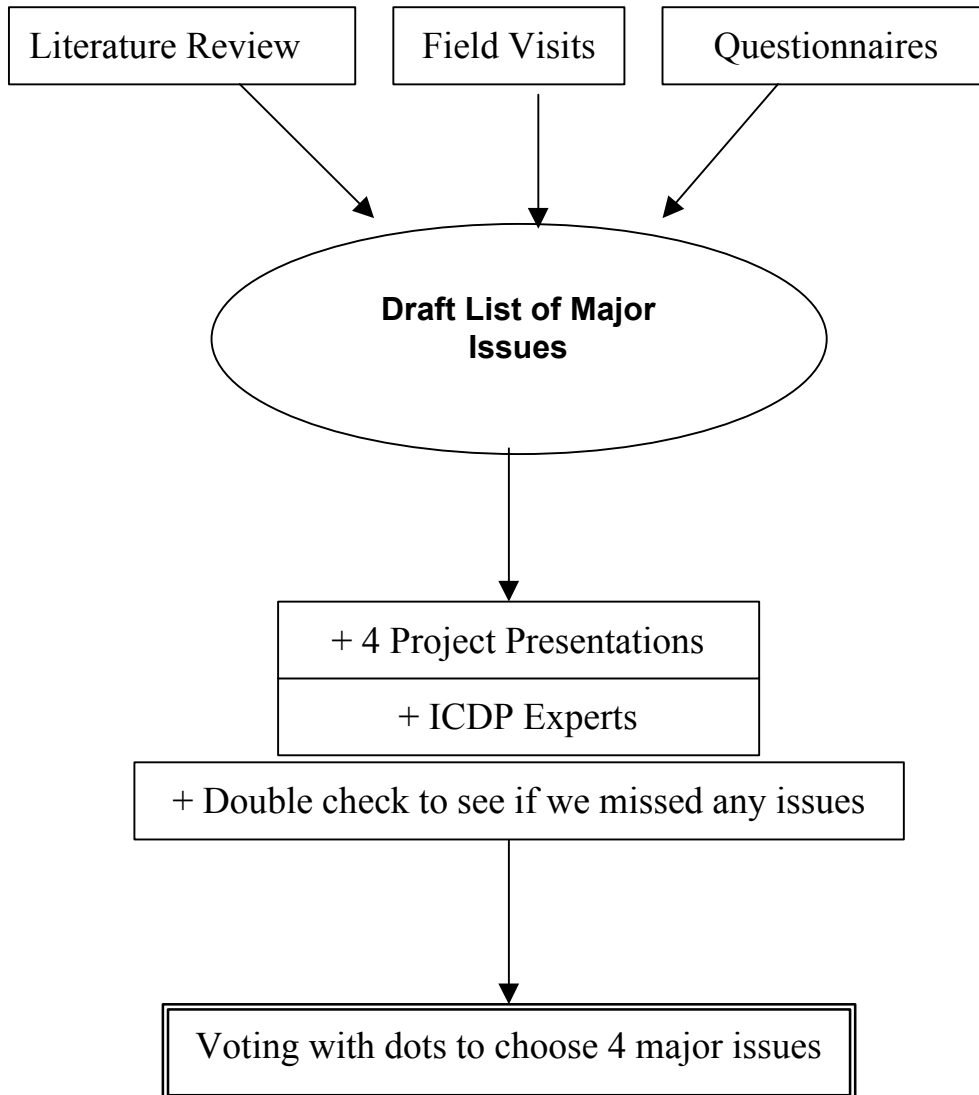
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Annex B: ICDP Workshop Methodology

How we will determine the major issues



Annex C: ICDP Concept Paper

The goal of integrated conservation and development projects (ICDPs) is to conserve biodiversity while improving the quality of life for area residents. The theory is that by providing the right alternatives to natural resource use in and around protected areas, ICDPs can conserve protected areas resources without marginalising those who have been dependant upon these resources.

Background. The first ICDPs began in the early 1980s in the Caribbean and Africa. By 1994, the World Wide Fund for Nature (WWF) had over fifty ongoing ICDPs. In Southeast Asia, the ICDP approach has been widely used in Indonesia, Malaysia, the Philippines and Thailand. Unfortunately, there have been very few ICDPs in Southeast Asia that have managed to conserve biodiversity much less improve area residents' quality of life. Success has been elusive.

In Viet Nam, there are currently twelve ongoing ICDPs. Most ICDPs in Viet Nam have been under implementation for less than two years, and project partners are just beginning to gain experience about the problems associated with ICDPs. The early stage of implementation is a good time to address these problems—before they become intractable.

ICDPs in Viet Nam are important because they are the country's primary initiative to conserve Viet Nam's extraordinary biodiversity. The failure of ICDPs in Viet Nam would mean the continued rapid decline of the country's biodiversity.

Many of Viet Nam's ICDPs have similar components (alternative income generating activities, eco-tourism, land allocation, and agro-forestry, for example). Rather than having to re-learn the same lessons at each ICDP site, lessons learned from one project should be shared with other projects.

As part of UNDP's coordination activities in the environment sector, and because it has two of the largest ICDPs in Viet Nam, the Environment and Natural Resources Management Unit of UNDP would act as the focal point for organising an ICDP lessons learned workshop.

Workshop. The workshop would be held 12-13 June in Ha Noi. The objectives of the workshop would be to:

- share lessons learned on ICDPs in Viet Nam thus far; and
- discuss key ways to make ICDPs more effective.

The expected output of the workshop would be to:

- improve networking of those working on ICDPs in Viet Nam; and
- agree on future steps to strengthen ongoing ICDPs in order to give them a better chance of success.

List of Ongoing ICDPs in Viet Nam

Location	Donor	Year Began
1. Ba Vi NP	AusAid	1994
2. Vu Quang NR	WWF	1995
3. Cuc Phong NP	FFI	1996
4. Pu Mat NR	EU	1997
5. Cat Tien NP	WWF	1997
6. U Minh Thuong NR	CARE Denmark	1998
7. Phong Nha NR	WWF	1998
8. Ba Be & Ke Go NTFPs	IUCN	1998
9. Ba Be/Na Hang NP/NR	UNDP	1999
10. Yok Don NP	UNDP	1999
11. Cat Tien NP	WB	1999
12. Chu Mon Ray NR	WB	1999

A working group of multilateral and bilateral donors and NGOs has been formed to better focus the workshop. It held its first meeting in January 2000.

The workshop would invite working-level participants (government and international) from the ongoing and planned ICDPs. A few government staff interested in ICDPs would also be invited. Between sixty and seventy participants are expected.

To compile the lessons learned for ongoing ICDPs, a semi-structured questionnaire would be sent to all ICDPs in Viet Nam. The lessons would then be summarised into common themes to be presented at the workshop, and several ICDPs would be asked to present case studies to illustrate key problems during the workshop.

The workshop would also invite one or two renowned ICDP experts to attend the workshop and provide inputs on international best practices for ICDPs and how ICDPs have succeed and failed elsewhere.

The workshop would be sponsored by the UNDP PARC project which has two ICDPs (Yok Don NP and Ba Be/Na Hang NP/NR). The PARC National Project Director within the Forest Protection Department of MARD will be the government counterpart.

The workshop would also incorporate the ICDP ideas of SNV, IUCN and WWF which have been thinking about a similar ICDP workshop for some time. The IUCN study on Buffer Zones would be distributed as a background document. SNV would assist in organising and funding the workshop. UNDP, in partnership with SNV, would take the lead in organising the workshop.

Budget. The UNDP PARC project would provide the funds for the workshop. Most ongoing ICDPs have funds earmarked for education and internal travel. These funds would pay for most participants to attend. For the few local government partners who would like to attend but cannot be funded by a project, UNDP would provide a modest amount for travel and subsistence.

Follow up. In the short term, the proceeding or the workshop would be compiled and published by UNDP and then distributed to participants and posted on the UNDP web page. An email list of all those working or interested in ICDPs would be established. A follow-up meeting in six months time could be another activity.

In the medium term, WWF has a separate initiative to fund a ICDP training project. The workshop fits well with the planned WWF ICDP training project and would provide a venue for further defining the project concept and gauging support. The WWF training project could be the medium-term home for ICDP information exchange. Long-term plans would be developed at a later stage.

Annex D: ICDP Workshop Agenda

Day One

Forest Protection Department to Chair Session

(Mr Nguyen Van Cuong, PARC Director, Deputy Director of FPD)

- 8:00-8:30 Registration
- 8:30-8:45 Welcome and review of agenda (Mr Craig Leisher, Environmental Advisor, UNDP)
- 8:45-9:00 Forest Protection Department speech (Mr Nguyen Ba Thu, Director of FPD)
- 9:00-9:15 International history of ICDPs (Ms Sejal Worah, Biologist, ICDP expert at WWF for the last 10 years)
- 9:15-10:15 Cuc Phuong's ICDP experiences and challenges with questions and answers afterwards (Mr Truong Quang Bich, Deputy Director of Cuc Phuong NP for last five years) (30 minutes)
- Vu Quang's ICDP experiences and challenges with questions and answers afterwards (Mr Cao Thanh Hung, Agricultural Engineer, Community Development Coordinator at Vu Quang for last four years and Mr Trinh Thang Long, Community Forestry Officer) (30 minutes)
- 10:15-10:45 Tea break
- 10:45-11:45 Pu Mat's ICDP experiences and challenges with questions and answers afterwards (Mr Nguyen Tien Lam, Silviculture Engineer, Field Coordinator of the Pu Mat project for the last two years) (30 minutes)
- U Minh Thuong's ICDP experiences and challenges with questions and answers afterwards (Mr Phil Franks, CARE international ICDP expert) (30 minutes)
- 11:45-1:00 Lunch

International NGO to Chair Session

(Mr Henk Peters, Program Coordinator, SNV)

- 1:00-1:45 ICDP lessons learned in Viet Nam presentation (based on questionnaire results and field visits to ICDPs) (Mr Nguyen Van San, Ph.D. Biologist, Natural Resources Management and Rural Development Specialist at IEBR for last eight years and Mr. Andrew Mittelman, Director of Eco-Logic, Chiang Mai University, Thailand and Planning Coordinator for WWF Thailand on integrated conservation and development capacity development)
- 1:45-2:45 Two international experts give their analysis of ICDP issues presented thus far (Mr Phil Franks and Ms Sejal Worah) (30 minutes each with Q&A)

2:45-3:00	Tea break (handout on major ICDP issues)
3:00-4:00	Group identifies major issues in ICDPs and then ranks the issues to choose four to be discussed in tomorrow's working groups
4:00-4:45	Fill out coloured comment cards and pin on appropriate comment boards. Write name and project on white card and pin on the working group board you want to join (at least one participant from each project in each group).
4:45-5:00	Summary of Day One by Mr Henk Peters

Day Two
UNDP to Chair Session
(Mr Craig Leisher, Environmental Advisor, UNDP)

8:30-8:40	Introduction and responses to comment cards (Mr Craig Leisher)
8:40-10:00	Problems and Causes. Four working group discussions, each addressing a major issue in ICDPs. Each group to nominate a facilitator and someone to document the discussion, and then use the framework provided to structure the dialogue.
10:00-10:15	Tea break
10:15-12:00	Recommendations. Four working groups formulate recommendations on the major issues. Each group to nominate someone to present the result to the plenary.
12:00-1:15	Lunch
1:15-3:15	Four working groups report back to plenary (30 minutes each with questions and answers)
3:15-3:30	Tea break
3:30-4:15	Follow-up to workshop with agreed activities
4:15-4:30	Summary of workshop by Mr Craig Leisher
4:45-5:00	Feedback on the workshop from participants (fill out comment cards)

Expected output of the workshop:

- improve networking of those working on ICDPs in Viet Nam; and
- agree on future steps to strengthen ongoing ICDPs in order to give them a better chance of success.

Annex E: ICDP Workshop Feedback Summary

Summary of comments from comment cards filled out at the end of day one and day two.

What was the worst part of the workshop thus far?

- Presentations (group and otherwise) were too long and not focussed
- The underlying concepts behind ICDPs were not identified
- Divergence of understanding of conservation and development concepts among international and Vietnamese participants
- Presenters spoke too fast for proper translation

What was the best part of the workshop thus far?

- High level of interest as many participants stayed until the end
- Group presentations and discussions
- Opportunity for workshop participants to meet others working in ICDPs for information sharing in a formal and non-formal setting
- Presentation by Dr San and Sajel Worah

What would you change?

- Focus on specific issues, not problems we have already identified
- More time for smaller groups to hold discussions, more participatory
- Provide more concrete guidelines for group presentations/discussions
- More skilled facilitation of working groups, structure lacking
- More time for plenary and other presentations
- Speakers should introduce selves before speaking
- Include more Vietnamese presenters, government and local representatives

Annex F: ICDP Workshop Press Release

MEDIA ALERT 6 June 2000

INTEGRATING CONSERVATION AND DEVELOPMENT IN VIET NAM

The United Nations Development Programme (UNDP) in Viet Nam and the Forest Protection Department (FPD) will host a workshop next week (12–13 June 2000), to discuss ‘Lessons Learned from Integrated Conservation and Development Projects in Viet Nam’.

Integrated Conservation and Development Projects (ICDPs) aim to conserve biodiversity and environmental integrity in an area while also improving the quality of life for local residents. They are an important example of how sustainable development can be achieved – improving the lives of people whilst also improving the environment within which they live.

Since the World Wide Fund for Nature (WWF) began using the ICDP approach in 1994, a number of ICDPs have been implemented in Asia, Africa and the Caribbean. In Viet Nam, there are currently twelve ongoing ICDPs, in important areas that demonstrate Viet Nam’s extraordinary biodiversity, including Cuc Phuong National Park, Cat Tien National Park and Ba Be National Park.

Next week’s workshop will bring together government national and international participants working on current ICDPs, as well as several renowned international ICDP experts. The workshop will allow participants to share lessons learned to date, discuss ways to make ICDPs more effective, improve networking between people working on ICDPs in Viet Nam and agree on steps to strengthen existing ICDPs to improve the chances of success.

We are pleased to invite you to the welcoming speeches and opening session of the workshop, and the final session of the workshop when a summary of discussions and results will be presented.

Annex G: Photos of ICDP Workshop

