



**CREATING PROTECTED AREAS FOR RESOURCE
CONSERVATION USING LANDSCAPE ECOLOGY**

VIETNAM PARC PROJECT – VIE/95/G31&031

COMMUNICATION STRATEGY AND ACTION PLAN

DRAFT REPORT

IUCN - THE WORLD CONSERVATION UNION

for

**FOREST PROTECTION DEPARTMENT (FPD)
MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (MARD)
HANOI, VIETNAM**

**UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
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The communication team, consisting of Frits Hesselink and Dinh Thi Minh Thu, greatly appreciated the ready willingness of a range of stakeholders at the international level, the national level and the PARC project sites, to impart the information needed for this communication strategy and action plan and to engage in discussion and provide valuable advice and feedback. Some very good beginnings of communication and awareness activities were noticed, especially with regard to community development and involvement of local actors in the project. In general the team found that the project has produced results worth to be shared with a much wider range of audiences than so far reached. This report concentrates on how to provide a strategic framework for mainstreaming the PARC lessons learned into the relevant sectors and aims to show the way how to achieve this.

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Hanoi, December 2002

Communication strategy and action plan for the PARC Project

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Foreword

Protected area management deals with change. Changes in biodiversity, in land use, in socio-economic context, in legislation, in financing and supporting systems. One could argue that the essence of protected area management, is managing change. One of the important instruments for change management is communication. To reach out to the various stakeholders involved. To mainstream the conservation issues. And to prove the benefits of joint planning of both conservation and development into decision making at various levels.

PARC so far produced many valuable lessons learned, but – apart from the local stakeholders at the sites - did not communicate them adequately to the relevant external audiences. In this strategy and action plan, IUCN offers ideas how to mainstream the landscape approach into the daily practice of other protected area managers in Vietnam and of policymakers at various levels. At the same time the strategy addresses the rather weak policy impacts and not so strong image of PARC among the international aid community and mainstream lessons learned towards addressing these issues. The strategy aims at concrete results. To produce these results would need professional input at this stage of the project and a major investment. The unique features of PARC and the project partners deserve much wider and deeper impacts.

Nguyen Minh Thong
IUCN Vietnam Country Representative

Communication strategy and action plan for the PARC Project

1. INTRODUCTION

Background of the PARC Project

The Protected Area for Resource Conservation (PARC) project was initially conceived in 1995 to develop an innovative approach to protect Vietnam's protected areas, integrating the long term sustainable development of buffer zones with the improved protection of three protected areas. The three areas in Ba Be, Na Hang and Yok Don are recognized as of national and global importance as they protect highly threatened habitats and species. The goal of PARC is *“to provide for effective biodiversity conservation in Vietnam's anthropogenically impacted and fragmented habitats, through application of a landscape ecology approach to protected area management at the Yok Don National Park and the Ba Be National Park/Nahang Nature Reserve complex”*.

The objectives and programs

The projects addresses two immediate objectives: (a) improving the operations capacity at the two sites in order to efficiently manage and maintain the respective protected areas; and (b) reducing the external threats to biodiversity, through integrating conservation and development objectives and activities at the local level. The project has produced and is producing various concrete outputs, models and lessons learned in four programmes:

- conservation management
- environmental education and eco-tourism
- community development
- land use planning and forestry.

A model for protected area management in Vietnam

The project is carrying out field tests for these new conservation strategies and methods at the two sites that will have important implications for future expansion of the project to other sites. The ultimate objective of the project will be to develop a protected area conservation strategy based upon local resource conservation that can be implemented at other locations in Vietnam. This implies a challenge to communicate effectively the lessons learned to relevant audiences at various levels. The project document however does not foresee in any communication and knowledge management activities to make this ambition true.

The need for communication

The project is now on its half way when a number of valuable lessons have been learned, some successful models have been developed, valuable findings and suggestions on policy development. The expected impacts and objectives of the project will be achieved only if these lessons, models, findings and policy recommendations should be wisely distributed and fed to the appropriate management and policy levels. Although currently the project has a simple web page, the communication issue has been identified by all project partners as a weakness of the project implementation. The recent Mid Term Evaluation Team also realized that one weakness of the project is the absence of mechanisms to direct findings and recommendations of the large number of consultant reports generated into the management process at district, provincial and national levels. The project has recently decided firstly to develop the project communication strategy and action plan.

Terms of Reference

The Communication team is asked to consult with the National Project Office, with the Forest Protection Department – the Governmental management agency of Protected areas in Vietnam and also the executing agency of the PARC project, UNDP – one of the project Donors, and other relevant individuals/projects or organizations including relevant publishers in Hanoi if necessary to identify the issues and communication needs, initial ideas on and get required data for the project communication strategy/action plan.

To travel to Ba Be and Na Hang – two project sites (4 days including travel days) in the North and possibly to Yok Don – the project site in the South of Vietnam (if meeting with them cannot be arranged in Hanoi on the 6 Dec. following the national workshop on Ops) to identify issues and communication needs and maybe consult with them preliminary ideas about the project communication strategy.

To prepare the draft strategy and action plan with clear steps from now until the project completion (end 2003), products and break-down budget for its implementation. To present this draft strategy and action plan at a meeting gathering all project partners at projects sites, project sub-contractor – Scott Wilson from Ba Be/Na Hang and Yok Don, FDP, UNDP and IUCN in Hanoi to get their comments and feedbacks. To finalise the draft Communication Strategy and Action Plan based on comments and suggestions from the meeting and to prepare a mission report.

Approach

In the initial briefing by the National Project Office the team was asked to concentrate not so much on internal communication and communication by the project to its direct audiences at the site level, but to concentrate on external communication of the lessons learned to the policy level and other protected area managers. Following the guidance of the ToR the Communication Team has interviewed a range of relevant stakeholders at the international and national level in Hanoi. It has visited the sites in Ba Be and Na Hang and interviewed and discussed communication issues with the PARC project staff, Provincial FPD and Protected Area managers of the three sites. At these sites the team

also interviewed local villagers beneficiaries of the PARC interventions and other villagers in the buffer zones not directly involved in the project.

The team also benefited from the opportunity to be present at the Operational Planning Workshop on 6 December in Hanoi to directly observe interaction between the project and the national policy level. Because of time restraints a trip to Yok Don was impossible, therefore the team met with the Director of the National Park and the PARC Executive Secretary of Yok Don after the workshop. Finally the team studied a range of relevant documents and reports produced by the PARC project, among them those on education and outreach. During its mission the team also came across first external communication activities, e.g. a video production on the PARC project in Na Hang by the Tuyen Quang Provincial TV and a draft brochure on PARC prepared by Scott Wilson. Ideas emerging for a strategy were tested in the following interviews. Based on the many valuable suggestions and feedback from PARC stakeholders, a final strategy was formulated.

This report

This mission report contains the findings and recommendations of the communication team during its mission and presents the PARC Project communication strategy and action plan.

Chapter 2 of the report provides the reader with the analysis of the communication issues in the PARC project and identifies the main audiences to mainstream the PARC lessons learned.

In Chapter 3 the communication strategy is described. It answers the question of how to raise the interest of various important target groups in PARC and how to let them internalise the main lessons learned and start thinking on how to integrate these findings into their daily management or policy practice.

In Chapter 4 the Action Plan is described. It answers the question of what steps have to be taken to realize the Strategy, the time frame and budget necessary to carry out these steps.

The Annexes contain the Terms of Reference, the work program of the team, the list of the people interviewed and a revised budget to ensure the desired effects with a more limited budget. This budget was prepared by the team at the request of the Project Supervisory Committee during the debriefing session on 18 December 2002.

2. ANALYSIS OF THE COMMUNICATION ISSUE

Introduction

In this chapter the project is looked at from the communication perspective. What is unique in the PARC project? What does 'landscape approach' mean for 'non-experts' (people in other ministries, people for whom the concept is new)? What is the role of communication. What are the main audiences? What do target groups know, feel and do about the PARC project?

Unique features

Studying the relevant documents and listening to the various stakeholders the communication team quickly realised that from a communications perspective, the project is unique for Vietnam because of several of its characteristics. PARC is:

- the largest integrated development and conservation project funded by UNDP in Vietnam
- the first nationally executed international project implemented by MARD
- the first project applying a landscape approach to biodiversity management in protected areas
- the first international project to manage trans-boundary biodiversity in one area (Yok Don) and adjacent buffer zones in the two other areas (Ba Be and Na Hang).
- a project managing unique biodiversity of global importance in remote and sensitive areas that are (partly) populated by minorities and are struggling with huge dilemmas between conservation and (regional) development.

Landscape approach for Protected Areas

PARC is the first project in Vietnam that introduces the landscape approach to protected area management. In this way PARC supports the three protected areas in linking conservation management in the core and rehabilitation zones with their respective wider socio-economic contexts, e.g. by addressing issues as more effective land use and resource planning in the villages in the buffer zones. Beyond this the project helps the protected areas to link their operational management of biodiversity with National Programs such as the "661 Reforestation Program", the "5 million ha Reforestation Program" and other programs. This synergy results in more efficient flows of budgets and more effective development and conservation investments. The communication team observed that most people involved had difficulty in explaining this unique feature in a few words.

Communication by PARC so far

The PARC project has produced a great number of reports. Some of these reports have mainly an internal function within the projects. Other reports contain not only high quality

information, but are of extreme importance to a range of audiences outside the PARC project. In many cases these reports are not translated in to Vietnamese and even in English they are not easily accessible for external audiences. The monitoring and evaluation activities of the PARC project so far have been directed more as an internal tool, than as an external communication opportunity.

The project has a web page, but its address is not known to external audiences. It contains basic information about the project, but is not regularly updated.

Internally the project has been very successful in communicating with local stakeholders and bridging the gap between the local communities and the protected areas at the three sites.

The investment in two different curriculum development for schools in the adjacent site areas is questionable and currently under review. A project as PARC should address young people and use schools as a channel, but PARC is not equipped for curriculum development. It is better to invest in outdoor activities, nature clubs, contests and campaigns or some posters for in the classrooms.

Project results so far

In communication the basic rule is: “*results first, communication afterwards!*” For the communication team it meant looking for results one really can communicate. Since its start in 1999 the PARC project has produced a range of visible results in the three sites and a range of results that are of importance beyond these sites. Most of these results are definitely worth communicating to a wider audience. For the sake of communication, the main results are grouped here under the categories of conservation and development.

Conservation results	Development results
<ul style="list-style-type: none"> • Basic PA infrastructure investments • Rehabilitation of substantive parts of various PA zones • Agreements for joint management with local villages of parts of PA • Biodiversity surveys in PA and adjacent zones • Preliminary & supplementary EIA Na Hang Dam • Training PA staff in biodiversity & monitoring • System for operational management planning in place • Resource use planning as a basis for operational planning PA • Cooperative management BaBe lake • Survey financial mechanisms for PA 	<ul style="list-style-type: none"> • System of joint local resource planning in place • Considerable change in attitude & practices of approx. 30.000 people • Various tailored models for reducing crops & hunting in various zones implemented • Various tailored income generation models linked with conservation implemented • Introduction of new agricultural species, methods & care • Strengthening ARDO extension • Integration PA activities with other programs

Protected Area Management

To be really effective protected area management has to deal with legislation, financial mechanisms, facilities and communication. The project has so far concentrated most on the first three, and only little on communication. One lesson learned should be that communication forms an integral part of project and management planning.



The role of communication

Communication deals with the following reality any manager faces daily:

<i>What is said or written,</i>	<i>is not necessarily heard or read</i>
<i>What is heard or read,</i>	<i>is not necessarily understood</i>
<i>What is understood,</i>	<i>is not necessarily agreed with</i>
<i>What is agreed with,</i>	<i>is not necessarily acted upon</i>
<i>What is acted upon,</i>	<i>is not necessarily repeated.</i>

Because communication in the PARC project has been insufficiently addressed, it is therefore understandable that although many results have been achieved and many reports have been produced, their findings did not necessarily reach the relevant audiences, let alone have been acted upon.

Target groups

On the basis of discussions with the NPO, the sub contractor and other PARC project stakeholders the following stakeholders were identified as target groups for communication:

- Management and staff of PARC sites
- FPD staffs and other PA managers
- MARD, MPI and other relevant ministries
- Local communities in the PARC sites
- Other local communities and the general public
- Donors and international aid organizations
- Universities
- Media

Perception is the only reality

Communication deals with perceptions. The communication team has been carefully listening to stakeholders and their perceptions of the PARC project, the various target groups and their current knowledge, attitudes and practices. In the following target group analysis the quotes (in italics) from the interviews illustrate the various perceptions the communication should deal with.

Analysis target group Management and staff of PARC sites

The PARC project has produced many results in the management of biodiversity in the three sites. Management and staffs are well aware of these results, they have a positive attitude towards the PARC philosophy, management approach and they integrate much of what they have learned from PARC in their daily practice. But there still is ample room for improvement. The following quotes from interviews illustrate what staff and management know, feel and do.

“The added value of the PARC project is that it brought us the necessary infrastructure for conservation management: ranger posts, motorbikes, computers, other tools; it also provided training for our staff and it introduced models for alternative and improved livelihoods for villagers who were dependent on the resources of the protected area before”

“Before PARC we focused mainly on land allocation, policing and enforcement, PARC helped us to work on a higher level: do planning, become more effective in management of conservation”

“Our staffs have no conservation background, most come from the army, so the PARC trainings really filled the gap”

“Rangers are more aware of the biodiversity values of the reserve, this contributes to the decrease of violations of the reserve”

“The rangers’ duty is to control natural resources, they still do very little about monitoring biodiversity”

“PARC has even difficulty in really connecting with the management of the Protected Areas they work in; PARC is working on operational planning, the director on investment planning, there is no communication”

“PARC needs a basic presentation on the project for internal audiences in the Protected Area, both staff and villagers”

The team concludes that management and staffs of PARC sites, who are not directly and daily involved in the PARC project have sufficient knowledge about the project and site specific findings, but other lessons learned, especially in the many reports are not sufficiently known. The attitude can be characterised as neutral to positive. So far PARC has impacts on various levels of management. But the question remains how serious some of the impact is and how sustainable.

Analysis target group FPD staff and other PA managers

During their annual meeting the Protected Area Managers present their work plans. Formal mention has been made of the PARC project in the plans of the project sites. This does not mean that other Protected Area Managers and FPD staff are fully aware of the PARC project, nor that they know and appreciate the different lessons learned. This target group was not interviewed, but the quotes from interviews with others show how their current knowledge, attitudes and practice are perceived.

“The PARC project and its achievements are not adequately known among decision makers in the National and Provincial Forestry Protection Departments, the PA managers of the project sites and other PA managers”

“FPD of Tuyen Quang and Bac Kan Provinces should organize a joint conference in Ba Be to harmonize their conservation and development policies in the adjacent buffer zones of the Ba Be National Park and the Na Hang Nature Reserve”

“20 November this year we celebrated 10 year Ba Be National Park, we invited 150 people among whom 6 protected area managers from the North; we also paid some attention to the PARC project, but of course much more is necessary: there are more than 100 protected area managers in Vietnam”

As stated above because of the limited time, the team did not interview representatives from FDP and PA managers, who are not directly involved in the PARC project. On the information provided by others, the team concludes that FPD staff and other PA managers have basic knowledge about the PARC project on the ‘formal’ level, but lessons learned are not sufficiently known. The attitude can be characterised most probably as neutral to positive. So far PARC has very little impact on the daily management practices of FPD staff and other PA managers.

Analysis target group MARD, MPI & other relevant ministries

The National Steering Committee consists of high ranking representatives of various key ministries. This Committee takes formal decisions regarding project progress. The Committee itself is not a guarantee that the relevant lessons learned from the PARC project reach the decision makers in these ministries.

The team noted that the workshop on operational planning was attended by high ranking representatives of MARD, MPI and other ministries. They engaged in a lively discussion in the morning during the general introduction of management planning. After lunch when practical implications of operational planning of the PARC sites was discussed, they had returned to their duties. In interviews with other stakeholders the following perceptions were noted:

“The frequency of the meetings of National Steering Committee has been less than foreseen”

“There exists a rather large distance between project achievements at the local level and concrete and feasible policy options at district, provincial and national level”

The team did not interview representatives from MARD, MPI or other ministries, but on the information of others it comes to the conclusion that MARD, MPI and other relevant ministries have basic knowledge of the PARC project on the ‘formal’ level, but lessons learned are not sufficiently known. The attitude can be characterised most probably as neutral. So far PARC has very little impact on the daily policy practices of MARD, MPI and other relevant ministries.

Analysis target group Local communities project sites

A rather large group of villagers in the three sites - estimated at about 30.000 in total – has participated in or directly benefited from joint planning activities, various kinds of training. They know the PARC project very well and feel very positive about it. For many villagers it meant a definite change in agricultural and other livelihood generating practices. The following quotes illustrate these findings.

“PARC helps us to raise the living standards of the villagers so that they can participate in conservation”

“the added value of the PARC project at our district level is the joint planning of land use, the introduction of new species, new knowledge”

“local people are more aware of the biodiversity values of the reserve, combined with increased livelihoods outside the core zone, this contributes to a significant decrease in illegal logging, grazing and hunting”

“we collected over 500 guns in Ba Be National Park in return for animals and food, it means that the local minority people are changing their practices”

“there is still little awareness of the global biodiversity values of the reserve, let alone that this protected area is not only important for Vietnam, but an heritage of the world community”

“Not all villages in the buffer zone are reached by PARC”

“Because of PARC we now are starting a cooperative for eco-tourism to prevent us from competing with each other and work at the same time together to manage the lake”

The team concludes that local communities in the project sites have fairly good knowledge of the PARC project, especially of its support to increase livelihoods. Small village libraries are operating and reading is stimulated by competitions. Their knowledge of conservation is estimated at rather low (conservation books are missing in the libraries). The PARC project has caused in the past three years an enormous change in the attitudes of villagers: from rather negative towards the Protected Area, via neutral towards positive. So far PARC has had an important impact on the practice of villagers: they have abandoned hunting, dynamite fishing, illegal grazing; they are using resources more

effectively and are practicing new methods of agriculture and animal husbandry. Some of these changes may be sustainable, some might not.

Analysis target group Other local communities and the general public

The project has so far not reached out towards other local communities and the general public in Vietnam. The project definitely has some approaches, models and lessons learned that are of interest to other local communities and the general public. So far they have do not know of the existence of the PARC project.

Analysis target group Donors and international aid org.

This target group is not directly involved in the PARC project, but can play a significant role in advocating the PARC projects results and lessons learned. It can also play a negative role when not or not properly informed. The latter seems to be the case. People interviewed had no direct knowledge about PARC, but had an opinion. The following quotes illustrate this.

“the PARC project has been a problem project right from its difficult birth”

“the bad image of PARC is a result of its price tag, combined by working in isolation: we have no idea what is going on, we hear great stuff, we hear of problems, so people talk and judge on hear-say”

“the donor community has a bad impression of the PARC project because of the dam issue, even though the forest will not be significantly affected and the habitat of the rare snub-nosed monkey will in fact be extended because of the resettlement of the villages in the core zone”

“the PARC project is only producing heaps of reports from foreign consultants”

“there is a lot of competition between foreign aid projects in conservation, this makes many reluctant to communicate, so they do all their studies and piloting in isolation”

“the PARC studies are very good I hear, but it is nearly impossible to get hold of them”

“a bureaucratic nightmare, too many decision making layers; a project too complex for the people here to implement”

“PARC is an innovative project introducing the landscape approach to Vietnam, you cannot expect immediate results as this is a long term approach”

This target group is not informed, has a neutral to negative attitude and has no possibility at the moment to integrate PARC lessons learned in its daily practice.

Analysis target group Universities with relevant departments

There has been contact with some universities who specialize in agro-forestry and who supplied staff to the project. But so far lessons learned in the PARC project did not systematically flow into the curricula of relevant departments of specialized universities. It is a fair assumption that these departments are in principle interested in the models, findings and lessons learned in the PARC project and that these institutions play an important role to mainstream the experiences with the landscape approach to protected area management into the professional education sector.

“PARC lessons should be translated into training syllabuses of departments of universities specialized in conservation management, agro-forestry and community development; they should be put on a bus and shown the models in the field”

Analysis target group Media

There has been little or no contact with the media. There is no media strategy, nor are there any information packages for the press in the PARC project. Recently in Na Hang the initiative was taken by the Provincial Director FPD to make a video in partnership with the Provincial TV on the PARC project in Na Hang in combination with the objective to document the parts of the PA which will be inundated. The video will be 45 minutes. Shooting is under way. There is not yet a script. It is not sure how many minutes will be broadcasted. The Yok Don National Park is negotiating with Da Nang VTV a film about the PARC project in Yok Don. In both Na Hang and Yok Don the media paid attention to the conflicts between conservation and development, resulting in a negative image for conservation according to the PA managers concerned.

“In our Park we had quite some media exposure, but unfortunately in a negative way about the problems we had with the elephant and the proposed highway”

Although a media survey was outside the scope of this mission, it is fair to say that the media have little knowledge about the PARC project. Given its unique features the PARC project in principle is news. This potential interest should be tapped into.

Summary target group analysis

In the matrix below a summary is presented of the current knowledge, attitude and practice of the main target groups.

Priority Audiences	Present knowledge	Present attitude	Present practice
Management and staff of PARC sites	Basic knowledge, lessons learned not sufficiently known	Positive to neutral	PARC has impact on various levels, but how long?
FPD and other PA managers	Basic knowledge on the 'formal' level	Positive to neutral	PARC has very little impact
MARD, MPI & other relevant ministries	Basic knowledge on the 'formal' level	Neutral	PARC has very little impact
Local communities project sites	Knowledge alternative livelihoods, little about conservation	Some appreciation of conservation	PARC has impact on various levels but how long?
Other local communities and the general public	No knowledge	Opinion guided by media reports	PARC has no impact
Universities with relevant departments	No knowledge	Potentially positive	PARC has no impact
Donors and international aid org.	Little or no knowledge	Neutral to negative (wrong image)	PARC has no impact
Media	No knowledge	Potentially interested (unique features of PARC = news)	PARC has no impact

Conclusions Target group analysis

- PARC achievements not known among a range of key audiences
- Black box between project results at site level and policy options at other levels
- Serious image problem in international aid community
- Without investment in visibility & appreciation, the project will not be perceived as a success, no next steps will be taken in the sites, in other protected areas or at the policy levels, no additional resources will be made available.

3. COMMUNICATION STRATEGY

Objectives for interventions to address the conclusions of the target group analysis

Based on the conclusions of the target group analysis one can formulate the following objectives for communication:

- PARC achievements known among a range of key audiences
- Link between project results at site level and policy options at other levels
- PARC image in international aid community improved
- PARC lessons learned are visible and appreciated in other protected areas and at the various policy levels
- Positive feedback provided to the sites to stimulate continuation and next steps

Communication objectives per target group

In the matrix below the communication objectives for each target group are listed, so that the communication interventions realize the general objectives stated above.

Priority Audiences	Desired knowledge	Desired attitude	Desired practice
Management and staff of PARC sites	Know important lessons learned	Proud of results, interest to apply lessons, ready to take next steps	Landscape approach & biodiversity conservation integrated in work
FPD and other PA managers	Knowledge of importance PARC experience for PA management	Positive, interest in learning more about PARC	Discuss options for management
MARD, MPI & other relevant ministries	Knowledge of importance PARC experience for policy	Positive, interest in learning more about PARC	Discuss options for management
Local communities project sites	Knowledge alternative livelihoods & relation with conservation	Proud of results, ready for next steps	Continue to work in partnership with PA
Other local communities and the general public	Knowledge of basic benefits of PARC approach	Positive, interest in knowing more	Demand for PARC approach
Universities with relevant departments	Knowledge of lessons learned in PARC	Positive, interest in knowing more	Discuss options to integrate lessons in curriculum
Donors and international aid org.	Knowledge of main lessons learned in PARC	Neutral to positive, interest in knowing more	Discuss options to integrate lessons in funding policy & conservation projects

“Keep it simple”, a precondition for effective communication

Reports do not communicate. To reach the different target groups communication has to be tailored to each specific target group. Especially because of the innovative character of the landscape approach, much attention has to be paid to the fact that the expertise and information of the PARC project has to be presented to audiences who are new to the subject.

In the box below the difference between communication within the PARC project and communication with external audiences is illustrated. The draft brochures prepared so far by PARC (one general and one on biogas), are of good use in the villages and among other relations of the sites, but not for external audiences, as prioritised in the previous chapter.

The communication between two experts of the same discipline can be characterized as follows:

- *in general the content has a highly abstract character*
- *both parties like to pass on information on a theoretical level*
- *the information is only relevant to them if it is thorough*
- *a variety of details should demonstrate the validity of the information*
- *the main interest is in principles*
- *the only credible sources of information are other experts*

If a project aims to interest an audience that is not familiar with the project (that means they are non-experts), they have to realize that this audience does not share the jargon of the specific scientific discipline and the details of project achievements. In general the audience might not be interested at all in the beginning. So in communicating the project has to take into account the following:

- *the information has to be concrete*
- *it should be of immediate practical interest and benefit for your counterpart*
- *it should be concise to the extent that in your eyes it is superficial*
- *most appreciated is a general outline*
- *illustrate your information with events (‘stories’), to prove its validity*
- *the only reliable sources of information are family, friends and peers*

“Keep it personal”, a precondition for effective communication

Without relationship, no communication. The target groups are very different. They should be approached each in the most appropriate way. The most effective ways to interest the target groups to consider to take the information from the PARC project serious are face to face meetings, where relationships can be initiated or improved.

“Think big”, a precondition for effective communication in this particular case

To tackle the communication challenge which PARC faces at the moment, a small or low key intervention, will not have any effect. There are too many different audiences. For a

far too long period there has been almost no external communication. On the basis of mostly unfounded hear-say a negative image has emerged. A huge project such as PARC can in general not do without a major communication component. It is high time now to repair the absence of this component so far. Communication at this late stage will be only effective if a major and professional investment is made.

Focus and perceptions and USP (unique selling points of PARC)

People do not change knowledge, attitudes and practices overnight. The communication should focus on what a specific target group already knows, feels and does and add tailored messages. It is impossible to communicate all the complexities, details and experiences. The communication should focus on the unique features of PARC (see chapter 2).

Use press and existing networks and structures

The unique features (see chapter 2) of the project in itself are in principle ‘news’ for the press. The presence of the press can in some situations also mean an extra attraction to participate. Exposure in the press of interventions by high level decision makers is often valued by them. For reasons of costs and efficiency it is also advisable to use as much as possible existing structures and networks for communication.

Integrate second lessons learned mission

A second lessons learned mission is planned. It would be wise to integrate this mission into the communication strategy and use the events for the strategy as one of the opportunities for input into this mission. The report should be focussed on lessons learned for three major target groups: the protect area managers so far not involved in the PARC project, policy makers at various levels and donors. The report should be published in a separate version for each target group and accompanied by a brochure for high level decision makers in the three target groups, who do not have time to read reports. In the after care period the report and brochure should be distributed to the various audiences targeted in the campaign.

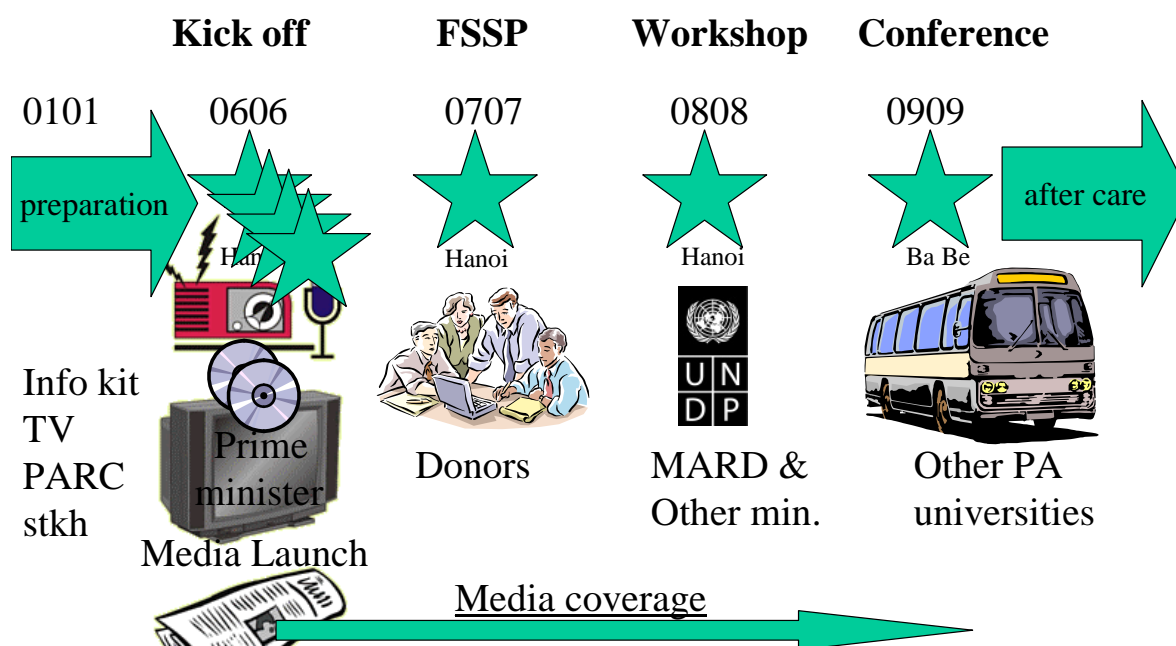
Strategic principles and elements

- “Think big”, but simple & personal
- Go for top quality and maximum impact of a campaign
- Underpin events in the campaign with (reusable) info kit
- Focus on perceptions target groups and USP PARC
- Use press, existing networks & structures
- Integrate Lessons learned mission in strategy (focus on policy, PA managers, donors)

A '4 event' Campaign

To reach all the target groups in the short time frame which is left, the team proposes a 'four event' campaign. In each event a different key audience is targeted. The event itself is tailored to the communication needs to reach these target groups. The kick off of the campaign and all events are as much as possible covered by media attention of TV, newspapers and professional magazines. A high quality information kit underpins all the events. In the after care period several other activities are proposed which can be realized low budget to further distribute the information kit and disseminate the lessons learned of the PARC project. The graph below illustrates the framework of the campaign.

Four Event Campaign



Kick off

There are various reasons to start the campaign on or around 5 June 2003. That day is World Environment Day. The kick off may benefit from the attention for environment at that moment in the press and at high levels of government. PARC can present it self as a case of good environmental practice. It also makes it possible to have time within the project period for other campaign events and after care.

The day before, on World Environment Day or the day after, the first copy of the PARC Information kit is presented by the Minister of MARD and the UNDP Country Representative to the Prime Minister of Vietnam. At the event – at an appropriate location in Hanoi - are present representatives of the different stakeholders of the three project

sites: e.g. beneficiaries from local communities, extension workers, chairman of the people's committee of a district, the director of the protected area.

The Prime Minister is shown a ten minute film on the PARC project. Short speeches by the Minister of MARD and the UNDP Country Representative illustrate the importance of the landscape approach and the integration of environment and development. The Prime Minister addresses the audience and praises the efforts of the site managers and especially of the local communities in the PARC project and urges them to continue the efforts.

After the Prime Minister leaves, the event continues as the representatives of the project sites exchange lessons learned and formulate messages for the future in presentations and working groups. The press covers the event. The NPO through MARD has made an Memorandum of Understanding with VTV to broadcast parts of the event and the ten minute PARC film the same evening. During a press conference at the end of the day the unique features of PARC are highlighted and the press has the opportunity to interview project workers, protected area staff, project beneficiaries and donors.

At the same time a similar event is taking place in the capitals of Tuyen Quang, Bac Kan and Dak Lak provinces where representatives and beneficiaries of the PARC project present the first copy of the PARC information kit to the Chairman of the People's Committee of the Province, the 10 minute film is shown, a press conference is held and arrangements have been made with the provincial TV to broadcast the event and the PARC film on TV that same night.

Forest Sector Support Program (FSSP)

A month later a full meeting of the FSSP is devoted to present the PARC project to the donor community and invited international aid and conservation organizations. The meeting is arranged through FPD in consultation with the FSSP Secretariat in MARD either during the FSSP Steering Committee, the TEC or the Donor Group. After a short overview of the project by FPD and NPO, the ten minute film is shown and all participants receive a copy of the PARC information kit. On request participants can receive more copies for distribution in their organization or constituency.

The key note on the PARC project is presented at this occasion by the Sub Contractor Scott Wilson. The focus of this presentation are the lessons learned from the PARC project for the forestry programs in Vietnam and the implications for international funding. The project managers of the sites are present to illustrate local details and answer questions. A substantial part of the meeting is reserved for questions and discussion. Press from the professional magazines on forestry and development cooperation are present and at the end of the meeting interviews can be given by representatives of the PARC project. UNDP press relations division supports this event with its media expertise.

Workshop for Ministers

Again a month later the Country Representative of UNDP and the Minister of MARD invite Ministers or Vice Ministers from other Ministries to a high level workshop on the implications of the Landscape approach for policy planning in Vietnam. Ministries invited are e.g. Ministry of Investment and Planning, Ministry of Finance, Ministry of Natural

Resources and Environment. With the invitation letter a copy of the PARC Information kit is sent, to give an indication in advance of the contents of the project.

The half day workshop starts with a welcome by the MARD Minister and the UNDP Country Representative, the Chairman of the PARC Steering Committee outlines shortly the PARC projects and shows the 10 minute PARC film. The Director of the NPO summarizes the links between landscape planning and policy making at various levels and sectors. As an example of these links a summary is given of the FSSP meeting. The Minister of MARD invites his colleagues for questions, comments and discussion. At the end of the workshop the Minister of MARD and the UNDP Country representative summarize conclusions and explore whether more information kits should be send to departments in various ministries.

Ba Be Conference

Again a month later FPD organizes a conference in Ba Be National Park for FPD staff from various levels, other protected area managers and representatives of universities with PARC related training or higher education (e.g. forestry, agro-forestry, conservation). The costs of travel and stay of the participants are covered by PARC. The participants arrive in the evening and are welcomed by the Director FPD and the Director of the National Park Ba Be during a special dinner. All participants receive the PARC information kit. On request they can receive extra copies for their colleagues at home.

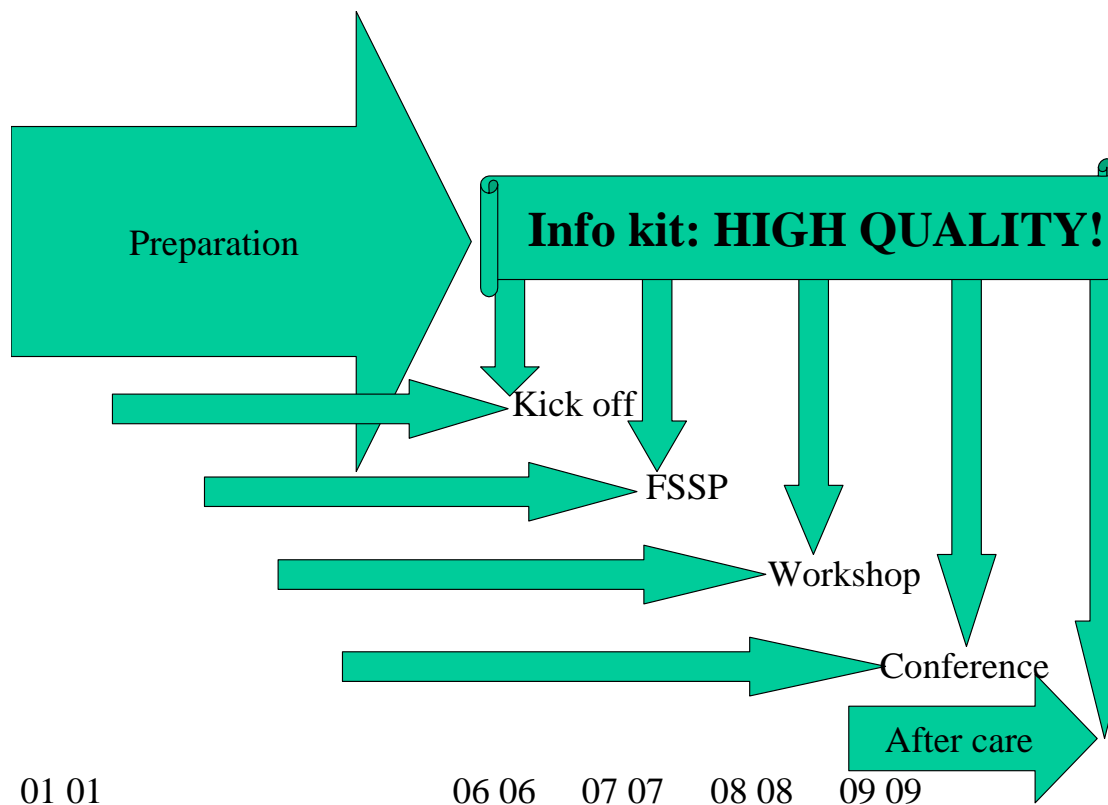
The next day the 100 – 120 participants gather in the Ba Be Information Centre. The PARC film is shown and representatives of the three project sites give presentations on the various implications of the lessons learned from the PARC project for protected area management, resource planning and operational planning. There are question and answer sessions. In the afternoon participants visit in groups of ten the various models of the Ba Be project site and engage in informal discussion with each other, the PARC project staff and local beneficiaries. In the evening the three films of the three PARC sites are shown before dinner. The second day is devoted to working groups on operational planning and is ended with a plenary where conclusions are drawn. After lunch the participants return to their various destinations.

The PARC information kit

Subconsciously people expect from a multi million dollar project the highest quality communication products. This information kit should be of high quality as it has to be used at the various events and has to be made in an Vietnamese and an English language version (FSSP event, distribution by UNDP in its networks and by FPD during the World Park Congress). The information kit should further be high quality as it is the PARC project present to the Prime Minister at the kick off. The information kit should contain:

- | |
|---|
| <ul style="list-style-type: none">1 CD Rom with relevant information from the PARC expert reports1 CD Rom/DVD with 1 general PARC & 3 site specific videos1 general PARC brochure8 PARC fact sheets about major lessons learned3 posters from each site1 PARC notebook |
|---|

The graph below illustrates the role of the information kit during and after the campaign.



The CD Rom with PARC information

The valuable PARC information from the different experts and experiences should be made available on CD Rom. The CD Rom should be placed in a folded A3 with the same front as the folder of the information kit. Inside text on the PARC project, the contents of the CD Rom and how to use it. The information should be made available in different layers:

- Categories of information
- Titles of reports with indication of contents (max. three lines)
- Summaries of reports (max. three pages)
- Relevant chapters of reports and annexes

To make it user friendly the information could be organized as follows:

Operational management planning

Financial Mechanisms: Opportunities for additional financial resources for PA can be found in a new balance between budget lines for infrastructure and operations, tourism, eco-labeling and site level trust funds.

Summary (max. 3 pages, clickable key words)

Relevant chapters & annexes report

The general PARC film (video)

This 10 – 12 minute film is targeted at decision makers and other PA managers. It does not contain detailed information but is tailored to raise the interest of the target groups and their desire for more information. It highlights the essence of the landscape approach and the combination of development and conservation. It does so by showing visuals of concrete results, alternated with testimonials of local beneficiaries (e.g. a village headman, a village library keeper, a farmer) PA staff, provincial and national decision makers. The film has a strong emotional undertone, reinforced by the images and music. It should be made by specialists in advertising.

The site specific videos

These 20 – 30 minutes videos are targeted at the FPD staffs, PA staffs and local audiences of project sites. It highlights the lessons learned in each site in the process from conflicts between PA and villages to cooperation & joint management. It tells the stories of conflicts and offers visuals of concrete solutions, alternated with testimonials of local actors, local beneficiaries and PA staff. The films are site specific and can be used by the PA to raise awareness at district and provincial level or shown to tourists at the information center, if applicable. These films can be made at the same time as shooting goes on for the general PARC video.

The general PARC Brochure

This brochure captures the same approach as the general PARC video and is targeted to PA Directors, Provincial and local FPD Directors and policymakers. As they have little time to read, the brochure should be 8 pages, full color. The front page and back page should be the same as those of folder to produce a recognizable PARC house style. It should contain a minimum of written texts and a maximum of visuals, graphs and facts and figures.

Page 2 of the brochure e.g. could show landscape pictures demonstrating the land use and results resource planning accompanied by a short text on the essentials of the landscape approach and the unique features of the PARC project.

Page 3 – 5 could show the results in the sites of Ba Be, Na Hang and Yok Don, showing characteristic picture of the sites and the main results of the PARC project.

Page 6 – 7 could contain lessons learned for integrated planning, PA management & messages for the future.

8 PARC Fact sheets

The main features of the PARC should be elaborated in fact sheets. A-4 with one big photo (e.g. a protagonist at location) on each side combined with short text. Themes of the fact sheets could be: operational planning, resource planning, financial mechanisms, agro-forestry, lessons learned for PA managers, policy makers and donors on various issues of

combining conservation and development. The information should be presented, preferably by a journalist in the form of a short story & testimonials.

Three PARC posters, one of each site

The posters are meant to provide the PARC project with more visibility in Ministries, FPD offices throughout the country, universities, classrooms of project sites etc. The posters should be of a quality that they can compete with commercial posters such as those of Tiger beer. At the same time they should promote the respective PA.

The size should be A1, one big photo symbolizing the conservation essence of the site and the PARC approach of combining conservation with development, e.g.

- Ba Be lake, with boat filled with fruits and vegetables, steered by two ladies, pay off:
“increase our livelihoods, decrease threats to our lake and forest”
- Na Hang, lady in village library with monkey poster, pay off:
“increase our knowledge, decrease threats to nature”
- Yok Don farmers work land in front of forest, pay off:
“increase resource planning, decrease threats to our forest”

The concept and design of the posters will have to be worked out by the advertising agency in charge of the production of the information kit.

PARC notebook

As the information kit is used for events as workshops and conferences, it should contain a notebook. This should be like a regular notebook, but the cover and back are again the same as the cover and back of the PARC folder. In the middle some pages are inserts from reprints of brochure, fact sheets and posters. This notebook is meant to be used as a daily notebook by those who receive the info kit. This way the PARC project stays on top of their minds for a long period.

After care

With the Ba Be Conference the campaign with four intensive events ends. But the communication activities continue, be it more low key. NPO and the PARC project staff should focus on the following activities:

- The chairman of the National Steering Committee of the PARC project and director FPD will attend the World Parks Conference in Durban. He could give a poster presentation there, show the PARC video with English subtitles and distribute the PARC info kit among interested participants.
- Stimulate continuation of distribution of the information kit through the networks of MARD, FPD, NPO and UNDP and to show the PARC video during relevant internal meetings.
- Show the PARC video and the special site videos at meetings in villages, districts and provincial capitals.
- Distribute through the normal channels of MARD, NPO, FPD, UNDP and IUCN the lessons learned report together with a special brochure on lessons learned for policy level, protected area managers and for donors.

- Distribute the PARC information kit to the schools in the buffer zones of the sites: and make especially the posters available for all class rooms (approximately 3.000). They will be highly valued as classrooms have no decoration. The same is true for many houses in the villages. Extra posters could be printed for this last purpose.
- Organize one-day PARC Conferences in the universities of Hanoi, Da Nang and Ho Chi Minh City. They can be a follow-up of the Ba Be Conference. The PARC information kit can be further distributed through these conferences. The university staffs present in Ba Be can take a lead role in the organization of the conferences.

After care principles and elements

- Poster presentation during WPC Durban
- Continue distribution of the information kit
- Show PARC video in appropriate internal and external meetings
- Show PARC video at village, district and provincial meetings
- Distribute Lessons learned report and brochures
- Distribute the PARC posters to the schools in the buffer zones of the sites
- Organize conferences in universities

Risks

The strategy contains risks. The following risks are identified:

- No capacity to manage the relevant information of the reports into a user friendly format on CD Rom
- No credible senders and professional presentations during events
- No capacity to produce a high quality information kit (especially video and posters) and to approach media professionally
- No experience with working with private sector communication companies
- No capacity to organize the events
- No professional organization of events to attract high level attendance
- Loss of coherence and drive in the campaign
- Lack of time and decision making bottlenecks

Risk management

To manage these risks the action plan should provide the strategy with the following provisions:

- a 100% content manager responsible for contents of CD Rom
- external support to prepare power point presentations for speakers at events

- a bid between leading Vietnamese advertising agencies to produce the information kit (e.g. Galaxy, VAC, Venus Communication, all with offices in Hanoi, some have top ten international advertising partners such as Saatchi & Saatchi or Leo Burnett)
- external technical support to help brief and guide the advertising agency
- external technical support to oversee the strategic coherence on the execution of the campaign and to organize the events and after care
- cooperation and time should be made available from the various project partners to give input and take specific actions
- a flexible organization should coordinate the implementation.
- an adequate budget for implementation of the strategy (min. 250.000 US \$). It should be bear in mind that the decision on the budget later than by 10 January will cause increase of costs, if we want to keep the original timeframe.

4. ACTION PLAN

Introduction

In this chapter the strategy is looked at from the practical site. It describes who should do what to implement the strategy, it provides a first overall planning and a budget estimate.

Organization of the implementation of the strategy and action plan

The strategy and action plan should be implemented under the guidance of a Communication Steering Committee. This should ideally consist of the Director FPD, Director NPO, Subcontractor and a representative of UNDP/GEF. In the profiles below a draft description is given of the various roles, responsibilities and time investment of this Communication Steering Committee and the key actors for the implementation of the communication strategy and action plan. To ensure fast production, efficiency and coherence, the management and coordination of all activities should be contracted to one organization.

Proposed role, responsibility, time investment **Communication Steering Committee**

- approve final planning, roles & responsibilities, approve budget adjustments
- overall progress and implementation, make time available of actors action plan
- half a day each three months

Proposed role, responsibility, time investment **Director NPO**

- decide on contracts, scenario, planning & organization events
- check progress, make necessary contacts with high level audiences, MoU VTV
- 1 day a week for five months; after that ½ day each month

Proposed role, responsibility, time investment **Subcontractor**

- deciding contents CD Rom, testimonials & locations video, contents events
- content of information kit & events
- 1 day a week for 5 months; after that 2 days each month

Proposed role, responsibility, time investment **Content manager & web master**

- preparing content CR Rom PARC info, supervising translation
- tailoring info to each layer; making master CD Rom, put CD Rom on web page
- 5 months full time

Proposed role, responsibility, time investment **Private sector communications agency**

- producing high quality tools information kit
- tailoring attractive tools to audiences, timely delivery
- 5 months full time

Proposed role, responsibility, time investment **International advisor**

- advice on implementation strategy and work with agency, help desk for questions
- proper briefing agency, advice on selection, advice on scenario & final editing

- 35 days, 4 missions

Proposed role, responsibility, time investment **National coordinator**

- organization of events, coordination of activities, secretariat steering committee
- timely realisation of events, organization meetings & missions, correspondence
- 12 months full time

Proposed role, responsibility, time investment **UNDP Advocacy & Partnership Unit**

- Press relations
- Advice on invitations press, contacts with media, support with press release
- 2 days a month during 4 months

Proposed role, responsibility, time investment **Director FPD**

- Host of events, ambassador PARC to WPC, decides on names participants
- Invitations to events, presentations during events, poster presentation WPC
- Half a day each month

Proposed role, responsibility, time investment **Director PA of site & site manager**

- Advice on testimonials, locations, site participants launch and other events
- Logistical support to agency when filming at the site, presentation during events
- 3 days a month during 5 months

Planning

The implementation should take place in several phases and with different milestones. These phases and milestones are described below. Also a planning in the time is provided.

Phase 1 Detailed planning, briefing 3 Agencies for bidding and preparations

After the decision is taken to go ahead with the strategy and action plan and an adequate budget is made available, the international advisor - in cooperation with the national communication specialist - should prepare more detailed ToR for all the actors in the implementation of the strategy for approval by the Communication Steering Committee. He should also prepare a briefing for the advertising agency invited for the pitch and be present at the briefing meetings with these agencies.

During the same mission he should finalise with the Sub contractor and the Content manager the outline for the content management of the CD Rom with PARC reports (define categories, prepare title- profiles, select reports). This work should be prepared in advance by the content manager with a proposal for categories, profiles and reports. After the outline is decided upon, the content manager can start his work and assign translators where necessary.

The same group should also make a first outline for the fact sheets (themes, type of visuals, best examples) and the brochure. A image bank of visuals should be made ready by that time as part of the work of the content manager. Image bank and outline of the information kit tools have to be ready for the more detailed briefing of the agency that will be selected in the next phase.

Phase 2 Selection Agency and preparation contents

In this phase the three agencies present their proposal on how they will approach the assignment: their understanding of the PARC project, their idea for core messages and tone of voice, their artistic concept and their marketing concept for the information kit tools. They also will present their budget estimates. Further questions from the PARC interview panel will have to be answered agencies. On the basis of the three presentations the selection is made on the criteria: affinity with PA management, conservation and development issues, artistic concept, marketing concept and budget.

The international advisor will advise the PARC interview panel. After selection a more detailed briefing and logistical planning with the agency will take place. It will be carried out by the Sub contractor, the international advisor and the national communication specialist. Here the process of information gathering for the brochure, the videos, and other parts of the information kit will be further clarified and fine-tuned with the agency. The agency then can start work on a first design for the kit and a scenario for the video's.

Phase 3 Approval design & scenario & script videos, start organization events

In this phase the design of the kit and the scenario for the videos are presented by the agency. The international advisor will assist the interview panel with suggestions for improvement or fine-tuning of design and scenario. Once the scenario is approved the agency the international advisor, the national specialist and the sub contractor discuss the details of shooting on location with the agency.

After that the agency travels to the sites and starts shooting film and photo's. The national communication advisor starts working on the organization of the various events, preparing lists of potential participants, outline the invitation letter and booking appropriate venues.

Phase 4 Final editing videos and materials

In this phase the agency has produced a dummy of the information kit with draft texts and a rough cut version of the videos. The Director NPO, the Subcontractor, the international advisor and national communication specialist analyse the results and make proposals for improvements. A final draft version is approved by the Communication Steering Committee, after which the agency can produce the final version. During this mission the international advisor helps to finalise the details of the organization of the events (program and approach) and prepares some basic outlines for power presentations for use during the events.

Phase 5 Production Information toolkit and Execution events

In the first week of June the information kit is delivered by the agency at the appropriate addresses for delivery in Hanoi and at the sites. The events are organized with the full participation and support of the PARC project partners. The national communication specialist supports speakers with professional power point presentations, where required. UNDP assists the events with press and media relations expertise.

Phase 6 After care

In this phase the information kit is further distributed through the networks of the PARC project partners and the planned events are organized by the PARC partners with support of the national communication specialist.

Planning

Months	01	02	03	04	05	06	07	08	09	10	11	12
Phases/Activities												
1. Detailed planning & briefing 3 Agencies (*), start working on information management		*										
2. Selection Agency (*) and preparation contents			*									
3. Approval design, script videos (*), start organization events				*								
4. Final editing videos (*) and materials					*							
5. Production Information toolkit and Execution events												
6. After care												
Technical support Missions (**)		*	*	*	*							

Budget estimation

Quality Information kit (2.000 copies Vietnamese; 1.000 English)	Estimated Costs
Folder	4.000 US \$
CD Rom/DVD + covers	6.000 US \$
4 videos	25.000 US \$
Brochure	5.000 US \$
Posters (+ 4.000 extra)	8.000 US \$
Fact sheets	4.000 US \$
Notebook	5.000 US \$
Translation/subtitling	10.000 US \$
Total	80.000 US \$

Launch with internal/external impact	Estimated Costs
Hanoi (invitations, rent, travel, accomm.etc. 100 participants Hanoi & sites)	14.000 US \$
Tuyen Quang (idem)	8.000 US \$
Bac Kan (idem)	8.000 US \$
Dak Lak (idem)	8.000 US \$
Unforeseen	2.000 US \$
Total	40.000 US \$

Tailored FSSP event & workshop	Estimated Costs
FSSP (rent, catering, invitations)	2.500 US \$
Workshop	2.500 US \$
Total	5.000 US \$

Ba Be Conference, 120 PA managers & universities	Estimated Costs
Travel, DSA & accommodation participants	25.500 US \$
Local costs (organization, invitations, reception, dinner, rent equipment)	14.500 US \$
Total	40.000 US \$

After care	Estimated Costs
Lessons learned brochure Vietnamese	4.500 US \$
Lessons learned brochure English	4.500 US \$
3 University conferences	6.000 US \$
Total	15.000 US \$

Technical support	Estimated Costs
International Advisor 35 days	17.500 US \$
Travel & DSA (4 missions)	12.000 US \$
National advisor 12 months	15.000 US \$
Travel in Vietnam	2.000 US \$
Communication(telephone, fax, email, etc.) and stationery	5,000 US \$
Overhead	3.500 US \$
Total	55.000 US \$

Estimated total budget for implementing the campaign

Total Campaign	Estimated Costs
Info kit tools (agency)	80.000 US \$
Translation 30 reports/CDRom	15.000 US \$
Launch Hanoi, provinces	40.000 US \$
FSSP event	2.500 US \$
MARD UNDP Workshop	2.500 US \$
Ba Be Conference	40.000 US \$
After care	15.000 US \$
Technical support	55.000 US \$
Total	250.000 US \$

ANNEX I: TOR for the Mission

Development of PARC Communication Strategy and Action Plan 1 Dec. 19 Dec. 2002

Background:

The PARC project was initially conceived in 1995 to develop an innovative approach to protect Vietnam's protected areas. The concept proposed a novel mechanism to integrate the long-term sustainable development of buffer zones with the improved protection of three protected areas. The concept, for the Protected Area for Resource Conservation (PARC) project aims to develop innovative methods for protecting Vietnam's highly threatened species and habitats in Yok Don NP and Ba Be NP/Na Hang NR areas. The principle focus is integrating conservation with development in order to align the welfare aspirations and development strategies of local communities in the project sites with conservation goals. The project is carrying out field test new conservation strategies and methods at two separate sites that will have important implications for future expansion of the project to other sites. It is therefore required effective communication pathways and a contributing feedback process for lessons learned. The ultimate objective of this project will be to develop a protected area conservation strategy based upon local resource conservation that can be implemented at other locations in Vietnam. The output from this project, therefore, will be applicable for all conservation areas in Vietnam, even though the ways of achieving this will vary based upon local conditions. In order to achieve this, the project needs an appropriate communication strategy with a clear action plan followed by its effective implementation.

The project is now on its half way when a number of valuable lessons have been learned, some successful models have been developed, there are potential valuable findings and suggestions for policy development. The expected impacts and objectives of the project will be achieved only if these lessons, models, findings and policy recommendations be wisely distributed and fed to the appropriate management and policy levels. Although, currently the project has a simple web page, the communication issue has been identified by all project partners as a weakness of the project implementation. The recent Mid Term Evaluation Team also realized that one weakness of the project is the absence of mechanisms to direct findings and recommendations of the large number of consultant reports generated into the management process at district, provincial and national levels. The project has recently decided firstly to develop the project communication strategy and action plan.

Timing:

The assignment will take place during the period from 1 December to 19 December 2002.

Team Composition:

The study will be carried out by a team of an international communication Advisor (Dr. Frits Hesselink) and a national Communication Specialist (Ms. Dinh Thi Minh Thu, IUCN Communication Officer).

Duty Station:

The team will be based at the PARC National project Office, 23 Hang Tre street, Hanoi and IUCN Vietnam Office while possible short visits to Yok Don and Ba Be/Na Hang are anticipated.

Management, reporting and Coordination:

The Communication team will work in close consultation with Mr. Nguyen Huu Dung, PARC National Project Manger, and Ms. Nguyen Ngoc Ly, UNDP, Mr. Fernando Potess, PARC Programme Manager, and PA managers, PMU and PARC Project staff of Yok Don, Ba Be/Na Hang. The team will coordinate the work through the NPO and IUCN.

Duties and responsibilities:

The International Communication Advisor, The team leader will be solely responsible for the mission activities and outputs:

1. Finalise TOR and workplan with NPO
2. Prepare TOR for the Communication Officer
3. Read relevant project documents/reports;
4. Consult with National Project Office, with Forest Protection Department - the Governmental management agency of Protected areas in Vietnam and also the executing and implementing agency of the PARC Project, UNDP - one of project Donors, and other relevant individuals/projects or organizations including relevant publishers in Hanoi if necessary to identify the issues and communication needs, initial ideas on and get required data for the project communication strategy/action plan
5. Travel to Ba Be and Na Hang - two project sites (4 days including travel days) in the North and possibly to Yok Don - the project site in the South of Vietnam (if meeting with them can not be arranged in Hanoi on the 6 Dec. following the national workshop on OPs) to identify the issues and communication needs and maybe consult with them your preliminary ideas about the project communication strategy.
6. Prepare the draft strategy and action plan with clear steps from now until the project completion (end 2003), products and break-down budget for its implementation
7. Present this draft strategy and action plan at the meeting gathering all project partners at project sites, project sub-contractor - Scott Wilson from Ba Be/Na Hang and Yok Don, FPD, UNDP and IUCN in Hanoi to get their comments and feedbacks
8. Finalise the draft Communication Strategy and Action Plan based on comments and suggestions from the meeting
9. Prepare mission report

Expected Outputs

The following results are main outputs to be produced and submitted to IUCN and NPO within two weeks at the latest after the completion of the mission:

- The PARC communication strategy and clear action plan developed and agreed with project stakeholders
- A short mission report outlining issues, constraints and recommendations relating to project communication and the implementation of the developed communication strategy and action plan.

ANNEX II: TOR for IUCN National Communication Specialist

Main responsibilities

1. Assist International Communication Specialist in developing the communication strategy and action plan and drafting the mission report, especially with regard to the appropriate media and channels, the Vietnamese socio-cultural context, existing initiatives and networks, relevant policies and procedures
2. Arrange for appropriate and timely availability of relevant reports and other PARC project information for desk research by the International Communication Specialist
3. Identify appropriate key informants among stakeholders in the PARC project, who can provide the necessary information for developing the strategy and action plan
4. Arrange logistically the stakeholder consultations, including a visit to the project sites in Na Hang and Ba Be, to analyse and discuss the communication issues, needs and adequate interventions
5. Provide translation during consultations and presentations, if necessary
6. Participate actively in the final presentation of the strategy and action plan
7. Carry out individually specific tasks, on request of the International Communication Specialist, e.g. collection of relevant PARC project images, researching budget estimates of parts of the action plan, researching of target groups, media and publishers, and editing of the final strategy, action plan and mission report
8. Production and distribution of the final strategy, action plan and mission report
9. Provide logistic assistance to International Communication Specialist when required.

ANNEX III: Program Diary for Team

Date	Activity
Sun. 1 Dec	15:35: Arrival at Hanoi
Mon. 2	8:30 am: Meeting with Mr. Nguyen Minh Thong, IUCN Vietnam Country Representative and Ms. Nguyen Thi Yen, IUCN Programme Officer Team discussion at IUCN. 2:00-3:00 pm: Meeting with Dr. Nguyen Ba Thu, director of FPD. Reading documents at NPO.
Tue. 3	9:30-11:00 am: Meeting with Ms. Nguyen Minh Duc, VIR, MPI Reading documents at IUCN.
Wed. 4	8:30-9:30 am: Meeting with Mr. Nguyen Huu Dung, PARC Project Manager and Ms. Ha Thi Linh, PARC Technical Assistant 10:30-11:30 am: Meeting with John Fraser Stewart, Director of Asia Pacific Programs, FFI 2:30-5:00 pm: Meeting with Fernando Potess
Thur. 5	8:30-11:30 am: Management planning workshop at FPD 1:30-2:30 pm: Meeting with Mark Grilley, UNV Working at IUCN
Fri. 6	8:00-9:30 am: Meeting with Mr. Ngo Tien Dung, Yok Don NP director and Mr. Tran Trung Dung, PARC Yok Don Executive Secretary 9:45-10:45 am: Meeting with Fernando Potess, Mr. Tran Van Dien and Mark Grilley at Scott Wilson Hanoi. 11:00-12:30 pm: Meeting with Mrs. Nguyen Ngoc Ly at UNDP 1:30-2:30 pm: Meeting with Mr. Nguyen Van Cuong, PARC Project Director 3:00-4:00 pm: Meeting Ross Hughes, Forestry and Biodiversity Advisor, Royal Netherlands Embassy.
Sat. 7	8:30 am: Depart for Ba Be Reading documents at Ba Be
Sun. 8	8:00 am: Meeting with Mr. Nong The Dzien, Vice Director of Ba Be NP Field visits to: <ul style="list-style-type: none"> - Biogas model, Mrs. Vi Thi Bay household, Pac Nghe village - Village Forestry Club (VFC) model, Pac Nghe village - Bee keeping model, Mr. Be Thien Khanh household, Na Kieng village - Tourism model, Mr. Ha Sy Toan and Mr. Gia Dinh Huyen households, Pac Ngoi village.
Mon. 9	8:00-12:00 pm: Meeting with PARC staff: <ul style="list-style-type: none"> - Community development and Resource use planning: Mr. Do Tuan Khiem, Head of Community Extension - Lake management and monitoring system: Mr. Bui Huy Chien

Date	Activity
	<ul style="list-style-type: none"> - Environmental education: Ms. Nong Thi Thuy 1:00 pm: Travel to Na Hang
Tue. 10	<ul style="list-style-type: none"> 8:00-9:00: Meeting with Mr. Le Hong Binh, Vice director of Na Hang NR FPD 9:00-11:00 am: Meeting with PARC staff: <ul style="list-style-type: none"> - Conservation: Mr. Luong Toan - Community development and Resource use planning: Mr. Nguyen Bang Tuyen - Environmental education: Mr. Dang Minh Ha 11:00 am: Depart for Tuyen Quang. 3:00-4:30 pm: Meeting with Mr. Nguyen Phung Minh, Director of Tuyen Quang FPD and Mr. Nong Van Manh (Quang Manh), Tuyen Quang Television. 4:30 pm: Depart for Hanoi
Wed. 11	<ul style="list-style-type: none"> Preparing draft communication strategy. 2:00-3:00 pm: Meeting with Kishore Rao, Head of IUCN Regional Protected Areas Program
Thur. 12	Preparing draft communication strategy
Fri. 13	<ul style="list-style-type: none"> 8:00-9:00 am: Meeting with Mr. Hoang Tuan Dung, Senior Media Advisor, UNDP 9:15-10:00 am: Meeting with Mr. Do Xuan Dung, Dat Viet Advertising Company 11:00-12:30 pm: Meeting with Bettina Martin, Snub-nosed Monkey Conservation project 3:00-4:00 pm: Meeting with Eric Coull and Ms. Hoang Thi Minh Hong, WWF
Sat. 14	Preparing draft communication strategy and action plan
Sun. 15	Day off
Mon. 16	Preparing draft communication strategy and action plan
Tue. 17	<ul style="list-style-type: none"> Preparing draft communication strategy and action plan 3:00-4:00 pm: Meeting with Prof. Le Quy An, Chair, VACNE
Wed. 18	<ul style="list-style-type: none"> 8:30-11:00 am: Debriefing by the team 12:00 pm: Green lunch at UNDP; Frits Hesselink to present "Role of communication in conservation"
Thur. 19	<ul style="list-style-type: none"> am: Submit the mission report and communication strategy and action plan pm: Depart Hanoi

ANNEX IV: List of People and Organizations Consulted

PARC/FPD/MARD		
Mr. Nguyen Ba Thu	Director, FPD	T: 7335680; F: 7335685
Mr. Nguyen Van Cuong	Vice Director, FPD	T: 7335681; F: 7335685
Mr. Nguyen Huu Dung	PARC Director	T: 7335676; F: 8264512
Mr. Nguyen Phung Minh	Director, FPD Tuyen Quang	T: (027) 822629
Mr. Le Hong Binh	Vice Director, FPD Na Hang NR	T/F: (027) 864306
Mr. Fernando Potes	PARC Ba Be/Na Hang	T: (0281) 894027; F: (0281) 894011
Mr. Tran Van Dien	PARC Ba Be	T: (0281) 894027; F: (0281) 894011
Mr. Mark Grilley	UNV, PARC Ba Be	T: (0281) 894027; F: (0281) 894011
Mr. Do Tuan Khiem	PARC Ba Be	T: (0281) 894027; F: (0281) 894011
Mr. Bui Huy Chien	PARC Ba Be	T: (0281) 894027; F: (0281) 894011
Ms. Nong Thi Thuy	PARC Ba Be	T: (0281) 894027; F: (0281) 894011
Mr. Nong The Dien	Vice Director, Ba Be NP	T: (0281) 894027; F: (0281) 894011
Mr. Luong Toan	PARC Na Hang	T: (027) 864363; F: (027) 864369
Mr. Nguyen Bang Tuyen	PARC Na Hang	T: (027) 864363; F: (027) 864369
Mr. Dang Minh Ha	PARC Na Hang	T: (027) 864363; F: (027) 864369
Mr. Tran Trung Dung	PARC Yok Don	T: (050) 783056; F: (050)873057
Mr. Ngo Tien Dung	Director, Yok Don NP	
UNDP		
Mrs. Nguyen Ngoc Ly	UNDP Environment Section	T: 9421495 Ext 249; F: 9422267
Mr. Hoang Tuan Dung	UNDP Senior Media Advisor	T: 9421495 Ext 159; F: 9422267
INTERNATIONAL ORGANIZATIONS AND NGOS		
Mr. Nguyen Minh Thong	IUCN Vietnam Country Representative	T: 9330012; F:8258794
Dr. Kishore Rao	Head, IUCN Regional Protected Areas Program	T: 9330012; F:8258794
Mr. John W. Fraser Stewart	Director, Asia Pacific Programs, FFI	T: 9784470; F: 9784440
Mr. Mark Deters	Project Manager, FFI	T: 9784470; F: 9784440
Mr. Nguyen Hoang Long	Public Awareness Technical Assistant, FFI	T: 9784470; F: 9784440

Mr. Eric Coull	Representative, WWF Indochina Program	T: 7338387; F: 7338388
Ms. Hoang Thi Minh Hong	Communications Manager, WWF Indochina Program	T: 7338387; F: 7338388
MEDIA AND ADVERTISING AGENCIES		
Mr. Nong Van Manh	Tuyen Quang Television	M: 0912 012949
Ms. Nguyen Minh Duc	VIR, MPI	T: 8430970; F: 8435131
Mr. Do Xuan Dung	Dat Viet Advertising Company	T: 9422235; F: 9422237
OTHERS		
Mr. Ross Hughes	Advisor, Forestry and Biodiversity, Royal Netherlands Embassy	T: 8315650; F: 8315655
Ms. Bettina Martin	Snub-nosed Monkey Conservation Project	T: 7161389
Prof. Le Quy An	Chair, Vietnam Association for Conservation of Nature and Environment (VACNE)	T/F: 8222562

ANNEX V: Minimum required budget

To ensure the minimum required effect, the budget for the information kit, the workshop and FSSP event cannot be reduced. The launch can be reduced to only a launch in Hanoi. The number of participants at the Ba Be conference can be reduced. With some other reductions the conference can be organized for 34.000 US \$. In the after care the 1-day conferences can be left out. The budget for technical support had to be increased, as costs of telephone, fax, stationary etc. were forgotten in the first budget estimation. All in all the minimum required budget is 211.000 US \$

Condensed budget estimates

Total Campaign	Estimated Costs
Info kit tools (agency)	80.000 US \$
Translation reports/CDRom (3.000 pages)	15.000 US \$
Launch Hanoi	13.000 US \$
FSSP event	2.500 US \$
MARD UNDP Workshop	2.500 US \$
Ba Be Conference	34.000 US \$
After care	9.000 US \$
Technical support	55.000 US \$
Total	211.000 US \$

Detailed budget estimates

Quality Information kit (2.000 copies Vietnamese; 1.000 English)	Estimated Costs
Folder	4.000 US \$
CD Rom/DVD + covers	6.000 US \$
4 videos	25.000 US \$
Brochure	5.000 US \$
Posters (+ 4.000 extra)	8.000 US \$
Fact sheets	4.000 US \$
Notebook	5.000 US \$
Translation/subtitling	10.000 US \$
Total	80.000 US \$

Launch with internal/external impact	Estimated Costs
Hanoi (invitations, rent, travel, accomm.etc. 100 participants Hanoi & sites)	13.000 US \$
Total	13.000 US \$

Tailored FSSP event & workshop	Estimated Costs
FSSP (rent, catering, invitations)	2.500 US \$
Workshop	2.500 US \$
Total	5.000 US \$

Ba Be Conference, 100 PA managers & universities	Estimated Costs
Travel, DSA & accommodation participants	20.000 US \$
Local costs (organization, invitations, reception, dinner, rent equipment)	14.000 US \$
Total	34.000 US \$

After care	Estimated Costs
Lessons learned brochure Vietnamese	4.500 US \$
Lessons learned brochure English	4.500 US \$
Total	9.000 US \$

Technical support	Estimated Costs
International Advisor 35 days	17.500 US \$
Travel & DSA (4 missions)	12.000 US \$
National advisor 12 months	15.000 US \$
Travel in Vietnam	2.000 US \$
Fax, telephone, stationary	5.000 US \$
Overhead	3.500 US \$
Total	55.000 US \$