

MID TERM EVALUATION

MARCH 2009

FINAL REPORT

MAKING THE LINK: THE CONNECTION AND SUSTAINABLE MANAGEMENT OF KON KA KINH NATIONAL PARK AND KON CHU RANG NATURE RESERVE

PIMS 2091

**PREPARED FOR
UNDP VIETNAM**

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EXECUTIVE SUMMARY

Making the Link: The Connection and Sustainable Management of the Kon Ka Kinh National Park and the Kon Chu Rang Nature Reserve project is designed to contribute to the conservation of the globally significant Central Annamites Priority Landscape in Gia Lai Province. This area contains some of the most intact flora and fauna communities in Vietnam.

The 4 year project is to develop a foundation of support and management to maintain the biological integrity and connectivity of the Forest Complex, which includes the Tram Lap and Dakrong State Forest Enterprises (SFEs) (now Companies (SFCs)), as well as the existing protected areas, strengthening their sustainability, and mainstreaming biodiversity in the production landscapes.

The project is expecting to deliver results in three areas:

1. Strengthened institutional capacity of Gia Lai Forest Protection Department (FPD) in areas of forest management and protection, with specific emphasis on areas within and around the KKK NP and KCR NR
2. Increased awareness among local communities, key decision-makers, scientific community and donors to the unique conservation values of the project area, building long-term support for forest management and protection throughout the project area
3. Established conditions for sustainable forest management and forest management certification in Dakrong and Tram Lap SFEs, leading to the continued integrity of a forest corridor between KKK NP and KCR NR¹

It is being implemented by the Government of Vietnam (GOV) in partnership with the United Nations Development Programme (UNDP).

This report is the outcome of the mid-term evaluation of this project. It is structured to meet the requirements of UNDP and is intended to provide a forward looking perspective on the project at this midpoint in its implementation. The evaluation team focussed their independent findings and recommendations to support the project to reach its goals, and provide pointers for the final evaluation. These were presented to the key stakeholders at the conclusion of the mission.

This mid-term evaluation concludes that this bold and innovative biodiversity conservation project is achieving some satisfactory progress through increased participation of the local communities (Ba Na) in biodiversity conservation, by strengthening the institutional capacity of the provincial Forest Protection Department and through the progress made so far with the State Forest Companies towards sustainable forest management.

However there are some internal and external challenges to this project that impact on its effectiveness. Internal challenges include the limitation of the project design,

¹ TOR Mid Term Evaluation

budget constraints and their flow on impacts. The project design does not recognise the dependence of the Ba Na communities on the forest resources for food, income and general resource utilisation. These communities have a fundamental dependence on these benefits, and the project does not directly address their need for sustainable use. The community consultation mechanism created by the project to link communities with the protected areas provides a foundation for co management, and benefit sharing that could help address this challenge. The budget constraints have limited some of the project activities. Further the logistical challenges of a remote project area make for challenges in recruitment, internal project communication and building deeper connections between the various stakeholders.

The external challenges create a real threat to the achievement of the project. These challenges include the distinct possibility of the Green Corridor being dissected by the Ho Chi Minh Trail road and the associated impacts of infrastructure development opening up of the area for settlement and uncontrolled resource exploitation. The proper planning, designing (through the use of environmental impact assessments) and implementing of transportation infrastructure development to minimise impact on natural ecosystems, including watersheds, is critically important. Further the conservation of biological and cultural diversity is vital for the integrity and sustainability of the Green Corridor and the wider proposed protected area complex.

The lack of regulations and management mechanisms for the newly created State Forest Companies (SFC) mean that the goal of FSC certification is very challenging at this time. The certification process anticipates companies having independent decision making in a number of areas including marketing, management planning, tenure use rights and compliance with law. As the SFCs are in their infancy their modus operandi and their participation in the FSC process is unclear. The SFCs having clarity of their own regulations and management mechanisms would enable the SFCs to more clearly understand their responsibilities, including biodiversity conservation and sustainable development and consequently their engagement in the FSC process.

Alongside these challenges is the opportunity to achieve the Green Corridor through the evident political commitment and the successful capacity building of the government agencies in Gia Lai. Achieving the Green Corridor, with full stakeholder support must be the dedicated focus for the remainder of the project. The other key priority is ensuring the necessary funding is in place for continuity activities after the project is complete.

The evaluation process identified the potential to link this Green Corridor complex to a further protected area for management coherence. This larger area would help strengthen the ecological integrity of the protected areas, and the Green Corridor. It is suggested that within the second half of the project the feasibility of creating the further connection with the An Toan Nature Reserve in the adjoining Binh Dinh province is explored. This would create an even larger protected area complex that would provide significant further benefits for biodiversity. To do this the Gia Lai and Binh Dinh Provinces should establish a regulation for a larger trans provincial boundary protected area complex for the purpose of collaborative management of the three Special Use Forest sites: KKK NP, KCR NR, the Green Corridor and An Toan NR.

If this ambitious Green Corridor project succeeds it could be a model for strengthening institutional capacity in GOV forest management and protection,

building community awareness of biodiversity conservation, establishing co-management, and building the foundations for sustainable forest management through the FSC processes. To achieve this success, the serious external threat to the Green Corridor from the development of the Ho Chi Minh Trail must be mitigated as it jeopardises the sustainability of this project. The GOV should urgently prepare an EIA for the road, including the social impacts.

For the project to be successful this roading threat must be mitigated. The foundation for the sustainable management of the Green Corridor, connecting with Kon Ka Kinh National Park and Kon Chu Rang Nature Reserve has been put in place through the project. This investment in Gai Lai Province should be capitalised on by urgent implementation of the Green Corridor and its effective management for biodiversity conservation.

RECOMMENDATIONS

1. Larger protected area creation

See Map on page 6.

To find the budget from this project to undertake within the life of the project a feasibility study of the PA that includes KKK NP and KCR NR and proposed Green Corridor. This is required for presentation to PPC, and is an essential element of the case for establishing the Green Corridor.

KKK NP, KCR NR, Green Corridor and An Toan NR should be connected for management purposes and to enable the possibility of a declaration of a larger Man and the Biosphere Reserve in the future.

In the near future Gia Lai and Binh Dinh Provinces should establish a regulation for a larger trans provincial boundary protected area complex for the purpose of collaborative management of three Special Use Forest Sites: KKK, KCR, Green Corridor and An Toan NR to enhance the biological integrity and ensure management coherence of this larger protected area. Further this will enable the declaration of a larger Man and the Biosphere Reserve in the future.

Infrastructure, especially the road through Green Corridor, should be routed away from all boundaries of the larger protected area complex to enhance the biological integrity and ensure the management coherence of this larger protected area.

2. Capacity building

To implement further training building on the initial training activities in the second phase of the project e.g. GIS, biodiversity monitoring, community engagement skills, Ba Na forest protection units KCR NR management board should provide training for all KCR NR staff in environmental education when their staff resources are increased.

What	Who
GIS	KKK NP and KCR NR and SFCs
Biodiversity monitoring	KKK NP and KCR NR and SFCs
Community engagement - PRA	KKK NP and KCR NR, SFCs and CCG
Forest protection patrolling skills and monitoring all illegal logging, harvesting of NTFP and hunting	Ba Na communities FPU's linked to activities of KKK NP and KCR NR

3. Budget

The budget for the remainder of the project should be reviewed and monies reallocated from low priority activities to other priorities that are underfunded e.g. community education with villages, CCG meetings, development of co-management, training workshop for stakeholders and preliminary assessments of the function and roles of stakeholders in co management and preparation of the feasibility case to PPC to enable declaration of the Green Corridor.

That KKK NP and KCR NR co-ordinate their annual budget from PPC with the project activities e.g. environmental education programme, patrolling, biodiversity monitoring of permanent sample plots. And that PPC provide the budget to continue these activities after the project is completed.

4. Environmental education programme

Link awareness raising programmes of KKK NP and KCR NR (existing long term programme) with the environmental education programme of the project, and focus on women and the elders in the community-based programme and children in the school based programme.

Household and village decision makers are women and the elders, consequently they should be the focus in the community based programme, and possibly a wider age range of children in the school based programme.

The education and awareness raising materials should use pictures and paintings of the key protected biodiversity of this area to help reinforce the immediate connection to familiar and local biodiversity.

5. Road

GOV should urgently prepare an EIA for the road, including the social impacts of the road, as this major road through the proposed Green Corridor is a serious threat and will jeopardise the sustainability of this project.

The EIA should include the assumption that the impact on biodiversity of the road in the Green Corridor must be minimised, and consequently further major transportation infrastructure be re-routed around the Green Corridor utilising and upgrading the existing infrastructure. PPC and FPD should monitor the road building activities that may place the biodiversity under further pressure from the construction workers

illegally logging, harvesting NTFPs, and illegally hunting. Once the road is finished PPC should control the transportation route for the illegal logging, illegal harvesting of NTFPs, and illegal hunting, as well as control the agricultural and industrial rubber, coffee etc encroachments and associated settlement and its threat to biodiversity.

6. Co management

To find funding from this budget to undertake within the second half of the project initial activities in co-management e.g. training workshop for stakeholders and preliminary assessments of the function and roles of stakeholders in co management to deepen the approach outlined in the FRR report.

7. Sharing of information

That the Project actively shares information with other projects in the region e.g. the WWF/SDC Sustainable Forest Management project, the WWF Central Annamites Initiative, and the ADB Forests for Livelihoods project etc. That the other projects be invited to participate in mutual workshops and conferences to share information experiences and approaches.

Website

Up to date and all relevant project material should be uploaded to the website, www.kkkkcrproject.org urgently.

Learning workshop at completion

At the conclusion of the project UNDP and the GOV should host a learning workshop and the outcomes of the project be written up into a learning document and shared with key decision makers and protected area managers e.g. Management boards, provincial FPD, and PPC and protected area directors.

8. Staff retention

To increase staff retention for the remainder of the project the Steering Committee should provide for further capacity building for the skills required to implement the project e.g. stakeholder engagement training, and more appropriate employment conditions for staff in the PMU.

9. Project vehicles

At the conclusion of the project the vehicles purchased by the project should be retained in the province and UNDP should allocate to FPD, KKK NP, and KCR NR.

10. Following this project's completion

Following the April 2009 workshop PMU should propose to PPC that they support and provide interim funding for continuity activities after the project is completed e.g. CCG costs, biological monitoring, FPU's etc.

That PMU encourage KKK NP and KCR NR Management Boards to contact VCF in Central Vietnam. VCF will assist KKK NP and KCR NR Management Boards to prepare project proposals for continuity funding e.g. CCG costs, and continuation of biodiversity monitoring and patrolling in the interim. (VCF will determine whether the protected areas meet the necessary prerequisites for VCF funding.)

11. Follow on project

During the second half of this project a follow on project should be designed that builds on the foundations laid by this project for biodiversity conservation in the Green Corridor complex.

12. Post project completion

The Committee (as structured below) should guide the KKK NP- Corridor-KCR NR post project to ensure the continuation of the coordination that is required for effective management of the Green Corridor and its stakeholders.

For clarity the Committee should comprise a representative of the PPC, all relevant Provincial level departments and representatives of local key management stakeholders e.g. KKK NP and KCR NR and SFCs and any key staff of possible follow on projects.

13. FSC

TFT should continue to support the SFC in certification processes both during and when the project is concluded.

PPC and MARD should develop the regulations for the state forestry companies nationally providing a framework for SFC management mechanisms. This would enable companies such as Tram Lap and Dakrong to more clearly understand their roles and responsibilities for biodiversity conservation and sustainable development.

ACKNOWLEDGEMENTS

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Village Huya meeting in Nam Rong

LIST OF ACRONYMS

ADB	Asian Development Bank
BLI	BirdLife International
CBD	Convention on Biological Diversity
CCG	Community Consultative Group
CITES	Convention on International Trade in Endangered Species
DARD	Department of Agriculture and Rural Development
DONRE	Department of Natural Resources and Environment
DPI	Department of Planning and Investment
DOF	Department of Forestry
DOST	Department of Science and Technology
EIA	Environment Impact Assessment
EU	European Union
ENV	Education for Nature – Vietnam
FD	Forest Department
FRR	Forest Research
FPD	Forestry Protection Department
FPU	Forest Protection Unit
FSC	Forest Stewardship Council
GEF	Global Environment Facility
GIS	Geographic Information Systems
GOV	Government of Viet Nam
IUCN	International Union for the Conservation of Nature
KKK NP	Kon Ka Kinh National Park
KCR NR	Kon Chu Rang Nature Reserve
MAB	Man and the Biosphere
MARD	Ministry of Agriculture and Rural Development
METT	Management Effectiveness Tracking Tool for Protected Areas
MoFi	Ministry of Finance
MPI	Ministry of Planning and Investment
NEX	National Execution
NGO	Non-governmental Organization
NPD	National Project Director
NTFP	Non timber forest products
PA	Protected Areas
PMU	Project Management Unit
PO	Project Officer
PPC	Provincial Peoples Committee

PRA	Participatory Rural Appraisal
PSC	Project Steering Committee
SFC	State Forest Company
SFE	State Forest Enterprise
STA	Senior Technical Advisor
TFT	Tropical Forest Trust
UNDP	United Nations Development Program
UNDP-CO	United Nations Development Program Country Office - Viet Nam
VCF	Vietnam Conservation Fund
WWF	World Wide Fund for Nature



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1. INTRODUCTION

1.1. PURPOSE OF THE EVALUATION

A mid-term evaluation focuses on project performance (effectiveness, efficiency and timeliness in achieving project outcomes), issues requiring corrective action, and initial lessons learned about project design, implementation and management.

Mid-term evaluations are intended to identify potential project design problems; assess progress towards the achievement of objectives; identify and document lessons learnt (including lessons that might improve design and implementation of other UNDP/GEF projects); identify risks and counter measures; and make recommendations regarding specific actions that might be taken to improve the project.

They are expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The mid-term evaluation provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments. It also provides direction for the completion of the project and for the final evaluation.

1.1.1. Key issues addressed

The key issues addressed in the evaluation were:

1. Project design and its impact on the project's effectiveness
2. Progress of the project against its objectives
3. Signs of success and areas for improvement
4. Potential for the Green Corridor to become reality
5. To form a judgement on whether, after the project is completed, the benefits of the investment in capacity building and awareness raising will continue



Evaluation team at work with Vice Director of Tram Lap State Forest Company

1.1.2. Methodology of the evaluation

The evaluation applied an independent and evidence based approach. The process was:

- Participatory
- Constructive
- Observing
- A deeper investigation of recurrent issues
- Verifying
- Analytical

The two-person team (local and international consultant) met with individuals and key stakeholder groups. From these meetings observations were made and perceptions were tested. The initial briefing with UNDP was used to help define areas of focus and possible issues to explore. Other recurrent issues were identified from the early meetings and explored further in subsequent relevant meetings to test findings and enquire more deeply. Those interviewed were key to the project and primarily identified by UNDP and the Project Management Unit (PMU). The evaluation team added others to gain deeper insights.

The typical open ended questions used as a framework to gather information in the interview process were:

- What do you think the project has achieved so far? Impact?
- In your opinion, what challenges or difficulties has the project encountered?
- Why have these occurred?
- What are your recommendations for improvement?
- What do you want the project to achieve from now to its conclusion?
- Any other points/recommendations you wish to make?

Interviewees were encouraged to give specific examples of the points made, as an evidential basis for evaluation. Field inspections were undertaken and a survey of a wide range of key documents was used to verify information and provide background. The evaluation team formulated personal independent conclusions and then as a team discussed perspectives and agreed findings, and sometimes chose to seek further information for clarity or other perspectives.

The preliminary findings were then presented to the key parties and their input sought. Following these inputs the preliminary findings were further developed into recommendations and were presented to key stakeholders as the preliminary findings of the mid-term evaluation.

The evaluators put emphasis on open and engaging dialogue with the PMU, key stakeholders and the ethnic minority community, the Ba Na people. The Senior

Technical Advisor (STA) was interviewed and he attended some stakeholder meetings with the evaluation team.

1.1.3. Structure of the evaluation

The evaluation was structured as follows:

Phase	Activity
Briefing phase	<ul style="list-style-type: none"> Briefing by UNDP-VN and two lead contractors, Birdlife International and ENV
Evidence gathering and issue identification	<ul style="list-style-type: none"> Briefing by project management - PMU Face to face meetings with key executants - PMU staff, Steering Committee members, KKKNP and KCRNR staff, TFT, DOF, FPD, and MARD Interviews with key project partners/participants - e.g. 3 Ba Na communities, CCG members in 3 communities, Tram Lap and Dakrong SFC Community meetings with ethnic minority - Ba Na: Dekjieng and Hyer of Ayun Commune (adjoining Kon Ka Kinh National Park), Ha Lam Village 4 of Xa Sin Lang Commune (within Tram Lap SFC) Informal validation
Analysis of evidence and issues	<ul style="list-style-type: none"> International and local consultant
Review of background documents and plans	<ul style="list-style-type: none"> Prior to mission and during mission
Cross referencing	<ul style="list-style-type: none"> Stakeholders and project executants. Some informal inputs were sought from others familiar with the issues.
Sharing preliminary results with stakeholders	<ul style="list-style-type: none"> Met with PMU Met with UNDP
Review findings, if considered necessary adjust	<ul style="list-style-type: none"> International and local consultant considered feedback
Finalise analysis	<ul style="list-style-type: none"> International and local consultant
Conclude and submit mid-term evaluation report to UNDP	<ul style="list-style-type: none"> International consultant

2. THE PROJECT AND ITS DEVELOPMENT CONTEXT

The Kon Ka Kinh-Kon Chu Rang Landscape (KKK-KCR Landscape) contains Kon Ka Kinh National Park (KKK NP) and Kon Chu Rang Nature Reserve (KCR NR) in north-eastern Gia Lai Province, central Vietnam (See map below). KKK NP and KCR NR are global priorities for biodiversity conservation because they support most of the unique biological attributes of the Central Annamites Priority Landscape (Tordoff et al. 2002), and some of the most intact faunal and floral communities remaining in Vietnam. As such, they were identified as Priority 1 areas in the Truong Son conservation landscape by the Truong Son initiative (Tordoff et al. 2003). The KKK-KCR Landscape supports over 100,000 ha of natural forest at 500-1,748 m altitude, including a large proportion of the forested catchments of the Ba and Con rivers.

Kon Ka Kinh (KKK) and Kon Chu Rang (KCR) were decreed as nature reserves by the Government of Vietnam in 1986², and rated as priority B in the Biodiversity Action Plan for Vietnam in 1994 (Government of Vietnam 1994). In 2002, KKK was upgraded to national park status³. Currently, the intervening forest area between KKK and KCR remains under the management of Dakrong and Tram Lap State Forest Enterprises (SFEs), despite repeated recommendations to incorporate this 12-km wide area into the two protected areas (Ministry of Forestry 1991; Government of Vietnam 1994; Wege *et al.* 1999). However, individually these two protected areas are too small to maintain viable populations of all species, particularly wide-ranging species that occur at naturally low densities, such as Tiger *Panthera tigris* and Gaur *Bos frontalis* (Tordoff *et al.* 2003).⁴

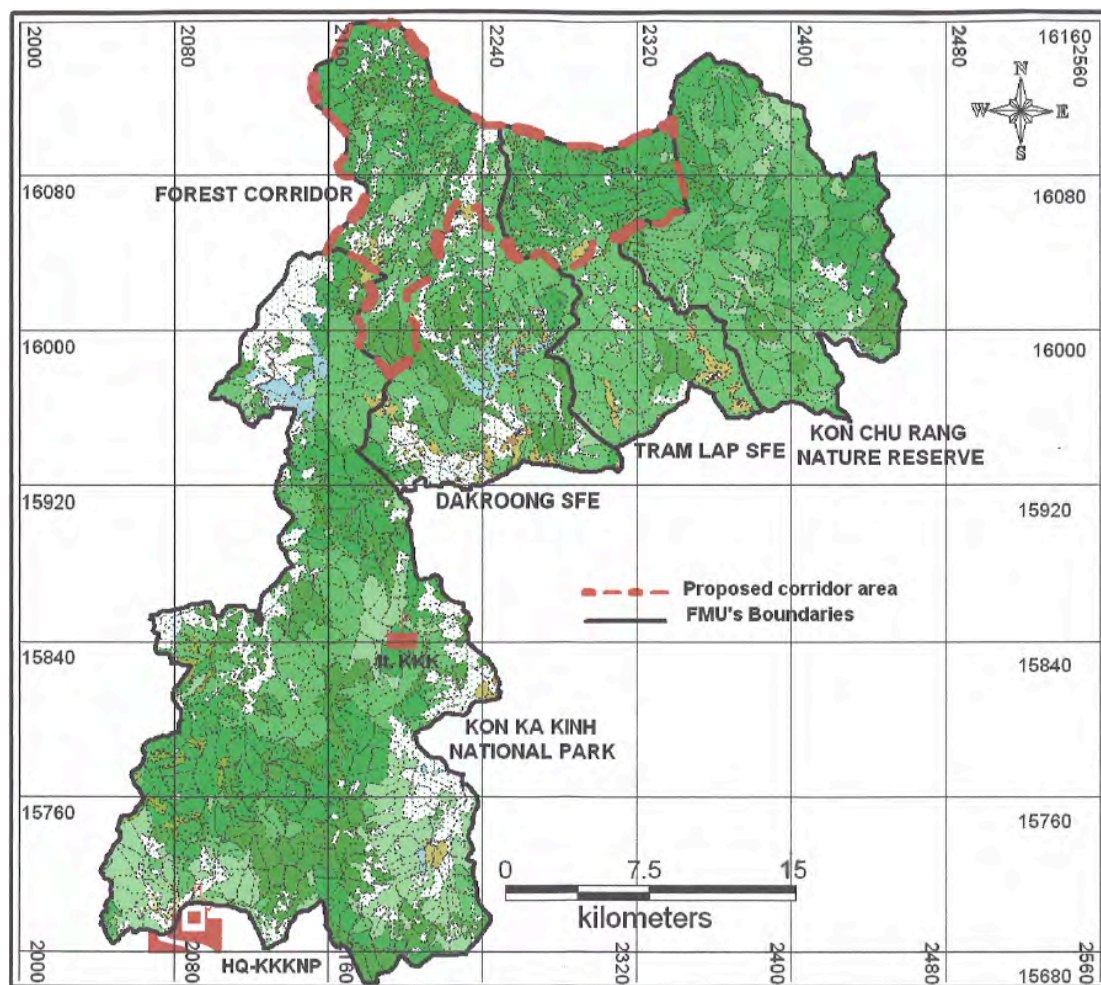


Rainforest of the Green Corridor in Tram Lap SFC

² Following Decision No. 194/CT of the Chairman of the Council of Ministers, dated 9 August 1986.

³ Following Decision No. 167/TTg of the Prime Minister, dated 25 November 2002.

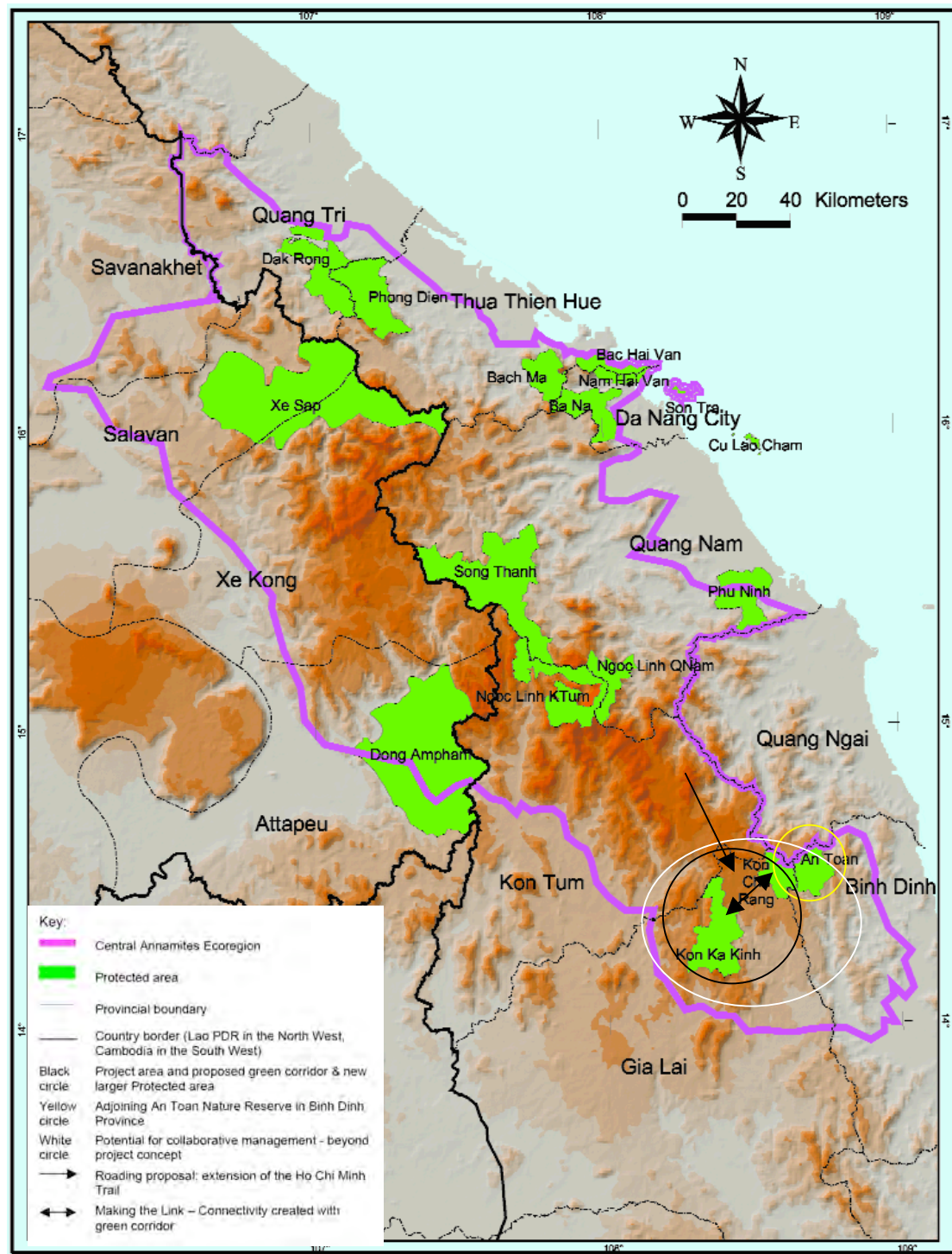
⁴ Towards the sustainable management of the Kon Ka Kinh– Kon Chu Rang Landscape: Forest Analysis, Development of an Ecological Monitoring Framework, and Hands-on Training of Protected Area staff for Ecological Monitoring at the Kon Ka Kinh– Kon Chu Rang Landscape



Project area showing proposed Green Corridor



Village Huya meeting in Nam Rong



Location map showing Protected Area connectivity concepts

The Vietnamese Government has made gradual changes in its forest policy in that it has begun addressing the issues of social forestry through their Forestry Development Strategy 2006 – 2020. Taking into account that forest policy over the last 20 years has been based on state exploitation of natural forests, it has moved more in the direction of social forestry. This strategy aims to mobilize the participation of people from all sectors.

2.1. PROJECT START AND ITS DURATION

The goal of this medium-sized project, sponsored by the United Nations Development Programme (UNDP)/Global Environmental Facility (GEF), is the long-term conservation of the unique biological attributes of the Central Annamites Priority Landscape in Vietnam, in which the Kon Ka Kinh National Park (KKK NP) and Kon Chu Rang Nature Reserve (KCR NR) are two sites of global priority.

The objective of the project is to establish a foundation of support and management to maintain the biological integrity and connectivity of the Forest Complex, which includes the Tram Lap and Dakrong State Forest Enterprises (SFEs) (now Companies (SFCs)), thus strengthening the sustainability of the protected areas, mainstreaming biodiversity in production landscapes, and possibly providing a route for long term financing of protected areas.⁵

This 4 year project was designed in 2002 and approved unchanged in 2006.

2.1.1. Problems that the project seeks to address

The project seeks to address the main threats to the biological integrity and connectivity of KKK NP and KCR NR. These are illegal timber extraction, mainly by outsiders; hunting, mainly by local people to supplement their diets; and conversion of forest to shifting cultivation and coffee plantations. At the same time the project seeks to ensure the local people's living standards are improved, Strengthening and improving the relations between protection agencies and ethnic communities, and encouraging community participation in forest protection and conservation works are key factors of this project.

2.1.2. Immediate and development objectives of the project

The project addresses developmental challenges by:

- Building institutional capacity to manage the corridor and protected areas, enhancing connectivity through the establishment of permanent conservation areas and sustainable forest management zones
- Raising community awareness and understanding of the importance of conserving and protecting the unique and valuable fauna and flora of the project area
- Establishing a sustainable forest management regime and forest certification within the two State Forest Enterprises which are expected to play an important role in helping meet development goals.⁶

2.1.3. Main stakeholders

- Gia Lai PPC (GL PPC)

⁵ Project Inception report

⁶ TOR Mid term evaluation

- Ministry of Agriculture and Rural Development (MARD)
- Gia Lai departments: DARD, FPD, FD
- KKK NP, KCR NR
- Dakrong and Tram Lap state forest enterprises (SFEs).
- Tropical Forest Trust (TFT)
- UNDP Viet Nam (UNDP-CO)

2.1.4. Results expected

The project is expecting to deliver results in three areas:

1. Strengthened institutional capacity of Gia Lai Forest Protection Department (FPD) in areas of forest management and protection, with specific emphasis on areas within and around the KKK NP and KCR NR
2. Increased awareness among local communities, key decision-makers, scientific community and donors to the unique conservation values of the project area, building long-term support for forest management and protection throughout the project area
3. Established conditions for sustainable forest management and forest management certification in Dakrong and Tram Lap SFEs, leading to the continued integrity of a forest corridor between KKK NP and KCR NR⁷.

⁷ Prodoc-July06 Final UNDP

3. FINDINGS AND CONCLUSIONS

This section of the report addresses the findings of the evaluation and includes the specific findings requested by UNDP.

3.1. PROJECT FORMULATION

Context

Conceptually the project is bold and innovative. It was developed over several years initially by Birdlife International and FPD in 2002. It was approved 4 years later in 2006 by the donors and the GOV for implementation under the NEX modality. At the request of GEF, Component Three: Sustainable Management of the SFEs was added in the later stages of project design. This component is mainly funded by TFT, and directly managed and implemented by TFT. This is in contrast to the other components that are funded by GEF and managed by the PMU. Total budget is US\$2,942,000.

Evaluation

Two issues relevant to project formulation were identified as having implications for the project's success: the needs of the Ba Na community, and the budget level at inception.

The project is coherent in design with the exception of not fully meeting the needs of the Ba Na community. These people are typically poor and have low levels of education. They depend on natural resources: for cultivation, building materials, food and income. The project has successfully developed Community Consultation Groups and Forest Protection Units. However it has not recognised nor institutionalised the Ba Na people's dependence on non timber forest products (NTFP). This may be possible through a system of licensing of NTFPs for sustainable harvesting and sale as proposed by FRR in their report.⁸ The implication of this approach is to allow for some highly controlled NTFP sustainable harvest in the SFCs and ideally outside of the protected areas. This licensing concept would need to be fully explored in the legal context of land and resource ownership agreements, zoning or other controls. If considered appropriate to progress this approach it should be tested through a manageable pilot prior to any wider implementation.

The budget was not increased at the inception or subsequently, and this has lead to budget pressures during implementation. (This situation has been exacerbated by a period of more rapid inflation in Vietnam since the project commenced.) This has been insufficiently accommodated in the GOV co funding arrangements such as

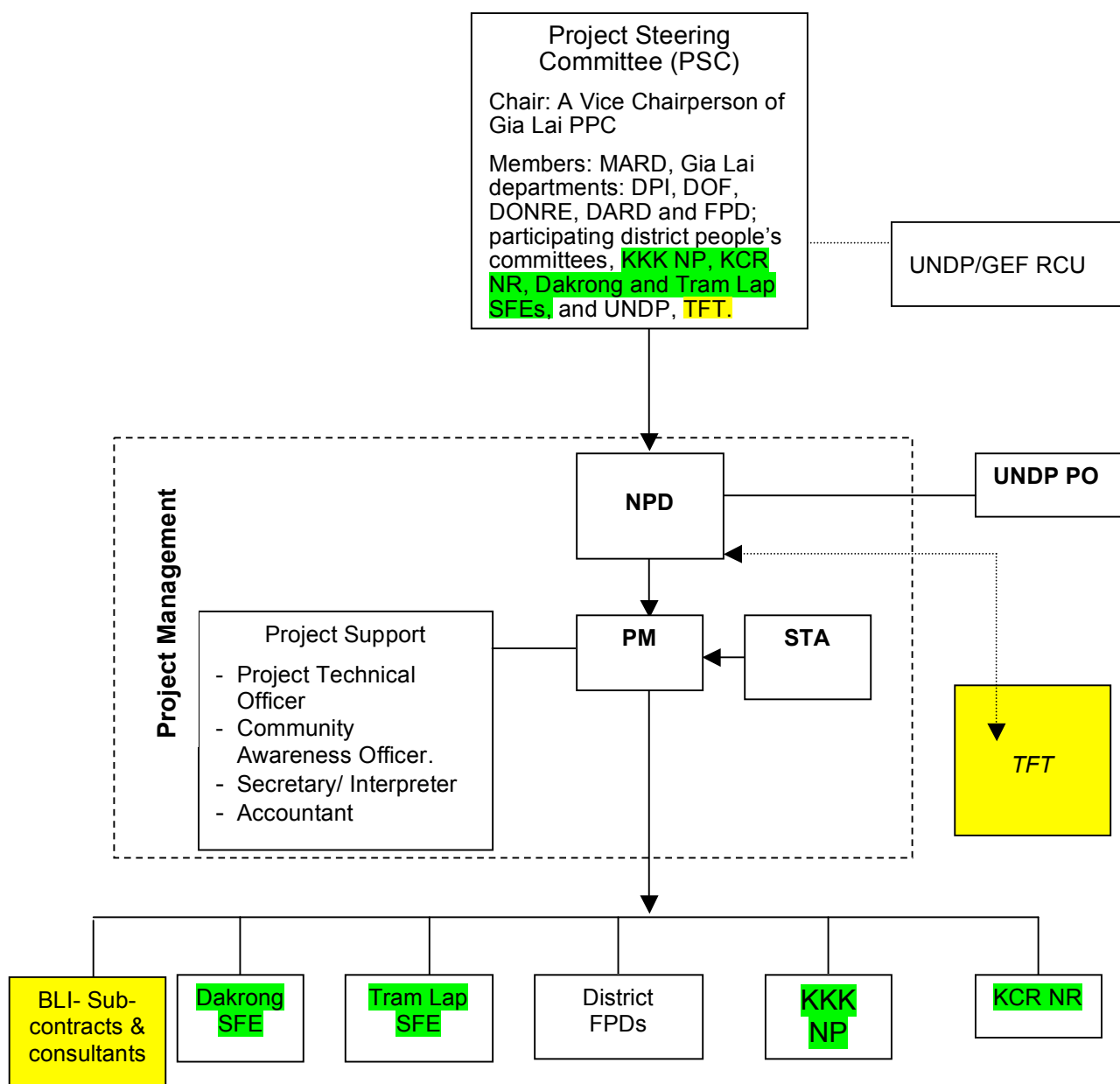
⁸ A review of the existing capacity and procedures for joint coordination and identification of constraints and opportunities for strengthened coordination among government agencies responsible for forest protection in the Kon Ka Kinh-Kon Chu Rang Project Area: Robert Primmer 07 May 2007

Steering committee members' actual expenses and fuel to attend meetings. Further the project has only been able to fund one community awareness raising activity with the project Ba Na villages annually. These are examples of major financial constraints for project activities.

3.1.1. Structure of the Project Governance: PMU and Steering Committee



Context

The following diagram sets out the governance and management arrangement for the project⁹:



⁹ Proc Doc P 12

Key:

- Indicates partnership
-  Compare and contrast relationships
-  Dual roles of governance and implementation

Evaluation

The PSC includes the Provincial Authority staff, and all stakeholders are represented.

It creates a lack of clarity about respective roles and responsibilities because PMU reports to the PSC that includes some implementers. When implementing the activities the stakeholder reports to the PMU. This initially created some role confusion.

The contribution by TFT of US\$375,000 in cash is parallel funding and focused on the sustainable forest management activities for Dak Rong and Tram Lap SFEs. TFT directly manages this money, and the associated activities. Consequently the PMU in 2008 was beginning to more fully recognise their responsibility for this component of the project and to build a more robust relationship with TFT. In the project governance diagram TFT is shown as being a member of the Steering Committee and should have also been shown as having a similar relationship to the PMU for project activities as BirdLife does.

Initially Component Three was regarded by the PMU as an indirect responsibility. This has improved during 2008 with TFT and the PMU meeting to discuss work progress, difficulties and TFT supplying quarterly and annual plans. There is potential for the PMU to build its capacity in sustainable forest management, through increased integration of Component 3 into project management, despite the challenges of forest certification.

3.1.2. Project Structure**Context**

The project has 3 main components (Component 4 is Project Management). See Section 2.1.2.

Component 3: Sustainable Management of the SFEs (now SFCs) was added in the later stages of project design. The engagement of the SFCs in the Green Corridor project is vital as the land they control is the vital biodiversity link between KKK and KCR. The biodiversity assessments and capacity building link well with the other project components.

Evaluation

The intention to have both SFCs certified by FSC within the time frame of the project is overly ambitious.

Activity 3.3 (especially 3.3.3) is extremely challenging for a project of this duration. The FSC process is in its infancy in Vietnam and SFEs are being converted to SFCs. This has several implications for the project and its potential to achieve its goals

There are no regulations and management mechanisms for SFCs to accommodate the FSC standards, including the principles and criteria for independent decision making, marketing and management planning, tenure use rights and compliance with law. This makes this activity extremely challenging to achieve.

Activity 3.3 (Dakrong and Tram Lap FSC certified) is extremely challenging because

- FSC approach is not well understood in Vietnam
- Timeframe is overly ambitious
- SFCs are new to their role and do not yet have continuously up to date management plans
- One SFC (Dakrong) is unwilling to participate in the FSC process
- FSC requires a willingness to participate in the process

TFT directly manages and funds this component and also has parallel funds for work related to this project.

3.1.3. Implementation Approach

Context

Implementing partner: Gia Lai Provincial People's Committee (Gia Lai PPC)
Other Partners: Tropical Forest Trust (TFT) and BirdLife International (BLI)

The project is implemented through the NEX (national execution) modality, a partnership approach between UNDP and GOV.

The NEX is *"an operational arrangement where a national institution assumes overall responsibility and accountability for the formulation and the effective management, or execution, of all aspects of UNDP projects. NEX is aimed at achieving capacity building, self-reliance and sustainability; ownership and internalization of external inputs; and relevance and impact, particularly when used in conjunction with the programme approach."*¹⁰

¹⁰ Government of the Socialist Republic of Vietnam and United Nations Development Programme, Provisional Guidelines On Project Management, Implementation of Nationally executed projects, October 2005.

Evaluation

The implementation approach follows the project document and the NEX modality. The project activities further define the approach.

From November 20th to December 15th 2006, the project inception phase was started and finished with the inception workshop attended by representatives from PMU, TFT, BLI, and UNDP Vietnam. The stakeholders at the Inception Workshop agreed on some changes to activities and budget lines. The first STA worked with the project for a total of 25 days during the initial period, causing delays in start up as the Inception Report was not completed until 5 months later following the new appointment.

The evaluators were aware that the UNDP NEX procedures and guidelines are somewhat complex and have created challenges for the PMU staff. It was reported that, for bid invitation, evaluation and selection, the procedures were very comprehensive and complex to apply for the PMU and the STA shared this view.

However the NEX financial system training was positive for the capacity building of the PMU staff.

3.1.4. Country ownership

Context

Vietnam is in the development phase in the establishment of its national system of terrestrial protected areas. There are some key elements of a protected area network in place but systematic legislation is lacking and responsibilities are shared across agencies: MoFi, MARD, DARD, FPD and FD. Capacity across the country is variable. The longer established parks have better capacity for effective management.¹¹

In more developed systems a single agency typically holds the responsibility for the overall and coordinated management of the protected area network (including the individual protected areas under an overall strategy) and the implementation of all the associated legislation.

Evaluation

The project is clearly helping to build the capacity of the key agencies

Country ownership is strengthening as a result of the project. It appears that there are signs of positive support from the highest level of provincial government within the GOV. The Vice Chair of the PPC said the Gia Lai PPC “totally agree” with the

¹¹ For further detail on forest management legal and policy frameworks see: A review of the existing capacity and procedures for joint coordination and identification of constraints and opportunities for strengthened coordination among government agencies responsible for forest protection in the Kon Ka Kinh-Kon Chu Rang Project Area by Robert Primmer, FRR, May 2007

Green Corridor.¹² Government agency officials were all well aware of the significance of the area and its biodiversity values. The local Ba Na communities share this understanding to some extent, usually expressed as demands on the forest, and traditional knowledge, rather than an explicit understanding of biodiversity conservation values. See Section 4: Village Case Studies.

3.1.5. Stakeholder Participation

Context

Stakeholder participation has been achieved throughout the project to date by using a variety of methods:

Project governance and structure

- Steering committee membership
- PMU staff links with FPD
- Community Consultation groups

Project activities

- Capacity building of stakeholders eg provincial agencies, PMU, KKK and KCR and SFC staff
- Awareness raising and environmental education with the Ba Na people
- Biodiversity assessments
- Forest Protection Units

Project management

- Institutional mechanisms for coordination e.g. MOUs, meeting and planning cycles

Mechanisms include	Prepared by	For
Weekly work plans	PMU staff	PMU Project Manager
Monthly reporting	PMU staff TFT KKK NP and KCR NR	Internal PMU
Quarterly reporting	PMU staff	UNDP and PPC
Mid year reporting	PMU staff	UNDP and PPC
Annual reporting	PMU staff	UNDP and PPC

¹² Pers com: Mr Dung with Mr Lien 28 November 2008

Mechanisms include	Prepared by	For
Project activities reporting	Implementer e.g. BirdLife, ENV, FRR	PMU, STA and UNDP
Planning retreat and specific project workshops	UNDP, STA and PMU staff	UNDP and PMU and selected stakeholders

- Ongoing project management mechanisms eg meetings' schedule, 1-1 and staff meetings as required, and project communications.

Evaluation

Stakeholder participation is central to this project. Accordingly during the evaluation 20 organisations and approximately 50 stakeholders were interviewed, as well as 3 village groups, of over 102 individuals.

There is a large number of stakeholders and the systematic engagement is appropriately varied and diverse. The project has strengthened institutional capacity and increased awareness of key stakeholders e.g. by the staff of the SFC being involved in the BirdLife International Green Corridor biodiversity assessments within the SFC boundaries; community consultation groups strengthening relationships between the Ba Na communities and KKK and KCR staff; environmental education programmes of ENV; staff training and capacity building for the PMU, KKK and KCR and the FPD.

3.1.6. Replication Approach

Context

KKK and KCR and the connecting Green Corridor offer an emergent and innovative model of protected area connectivity to contribute to Vietnam's biodiversity conservation initiatives.

Evaluation

This approach to protected area connectivity in priority landscapes and engagement of a range of stakeholders through capacity building and institutional strengthening could be replicated and learned from. Although a learning approach is central to the project the lesson sharing from the project is not a focus at this stage. Lesson sharing should be included as a specific activity for the remainder of this project.

This project potentially provides innovation and models at a range of levels:

- Protected area management and connectivity in Vietnam
 - Provides a model for the creation of a Green Corridor: identification, assessment, development and implementation including community (CCG) and stakeholder engagement

- Provincial authorities
 - Green Corridor concept adopted
 - Man and Biosphere Reserve concept applied
 - Building awareness and capacity
- Forestry companies
 - Biodiversity Conservation
 - Watershed management
 - Sustainable forestry practises
- Nature conservation in Gia Lai
 - Biodiversity Conservation
 - Sustainable forestry practises
 - Highly likely the creation of a larger protected area (within top 5 of Vietnam) and possibly subsequently a Man and Biosphere Reserve.¹³ Often these reserves combine core protected areas with zones where sustainable development is fostered by local communities and enterprises and the declaration creates additional support for the area reserved
 - Create a cross provincial management linkage to An Toan Nature Reserve
- Community
 - Community consultation group: role and processes
 - Changes in behaviour by raising environmental awareness
 - Relationship with protected areas improved

This project links protected areas to create connected larger biological units (the creation of a larger protected area). It builds stakeholder engagement, including the potential for co management, and provides a possible platform for the future possibility of the creation of a Man and Biosphere Reserve¹⁴ (MAB). This mechanism may increase the robustness of the protected area and may help ensure the needs of the local communities are met. It also provides for learning. This status may help the terrestrial biodiversity values to be recognised more widely and to promote the benefits of conservation for other areas in Vietnam that include ethnic communities and seek to involve them in management.

¹³ This was discussed by the evaluation team as a possibility from their understanding of the MAB programme. No investigation of whether the area meets the criteria was undertaken. The potential for declaration of a Man and Biosphere Reserve was considered a useful tool to help achieve long term conservation of the Green Corridor. In the Vietnam context there are currently 5 Biosphere Reserves in Vietnam, where sustainable development, conservation and cultural socio-economic activities in multiple use management systems can be tested, refined, demonstrated and implemented

¹⁴http://portal.unesco.org/science/en/ev.phpURL_ID=6941&URL_DO=DO_TOPIC&URL_SECTION=201.html

The final evaluation should specifically identify knowledge and lessons able to be transferred to other PA (Protected Area) programmes in Vietnam.

The evaluation did not identify any formal mechanisms in place for national learning. Making key project information available on the project website (www.kkkkcrproject.org) would be a cost effective method for information sharing. At the conclusion of the project UNDP and the GOV should host a learning workshop and the outcomes of the project be written up into a learning document and shared with key decision makers and protected area managers e.g. Management boards, provincial FPD, and PPC and protected area directors.

3.1.7. Cost-effectiveness

Context

The project is co-funded by UNDP and its partners: GOV and TFT. Processes for financial management, including competitive tender processes were in place and a cost conscious culture is evident.

The STA has provided helpful adjustments to budget allocations ensuring key project activities are funded within the overall tightly constrained budget. He has taken a flexible approach to updating capital purchases where the project requirements are outdated. e.g. the provision of radio telephones was adjusted to achieve the same outcome but using updated technology.

The overall budget limitations in some areas have had an adverse impact on the effectiveness of the project.

Evaluation

The work appears to have been carried out in a cost effective manner. Within the time limitations of the evaluation, budgets and expenditure were reviewed, annual audited accounts reviewed and clarification sought on some specific elements from PMU staff. The project expenditure was on target for the time frame of the mid-term review. Although in some areas project delays had been experienced at startup these delays had been caught up and the project is now running on time (except for Component 3.3.3).

Although efforts have been made to adapt to the budget pressures and work as effectively as possible the constrained budget has had an impact on project effectiveness.

Some observed impacts of the budget constraints, and reduction in project effectiveness are:

- The repeated comments by PMU staff and KKK staff about the need for more opportunity to practise the training and embed the learning - impact increases with experiential learning.

- The study tour component in Thailand was commented on by the participants as not being cost effective and a wasted opportunity: three days: 2 days for travel and 1 day in a meeting room, which included watching a video of co management of a mangrove protected area with limited application to the project. The visit to Malaysia was seen as being useful. The evaluators understood the budget limitations. Because of the limited budget available for field learning the participants saw this as weakness. The evaluators note that learning impact increases with experiential learning- as above.
- KKK staff reported that for some activities implemented by the PMU there was no budget for their involvement e.g. the process of setting up the Community Consultation Groups in the adjoining Ba Na communities, the socioeconomic assessments and the biodiversity assessments. They also felt there was a lost opportunity to build relationships with the adjoining SFCs through project activities e.g. biodiversity assessments.
- Only one KCR NR Forest guard station was built instead of the two envisaged in the project document¹⁵ because of the budget limitation of the project.
- Staff management and retention was thought to be affected by the budget limitations.
 - Changing staff and problems recruiting personnel e.g.
 - Interpreter/Secretary
 - NPD
 - STA
 - Staff reported that their multi faceted functions were related to budget limitations e.g. Community role has financial management function also
- Communications needs assessment delayed because contractors refused to sign as limited budget in relation to number of tasks. The training on Ba Na language was also delayed because of the logistics of being able to run only one course and the associated travel cost to Pleiku.
- Misinterpretation of budget limitation by some steering committee members who thought they should be reimbursed for meeting expenses including petrol when in reality participation was part of the GOV in-kind contribution.

¹⁵ Annual Progress Report 2007 p10

3.1.8. UNDP comparative advantage

Context

UNDP aims to support the GOV to improve its capacity to meet its obligations under the Convention for Biodiversity Conservation, to conserve Vietnam's globally important biodiversity in forests, wetlands and marine areas as stated in the United Nations Development Assistance Framework 2001-2005 (UNDAF 2001-2005) and ensure that "Government economic policies support growth that is more equitable, inclusive and sustainable" (UNDAF 2006-2010 - Outcome 1).

UNDP has a national headquarters in Hanoi that works with the ministries and with national research institutes in Hanoi and country-wide. It is also able to mobilise national and international expertise to support the projects with both technical assistance and institutional relationships.

Evaluation

The approach taken by UNDP working in partnership with the GOV will increase the likelihood of the project succeeding at its completion. UNDP are well placed to help ensure the institutionalisation of best practise of PA design and management into the legal framework in Vietnam. This should occur in the policy formulation for the administrative system at national, provincial and district levels. At the completion of the project it is important that lessons learned be written up and shared with key decision makers to encourage institutionalising in legal and policy frameworks.

This project's outcomes, assuming successful implementation, should assist the GOV to meet its international obligations under Multilateral Environment Agreements (MEAs) in particular CTIES and CBD. These 2 conventions have relevancy for this project.

- CITES¹⁶: The increased effectiveness of active management through the capacity building of GOV through this project, should reduce illegal wildlife trade and logging from within this area.
- CBD¹⁷: the strategy and action plan for Vietnam has the immediate objectives of protection of the country's endemic ecosystems; endangered species; and promoting sustainable use of biodiversity.

¹⁶ The Convention on International Trade in Endangered Species of Wild Fauna and Flora is an international agreement between governments. Its aim is to ensure that international trade in specimens of wild animals and plants does not threaten their survival. Any international trade is subject to agreed licensing.

¹⁷ Convention on Biological Diversity is a pact among the vast majority of the world's governments that sets out commitments for maintaining the world's ecological underpinnings in the context of economic development. The Convention establishes three main goals: the conservation of biological diversity, the sustainable use of its components, and the fair and equitable sharing of the benefits from the use of genetic resources.

3.1.9. Linkages between project and other interventions within the sector

Context

The project envisages a partnership strategy within the project and beyond to other conservation and development projects within this global priority eco region, and priority landscape of the Central Annamites.

Partnership Strategy: *The project will integrate biodiversity within other sectors, especially at provincial government level and will be implemented using multi-stakeholder approach, catalysing emerging and new partnerships between local communities, government agencies, NGOs and the private sector. It will also create synergy with other development/conservation projects in the same project area, such as the WWF/SDC Sustainable Forest Management project, the WWF Central Annamites Initiative, the ADB Forests for Livelihood project, etc.*¹⁸

Evaluation

The expectation of linkages being made with other regional projects has not been met. In the evaluation process when asked about this there was little knowledge amongst those interviewed of the other projects. When further explored they thought this had value and they envisaged benefits.

The synergies between the projects is a lost opportunity as all have a differing focus and would be enhanced by linking and sharing approaches. The Project should share information with other projects in the region e.g. the WWF/SDC Sustainable Forest Management project, the WWF Central Annamites Initiative, and the ADB Forests for Livelihoods project etc. The other projects should be invited to participate in mutual workshops and conferences to share information, experiences and approaches.

3.1.10. Management arrangements

Context

The PMU has some dedicated staff resource (6 people) located at the PMU office in Pleiku. Pleiku is the base for the provincial agency stakeholders. However the stakeholders of KKK NP and KCR NR and the SFCs are located some distance away. It is between at least an hour to 3-4 hours drive depending on weather.

Evaluation

The project requires management of a significant number of stakeholder relationships at a range of levels with a range of agencies. This is primarily undertaken by the Project Manager and designated staff and is time consuming. The

¹⁸ Prodoc-July06 Final UNDP

current NPD has been in the role for only a few months. Most of these relationships with the Project Manager appeared to be functional and some appeared to be robust and collegial e.g previous NPD, and FPD. PMU staff enjoy positive community relationships.

The weaknesses of some project relationships were also explored. These weaknesses resulted from the challenges created by the recruitment difficulties in Gia Lia, budget constraints and the project's logistical realities e.g. distances to travel, nature of the roads etc. Further some weaknesses observed in relationships were caused in part by a lack of clarity and understanding about roles, exacerbated by this being a "first of its kind" project, the reality of the project area and associated logistics of travel and communications. The relationships within the project were functional although it appeared some were stronger than others.

3.1.11. Implementation

Financial Planning

Context

This project follows the NEX modality. This has detailed procedures for all the administrative elements of project execution including financial planning. The STA in conjunction with the Project Manager of the PMU undertake the detailed financial planning. PMU have undertaken training in these procedures.

Evaluation

The evaluators interpreted the NEX modality to be a reasonable approach for this project. The staff at PMU has applied this since training in 2007. It has increased clarity, simplifying procedures for the management of the project.

It appears there is a satisfactory financial control system in place based on the project reporting available. The forward planning of the work programme includes projected expenditure and income source and funds available. The audit reports are up to date and record no major risks. The PMU noted that the training assistance that had been provided by UNDP to the project for its financial administration was helpful and improvements resulted. The Project Manager also commented several times that the STA was very helpful in budgeting and reallocation of resources when required.

3.1.12. Monitoring and evaluation (M&E)

Context

The project monitoring and evaluation approach is described in the Project Document, Part IV and is in accordance with the UNDP and GEF procedures.

All tools are in use and include project reporting against agreed quarterly and annual work plans and budgets. Activity progress reporting is used to show actual achievements and progress against outputs, including total funds allocated, funds spent to date and remaining for the project. Source of funds and responsibility are also shown. Review meetings associated with this reporting timetable are also held. Adaptive management is applied as an outcome of project monitoring.

However there is limited monitoring and evaluation of the effectiveness of the activities of the project. It is recognised that it is inherently challenging to specifically measure the effectiveness of capacity building, community awareness raising and environmental education activities.

Evaluation

The evaluation team were of the opinion that M&E of the project was adequate. Sometimes the reports have been rather brief and more descriptive detail would be helpful for the UNDP-CO. Some late reporting has occurred, especially in start up phase e.g. the Inception Workshop was held in December 2006 and the Inception Report was available in May 2007, as the appointment of the second STA was awaited before the report was finalised and the log frame reviewed. However this has not impacted adversely on the project outcomes, although it meant a delayed start and created project implementation pressures in the first half of the project.

The reporting mechanisms and tools in use are fulfilling the monitoring and evaluation function adequately and generally meet the needs of the project partners e.g. the quarterly and annual project reporting processes and associated review meetings. The STA and PMU have functional responsibilities in this regard and these are taken seriously.

Some adaptive management was evident through the change of scope, reallocation and amalgamation of some activities to improve project coherence at the inception of the project. For example:

The need to establish CCG became evident as a result of the Project Inception Workshop but had not been included in the initial project design. As a result the project activities and budget lines were reviewed, and activities 2.2.2 and 2.2.3 were changed to include the establishment of the Community Consultation Groups (CCG)¹⁹

Capacity building, awareness raising and environmental education effectiveness are challenging to measure. Effectiveness is apparent over time. As a minimum, systematic recording of anecdotes and the gathering of evidence, and its analysis should be undertaken. This is both valid and useful to gain a qualitative insight into effectiveness. This needs to be done using an explicit dialogue and evidence based methodology and applied over time.²⁰

¹⁹ Annual Progress report 2007

²⁰ See <http://www.infed.org/biblio/b-eval.htm> for discussion on approaches to evaluation and in particular education evaluation

3.1.13. Execution and implementation modalities

Context

The NEX modality is designed to strengthen and fully utilize national capacities in all aspects of the programme and project cycle. It is designed to help build self reliance and ownership of the programme within the country. NEX is aimed at achieving the following objectives: (a) capacity building, self-reliance and sustainability; (b) ownership and internalization of external inputs; and (c) relevance and impact, particularly when used in conjunction with the programme approach.²¹

The attainment of these policy objectives will be largely contingent on building up the technical and managerial capabilities of programme countries for assuming these responsibilities within the entire project cycle. Thus, the road to full national execution must be traversed through close partnership and cooperation between UNDP and recipient governments, and requires the support of UNDP Country Offices (UNDP CO) and UN Specialized Agencies.²²

The NEX modality develops its executing and implementation arrangements during the programme design. In Vietnam, and for this project, this includes:

- **Implementing Partner:** The Gia Lai People's Committee, the implementing partner for this project, is accountable to the Government and UNDP for ensuring (a) the substantive quality of the project, (b) the effective use of both international and national resources allocated to it, (c) the availability and timeliness of national contributions to support project implementation and (d) the proper coordination among all project stakeholders for the quality of the programme and the proper use of resources. It signs the project document and appoints the Project Director.
- **Project Steering Committee (PSC):** The PSC is established at provincial level to provide strategic oversight and coordination for project implementation. The Vice Chairman of Gia Lai PPC chairs the PSC. PSC make all necessary decisions and provide guidance for implementation of project activities, including approval of annual work-plan and budget revision. The PSC meet once a year and ad-hoc as needed.
- Gia Lai FPD are responsible for management and implementation of this project. The National Project Director (NPD) is appointed by the Gia Lai PPC at directorial level of Gia Lai FPD. The Deputy Director of Gia Lai FPD is the NPD, and is responsible for overall management of the project.
- UNDP Country Office (CO): assigns a PO to provide advice and guidance on issues related to the project management and implementation.

²¹ Provisional Guidelines On Project Management :Implementation of Nationally Executed Projects ,October 2005 Chapter 1 p8

²² Ibid

Evaluation

Gia Lai PPC on behalf of the GOV leads and takes full ownership of this project. The evidence of this was in the extent of funding through DARD to the protected area management and an understanding that this would need to increase. The conversation with the Chair of the Project Steering Committee indicated a very good understanding of the project and provided insight into the processes required for the Green Corridor to be approved by the PPC. There was an understanding of the challenges faced because of the lack of a management mechanism for managing the SFCs. The evaluators noted that the PSC fulfils this role. Further it was noted that key officials at the provincial level were also very aware of the project.

FPD staff and DARD were aware of the project and understood what it was trying to achieve. The successes of the project were seen as being similar by all interviewed and all included capacity building and awareness raising, and infrastructure support as key successes.

Capacity building for the PMU staff on NEX modality processes was considered by the recipients as very helpful especially for financial management and reporting.

3.1.14. Management by the UNDP Country Office

Context

Management of the Project within UNDP is handled by the UNDP PO (See section 3.1.12) providing advice and guidance on issues related to the project management and implementation. The STA provides the project overview, technical management function and link for the project and works closely with the PMU and the UNDP.

Evaluation

The UNDP PO, STA and the PMU have a close working relationship. Management by the UNDP Country Office is active. UNDP has a good understanding of the project and is directly engaged with the PMU Project Manager as well as the STA. The fact that the STA is part-time and located in Bangkok is offset by his frequent visits and technical input into the project. There appears to be a strong connection and positive working relationships between the parties.

3.1.15. Coordination and operational issues

Context

Coordination within the project is achieved through a range of processes (see Section 3.1.5). It is challenging because of the differing components and the diverse range and number of stakeholders.

Operations are generally constrained by the budgets and the logistical reality of transport and communications in the large project area.

Evaluation

Co ordination has improved as the project has progressed, as communication has increased and capacity has been built.

The reality of the operational logistics was experienced during the evaluation as the team was impacted not only by the distance to travel in the field but also by:

- Tra River ford flooding so we had to return to Kabang, reschedule our work and then try again the next day
- Red dirt/mud roads are very slow and muddy in the rain – we got stuck twice and were towed out
- Fallen trees blocking the road and only after they were sawn could we pass
- Considerable road distance and travel time to cover the project area.



A significant coordination activity of the project - co management - is impacted by budget constraints and has not been mentioned elsewhere in the evaluation. It is important to note that this concept of co management was built into the project during the inception phase. However a range of issues about co management surfaced during the evaluation including:

- No budget for co- management
- New concept in Vietnam
- No experience in Gia Lai
- No GOV policy to support co-management for protected areas (as compared to the policy for collaborative cooperation in business and agriculture)
- Study tour on co management linked to FSC took place in Bangkok and Malaysia. The Bangkok office based introduction was considered sub optimal as there was no field learning in Thailand, in contrast with the time spent in Malaysia.

3.1.16. Risks and counter measures

The following are considered to be the main risks to the project:

Risks	Counter measures
The SFCs feel the Green Corridor is a constraining imposition.	<p>Ensure the SFC management are part of the visioning of the Green Corridor and feel empowered to support its declaration</p> <p>Corridor needs to be developed collaboratively and with a shared vision</p>
Monitoring and patrolling of the forest is not sustained, with increased illegal logging and illegal harvesting of NTFP causing adverse impacts on biodiversity	<p>Ensure these baseline protection measures are funded in the transition phase</p> <p>Ensure the funding and institutionalisation of the forest protection units post project completion</p> <p>Embed the technical skills of monitoring within the protected area management processes</p>
No enabling framework for SFCs to participate in Forest Stewardship Council certification processes	<p>Recognise this difficulty and determine if during the life of the project this is likely to remain the situation.</p> <p>Alert the PPC to this problem requesting their assistance to put in place the necessary regulations and management mechanisms to accommodate the FSC standards, including the principles and criteria for independent decision making, marketing and planning, tenure use rights and compliance with law.</p> <p>Reaffirm TFT's objectives for the FSC component of the project in the context of the SFC's structures.</p>
<p>Project benefits are lost over time – post project completion e.g</p> <ul style="list-style-type: none"> • Ba Na communities return to unsustainable practises as they still depend on the forest for food and natural resources • Relationships between the Ba Na community and the protected area are weakened post project • Community awareness raising and environmental education does not continue post project completion as benefits are not able to be shown as a result of the project • Co management 	<p>Ba Na communities are empowered to sustainably manage the NTFPs through a sustainable quota licensing process being developed in collaboration with them as part of developing co management for areas where this is legally permissible.</p> <p>Community Consultation Groups are continued to be supported post project completion and recognised as having an important role in assisting management. This should be supported by the provincial authorities or through a follow on project.</p> <p>Community awareness raising and environmental education evidence based evaluation techniques are applied during the second half of the project. Financial provision should be made post project, by the provincial authorities to continue the community awareness raising environmental education activities.</p> <p>Ensure budget provision is made in the second half of the project for initial activities to be undertaken to develop this approach.</p>

Risks	Counter measures
The Green Corridor is not created, and the larger protected area is not created	Ensure all stakeholders agree and work to implement the Green Corridor and larger protected area, through second half of the project being focused on the creation of the Green Corridor and the larger protected area.
The Green Corridor is dissected by infrastructure development	GOV recognise the international importance of this area for its biodiversity values and re route the Ho Chi Minh trail away from all the protected areas in Gia Lai (including the Green Corridor, KKK NP and KCR NR) and Binh Dinh (An Toan NR)

3.2. RESULTS

On balance the evaluators consider the project to be delivering satisfactory results.

3.2.1. Attainment of objectives

The following table applies an ordinal scale, assigning values based on their ranking in relation to one another.

Assessment Codes:

Highly satisfactory = ☆²³

Satisfactory = ✓✓²⁴

Marginally satisfactory = ✓²⁵

Marginally unsatisfactory = ✓✗²⁶

Unsatisfactory = ✗²⁷

Planned = ●●●²⁸

Assessment:

Systematic approaches to natural resources management and biodiversity conservation, with broad participation of local people and other stakeholders, fulfilling obligations under global environmental conventions.

1. To what degree have the project objectives and outputs been achieved so far:	
➤ increased participation of local communities in biodiversity conservation	✓✓
➤ strengthened institutional capacity and legal frameworks	✓✓
➤ established conditions for sustainable forest management and forest management certification.	✓✓
2. Has the project achieved the key results expected at this time	✓✗

²³ Defined as: have or are expected to achieve or exceed all the objectives/activities set

²⁴ Defined as : expected to largely achieve the objectives/activities

²⁵ Defined as: expected to achieve some of the objectives/activities

²⁶ Defined as: less likely to achieve some of the objectives/activities

²⁷ Defined as: not expected to achieve the objectives/activities

²⁸ Defined as: yet to be achieved although planned

Assessment Codes:

Highly satisfactory = ☆²³

Satisfactory = ✓✓²⁴

Marginally satisfactory = ✓²⁵

Marginally unsatisfactory = ✓✗²⁶

Unsatisfactory = ✗²⁷

Planned = ●●●²⁸

3. Partnership Strategy: The project will be implemented in close partnership with concerned ministries, local government departments, and special collaborative arrangements involving community-based organizations and communities in the project sites, and other related projects in the region.	✓
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Immediate Objective 1:

Strengthened institutional Capacity of Gia Lai Forest Protection Department (FPD) in areas of forest management and protection, with specific emphasis on areas within and around the KKK NP and KCR NR

1. Basic infrastructure of NRs established and key items of equipment provided	☆
2. Training program for FPD staff conducted	☆
3. Monitoring program for project area established	☆
4. System of Community Forest Protection Units (CFPUs) in villages throughout the project area strengthened and developed	✓✓
5. Institutional mechanisms for improved coordination between government agencies responsible for forest protection strengthened	✓✓
6. Communications system established among agencies responsible for forest protection throughout the project area	✓✓
7. Long-term funding mechanism for KKK NP and KCR NR developed	●●●

Immediate Objective 2:

Increased awareness among local communities, key decision-makers, scientific community and donors to the unique conservation values of the project area, building long-term support for forest management and protection throughout the project area

1. Increased conservation awareness among local communities	✓✗
2. Increased dialogue and understanding between ethnic minorities and FPD	✓✓
3. Support for conservation of project area among conservationists, media and key decision makers generated	●●●
4. Knowledge and "lessons learned" shared with conservationists in the region	✗

Immediate objective 3:

Established conditions for sustainable forest management and forest management certification in Dak Roong and Tram Lap SFEs, leading to the continued integrity of a forest corridor between KKK NP and KCR NR

1. Assessments of Dak Roong and Tram Lap SFEs to achieve Forest Stewardship Council (FSC) certification conducted	✓✓
2. Strengthened capacity of SFE staff in sustainable forest management	✓✓
3. Dak Roong and Tram Lap SFEs certified by FSC	✗
4. Permanent Conservation Areas (PCAs) within Dak Rong and Tram Lap SFEs to "link" KKK NP and KCR NR designated	●●●

Note: Limitation – this is a tool used as a cross check for the evaluation summary findings. It should not be read in isolation from the full report

3.2.2. Sustainability

Context

The sustainability of the project is implied in its design, as it seeks to create a foundation for conservation gains through the creation of the Green Corridor connecting the two protected areas through the State Forests. This project includes a component for the sustainable management of the State Forests.

The project faces a significant external threat from the extension of the Ho Chi Minh Trail through the Green Corridor. This major transportation route, if it proceeds, will dissect and open up the area.

Evaluation

The long term sustainability of the project intervention is difficult to judge at this time. The evaluators spent some time exploring sustainability in several areas: infrastructure, capacity building and awareness raising, environmental education, funding needs and sustainable forest management in the context of the creation of the Green Corridor and with the local Ba Na communities.

The infrastructure benefits from the project will endure beyond the life of the project.

The capacity building and awareness raising undertaken may not endure if all these activities conclude at the completion of the project. The lack of benefit sharing for the local community may undermine this work. Typically awareness raising and training is most effective if delivered systematically over time. It should be consistently implemented. This includes with all new staff, and followed up with deeper training and experience of its application (experiential learning) in the field. This knowledge is ideally embedded organisationally into management tools and processes e.g. biological monitoring, community engagement techniques (PRA), forest protection activities, GIS and environmental education.

The budget constraints of this project raised questions for the evaluators over the effectiveness of some elements and the lasting impact of the investment. The evaluators explored the community and schools' environmental education programme through the three village meetings (as well as the forest protection activities, role of the CCG and their links with the protected areas and the SFCs).

The community education programme is delivered once annually for one day. The communities visited did not recall when the education programme was delivered. The effectiveness of delivery of community environmental education on an annual basis is very limited.

The school environmental education programme is delivered to Level 7 students (age 12-13 years) for five, 45 minute sessions during the school year. Children did speak about the programme with their families, but the parents were unaware of the details. The effectiveness of the programme being delivered to such small numbers of children may be limited. Some materials were evident – a small number of posters on display and posters recalled, ENV resources (seen only at ENV) and exercise

books. The small number of posters on display was attributed to damage by young children.

School based environmental education	Number of children whose parents knew they had attended	Environmental Education Programme participation	Remember the programme in any detail
Village 1	1	✓	no
Village 2	4	✓	no
Village 3	0	n/a	not delivered yet

Some confusion existed between the awareness raising programmes of KKK NP and KCR NR(existing long term programme) and the environmental education programme of the project.

The evaluation explored the structure of Ba Na community and household decision making to determine if the programmes were targeted at the decision makers. The village decision makers are the elders and the household decision makers are women. Consequently these 2 groups should be the focus in the community based programme, and possibly a wider age range of children in the school based programme. The materials should use pictures and paintings of the key protected biodiversity of this area to help reinforce the immediate connection to familiar and local biodiversity.

Preparation of the bridging arrangements for the conclusion of the project needs to be developed. Financial sustainability post-project needs to be included in the planning now. It is suggested that the PMU encourages KKK NP and KCR NR Management Boards to contact Vietnam Conservation Fund (VCF) in Central Vietnam. VCF will assist KKK NP and KCR NR Management Boards to prepare project proposals for continuity funding e.g. CCG costs, and biodiversity monitoring and patrolling continuation in the interim.

To increase staff retention for the remainder of the project the Steering Committee should provide for further capacity building and more appropriate employment conditions for staff.

Another significant external threat to the sustainability of the project is from the extension of the Ho Chi Minh Trail through the Green Corridor. This major transportation route development has commenced, with no EIA. It is planned to dissect and open up the area, and if it proceeds, will place the biodiversity under further pressure from the construction workers illegally logging, harvesting NTFPs, and illegal hunting. Once the road is finished this transportation route will open the area up for illegal logging, illegal harvesting of NTFPs, and illegal hunting, as well as settlement associated with agriculture, industrial rubber, and coffee production. If uncontrolled, these encroachments and associated settlement will threaten the biodiversity.

This threat of a major road through the proposed Green Corridor will seriously jeopardise the sustainability of this project. To mitigate this an EIA for the road, including social impacts of the road, should be prepared urgently.

The EIA should include the assumption that the impact on biodiversity of the road in the Green Corridor must be minimised, and consequently further major transportation infrastructure should be re routed around the Green Corridor utilising and upgrading the existing infrastructure. PPC and FPD should monitor the road building activities that may place the biodiversity under further pressure from the construction workers illegally logging, harvesting NTFPs, and illegally hunting. Once the road is finished PPC should control the transportation route for the illegal logging, illegal harvesting of NTFPs, and illegal hunting, as well as control the agricultural and industrial rubber, coffee etc encroachments as well as associated settlement and its threat to biodiversity.

3.2.3. Contribution to upgrading skills of the GOV staff

Context

The project has specific activities aimed at strengthening the institutional capacity of the Gia Lai FPD in areas of forest management and protection with specific emphasis on areas within and adjoining the KKK NP and KCR NR.



GIS training

*Discussing training outcomes with
KKK NP staff*

Evaluation

Within the limitation of the project budget (activity budgets were reduced) this was evaluated as being successful. FPD staff at a range of levels were interviewed both within the KKK and KCR, and also at FPD and the PMU. The interviews included a number of recipients of the training. General and specific technical knowledge questions were asked about skill acquisition, relevance and application to the job post training, further development including sharing of skills with others and additional benefits e.g. motivation. The long term value of experiential learning through field application was stressed by many as was the need for further in depth training, and in the context of the other dimensions of the project.

The PMU being physically distant from KKK and KCR was considered as a weakness especially with the limited resources of the project. This is for the following reasons:

- The PMU is geographically located away from some of the key protected stakeholders
- The PMU does not have not enough staff resource to stand alone easily – resource efficiencies and further strengthening would have resulted from co location

The evaluators were of the view this arrangement should remain and would be too disruptive to the project to change at this stage.

3.2.4. Likelihood of project attaining its objective

Context

At this stage in the project many of the project activities have been undertaken and the PMU is confident that the remaining activities can be delivered on time with the exception of the Component 3.3.3 activity that relates to certification of the forests.

Evaluation

The overall objective of the creation of the Green Corridor linking the two protected areas is achievable. The process to achieve this has been outlined by the PPC. This must be the focus for the remainder of the project. The planned strategic retreat and subsequent planning and review meetings scheduled for early 2009 are encouraged to focus on developing a shared vision and roadmap to achieve the Green Corridor. The road map will clearly identify the critical steps, assign responsibilities for tasks and include a detailed timeline to achieve the Green Corridor. A risk assessment (including mitigations) of external threats to this achievement, as well as identification of internal challenges, should be incorporated into this process to ensure the project's best chance of success.

Although it is probable that the Green Corridor will be achieved within the life of the project, the effectiveness of this is under significant external threat from the extension of the Ho Chi Minh Trail through the Green Corridor. Infrastructure development creates threats during and post construction. The planning, designing and implementing of transportation infrastructure development should minimize impact on natural ecosystems including watersheds and biodiversity and disruption and impoverishment of biological and cultural diversity. Infrastructure development is recognised internationally as a significant threat to effective protected areas: e.g at the 2008 IUCN World Congress on Protected Areas infrastructure development was singled out as a significant threat to protected areas effectiveness²⁹.

²⁹ CGR4.MOT111 Rev.1 **Impacts of infrastructure and extractive industries on protected areas**
http://intranet.iucn.org/webfiles/doc/IUCNPolicy/Resolutions/2008_WCC_4/DRAFT_UNEDITED/111_rev_1_impacts_of_infrastructure_and_extractive_industries_on_protected_areas.pdf

4. VILLAGE CASE STUDIES: ANECDOTES

During the village meetings the evaluation process was able to record some anecdotes from the villages that illustrate the range of project impacts on the Ba Na communities:

Village Huya

Mr O' said "Forest patrolling is very hard work but I can get money. If there is no payment I am still willing to go forest patrolling but the times will be fewer"

Mr Bu'l said "I usually talk to people who attend funerals and weddings of my village and other villages about the environmental education by KKK NP, their pictures and the stories they share with the village meeting."



Village Huya



Nam Rong



Calling the village meeting

Village Dek Jeng

Mr Nhung said "Several years ago hunted animals were shared with all villagers. In recent years animals have been hunted but hunters do so in secret... Today I think there are very few opportunities for the animals to survive serious hunting."

In the past time people were very happy in the forest, hearing songs from Gibbons (Quynh named by Ba Na), calls from the Muntjac (Zil named by Ba Na), and songs from Red Junglefowl (Ir Pri named by Ba Na), however we rarely hear these calls and songs from these animals in the recent years."

Mr Jong said "In the past time many villagers used animal calls as clocks (telling the time by the signals from the animal calls). Now villagers buy the clocks from markets. The old people are very sad because they miss the gibbon songs"



Village Dek Jeng meeting



With CCG and PMU at Dek Jeng

Village Ha Lam

Mrs Dinh Thi Tinh said “Kon Chu Rang staff recommended that villagers should not burn forests for cultivation. I do not agree with them because this reduces the land available for cultivation, so that now we are poor. When my children grow up they will have even less land for cultivation”

Mr Dinh Runh said “Kon Chu Rang means old forest in Ba Na language. More forest preserved is better, but villagers will be poorer”

Mrs Dinh Thi Than “Before the forests were ours (villagers), now forests belong to the Nature Reserve and State Forest Companies... It is a long time since I have eaten animal meat (Xem in Ba Na language). I have a desire for animal meat but my son does not go hunting because he fears the rangers”

Mrs Cao Thi Huong said “Ba Na women are important in households because they are the decision-makers in their families. The environmental education programme should concentrate to the women”



Village Ha Lam

5. LESSONS LEARNED

- Hard to measure the effectiveness and impact of capacity building, awareness raising and environmental education
 - Accept measures of evidence and anecdote e.g. use of posters and examples spoken.
- Project design
 - Review and update project elements, especially budget, if there are delays between design and approval
 - Recognition of local communities' dependence on forest resources for food, income, and natural resource exploitation should be accommodated in the project design. When benefits are removed the project design should address this need.
 - New concepts in conservation and sustainable development take time to be understood
 - Co management
 - Project timeframe too short for FSC to be established
 - No enabling framework for SFC
- Capacity building impact increases with experiential learning and is continued over time.

6. RECOMMENDATIONS

6.1. LARGER PROTECTED AREA CREATION

See Map on page 6.

To find the budget from this project to undertake within the life of the project a feasibility study of the PA that includes KKK NP and KCR NR and proposed Green Corridor. This is required for presentation to PPC, and is an essential element of the case for establishing the Green Corridor.

KKK NP, KCR NR, Green Corridor and An Toan NR should be connected for management purposes and to enable the possibility of a declaration of a larger Man and the Biosphere Reserve in the future.

In the near future Gia Lai and Binh Dinh Provinces should establish a regulation for a larger trans provincial boundary protected area complex for the purpose of collaborative management of three Special Use Forest Sites: KKK, KCR, Green Corridor and An Toan NR to enhance the biological integrity and ensure management coherence of this larger protected area. Further this will enable the declaration of a larger Man and the Biosphere Reserve in the future.

Infrastructure, especially the road through Green Corridor, should be routed away from all boundaries of the larger protected area complex to enhance the biological integrity and ensure the management coherence of this larger protected area.

6.2. CAPACITY BUILDING

To implement further training building on the initial training activities in the second phase of the project e.g. GIS, biodiversity monitoring, community engagement skills, Ba Na forest protection units KCR NR management board should provide training for all KCR NR staff in environmental education when their staff resources are increased.

What	Who
GIS	KKK NP and KCR NR and SFCs
Biodiversity monitoring	KKK NP and KCR NR and SFCs
Community engagement - PRA	KKK NP and KCR NR, SFCs and CCG
Forest protection patrolling skills and monitoring all illegal logging, harvesting of NTFP and hunting	Ba Na communities FPU's linked to activities of KKK NP and KCR NR

6.3. BUDGET

The budget for the remainder of the project should be reviewed and monies reallocated from low priority activities to other priorities that are underfunded e.g. community education with villages, CCG meetings, development of co-management, training workshop for stakeholders and preliminary assessments of the function and roles of stakeholders in co management and preparation of the feasibility case to PPC to enable declaration of the Green Corridor.

That KKK NP and KCR NR co-ordinate their annual budget from PPC with the project activities e.g. environmental education programme, patrolling, biodiversity monitoring of permanent sample plots. And that PPC provide the budget to continue these activities after the project is completed.

6.4. ENVIRONMENTAL EDUCATION PROGRAMME

Link awareness raising programmes of KKK NP and KCR NR (existing long term programme) with the environmental education programme of the project, and focus on women and the elders in the community-based programme and children in the school based programme.

Household and village decision makers are women and the elders, consequently they should be the focus in the community based programme, and possibly a wider age range of children in the school based programme.

The education and awareness raising materials should use pictures and paintings of the key protected biodiversity of this area to help reinforce the immediate connection to familiar and local biodiversity.

6.5. ROAD

GOV should urgently prepare an EIA for the road, including the social impacts of the road, as this major road through the proposed Green Corridor is a serious threat and will jeopardise the sustainability of this project.

The EIA should include the assumption that the impact on biodiversity of the road in the Green Corridor must be minimised, and consequently further major transportation infrastructure be re-routed around the Green Corridor utilising and upgrading the existing infrastructure. PPC and FPD should monitor the road building activities that may place the biodiversity under further pressure from the construction workers illegally logging, harvesting NTFPs, and illegally hunting. Once the road is finished PPC should control the transportation route for the illegal logging, illegal harvesting of NTFPs, and illegal hunting, as well as control the agricultural and industrial rubber, coffee etc encroachments and associated settlement and its threat to biodiversity.

6.6. CO MANAGEMENT

To find funding from this budget to undertake within the second half of the project initial activities in co-management e.g. training workshop for stakeholders and preliminary assessments of the function and roles of stakeholders in co management to deepen the approach outlined in the FRR report.

6.7. SHARING OF INFORMATION

That the Project actively shares information with other projects in the region e.g. the WWF/SDC Sustainable Forest Management project, the WWF Central Annamites Initiative, and the ADB Forests for Livelihoods project etc. That the other projects be invited to participate in mutual workshops and conferences to share information experiences and approaches.

6.7.1. Website

Up to date and all relevant project material should be uploaded to the website, www.kkkkcrproject.org urgently.

6.7.2. Learning workshop at completion

At the conclusion of the project UNDP and the GOV should host a learning workshop and the outcomes of the project be written up into a learning document and shared with key decision makers and protected area managers e.g. Management boards, provincial FPD, and PPC and protected area directors.

6.8. STAFF RETENTION

To increase staff retention for the remainder of the project the Steering Committee should provide for further capacity building for the skills required to implement the project e.g. stakeholder engagement training, and more appropriate employment conditions for staff in the PMU.

6.9. PROJECT VEHICLES

At the conclusion of the project the vehicles purchased by the project should be retained in the province and UNDP should allocate to FPD, KKK NP, and KCR NR.

6.10. FOLLOWING THIS PROJECT'S COMPLETION

Following the April 2009 workshop PMU should propose to PPC that they support and provide interim funding for continuity activities after the project is completed e.g. CCG costs, biological monitoring, FPU's etc.

That PMU encourage KKK NP and KCR NR Management Boards to contact VCF in Central Vietnam. VCF will assist KKK NP and KCR NR Management Boards to prepare project proposals for continuity funding e.g. CCG costs, and continuation of biodiversity monitoring and patrolling in the interim. (VCF will determine whether the protected areas meet the necessary prerequisites for VCF funding.)

6.11. FOLLOW ON PROJECT

During the second half of this project a follow on project should be designed that builds on the foundations laid by this project for biodiversity conservation in the Green Corridor complex.

6.12. POST PROJECT COMPLETION

The Committee (as structured below) should guide the KKK NP- Corridor-KCR NR post project to ensure the continuation of the coordination that is required for effective management of the Green Corridor and its stakeholders.

For clarity the Committee should comprise a representative of the PPC, all relevant Provincial level departments and representatives of local key management stakeholders e.g. KKK NP and KCR NR and SFCs and any key staff of possible follow on projects.

6.13. FSC

TFT should continue to support the SFC in certification processes both during and when the project is concluded.

PPC and MARD should develop the regulations for the state forestry companies nationally providing a framework for SFC management mechanisms. This would enable companies such as Tram Lap and Dakrong to more clearly understand their roles and responsibilities for biodiversity conservation and sustainable development.

ANNEX 1: TERMS OF REFERENCE

TERMS OF REFERENCE

Project Mid-Term Evaluation

1. Project Summary

Project Title:	Making the Link: The Connection and Sustainable Management of Kon Ka Kinh and Kon Cha Rang Nature Reserves
Project ID:	PIMS 2152 BD MSP: KKK-KCR/ Atlas: 00043767/00051178
Implementing Partner:	Gia Lai Provincial Peoples Committee,
Responsible Agency:	Gia Lai Forest Protection Department.
Project Sites:	Kon Ka Kinh National Park, Kon Cha Ran Nature Reserve, and Tram Lap and Dakrong State Forest Enterprises
Country:	Vietnam
Budget:	USD 2,942.000
Assignment Duration:	15 days (expected starting date 17 November 2009)
Duty station:	Pleiku City (Gia Lai Province), with travel to KKK National Park, KCR Nature Reserve, and Hanoi

2. The UNDP/ GEF Mid-Term Review

The GEF/UNDP Monitoring and Evaluation (M&E) policy at the project level has four objectives, as follows:

- i. Monitor project and evaluate results and impacts.
- ii. Provide a basis for decision-making on needed project amendment and improvement.
- iii. Promote accountability for the use of project resources.
- iv. Document, provide feedback on, and disseminate project lessons learned.

The mid-term evaluation is a UNDP requirement for all GEF full size and medium size projects, with the purpose to provide an objective and independent assessment of project implementation and impact, including lessons learned to guide future conservation efforts. The evaluation aims to identify potential project design and implementation problems, assess progress towards the achievement of planned objectives and outputs, including the generation of global environmental benefits,

identify and document lessons learned (including lessons that might improve design and implementation of other UNDP projects including GEF co-financed projects), and to make recommendations regarding specific actions that might be taken to improve project implementation and the sustainability of impacts, including recommendations about replication and exit strategies.

The MTE is also expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from regular project monitoring. The mid-term evaluation thus provides a valuable opportunity to assess signs of ultimate project success or failure and prompt necessary adjustments in project design and management. UNDP also views the mid term evaluation as an important opportunity to provide donors, government and project partners with an independent assessment of the status, relevance and performance of the project with reference to the Project Document.

3. Project summary

This medium-sized GEF project ‘Making the Link: The Connection and Sustainable Management of Kon Ka Kinh and Kon Cha Rang Nature Reserves (4KCRP), an area of global significance for biodiversity conservation in the Central Annamites Priority Landscape.

The project aims to contribute to global biodiversity conservation in the Central Annamites by establishing a conservation corridor through the Tram Lap and Dakrong State Forest Enterprises (SFEs) to link Kon Ka Kinh National Park (KKKNP) and Kon Cha Ran Nature Reserve (KCRNR). The conservation corridor represents an important strategy to combat habitat fragmentation and to conserve threatened species³⁰ and high-value ecological processes that require large spatial areas for their viability over the long term. Kon Ka Kinh and Kon Cha Ran hold global priorities for biodiversity conservation given that they support most of the unique biological attributes of the Central Annamites Priority Landscape, together with some of the most intact faunal and floral communities remaining in Vietnam. The two nature protected areas are situated in the Kon Tum Plateau Endemic Bird Area (EBA), a center of endemism in birds and other taxonomic groups, with recent discoveries demonstrating that it meets globally-recognized criteria.

Project implementation sets to attain the above by planning for, establishing, and strengthening institutional parameters needed to support conservation management and biophysical connectivity between the two protected areas. This is to take place by introducing sustainable forest management measures, establishing permanent conservation areas, and introducing collaborative management and other permissible approaches to ensure that protected areas and the SFEs include operational modalities to help manage the landscape as one integrated biological unit; the KKK-KCR Forest Complex.

The proposed corridor, likely a mixture of protection zones and utilization to be partly managed in collaboration with local communities, is expected to play a crucial role in the long-term conservation of the Central Annamites Priority Landscape. The corridor will contribute to social and economic development by promoting sustainable

³⁰ Species within the KKK-KCR Forest. omplex include threatened and endangered animals, such as the grey-shanked *Douc Pygathrix cinerea*, yellow-cheeked crested gibbon *Hylobates gabriellae* and tiger *Panthera tigris*.

natural resource use to sustain the livelihoods of people within the forest complex who still depend on these resources on a daily basis. The sustainability of the corridor is therefore very much dependent on the participation and support of all the key stakeholders, including local ethnic minority peoples living in the project area. The performance of the conservation corridor will depend, to a large extent, on the efficiency and effectiveness with which natural resource endowments are protected and maintained.

The project addresses developmental challenges by building institutional capacity to manage the corridor and protected areas, enhancing connectivity through the establishment of permanent conservation areas and sustainable forest management zones, and raising community awareness and understanding of the importance of conserving and protecting the unique and valuable fauna and flora of the project area. At the same time the sustainable forest management regime and forest certification within the two State Forest Enterprises are expected to play an important role in helping meet development goals.

4. Project goals and objectives

The overall conservation goal of this project is the long-term conservation of the unique biological attributes of the Central Annamites Priority Landscape. While the establishment of the two protected areas was an important contribution to this goal, individually they are too small to maintain viable populations of all species, particularly wide-ranging species that occur at naturally low densities, such as Tiger *Panthera tigris*.

In order for the above conservation goal to be realized, it is essential that KKK NP and KCR NR, and the intervening SFEs be managed in a way that is consistent with the maintenance of their integrity as a single biological unit.

The purpose of the project is, therefore, to establish a foundation of support and management to maintain the biological integrity and connectivity of the Kon Ka Kinh and Kon Cha Rang, an integral part of the KKK-KCR Forest Complex.

The project proposes to accomplish the above goal through three Project Outcomes and corresponding Priority Activities, as follows:

Project Outcomes, Activities, and General Indicators

To this end, the project comprises three Project Outcomes and corresponding Priority Activities as follows:

Outcome 1. Institutional Strengthening

1. To strengthen the institutional capacity of Gia Lai Forest Protection Department (FPD) in areas of forest management and protection, with specific emphasis on areas within and around the KKK and KCR.

Priority Activities

- 1.1 Provision of basic infrastructure and key equipment items to the protected areas.
- 1.2 Conduction of training program for Forest Protection Department staff.

- 1.3 Establishment of a monitoring program for the protected areas.
- 1.4 Development Community Forest Protection Units at key villages in the landscape.
- 1.5 Strengthening of institutional mechanisms to improve coordination between forest protection agencies.
- 1.6 Establishment of a communications system amongst forest protection agencies within the project area.
- 1.7 Development of long-term funding mechanisms for KKK NP and KCR NR.

General Indicator

Government economic policies support growth that is more equitable, inclusive, and sustainable.

Outcome 2. Awareness and Education

- 2. To increase awareness among local communities, key decision-makers, scientific community, and donors to the conservation values of the project area, building long-term support for forest management and protection in the KKK-KCR Forest Complex.

Priority Activities

- 2.1 Increase conservation awareness among local communities
- 2.2 Increase dialogue and understanding between ethnic minorities and the Forest Protection Department
- 2.3 Generate conservation support for the KKK NP-KCR NR by conservationists and key decision makers

General Indicator

Economic growth takes into account environmental protection and rational use of natural resources for poverty reduction

Outcome 3. Sustainable Forest Management

- 3. To establish conditions for sustainable forest management and forest management certification in Dakrong and Tram Lap State Forest Enterprises, leading to the continued integrity of a forest corridor between KKK NP and KCR NR.

Priority Activities

- 2.4 Assess the Dakrong and Tram Lap enterprises to achieve Forest Stewardship Council certification
- 2.5 Strengthen the capacity of the State Forest Enterprises staff in sustainable forest management
- 2.6 Secure forest certification to the Dakrong and Tram Lap State Forest Enterprises

2.7 Secure establishment of Permanent Conservation Areas within SFEs to “link” KKK NP and KCR NR

General Indicator

Systematic approaches to natural resources management and biodiversity conservation, with broad participation of local people and other stakeholders, fulfill obligations under global environmental conventions.

5. Project present status

The project has achieved important results, some of which include, amongst other:

- Baseline socio-economic surveys and assessment of collaborative management options carried out in areas between KKK NP and KCR NR, to assess possible locations for pilot collaborative management locations.
- Baseline biodiversity surveys to define possible and priority areas for proposed connecting forest corridors between KKK NP and KCR Nature Reserve, including areas targeted for strict conservation.
- Training needs assessment for key project conservation stakeholders, with conducting of follow-up training activities to address some of the training needs and improve stakeholder conservation management capacities.
- Elaboration of a conservation awareness strategy and action plan for the project area, targeting local communities, stakeholders, and government officers.
- Definition and training for biodiversity monitoring within the project area, with definition of monitoring modules and sequences.
- A number of training courses have been conducted for protected area staff and local stakeholders, resulting in improved management capacity and increased public awareness of environmental protection and natural resources.

6. Objectives of the Mid-Term Evaluation

As per the general introduction, the overall objective of the Mid-Term Evaluation is to review progress towards the project's objectives and outcomes, identify strengths and weaknesses in implementation, and identify risks and counter-measures. One crucial aspect of the evaluation is to assess the likelihood of the project achieving its objectives and delivering its intended outputs, and to provide recommendations on modifications to increase the likelihood of success if necessary.

Key issues to be assessed:

- Progress towards attaining the project's national and global environmental objectives.
- Progress towards achieving project outcomes, particularly related to biodiversity conservation and the establishment of a connecting corridor between KKK and KCR.
- The project's adaptive management strategy, in particular how have project activities changed in response to new conditions, and have the changes been appropriate;

- Clarity of roles and responsibilities of agencies and institutions, and the level of coordination between relevant agencies, such as Forest Protection Department and Forestry Department, and forest management stakeholders, such as the protected areas and the State Forest Enterprises.
- Review any partnership arrangements with other donors and comment on their strengths and weaknesses, such as partnership with Tropical Forest Trust, and BirdLife International as a subcontractor.
- Assess the level of community involvement in the project and recommend on whether public involvement has been appropriate to the goals of the project.
- Describe and assess efforts of UNDP in support of the implementing agency and national institutions.
- Review and evaluate the extent to which project impacts have reached the intended beneficiaries, both within and outside project sites.
- Assess the likelihood of continuation of project outcomes and benefits after completion of GEF funding.
- Identify risks and counter-measures, describe key factors that will require attention in order to improve prospects for sustainability of project outcomes;
- Assess whether the project has an appropriate strategy for knowledge transfer, and describe the results of this strategy to date;
- Assess whether the Logical Framework Approach and performance indicators have been used as project management tools;
- Review the implementation of the project's monitoring and evaluation plans;
- Describe the main lessons that have emerged in terms of:
 - Strengthening local ownership.
 - Strengthening stakeholder participation.
 - Application of adaptive management strategies.
 - Efforts to secure sustainability.
 - Knowledge transfer.
 - Role of monitoring and evaluation in project implementation.

In describing all lessons learnt, an explicit distinction needs to be made between those lessons applicable only to this project, and lessons that may be of value more broadly, including to other similar projects in the UNDP/ GEF pipeline and portfolio.

7. Methodology for the evaluation

Participatory aspects

The evaluation is to be conducted in a participatory fashion, involving as many project stakeholders as possible, and addressing issues together to define relevant answers to questions posed within these Terms of Reference. One purpose of the evaluation is to assess project implementation and impact likelihood, and for this to take place all stakeholders must fully understand, and identify with, the evaluation report. This should be the case even if some stakeholders might disagree with some of the final report contents.

Field visits

The evaluation must start with a review of project documentation, including key project planning reports, consultancy mission reports, and relevant correspondence. It will include visits to the national project office, interviews (by phone if necessary) with key individuals within the project—including the Chief Technical Advisor, the government at Provincial, District, and Commune levels, key sub-contractors to the project—such as BirdLife International and Environment Vietnam, as well as implementing and executing agency personnel.

Field visits to project sites will also be conducted to view activities first hand and to meet with project counterparts—particularly KKK National Park, KCR Nature Reserve, and officials from the two State Forest Enterprises.

Project design and relevance

A key aspect of the evaluation is to assess project design and relevance to proposed objectives and outputs. In line with this, evaluation will pay particular attention into assessing the:

- Relevance of the project to its objectives and to the biodiversity conservation needs of Vietnam, especially in terms of maximizing and sustaining the impact interventions.
- Project design, operational modalities, coherence of its strategies and activities, and links between the various components to reach overall objectives in synergy.
- Significance of the overall project approach in relation its objectives, and if specific results and activities thus far are in line with the aspirations of the beneficiaries.

Progress of implementation, efficiency, and effectiveness

- Analyse the achievements of the project against its stated targets, its strengths and weaknesses, and key challenges that have emerged in the course of implementation.
- Assess the adequacy and appropriateness of the project implementation modalities that have been put into place.
- Assess the role of the funding and executing agencies—implementing bodies, sub-contractors, Steering Committee, Local authorities, and their effectiveness in carrying out their respective tasks
- Analyse the adequacy of the monitoring approach and methodology and the results of monitoring activities that have been conducted.
- Assess the effectiveness of the project's approaches and strategies in relation to the stated objectives.
- Assess the effectiveness of the project in co-ordinating its work, and in exchanging information, with other initiatives in Vietnam and with other co-operation projects.

Impacts

- Assess the project's possible long-term impact on institutions building, particularly related to stakeholder agencies and local minority communities.
- Analyse the overall effects of the project per component in a broader context, and against the project objectives.

- Assess possible impact of the project to local minority communes, should connective corridors be established and functional as envisioned.
- Assess the impact of activities undertaken by the project that could influence provincial and national policy related to biodiversity conservation and collaborative management options.

Sustainability

- Assess the policies, practices, and strategies proposed and adopted by the project in terms of sustainability.
- Assess how the local institutional capacity and structures of the project have been prepared for the post project situation.
- Assess project-crosscutting issues, such as appropriate technology, gender issues, government inter-agency cooperation, biodiversity and sustainable livelihoods.
- Analyse the current trends in policy and legislative development in sectors related to the project and describe the current and expected legal and other bottlenecks that may stall the assimilation of key project results.

8. Implementation arrangements:

The Project Management Unit is responsible for obtaining a visa for the international consultant, booking hotels, arranging domestic travel, meeting consultants at the airport, arranging meetings with concerned parties in Pleiku and the KKK NP and KCR NR, and other logistic support. Passport details of the international consultant must be provided to the Project Management Unit at least two weeks prior to the arrival date. It is suggested that the evaluation mission be carried out in late November 2008.

TOR Annex 1

Evaluation Team Requirements and Specific Tasks

General requirements

Candidates to the evaluation team must have relevant experience in Natural Resource Management or related fields and have adequate experience in evaluation of GEF projects. Candidates must also be physically fit and be willing to walk and work in remote locations. Consultants must bring their own computing equipment.

The main products expected from the evaluation are:

- Presentation(s) to key stakeholders;
- An interim draft report; and,
- A final comprehensive mid-term evaluation report.

Evaluation methodology

Although participatory in nature, the evaluation methodology will be determined by the evaluation team, guided by the requirements of GEF and UNDP, as articulated in various guidelines, policies and manuals on the conduct of evaluations for GEF projects. It is also important to examine project documents such as the approved GEF project brief, the final UNDP project document, the inception workshop report, the project logical framework, annual budgets and work plans, Project Steering Committee and TPR minutes as available, earlier PDF-B reports, and other technical reports and relevant documents are important as relevant. A list of key documents is given in Annex 3

The evaluation methodology should be clearly documented in the final evaluation report including comprehensive details on: (a) documents reviewed; (b) interviews conducted; (c) consultations held with key stakeholders; (d) project sites visited; and, (e) techniques and approaches used for data gathering, verification and analysis.

The evaluation team will make a verbal presentation to stakeholders towards the end of the evaluation. After the presentation the team will take note of verbal and written responses to its presentation and consider these in preparing an interim draft evaluation report that will be provided to UNDP-Vietnam before the team leaves for distribution to stakeholders.

Reporting process

UNDP will circulate the draft report to all stakeholders requesting written feedback that should be sent directly to the evaluators within one week of receipt. The Mid-Term Evaluation report including all annexes should be finalized within ten days of the deadline for receiving comments on the first draft.

While the evaluation team is free to determine the actual layout of the final evaluation report, this must include the minimum content requirements, as suggested in Annex 5. The Team Leader will forward the final report by e-mail to UNDP-Vietnam for onward distribution to all stakeholders. The evaluators will be responsible for the contents, quality, and veracity of the report.

Individual requirements

International Consultant (Team Leader)

- PhD, or Masters degree plus ten years experience in biodiversity conservation, protected area management, conservation management, natural resources conservation, or related fields, with in-depth understanding of landscape ecology conservation approaches and community-based natural resource management.
- Familiar with integrated conservation development projects in developing countries, particularly in Asia, either through managing or evaluating donor-funded projects.
- Familiarity with collaborative management theory and practice, and substantive knowledge of participatory monitoring and evaluation processes is essential.
- Familiarity with forest management practices, particularly under state enterprises logging natural forests, and experience with ethnic minorities is an advantage.
- Experience in the evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors.
- A demonstrated understanding of GEF principles and expected impacts in terms of global benefits is essential.
- Demonstrated ability to assess complex situations in order to succinctly and clearly screen critical issues and draw forward-looking conclusions.
- Experience leading small multi-disciplinary, multi-national teams to deliver quality products in high stress, short deadline situations.
- Previous relevant experience in Vietnam is an advantage but not essential.
- Excellent English writing and communication skills.

NATIONAL CONSULTANT (PROTECTED AREAS AND BIODIVERSITY CONSERVATION)

- Professional background in natural resources management, conservation and community development, and related fields with a minimum of eight years of relevant experience.
- Knowledge of monitoring and evaluation and working experiences in evaluating conservation and development projects.
- Demonstrated understanding of both conservation and development decision-making processes, at national and provincial level is essential.
- Knowledge of participatory and community participation in natural resources management.
- Proficient English writing and communication skills, with an ability to act as translator for international counterpart and to translate written documents from/ to Vietnamese is essential.
- Experience with the United Nations or other international development agency is an advantage.

Evaluation Team Specific Tasks

The main final output of the evaluation will be an independent and comprehensive Mid-Term Evaluation report with annexes as needed. However, the main report should not exceed 50 pages, and presenting annexes as needed. The minimum requirements for the content of the final Mid-Term Evaluation report are given in Annex 5.

The basis for the evaluators' main conclusions must be clear and the methodology clearly documented within the final report. Recommendations made must be based on clearly substantiated findings and stated in operational terms. They must address all issues identified by the evaluation mission, including changes in modalities, processes, strategies, focus and otherwise deemed necessary and appropriate

International Consultant/ Team Leader

The Team Leader will have overall responsibility for the work and operation of the evaluation team, including the coordination of inputs from different team members. The Team Leader is responsible and overall accountable for the production of the agreed outputs.

In addition to the above, the Team Leader is responsible for the following:

- Desk research of existing management plans, survey/ research/ evaluation reports and databases.
- Conduct fieldwork together with the national counterpart and interview stakeholders, forest management and protection officials, and communities to generate authentic information and opinions.
- Write and compile the information and reports as needed.
- Make a presentation of key findings highlighting achievements, constraints, and make practical recommendations to decision makers and stakeholders.
- Finalize the Evaluation Report

Local Consultant

- The local consultant will assist and collaborate with the Team Leader in all the tasks mentioned above including fieldwork, desk based translation, report writing as agreed with Team Leader, and assist with translation in the field.
- The national consultant will be mobilized several days before the Team Leader in an effort to collect and collate data related to the project beforehand.

ANNEX 2: ITINERARY INCLUDING LIST OF INTERVIEWEES

Ord.	Content/Name	Organizations	Position	Note
18/11/08 (10:00-11:30 a.m)				
<u>UNDP: Briefing</u>				
1	Mrs Thu Ba	UNDP		0904094343
18/11/08 (1:30-3:00 p.m)				
<u>Meeting with BirdLife International in Hanoi</u>				
1	Mrs Tuấn Anh	BirdLife Intl Hanoi	Representative	
2	Mr. Lê Trọng Trãi	Ditto	Biodiversity specialist	01687805752
18/11/08 (4:00-5:30 p.m)				
<u>Meeting with ENV in Hanoi</u>				
1	Đặng Minh Hà	ENV Hanoi	Director	+84435148850
18/11/08 (6:00-15:00)				
<u>Traveling from Hanoi to Pleiku</u>				
19/11/08 (4:00-5:30 p.m)				
<u>Meeting with PMU for mid-term review planning</u>				
1	Y Mới	PMU	Vice director	0903504758
2	Trương Thị Anh Thư	PMU	PMU staff for community	0914033486
3	Potess Fernando	PMU	STA	
4	Nguyễn Quốc Tuấn	PMU	Technician	
5	Từ Văn Phước	PMU	Manager	0913406665
6	Phạm Minh Huệ	PMU	Secretary/Interpreter	0912103453
20/11/08 (8:00-9:35 a.m)				
<u>Forest Protection Department (FPD)</u>				
1	Y Mới	FPD	Vice director	0903504758
2	Nguyễn Thị Kim Hương	FPD	Vice head of Forest Protection and Management Unit	0914033486
3	Potess Fernando	PMU	STA	
4	Từ Văn Phước	PMU	Manager	0913406665
5	Phạm Minh Huệ	PMU	Secretary/Interpreter	0912103453
20/11/08 (9:45-11:00 a.m)				
<u>Forestry Department (FD)</u>				
1	Nguyễn Ngọc Rân	FD	Director	0903507314
2	Từ Văn Phước	PMU	Manager	0913406665
3	Phạm Minh Huệ	UNV	Secretary/Interpreter	0912103453
4	Diễn	FPD	Driver	0913450869
20/11/08 (1:30-5:00 p.m)				
<u>Department of Agriculture and Rural Development (DARD)</u>				
1.	Kpã Thuyền	DARD	Director	
2.	Ngô Quang Đạo	DARD	Vice head of Planning Unit	0977913218
3.	Võ Thị Xuân Ngọc	DARD	Planning Unit staff	
4.	Từ Văn Phước	PMU	Manager	0913406665
5.	Phạm Minh Huệ	PMU	Secretary/Interpreter	0912103453
6.	Nguyễn Hoàng Gang	PMU	Driver	81B-1227
21/11/08(8:30-11:20 a.m and 1:30-4:00 p.m)				

Meeting with Kong Ka King National Park				
1.	Nguyễn Văn Hoan	KKK NP	Vice director	0914170259
2.	Lê Văn Vinh	KKK NP	Head of Planning and Technical Unit	0983108157
3.	Phan Thị Đình Sử	KKK NP	Participant of training course on Ba Na language	0973882258
4.	Nguyễn Thị Kiều Diễm	KKK NP	Participant of training course on biodiversity monitoring	
5.	Nguyễn Phú Tiến	KKK NP	Participant of training course on biodiversity monitoring	
6.	Lương Đình Trọng	KKK NP	Participant of training course on GIS	
7.	Từ Văn Phước	PMU	Manager	
8.	Phạm Minh Huệ	PMU	Secretary/Interpreter	
9.	Lê Đình Diễm	FPD	Driver	81A-1457
10.	Nguyễn Bá Bình	FPD	Driver	81B-1227
22/11/08 (morning)				
Meeting with Village Huya and observation (Ayun commune, Mang Yang district)				
1.	Mai Thanh Chung	Community Consultant Group (3 persons)	Head of CCG	
2.	Anh Bui	Community Consultant Group	Member	
3.	Mr. Mu		Village Elder	Male
4.	Rim		Vice head	Male
5.	Mr. Đẩu		Villager	Male
6.	Mr. Svit		Villager	Male
7.	Mr. Đung		Villager	Male
8.	Mrs. Toanh		Villager	Female
9.	Mr. Blum		Villager	Male
10.	Mr. Rốt		Villager	Male
11.	Mr. Ở		Villager	Male
12.	Mr. Ging		Villager	Male
13.	Mr. Công		Villager	Male
14.	Mr. Nguất		Villager	Male
15.	Mr. Quàn		Villager	Male
16.	Mr. Lượm		Villager	Male
17.	Mr. Thiu		Villager	Male
18.	Mr. Khời		Villager	Female
19.	Mr. Khời		Villager	Male
20.	Mr. Guk		Villager	Male
21.	Mr. Toach		Villager	Male
22.	Mr. Pak		Villager	Male
23.	Mrs. Sáp		Villager	Female
24.	Mr. Sách		Villager	Male
25.	Từ Văn Phước	PMU	Manager	
26.	Phạm Minh Huệ	PMU	Secretary/Interpreter	
27.	Trương Thị Bích Thư	PMU	PMU staff for Community	
28.	Lê Đình Diễm	FPD	Driver	81A -1457

29.	Nguyễn Bá Bình	FPD	Driver	81B - 1227
22/11/08 (afternoon)				
Meeting with Village Dek Jieng and observation, (Ayun commune, Mang Yang district)				
1	Tróp	Lang Dekjieng	Villager	Male
2	Byim	Thon trung cu	Villager	Male
3	Khua		Villager	Male
4	Nim		Villager	Male
5	Khanh		Villager	Male
6	Koanh		Villager	Male
7	Joung		Villager	Male
8	Hộp		Villager	Male
9	Chim		Villager	Male
10	Nen		Villager	Male
11	Yêm		Villager	Male
12	Vút		Village head	Male
13	Sâm		Villager	Female
14	Huôi		Elder	Male
15	Doih		Elder	Male
16	Pul		Villager	Male
17	Rơm		Villager	Male
18	Dung		Villager	Female
19	Hyek		Villager	Male
20	Brêk		Villager	Male
21	Nhơng		Villager	Male
22	Drơm		Villager	Male
23	Tring		Villager	Female
24	Chung		Villager	Male
25	Trôt		Villager	Male
26	Trâm		Villager	Male
27	Hyap		Elder	Male
28	Neng		Villager	Female
29	Chri		Villager	Male
30	Kira		Villager	Male
31	Chep		Villager	Male
32	Kôp		Villager	Male
33	Bul	CCG	CCG member	
24/11/2008 (10:00-11:30 a.m/ 1:30-4:00 p.m)				
Meeting with Kon Chu Rang NR				
1	Trịnh Viết Ty	KCR	Director	0913471971
2	Nguyễn Minh Sự	KCR	Technician	0989634349
3	Phan Văn Đắc	KCR	Accountant	0906575175
4	Từ Văn Phước	PMU	Manager	
5	Nguyễn Quốc Tuấn	PMU	Technician	
6	Phạm Minh Huệ	PMU	Secretary/Interpreter	
7	Nguyễn Bá Bình	FPD	Driver	81B - 1227
8	Lê Đình Diễn	FPD	Driver	81A - 1457
25/11/08: Morning				
Traveling to village but could not pass a crossing river				
25/11/08 (1:00-2:15 p.m)				
Meeting with Đắk Rông State Forest Company				
1	Đinh Hữu Công	Đắk Rông SFC	Director	0977315577
2	Từ Văn Phước	PMU	Manager	

3	Nguyễn Quốc Tuấn	PMU	Technician	
4	Phạm Minh Huệ	PMU	Secretary/Interpreter	
25/11/08 (3:00-4:00 p.m) Meeting with Trám lập State Forest Company				
1	Lê Văn Lâm	Trám Lập SFC	Vice director	0985071490
26/11/08 (11:40-1:30) Meeting with Village 4 (village Ha Lam) and observation Son Lang Commune, KBang district.				
1	Đinh Văn Giáp	Thôn 4, xã Sơn lang	Village head	Male
2	Đinh văn Cường		Fatherland Front	Male
3	Đinh văn Hiếu		Communist Party	Male
4	Đinh văn Trần		Farmer	Male
5	Đinh thị Cường		Villager	Female
6	Đinh van Tha		Villager	Male
7	Đinh Thị Thanh		Villager	Female
8	Đinh thị Túc		Villager	Female
9	Đinh thị Tinh		Villager	Female
10	Đinh thị Ngời		Villager	Female
11	Đinh thị Lốp		Villager	Female
12	Đinh thị Mới		Villager	Female
13	Đinh thị Than		Villager	Female
14	Đinh thị Chiu		Villager	Female
15	Đinh văn Dưóc		Villager	Male
16	Đinh van Vi		Villager	Male
17	Đinh thị Trước		Villager	Male
18	Đinh Dốt		Villager	Male
19	Trót		Villager	Male
20	Nhial		Villager	Female
21	Die		Villager	Female
22	Gop		Villager	Female
23	Hoai		Villager	Female
24	Pliêng		Villager	Male
25	Tép		Villager	Female
25	Grách		Villager	Female
26	Hmao		Villager	Female
27	Quai		Villager	Female
29	Xế		Villager	Female
30	Hrát		Villager	Female
31	Trinh		Villager	Male
32	Ruân		Villager	Female
33	Xát		Villager	Female
34	Hdan		Villager	Female
35	Thời		Villager	Female
36	Ngời		Villager	Female
37	Đinh Thị Không		Villager	Female
38	Đinh Thị Đi		Villager	Female
39	Đinh Thị Hường	CCG	Member	Female
40	Đào phúc Lợi	CCG	Member	Male
26/11/08 (1:40-2:15 p.m) Meeting with CCG				

1	Cao Thị Hường	CCG	Member	
	Đào Phúc Lợi	CCG	Member	
27/11/08: Morning <u>Traveling from village to Pleiku</u>				
27/11/08: 1:30-3:00 <u>Meeting with TFT</u>				
1	Huỳnh Nhân Trí	TFT	TFT Representative in Gia Lai	0989 518 536
2	Hồ Văn Cử (speak via phone)	TFT	Director	0915558872
27/11/08: 3:00-5:30 <u>Meeting with former director of KKK NNP</u>				
1	Mr. Thiệu	FD	Vice director	
28/11/08: 8:00-11:30 <u>Meeting with PMU</u>				
1	Trương Thị Anh Thư	PMU	PMU staff for community	0914033486
2	Potess Fernando	PMU	STA	
3	Nguyễn Quốc Tuấn	PMU	Technician	
4	Từ Văn Phước	PMU	Manager	0913406665
5	Phạm Minh Huệ	PMU	Secretary/Interpreter	0912103453
28/11/08: 5:30-60:00 <u>Speak by telephone to Mr Lien Vice Chairman of PPC and Chairman of Project Steering Committee.</u> <u>Speak by telephone with Mr Robert Primmer of FFR</u>				
29/11/08: 7:30-10:30 <u>Present findings in PMU</u>				
1	Từ Văn Phước	PMU	Manager	0913406665
2	Trương Thị Anh Thư	PMU	PMU staff for community	0914033486
3	Nguyễn Quốc Tuấn	PMU	Technician	
4	Phạm Minh Huệ	PMU	Secretary/Interpreter	0912103453
30/11/08: <u>Traveling from Pleiku to Hanoi</u>				
1/12/08: <u>Present findings to UNDP</u>				

ANNEX 3: SUMMARY OF FIELD VISITS

1. Meetings with ENV and Birdlife International in Hanoi, and TFT in Pleiku
2. Meetings with provincial government stakeholders and PMU in Pleiku
3. Meetings with protected area staff in KKK NP and KCR NR
4. 3 Village meetings and some household visits/conversations and village observations, in buffer zone to KKK NP and within Tram Lap SFC boundary
 - Village Huya and observation, Ayun commune, Mang Yang district
 - Village Dek Jieng and observation Ayun commune, Mang Yang district
 - Village Ha Lam and observation Son Lang Commune, Ke-Bang district

ANNEX 4: PHOTOGRAPHS OF EVALUATION



Green Corridor evaluation discussions



CCG members Village Ha Lam



Ba Na language training at KKK NP



Poster in a home in Dek Jeng



KCR NR discussions

ANNEX 5: LIST OF DOCUMENTS REVIEWED

1. Final Approved Project Document “Making The Link: The Connection and Sustainable management of Kon Ka Kinh National Park and Kon Chu Rang Nature Reserve”
2. Annual Project Implementation Review (PIR) 2006 – 2008 (2 PIRs)
3. Minutes of the Annual Project Steering Committee (PSC) Meetings
4. Annual financial audit reports
5. Quarterly Operational Reports (QORs)
6. PDF-B related report
7. GEF Monitoring & Evaluation Policy 2006
8. The Evaluation Policy of UNDP 2006
9. GEF Focal Area Strategy Paper 2007
10. GEF Tracking Tools for Strategic Objective 1 and Strategic Objective 2
11. Final Project Document
12. Inception Report, inclusive of Logical Framework
13. Implementation plans for areas corresponding to State Forest Enterprises
14. Quarterly and annual reports, including PIR/APR and Minutes of National Steering Committee Meetings.

Key consultants’ reports, including:

1. Training Needs Assessment,
2. Community-based Forest Protection System, Review of Capacity and Procedures for strengthened coordination among forest protection agencies in KKK-KCR area, Training Document: Ecological Monitoring Framework,
3. Training on Forest Protection Regulations and Techniques for Stakeholders of the Kon Ka Kinh Kon Chu Rang Project,
4. Participatory Social Assessment of Ethnic Minority Villages in the Project Area and Definition of Pilot Sites to Implement Collaborative Management,

5. Report on Ecological Monitoring Program, and documentation related to the implementation of the project's Conservation Awareness Program.
6. Maps of the project sites, KKK National Park, KCR Nature Reserve, Tram Lap and Dakrong State Forest Enterprises

Other sources

1. Review of protected areas and development in the four countries
2. of the Lower Mekong River Region, Vietnam National Report on Protected Areas and Development: The PAD Partnership 2003
3. FSC Criteria and Principles: <http://www.fsc.org/pc.html>
4. <http://assets.panda.org/downloads/greaterannamiteecoregion.pdf>
5. http://www.panda.org/about_wwf/where_we_work/asia_pacific/where/vietnam/news/index.cfm?uNewsID=114480
6. <http://assets.panda.org/downloads/greatanamiteseng.pdf>
7. http://portal.unesco.org/science/en/ev.phpURL_ID=6941&URL_DO=DO_TOPIC&URL_SECTION=201.html
8. Towards a Vision for Biodiversity Conservation in the FORESTS OF THE LOWER MEKONG ECOREGION COMPLEX Summary of the biological assessment for the Ecoregion Biodiversity Conservation Program in the Forests of the Lower Mekong Ecoregion Complex. Compiled by Michael C. Baltzer, Nguyen Thi Dao, and Robert G. Shore Maps produced by Mai Ky Vinh and Golam Monowar Kamal

