Integrating conservation and development at the landscape scale in the lower Mekong countries: Vietnam

Workshop summary Quang Nam – Quang Tri - Hue
(Hoi An, Vietnam)

11-15 September 2006

Organized by WWF and CIFOR
(For further information contact Terry Sunderland: t.sunderland@cgiar.org)
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Copies of the all PowerPoint presentations can be obtained from Karah Wertz.
Objective of the workshop

Several conservation organisations (and the development assistance agencies that support them) are engaged in interventions with the twin goals of supporting environmental conservation and improving local livelihoods in the three countries of the Lower Mekong region. A newly launched three-year project that will be implemented by CIFOR with funding from the MacArthur Foundation, will be researching the synergies and trade-offs between conservation and development outcomes in three countries in the Lower Mekong (Vietnam, Cambodia, Laos). To launch this project, two inception workshops were held in Cambodia and Vietnam in September 2006; the first was held with partners from WWF and WCS Laos and Cambodia in Mondulkiri, Cambodia September 4-6, 2006. The second was held in Hoi An, Central Vietnam, 11th-15th September. The objective of the Hoi An meeting was to bring together people involved in these conservation and development initiatives in Vietnam to begin a process of learning lessons and testing innovative approaches to increase the impact of these interventions.

Workshop format

It was decided that the format of the workshop be kept informal to take into account the needs of the group and to accommodate serendipitous ideas and directions the interactions and presentations may generate. The schedule that was planned as on page one of this report. It was emphasised that this is a fluid experience- the agenda was by no means set in stone and participants were gathered to explore what is being done in Vietnam in terms of conservation and development projects and how there could be possible synergies between the project and the groups represented here.

Day one: 11 September 2006

Introduction

Presentation: Terry Sunderland, CIFOR Indonesia

“What is CIFOR?”

Before discussing the details of the MacArthur project and based on feedback from participants at the Cambodia workshop, an introduction was made to CIFOR to describe the institution and its work. The Center for International Forestry Research is one of One of 20 CGIAR centres. Its headquarters is in Bogor, Indonesia and regional offices in Brazil, Cameroon, and Zimbabwe and the centre works in more than 30 countries throughout the tropics. CIFOR currently employs 50 research staff and engages around 250 collaborators in partner organizations, the majority of whom are based in developing countries. The impact of CIFOR at the global and national level was presented as was the important role that capacity building plays in the research activities of the institution. The importance of “getting the message out” was also emphasised.
**Presentation: Terry Sunderland, CIFOR Indonesia**

An introduction to the project; “Losing less and winning more: building capacity to go beyond the trade-offs between conservation and development in the Lower Mekong” funded by the MacArthur Foundation. This is a three-year project that will run from 1st July 2006 to 30th June 2009. Essentially, it was hoped that by presenting the details and outcomes of the project, participants would be stimulated to collaborate with CIFOR in its implementation.

The overall objective of the project is “to enable organisations working on the ground in Cambodia, Lao PDR and Vietnam to achieve better biodiversity and human well-being outcomes of their projects”.

The main outputs/outcomes are planned to be

- Provision of visioning tools (STELLA) to optimize conservation and development outcomes of the landscape in the Lower Mekong with partner institutions
- Tracking conservation & development outcomes at the landscape level
- Testing of hypotheses regarding possible “win-win” scenarios in ICDP implementation for conservation and development outcomes in the Lower Mekong
- Capacity building of local personnel to implement more effective projects and programmes

**Presentation: Barney Long, WWF Greater Mekong**

“Management Of Strategic Areas for Integrated Conservation (MOSAIC): Implementing Landscape Conservation In Vietnam”

The Central Annamites are the priority landscape for WWF activities in Vietnam. The landscape, as WWF classifies it covers parts of 6 provinces and one city, stretching from Quang Tri to Gia Lai, and includes the Sekong basin in Laos. Most forest blocks are contiguous and remain connected. WWF is working the region from Quang Nam to Quang Tri

A recent biological assessment suggested that interventions in this landscape were a “critical” priority. It is reported that within the landscape, which also possesses the highest levels of endemism in a continental setting anywhere in the world. The majority of biota in the landscape can be considered “Endangered”, and many species are close to extinction. The biological diversity of the landscape is extraordinary. It provides habitat to the some of the last remaining Javan rhinoceros, contains over 25 species of primate and five newly described large mammals. This biological diversity is matched by cultural diversity; of the 52 ethnic groups in Vietnam, 40 are in the Annamite region and NTFPs play a central role in the economy of rural households.

The objectives of the MOSAIC initiative are:

- To establish direct conservation activities under a provincial plan for biodiversity conservation in the important forests of Quang Nam.
- To build the capacity of authorities and local communities to plan for and manage natural resources to benefit conservation and sustainable development.
They aim to achieve these objectives by:

- Capacity building through institutional strengthening
- Conservation education
- Community-based natural resource management
- Increased enforcement of existing legislation
- Focused research and protection of primates

**Presentation: Catherine Mackenzie, SNV**

Supporting Forestry Capacity Building in the North Central Agro-Ecological Zone (NCAEZ) (Nghe An, Quang Binh, Quang Tri and TT Hue)

SNV, the Dutch development organisation which is now quasi-independent, is 40 years old and has been active in Vietnam for the past 12 years. It is explicitly a capacity building organisation and gave up project implementation many years ago. Its headquarters are in Hanoi, with an office in Hue, and additional smaller offices throughout the country. SNV work mostly in northern Vietnam particularly in the support of building forestry capacity in the North-Central Agro-Ecological Zone (NCAEZ).

The NCAEZ has one of the highest rates of poverty (44%) in Vietnam (defined as individuals earning less than US$0.30 a day). There are high rates of forest destruction and persistent over-exploitation threatens natural resources and globally important biodiversity. The NCAEZ is area is prone to natural disasters (tropical storms and floods) and is characterized by limited capacity of local organizations for management and coordination.

The purpose of SNV’s programme in the NCAEZ, that will run for four years from 2006-2009, is that: “Provincial and District forestry organisations and communities in the NCAEZ implement integrated NRM for poverty alleviation, with special attention to women and ethnic minorities”.

This will be achieved through attaining the following objectives:

- Improved livelihoods of forest-dependent peoples;
- Sustainably managed forest landscapes that preserve biodiversity;
- Improved and sustainable economic activity in the forest sector in the NCAEZ;
- Strengthened capacity of NCAEZ provincial forestry organisations for forest management.

In synergy with other SNV initiatives in the region the project will implement the following intervention strategy:

- Practical and participatory methods
- Targeting of poor households
- Focus on capacity building, through intensive field activities + technical support + focused training
Commitment to TA provides for intensive contact with district partners and communities, and scope for scaling-up in districts

“Learning-by-doing” in each province

Sharing experiences in regional networks

Presentation: Duong Duy Khanh, BirdLife International

Due to very short notice for the meeting, Khanh did not have a PowerPoint prepared. In addition, he is a new staff member and is becoming acquainted with the organisation himself.

Khanh provided an introduction to Birdlife, elaborating their vision and mission. They have two main project sites; in Quang Tri and the Huong Hoa Reserve Area, where Birdlife is now establishing a management board. Both are within Important Bird Areas (IBAs).

Birdlife activities focus on capacity building and alternative income-generating livelihood-based activities: bee keeping, tree nurseries, rice production and sustainable management of NTFPs. They are also organising formal training for farmers, which is undertaken by Birdlife staff in collaboration with the government of Vietnam.

Group activity: threat assessment and visioning

Threat assessment

Following the presentations on the first day of the workshop, a threat assessment activity was undertaken with all the participants.

The threats identified as being of importance in the context of Vietnam NRM include:

- Conversion of natural forest to plantations for pulp and paper
- Road development
- Dams (in Quang Nam alone, 8 large and 31 small dams are planned or in progress)
- Increased urbanisation with many members of the rural population migrating to cities
- Illegal logging
- Illegal hunting/wildlife trade
- Mining (e.g. gold)
- Over-harvesting of NTFPs
- Institutional fragmentation
- Centralised planning (often out of touch with the local situation)
- Long term market uncertainty for some key natural resources (e.g. timber)
- Poor monitoring and lack of transparency
- Less than explicit links between research and planning

Visioning

Best and worst case scenarios
<table>
<thead>
<tr>
<th>Current</th>
<th>Best case scenario: 15 years</th>
<th>Worst case scenario: 15 years</th>
</tr>
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<tbody>
<tr>
<td>Forest cover, 40%</td>
<td>Natural forest remnants would remain similar, increased in quality in secondary</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>Plantations focused on bare, degraded land, natural forest areas stabilised</td>
<td></td>
</tr>
<tr>
<td>Saola &lt;100</td>
<td>Key populations of Central Truong Son biodiversity protected and increased</td>
<td>0</td>
</tr>
<tr>
<td>Doucs- 400 Red-shanked, 400 grey shanked</td>
<td>See above</td>
<td>0</td>
</tr>
<tr>
<td>Edwards Pheasants #?</td>
<td>See above</td>
<td>0</td>
</tr>
<tr>
<td>All 3 rivers have free-flowing tributaries</td>
<td>Dams- rational planning to minimise on ground impact</td>
<td>None are free-flowing</td>
</tr>
<tr>
<td>Livelihoods benefiting from NTFPs</td>
<td>Sustainable harvest of NTFPs leads to increased benefits for livelihoods</td>
<td>NTFP resource depletion</td>
</tr>
<tr>
<td>Non-cooperation between govt agencies</td>
<td>Improved cooperation between government agencies</td>
<td>Active conflict between agencies</td>
</tr>
<tr>
<td>Ongoing decentralisation</td>
<td>Decentralisation leads to responsible management decisions</td>
<td>Decentralisation is reversed</td>
</tr>
<tr>
<td>Lack of focus on rural poverty</td>
<td></td>
<td>Increased gap between rich and poor</td>
</tr>
<tr>
<td>Landscape is only just connected</td>
<td>Corridors maintained and improved</td>
<td>Highly fragmented</td>
</tr>
<tr>
<td>2 functioning protected areas</td>
<td>Protected areas secured</td>
<td>No functioning protected areas</td>
</tr>
<tr>
<td>Widespread uncontrolled mining</td>
<td>Mining banned in protected areas</td>
<td>Increased uncontrolled mining</td>
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**Discussion**

The overall view of the group is that the pessimistic scenario reflects the projected reality and seems highly likely. Vietnam is experiencing a period of significant economical growth and this will have an impact on NRM. However, it is not easy to predict the impact on the environment in the long-term but more certainty surrounds the impact of increased infrastructure such as dams etc.
**Presentation: Manuel Ruiz Perez**

“Conservation and Development trade-offs: Lessons learned and innovative approaches in the lower Mekong countries”

**Objectives**
- Review experiences of large scale conservation and development interventions in the Lower Mekong
- What works and what does not – under what circumstances?
- Discuss how to develop a typology of approaches
- Consider some approaches/tools for Vietnam landscapes
- Plan for two year study with follow up in each of the three countries
- Begin the process of developing some principles or guidelines

If we assume that conservation organisations have resources and competence to influence the future of large complex landscapes, then the challenge is, how do we set about doing this? How do we collect evidence to prove our impact?

The presentation ran through the range of different techniques that will be used in this project; historical change analysis, participatory mapping, tracking landscape performance and participatory modelling using STELLA.

Following the presentation a discussion took place where the various tools presented were discussed in more detail. A great deal of discussion focussed on the tracking outcomes activity, using the five natural capitals. Many of the participants felt that the exercise is rather subjective and should be based on actual data, if available. Concern was expressed about subjectively scoring indicators into a “vague scoring system”. It was further pointed out that once we began to look at specific indicators that they are often similar between sites thus making comparison less easy.

However, Manuel Ruiz-Perez stated that the scoring system allows you to compare very different types of data. The goal of this is not to make judgements but to measure how the intervention is changing the landscape which can then be used to balance the trade offs between good conservation outcomes and good development outcomes.

Considerable discussion centred on the issue of how “success” is measured as it could mean different things for different stakeholders. For example, an increase in the number of elephants in a landscape may be scored positively by a forest manager/conservationist but would be scored negatively by local farmers whose crops are being destroyed by a larger elephant population.

WWF is currently setting up a system of indicators but it is unclear how these will work on a larger scale. They have already been looking at indicators such as those highlighted in the presentation, but WWF thinks that these indicators are “oversimplified”. WWF suggested that perhaps at the local scale this could be helpful, but at the larger scale it doesn’t seem like it would be.

Following this discussion an historical analysis exercise was attempted, but was not that successful which could be due to the lack of available info in Vietnam.
**Day two**

12 September 2006

***Presentation: Tim Wong, IUCN Vietnam***

“Safeguarding biodiversity for poverty reduction project (SBPRP)”

In common with the CIFOR MacArthur project, IUCN have activities in Vietnam, Cambodia and Laos countries of the Lower Mekong. Tim began by describing IUCNs activities in Vietnam which include the following initiatives:

- Hung River: Integrated River Basin management to support Vietnam’s law on Water Resources
- Strengthening Voices for Better Choices: Facilitate and promote sustainable and equitable forest conservation and management in three continents including Hue Province in Vietnam
- Payments for Environmental Services: supporting WINROCK/USAID, work in Dong Nai watershed pilot biodiversity corridor

On a more regional basis IUCN is working on the following:

- SBPRP - a sub component of the above: dealing with PAs, co-management and poverty reduction.

The goal of the SBPRP is: “to make biodiversity conservation more equitable and pro-poor”. Funded by DfID of the UK Government the project is focussed on Lao PDR, Cambodia, Vietnam; there will be pilot demonstration sites in each country. The criteria for pilot sites are that they must be within the BCI corridor, and within the PA or buffer zone and there must be or have been existing or previous co-management arrangements with communities.

The project will work on assessing co-management by:

- Demonstrating and assessing effectiveness of co-management in achieving poverty reduction and sustainable use in PAs.
- Supporting the assumption that these outcomes will lead to long term improvements in biodiversity.

Project activities:

- Project will work with small number of communities (typically 2-4 in each country) all of which had previous or ongoing involvement in conservation or ‘co-management’ projects
• Integrated assessment and data-collection: Socioeconomic assessment, co-management review, policy and legal review, training needs assessment, identification of livelihood interventions

• Training in livelihood approaches and implementation of livelihood activities, village development fund, revision of co-management agreements, recommendations for the development of Phase II

Presentation: Terry Sunderland, CIFOR Indonesia
“Integrated Conservation and Development Projects (ICDPs): an overview”

Discussion
The discussion following the presentation centred around whether, if ICDPs are not the optimum approach in delivering conservation and development outcomes, then what approach will be most appropriate? One participant noted that the financial investment made in ICDPs has not been successful and that now time is running out for many species and ecosystems maybe the time has come to get back to well-managed preservation techniques; the “fortress conservation approach”. Although a highly unpopular approach, especially that the investment going into sustainable use programmes which aren’t working, would maybe be better spent arming guards and protecting species.

WWF suggested that at times the “fortress approach” to conservation was justified particularly for species that have very low encounter levels with people (e.g. some large mammals) and if we want to conserve these vulnerable species, total protection is often the only option. For example, one of the protected areas over the border in Laos is the last stronghold of the Javan rhino in the Mekong. The species is highly vulnerable and occupied a habitat of only 350km², surrounded by 100,000 people. The only means to conserve the remaining population is to make sure that reserve is not used at all. However, an opinion was expressed that if you want conservation, the rich world has to pay for it. There is no way that local people should bear the brunt of biodiversity conservation programmes.

The institutions represented at the workshop also have varying approaches to integrating conservation and development:

WWF tries to avoid development-oriented activities as they do not have the skills or the finances to do this. They feel that alternative livelihood development is the job of the Dept of Agriculture and other government service, not the NGOs. However, they do feel pressure from donors to include development-based activities into their field programmes and thus they do look at sustainable use of natural resources. However, in their experience, livelihoods can be assisted by removing external threats. Until the systems are closed, it isn’t possible to set up sustainable harvest schemes for local people.

IUCN has moved away from direct conservation. They used to be very species focussed. However, donor needs have changed, and IUCN has changed accordingly and place high value in poverty alleviation strategies to compliment biodiversity conservation.
SNV have been involved in major forest reserve management activities and believe that conservation and sustainable resource management are closely aligned.

Other views expressed during the discussion:

- Project success usually boils down to the individuals running the project
- A three-year project cycle is completely inadequate (hence perhaps examination of the longer term projects would yield more success stories)
- There is a need better project design and implementation
- Must have a spectrum of fortresses and sustainable use- not one-size fits all solution. Must apply strategies that are appropriate for the situation
- The income from the wildlife trade is tremendous. Alternative livelihood activities are not going to stop this. Demand is increasing
- Compromise: we need to have a fortress in these landscapes, but with varying degrees of use around the core
- People are not anti conservation at all. In many successful cases, the first step has been developing the sustainable use programmes and protection has come from that
- Have we lost the intrinsic value of nature?
- People won’t be happy with a just clinic- want the motor bike, the television, the outboard motor
- Basic data about sustainable harvest simply aren’t there, huge gap in the research and development which few donors want to fund e.g. duikers very few data regarding population and fecundity

Some geographical examples were also discussed:

**North America** example: big predators have come back not because of people moving out but because people aren’t killing them any more. Is it people in the landscape or behaviour of people in the landscape that causes the problem?

**Spain** example: huge wall all around, best forest in central Spain containing all the emblematic species, including the most vulnerable and endangered species. The fortress approach is putting a negative discount rate, allowing for investment now. Imposed for hundreds of years, but only now we are seeing the value. Who is paying the current price for that? A small part of the current generation. Who is going to pay? Now we are making the poorest and least powerful people are paying. Now we have a fortress, now let’s make a mess of everything else.
**Congo** example: People here are negative, but it can be much much worse. In CAR—highest concentration of anti-poaching guards, but highest hunting pressure is actually inside the park. Here, fortresses are not working.

They have excellent law enforcement in southeast **Russia**, which is one of the key success stories for tigers. Not working in protected areas, but have well trained, well supplied officers in the wider ecosystem.

**Presentation: Marieke Sandker, CIFOR Cameroon**

“Scenario building to alleviate poverty in conservation landscapes”

In areas with extreme poverty and high biodiversity the challenge is to get achieve the optimum outcomes for both. The use of basic modelling as a visioning tool can help achieve this. Marieke illustrated this with some examples from Cameroon.

Modelling can:

- Examine relationships
- Reveal how conservation and development are related: synergies and trade-offs
- Explore plausible future scenarios and the potential impact of interventions

Pros of modelling:
- The model and the scenarios it presents can be a great communication tool
- It is relatively low-cost to develop and utilise
- Models force people to step back and see how everything is linked

Cons of the modelling
- The model can be very complex, putting off some field practitioners
- Model can become the objective instead of the means-to-an-end it is intended to be
- Can be heavily influenced by the views of those who build the model: objectivity should be encouraged

Landscape models can be used as a scientific tool and can be quite powerful. For example, it is possible to include standard deviations, random variables etc. But they can also be used to simply generate discussion. The STELLA software is very user-friendly and the programme can be learnt within a week.

**Discussion**

A few were participants were sceptical about the use of such models for landscape planning and management and one commented that “it is dangerous in its seductiveness”. Another does not think it will be accurate enough to be useful to many field technicians and practitioners. However, in general, the group saw the value of landscape modelling as a planning tool and were interested in a model being developed for a site in Vietnam. The creation of such a model was begun during the last days of the workshop and is discussed in more detail below.
Presentation: Manuel Ruiz Perez

Summary of the discussion/direction for the project in Vietnam.

The CIFOR research project will have three complementary components

- Regional typologies of ICDPs
- Scenario-based models
- Outcomes assessment and other outputs

± 15 sites (on-going projects and evaluation of ex/post projects):

Selection of projects: (i) sites that reflect landscape variability, (ii) varying degrees of pressure, and (iii) where projects are/were working.

Data collection: key informants, project personnel and other key informants, project and grey literature

Possible collaborating projects in Vietnam (discussed during this workshop):

Central Highlands
- Yok Don NP UNDP/GEF, ended 2004
- Chu Yang Sin NP (Birdlife, 2006) Central Ammanites
- Central Ammanites
- Quang Nam Province (Phong Dien and Song Thanh Nature Reserves)
- Thua Thien Hue Province (Green corridor – WWF)
- Pu Mat Nature Reserve (EC, 2001-?)
- Vu Quang Nature Reserve (WWF, ended 2000)
- Ba Be Nat NP / Nha Kang NR (UNDP/GEF)

Need to know the following:
- Who is working there?
- Type of ecosystem
- Project status
- Project focus
- Size of area
- Amount of information available
- Pressures and threats
- Other information to judge site suitability

In-depth quantitative analysis of three sites using STELLA

This spatially explicit component of the project will allow comparison between sites but will also be specific enough to address landscape-level issues. This component has high data requirements and maybe we will need to collect additional data at the sites to fill gaps. Use of the model as a monitoring tool complimented by scenario building. Possible sites include:

- Mondulkiri, Cambodia
- Central Ammanites, Vietnam
- Xe Kong Basin, Laos
What drives successes and causes failures in landscape/project management?

Proposed hypotheses
1. Mission driven vs outsourced consultancy driven: mission driven more successful
2. Achieving a shared vision among multiple stakeholders is a key element of success
3. Community organisation and leadership is a key element
4. Enabling legislative framework and governance are critical
5. Absolute level of poverty: if people are poor they will over-exploit the resources
6. Long term commitment vs. short term opportunity costs of biodiversity
7. Economic value
8. Sites with limited land use intensification potential
9. Sites with long term commitment are more successful than short
10. Budget size and dynamics
11. Nationally vs internationally driven
12. Sites with higher intrinsic biodiversity value- state of degradation
13. Population density
14. Complexity of the implementation agencies involved (international vs. regional vs. local, numbers of each)
15. Management fitness for the task (education, experience, etc)
16. Regional socioeconomic context

± 30-60 variables (15 interventions, 7 context, 6 outcomes):
“Input” variables
(i) General context: historical, socio-economic, environmental (status and trends, also for other variables), policy legislation,
(ii) Local context (community), local level conflict,
(iii) Project characterisation: formulation, implementation, staff capacity

These hypotheses and variable are being further elaborated and will be made available in the project inception report.

Modeling exercise STELLA Vietnam (13-14 september 2006, Hoi An)

Participating in the exercise were Barney Long (WWF Vietnam), Ben Vickers (SNV Vietnam), Luke Preece and Marieke Sandker (both CIFOR) and was initiated with a discussion on:

Which landscape to model and who works there? Quang Tri province where WWF, some small development NGO’s (building schools etc.) and the government are active

What do we want to use the model for? For planning of own activities, for discussion and influencing decisions on the national level (province or district government officials) and government steering commit like the FSSP, a forestry sector co-ordinating body of government and NGO representatives
Scenarios which will be shown with the model

1. Community forest scenario: in 2010, the government will increase the area of community forest from 300ha to 30,000ha and in 2015 the communities will have a management plan for their forest. The area will be taken from forest which is currently classified as CPC (of whom nobody feels ownership and which is converted into plantations rapidly and where animals are hunted unrestrictedly). The conversion into community forest is expected to result in the prevention of conversion into plantation forest and lower hunting pressure.

2. Increased law enforcement scenario: in 2010 the government will increase its budget for anti-poaching from (an estimated) $13,000 to $50,000 and WWF will finish training the government rangers to remove snares and enforce the law for poachers. The effect is to be expected to prevent certain target species from extinction (like Saola and Douc) under the condition that the forest is not too much fragmented (that there is not too much infrastructure).

3. Natural forest area scenario: in 2010, the government will effectively map the zone of the protected area and sanction any conversion from natural forest inside the protected area in plantation forest. Besides, in 2010, the government will stop the subsidies given for acacia plantations. The effect is expected to be positive for both conservation and development since the natural forest cover will disappear less and less people will make debts with the acacia plantations (since the incentive for these plantations is not market driven but subsidy driven).

4. Increased infrastructure scenario: the number of roads will increase from about 1000km to 1500km in 20 years time, mining will increase from about 5,000 people employed in (il)legal mining to 20,000 people. The number of dams is not expected to increase since according to Barney the demand for electricity is over-estimated. The effect is expected to be negative for conservation and not too positive for development either. Conservation: forests are fragmented, high deforestation rates, high hunting and over-harvesting and increased production expected to affect above all the fish populations in the downstream. Development: infrastructure increases are not expected to contribute to development since they are not needed for economic activities (the main cities in the province are already connected by a road) but above all a means to “wash money”, the increase of illegal hunting and over-harvesting of timber and NTFPs by outsiders could affect the communities income and the mining could affect their health.

Next steps

Project activities and concept note completion (including workplan, hypotheses, variables etc.), need to circulate to partners
Inception report (by mid-January)
Vietnam workshop (mid September)
MacArthur donor workshop (late September)
Luke Preece to apply for scholarship (Oct)
Possibly LP travel to Cambodia to be based there (Jan/Feb 2007)
BC (and possibly TS) to travel to Laos for NAFRI meetings (Feb-Mar 2007)
Hire 3 people (1 in each country) staggered over first two years
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