



WWF

STRATEGIC  
PLAN

VN

2015

# Strategic Plan 2015 - 2020

Au Rong Forest Stream © WWF-Vietnam

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# EXECUTIVE SUMMARY

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The Vietnam of the 1980s is a very different one from the Vietnam of today, and will be almost unrecognisable from the Vietnam of 2020 and beyond.

## Vietnam is changing how it works ...

When WWF scientists first entered Vietnam in the early 1980s, it was the start of a new age of discovery: the saola (*Pseudoryx nghetinhensis*), the giant muntjac (*Muntiacus vuquangensis*) and the Truong Son muntjac (*Muntiacus truongsonensis*) represented the first large mammal discoveries, anywhere in the world, since the 1930s.

WWF's task, in the beginning, was primarily one of species identification and protection. There were many successes: between 1997 and 2007 alone, scientists from all over the world, many supported by WWF, documented more than 1,000 species of flora and fauna that were new to science.

However, the Vietnam of the 1980s is a very different one from the Vietnam of today, and will be almost unrecognisable from the Vietnam of 2020 and beyond.

Today, Vietnam is one of the world's fastest growing economies with average rate of 6.5% (World Bank, 2000-2014). The growth lifted millions out of poverty, but it relied heavily on natural resources, which has generated new development challenges, including environmental degradation, biodiversity loss and rising income inequality.

If WWF is to carry out its mission: to stop the degradation of the natural environment and to build a future in which humans live in harmony with nature; we need to change the way we're working.

... so WWF-Vietnam must change how it

## WHAT WE'LL BE DOING DIFFERENTLY FROM 2015

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### ENGAGING GOVERNMENT, BUSINESSES, CIVIL SOCIETY AND INDIVIDUALS

In a country of 90 million people, we recognise we can't go it alone. We need to engage government, businesses, civil society and individuals more than ever before. We'll be supporting the Government in its sustainable land use planning and in its policy development on wildlife trade,

- We'll be working with companies to adopt sustainable production techniques of the key commodities that pose the greatest risk to wildlife,
  - We'll be developing the capacity of community organisations to protect natural resources and civil society to speak with one voice on environmental policy,
  - We'll be driving the increase in demand amongst individuals for sustainably produced foodstuffs – both from the domestic market and internationally.
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### HARNESSING MORE ECONOMIC RESOURCES AND GREATER CAPACITY WITHIN THE COUNTRY

Vietnam became a middle income country in 2013. There are more economic resources and greater capacity within the country than ever before.

- We'll be working with both internal and external funders, to ensure money being invested in Vietnam is no longer spent on projects that harm the countries' natural capital,
  - We'll be engaging with Vietnamese businesses to seek their support in fundraising and awareness raising,
  - We'll begin recruiting individual and major donors in-country: Vietnamese people who are motivated to protect their own natural resources.
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### DEVELOPING WORKING TIES WITH OUR TRANS-BOUNDARY NEIGHBOURS

Although 2015 marks the first WWF Vietnam Country Strategic Plan, as opposed to previous years where this has been done at the regional level, we'll be developing closer working ties with our trans-boundary neighbours. We recognise that our priority landscapes are inextricably linked with our Mekong neighbours:

- We'll be focussing on trans-boundary work with Cambodia and Laos PDR, as the Central Annamites, the mountain range that divides the countries, and the York Don Eastern Plains, are home to some of the region's and the world's most endangered species,
- We'll be supporting dialogue between countries' governments on the sustainable use of the Mekong's resource, in terms of water and energy.





Bird nest at Tram Chim National Park © Tang A Pau/WWF-Vietnam

# COUNTRY STRATEGIC FRAMEWORK

- 2030 VISION

1.

Humanity’s footprint stays within Vietnam’s capacity to sustain the full diversity of species and ecosystems, and the key services they provide, contributing to a more secure and sustainable future.

2.

The ecological integrity and biodiversity of Vietnam’s priority areas are maintained and restored, playing a critical role in conserving the overall ecological integrity of the Greater Mekong.

3.

WWF Vietnam is recognized as the leading conservation organisation in the country, strongly rooted in Vietnam, bringing solutions and support to government and other key players to meet the country’s development challenges.
- 2020 GOAL

Effective conservation, sustainable management and climate change resilience is ensured across 74,000km2 of high priority areas and we influence at least an additional 140,000km2; providing the environmental safeguards needed to ensure the sustainable development of livelihoods and the economy.
- 2020 SPECIES

Populations of Global Priority Flagship and Eco-region Priority Species in priority places are stable or increasing

Global Priority Flagship species:
  - ElephantEco-region species:
  - Crested gibbon
  - Saola
  - Sarus craneOther GPF flagship and footprint species:
  - Marine turtle
  - Tuna
- 2020 PLACES

The ecological integrity and ecosystem services of our priority places are protected, maintained or restored. Overall forest deforestation rate stays below 0.5 %, ensuring a total country forest cover of at least 140,000 km2 is maintained.

Priority landscapes:
  - Central Annamites 34,000km2
  - Mekong Delta 40,000 km2Priority sites:
  - Southern Annamites 15,000 km2
  - Yok Don NP 100 km2
  - Coastal and Marine Areas (influencing up to 100,000km2)



# CONSERVATION STRATEGIES

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## CS1: LANDSCAPE PLANNING & MANAGEMENT

- Enabling policies and frameworks: key policies and legal framework strengthened or established; the legal requirements and guidelines are developed for mainstreaming natural capital into development planning at local and national level,
- Robust green growth: The Vietnam National Green Growth Strategy and Action Plan (2021-2030) is developed in accordance with green economy best practice, and is supported by effective national, natural capital analysis and accounting systems,
- Strengthened land-use planning and implementation: land-use and cross sector planning at the priority landscape level is based on reliable natural capital and ecosystem service information and developed in accordance with best practice principles, including biodiversity conservation and water governance,
- Sustainable financing: models for sustainable financing of biodiversity conservation and livelihood improvement developed and applied in priority landscapes,
- Influencing financial flows: key investments impacting priority landscapes meet international standards for green investment and impact on the landscapes is significantly reduced.

## CS2: WILDLIFE & PROTECTED AREAS

- PA management effectiveness: zero poaching threat achieved for saola at critical locations, leading to ongoing detection from at least three sites; management effectiveness standards introduced to all Protected Areas; Management Effectiveness Tracking Tool scores >75% and Conservation Oriented Patrol Standards >90%,
- Tackling illegality: convictions and arrest rates for illegal hunting and logging increase by 50% in priority landscapes; and demand for rhino horn consumption in Vietnam is reduced by 50% by 2020,
- Trans-boundary co-operation: the trans-boundary conservation issues are addressed through strengthened cooperation between Vietnam and Lao PDR and Vietnam and Cambodia,
- Habitat (forest, wetland, etc.) restoration: the integrity of biodiversity corridors and critical habitats (including forests, wetlands) are conserved, maintained and restored in the priority landscapes through zero forest loss and zero critical habitat degradation and conversion,
- Addressing poverty & livelihoods: effective community-based conservation models have been integrated into land-use plans, demonstrating strong results to sustainable natural resource management and livelihood development.

# CONSERVATION STRATEGIES

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## CS3: RESPONSIBLE INVESTMENT PRODUCTION & CONSUMPTION

- Better production: the production of key commodities: aquaculture (shrimp and pangasius), fisheries (tuna, clam and crab), forestry (timber) and agro-forestry (rubber and coffee) comply with international certification schemes (FSC, ASC, MSC) contributing to socio-economic and environmental sustainability in priority landscapes,
- Sustainable supply chains: Sustainable supply chains with increased transparency, and improved performance of companies and the banks are established at sufficient scale on priority commodities,
- Policies & frameworks: strengthened investment policies, regulations and better planning are implemented at local, regional and national level to promote sustainable production,
- Accelerating domestic demand for certified products: positive progress made to shift the green sourcing, procurement, and local consumption of certified priority commodity products (aquaculture, fisheries and timber)
- Influencing financial flows: key financial institutions incentivise, support and demand better industry practices on priority commodities and supply chains.

## CS4: SUSTAINABLE RESOURCE USE

- Policies & frameworks: the national energy master plan and national power development plan are developed, endorsed and implemented to include a significant shift towards energy efficiency and use of renewable energy sources,
- Corporate showcase: at least 15 corporates develop and implement sustainable energy solutions to reduce their environmental footprint;
- Sustainable energy models applied by communities and traditional craft households to reduce impacts on the priority landscapes,
- Policies & frameworks: environmental based adaptation to climate change is factored into policy and development planning at local and national levels.





# GREATER MEKONG PROGRAMME

With offices in Cambodia, Laos, Myanmar, Thailand and Vietnam, the WWF Greater Mekong Programme is working with government, industry and NGO partners to secure a future where people's daily actions support biodiversity conservation and sustainable use of natural resources.

Many small island configurations within the Mekong river © Adam Oswell / WWF-Greater Mekong



## GREATER MEKONG PROGRAMME

Since 1997, over 2,000 new species have been described in the jungles, rivers and even urban areas of the Greater Mekong. A number of them are very rare, such as the crested gibbon, tigers, the Mekong and Irrawaddy dolphin and the elusive saola.

**THE MEKONG  
RIVER BASIN  
ACCOUNTS IS A  
VITAL SOURCE OF  
FOOD AND INCOME  
FOR OVER 60  
MILLION OF ITS  
INHABITANTS**

Few places on Earth show a stronger link between humans and the ecosystem than the Greater Mekong. The Mekong River basin accounts for up to 25% of the global freshwater catch, making it the world's largest inland fishery and it is a vital source of food and income for over 60 million of its inhabitants. The unprecedented social and economic development of the Greater Mekong in the last few decades makes conservation work here especially urgent, significant and challenging.

The WWF Network recognizes the Mekong region as one of the top priority places in need of urgent collective action. This is because of the:

- existence of extraordinary biodiversity and high endemism rates in the region,
- high dependence of people and economic development on natural resources and ecosystem services,
- diverse geography and climatic conditions,
- extreme vulnerability of ecosystems and people to climate change,
- global change drivers that have enormous social, economic and biodiversity consequences.

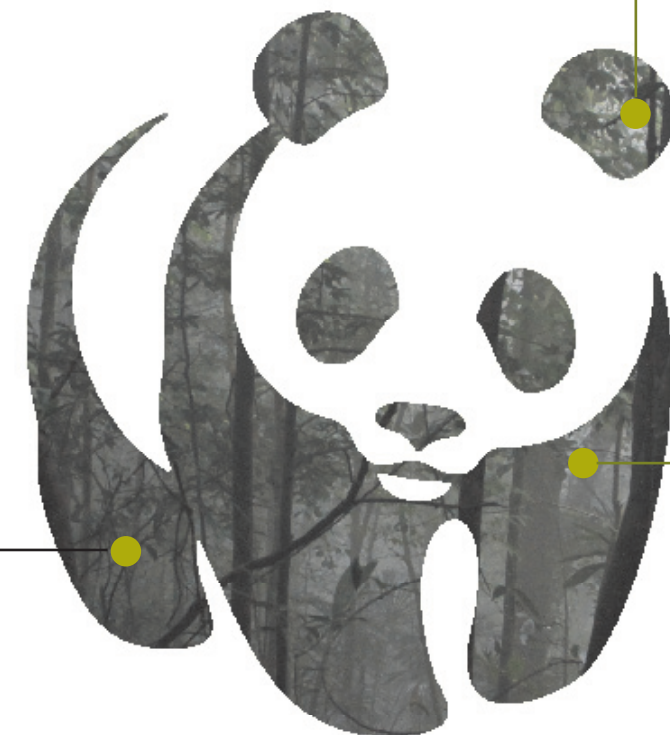


## WWF-VIETNAM COUNTRY OFFICE

In the 1990s, WWF began working on a national conservation strategy and was officially registered as an International NGO in 1995. Since then WWF has worked closely with the Vietnamese government on a diverse range of environmental issues and implemented activities across the country.

# #1

WWF was one of the first international non-government organisations working in Vietnam.



# #6

WWF-Vietnam has its representative office in Hanoi and project offices in Ho Chi Minh City, Hue, Quang Nam, Quang Tri and Can Tho.

# #81

WWF-Vietnam has 63 staff (36 technical staff), and is host to 18 staff for the Greater Mekong Programme



# WWF-VIETNAM COUNTRY OFFICE

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## WE WORK AT THE LANDSCAPE LEVEL

Following an extensive scientific study WWF-Vietnam identified two priority landscapes: the Central Annamites and the Lower Mekong Delta as being of particular biodiversity value, under particular threat and where WWF could add most value. We also work in Yok Don National Park which forms part of the Cambodian Eastern Plains landscape.

One of the main objectives of landscape scale conservation is to connect areas of biodiversity value through a network of sustainable land use, increasing mobility and genetic exchange among populations and individuals of fauna and flora even in the absence of large extensions of continuous natural habitat.

The approach recognizes that working on individual protected areas is not sufficient to design and deliver conservation at scale. The approach takes into consideration broader development solutions that also recognizes and tackles socio-economic issues, more effectively engages all stakeholder sectors (from effective community engagement, to tapping into the expertise and innovation of the private sector, to reaching out beyond the ministry of environment to other key government players), and one that ensures natural capital is genuinely understood and mainstreamed by the key decision-makers.

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## WE TACKLE THE CAUSES

WWF routinely identifies and then plans to address the most urgent threats to the environment. In Vietnam these solutions include:

- Providing sustainable, alternative ways of meeting the high demand for energy and food (particularly in the forestry and aquaculture sectors)
- Developing livelihoods, for those living near priority areas, that enrich rather than degrade the environment and Vietnam's natural resources
- Building capacity and resources in law enforcement, working towards a situation where the Vietnamese government is able to independently protect its natural capital
- Improving land use planning, to protect people, places and species during Vietnam's drive towards growth
- And raising awareness and advocating for policy change, so that Vietnam is no longer a place for consumption, production or transit of illegally traded wildlife.

# WWF-VIETNAM COUNTRY OFFICE

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## WE BUILD STRONG PARTNERSHIPS

WWF-Vietnam is increasingly working in partnership with a range of actors, to develop and co-deliver programmes. We have connections to our sister environmental and wildlife agencies, poverty focussed NGOs; local, national and international business; national and international financial institutes; and all programmes are developed with the support and endorsement of the Vietnamese Government.

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## WE CAPITALISE ON OUR EXPERTISE

WWF-Vietnam has a technical team of around 40 project managers, coming from a range of backgrounds, including: species, sustainable production, PFES (Payments for Environmental Services), livelihood, energy, forestry, policy, REDD+ and wildlife trafficking. These are supported by additional technical capacity at the Greater Mekong Programme level, with international experts in conservation; energy; forestry; green economists and water-management.

**WWF takes an innovative, collaborative, science-based approach to achieve its twin goals of saving biodiversity and reducing humanity's ecological footprint.**



# WWF-VIETNAM IS CHALLENGING THE ILLEGAL TRADE

Vietnam is one of the world's largest consumers of rhino horn, and it is driving the poaching in southern Africa.

WWF-Vietnam is challenging the illegal trade through closer collaboration with the Government on law enforcement and challenging the demand through ad campaigns.





# CONSERVATION PLAN

Our activities will focus on the priority landscapes.

## CENTRAL ANNAMITES LANDSCAPE (CAL)

The region includes six provinces and has been at the main focus of WWF's conservation work in Vietnam, due to its rich and diverse flora and fauna, and its remnants of natural forest. These forests have remained stable during the previous major, global, climatic changes and geologic upheavals, and therefore have developed a unique assemblage of endemic and endangered big mammals such as the saola, giant muntjac, and Truong Son muntjac.

## MEKONG DELTA LANDSCAPE (MDL)

The area is one of the largest and most fertile deltas in Asia and indeed in the world. It covers about four million hectares across 13 of Vietnam's provinces and currently supports a population of about 18 million people. The Mekong Delta is famous for a range of habitats including rivers, freshwater wetlands, mangroves, grasses, riparian vegetation, paddy land and peat-lands. The delta is of great economic importance to Vietnam and is the country's most productive aquaculture and agricultural area.

## EASTERN PLAINS LANDSCAPE (EPL)

The majority of the EPL is found in neighbouring Cambodia but it also includes Yok Don National Park in Dak Lak province. EPL forms the largest extent of naturally functioning deciduous forest habitat mosaic remaining in Southeast Asia. This habitat mosaic is unique and supports a significant population of globally endangered species such as the Asian elephant, banteng and gaur. Although large mammal populations on the Vietnam side of EPL complex are much depleted, given proper management the long border makes it one of the best sites for animal dispersion from Cambodian populations.





## VISION, GOAL

WWF’s global mission is: to stop the degradation of the natural environment and to build a future in which humans live in harmony with nature.

### 2030 VISION

At WWF-Vietnam, our 2030 Vision is one where:

1. Humanity’s footprint stays within Vietnam’s capacity to sustain the full diversity of species and ecosystems, and the key services they provide, contributing to a more secure and sustainable future.
2. WWF-Vietnam is recognized as the leading conservation organisation in the country, strongly rooted in Vietnam, bringing solutions and support to government and other key players to meet the country’s development challenges.

And we’ll judge our progress towards that 2030 vision through the attainment of a series of five-year goals, starting with 2020.

### 2020 GOAL

WWF-Vietnam’s Goal for 2020 is: the effective conservation, sustainable management and climate change resilience is ensured across 70,000km<sup>2</sup> of high priority areas and we influence at least an additional 140,000km<sup>2</sup>; providing the environmental safeguards needed to ensure the sustainable development of livelihoods and the economy.

Vietnam has one of the world’s fastest growing economies with average growth rate of 6.5% (from 2000-2014). The rapid growth of the past two decades has transformed Vietnam economically and socially, raising living standards and lifting millions out of poverty. However, this growth is very dependent on natural resources and has generated new and more complex development challenges, including environmental degradation, biodiversity loss and rising income inequality.

## THREATS, DRIVERS STRATEGIES

The challenge in Vietnam is enormous and complex – how to ensure food, energy and water security, whilst conserving biodiversity and addressing climate change, and more generally balancing economic, social and environmental priorities.

### THE KEY THREATS

The key threats to the WWF conservation targets (species, forests, key wetlands and ecosystem services and functions) in Vietnam have been identified. These include: unsustainable production of forest, fisheries and aquaculture commodities; conversion of natural habitat; and unsustainable and environmentally damaging infrastructure development; illegal logging; hunting and wildlife trade; unsustainable use of natural resources and climate change.

To cope with these threats, we need to understand and address the underlying pressures and drivers, to bring even stronger and more innovative solutions to the table. Through our 2015-2020 Country Strategy, we aim to deliver conservation at a scale that matters, within an overall development reality where humans can live in harmony with nature.

### THE KEY DRIVERS

The key drivers of the threats to WWF conservation targets are recognized as: government demand for rapid benefit; high demand & price for energy, fisheries, aquaculture, agro-forestry products; high demand for wildlife; poverty and limited livelihood options; low awareness; weak law enforcement & governance; poor land use planning and management; insufficient market demand for responsible production.

Based on the recognized drivers, threats, network priority and expertise, WWF experience and partnerships, the following strategies and cross-cutting themes have been identified.

### STRATEGIES

1. Landscape Planning and Management;
2. Wildlife and Protected Areas;
3. Responsible Investment, production and consumption;
4. Sustainable resource use

With the following cross-cutting themes: sustainable financing; policy advocacy; environmental education and awareness raising; CSO and CBO strengthening/engagement; corporate engagement; water stewardship; livelihood and gender.





## CONSERVATION STRATEGIES

Why? How? Our desired outcomes?  
Is it sustainable?



# CONSERVATION STRATEGY #1

## LANDSCAPE PLANNING & MANAGEMENT

### WHY?

Mekong countries remain relatively well-endowed in natural capital, in addition to offering cheap labour and attractive investment opportunities, but, signs of pressure on the region's natural capital are becoming more apparent alongside rapid rates of growth and market development. Escalating land, resource and infrastructure demands arising from urbanization and industrialisation combined with a rapidly growing human population means that biodiversity and ecosystem services currently face unprecedented threats.

Policy and legal frameworks in the region still for the most part present an unsupportive environment for producers, consumers, and investors to factor biodiversity and ecosystem services into their choices. Large-scale subsidies still exist in the agricultural, fisheries, energy, industrial and water sectors, which encourage the overexploitation and destructive use of land and resources.

For many sectors, businesses, and households, it is more costly to act in an environmentally sustainable manner than to not. As a result, most are unwilling – and many are unable to afford – to realise green economies in practice.

Yet, in 2013, with the support of GGGI, UNESCAP, WWF and others, the Government of Vietnam and approved a Party Central Committee Resolution on Responding to Climate Change, Natural Resource Management and Environmental Protection that supports the mainstreaming of Natural Capital into government decision making. There is now the need to make broad government approval into reality.

### HOW?

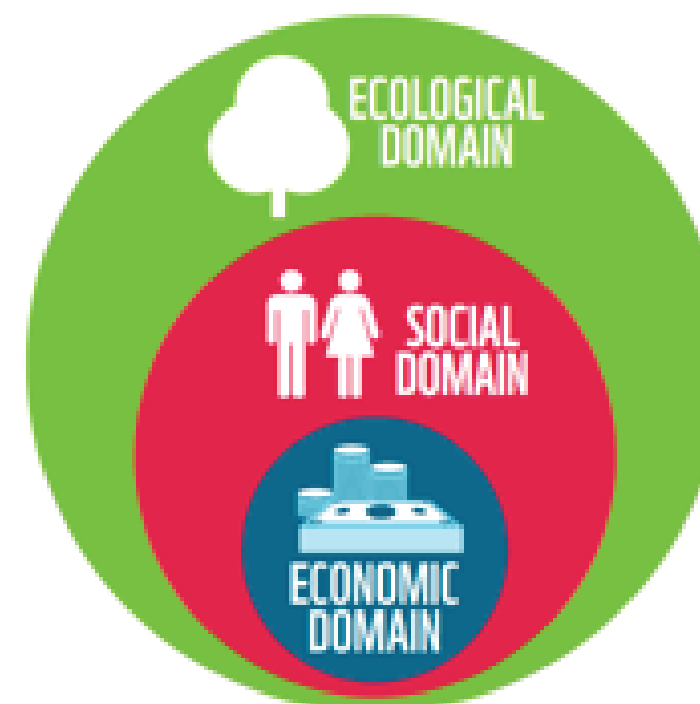
- We will support policy and legislation development and reform and increase government capacity for natural capital accounting and ecosystem service valuation.
- We will develop solutions to address the degradation of the Mekong Delta landscape, through improved land use and sector planning.
- We will promote sustainable infrastructure (including hydropower) and influence investment flows to deliver green growth.
- We will support the bodies addressing water governance in the Mekong Delta, and through policy and advocacy we will seek to reduce Vietnam's footprint in other countries in the region

For many sectors, businesses, and households, it is more costly to act in an environmentally sustainable manner than to not. As a result, most are unwilling – and many are unable to afford – to realise green economies in practice.

### OUR PLANNED 2020 OUTCOMES

- Mainstreaming natural capital: ensure key policies, legal frameworks, guidelines and tools for mainstreaming natural capital into development plans are in place at local and national level,
- Robust green growth: natural capital accounting and ecosystem evaluations are fully understood by policy makers and integrated into their green growth strategy,
- Strengthened land-use planning and implementation: land-use planning is based on verified natural capital and ecosystem service information and developed in accordance with green economy and green growth best practise and principles,
- Sustainable financing: sustainable financing models for biodiversity conservation and livelihood improvement are developed and applied in priority landscapes,
- Influencing financial flows: key investments impacting priority landscapes meet international standards for green investment and influence Vietnamese investment to reduce its footprint in the region.

### SUSTAINABLE?



Ecosystems sustain societies that create economies. Economic sustainability is not possible without environmental sustainability. And the practise of reflecting natural capital into development is primarily the responsibility of the government and international funders, including multi-lateral development banks. Over the next five years, and beyond, WWF will support government in natural capital accounting and ecosystem evaluations and ensure key policies, legal frameworks, guidelines and tools for mainstreaming natural capital into the development planning.





# MAINSTREAMING NATURAL CAPITAL TO ENABLE GREEN GROWTH

Natural Capital can be defined as the world's stocks of natural assets which include geology, soil, air, water and all living things. It is from this Natural Capital that humans derive a wide range of services, often called ecosystem services, which make human life possible.

Green growth is a term to describe a path of economic growth that uses natural resources in a sustainable manner. It is used globally to provide an alternative concept to typical industrial economic growth.

# CONSERVATION STRATEGY #2

## WILDLIFE AND PROTECTED AREAS

### WHY?

The Greater Mekong Sub-region, and within in it, Vietnam, was one of the 200 ecoregions identified by WWF-International as being of global significance and conservation priority. It is home to 16 percent of the world's flora and fauna species and has an equally diverse landscape of mountain ranges, tropical rainforests, mangroves, dry forests, sandy coasts, marine, rivers and lakes.

As threats of illegal hunting, logging and wildlife trafficking and consumption remain very high, this strategy focuses on the core mission of WWF, to protect priority species and biodiversity and improve protected area management effectiveness in priority landscapes.

Many species are threatened or endangered as a result of reduced ranges due to habitat loss, degradation and fragmentation. Therefore maintaining and restoring key habitats to ensure the ecological connectivity and resilience of the ecosystem is crucial. The trade and consumption of wildlife products, including rhino horn, in Vietnam has a direct link to the poaching crisis in Vietnam and southern Africa. By stopping the demand in Vietnam, we will contribute to stopping the killing in southern Africa.

### HOW?

WWF-Vietnam has identified the Central Annamites (part of the mountain range bordering Vietnam, Lao PDR and Cambodia) as one of its two priority landscapes. This is because it is the last strong-hold of some of Vietnam's most iconic, but also most endangered, wildlife.

- We will work with the provincial Government to deliver rigorous wildlife patrolling, law enforcement, and land use planning,
- We will increase cooperation between the Vietnam, Lao PDR and Cambodia, so that wildlife protected on one side will also be safe on the other side of the country borders,
- We will have an active programme to protect and restore critical habitats, for the benefit of the species dependant on them,
- We will tackle wildlife crime through national and international level policy dialogue, education and awareness raising and provincial level support for law enforcement.

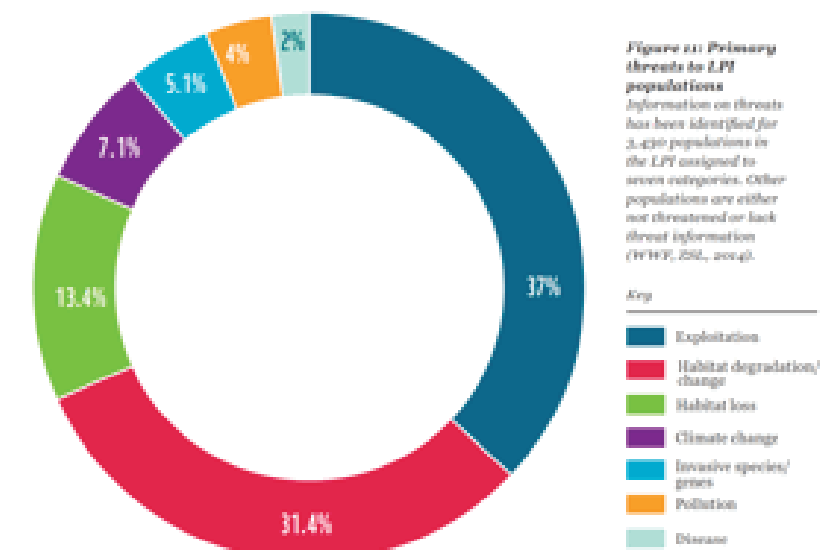
Many species are threatened or endangered as a result of reduced ranges due to habitat loss. This strategy focuses on the core mission of WWF, to protect priority species and biodiversity and improve protected area management effectiveness in priority landscapes

### OUR PLANNED 2020 OUTCOMES

- Protected Area Management effectiveness: zero threat levels achieved for saola at critical locations in the Central Annamites; the ongoing detection of saola in at least three sites,
- Tackling illegality: convictions for illegal hunting and logging increase by 50% in priority landscapes; and demand for rhino horn consumption in Vietnam is reduced by 33%
- Trans-boundary co-operation: conservation issues are addressed through strengthened cooperation between Vietnam and Lao PDR and Vietnam and Cambodia
- Habitat restoration: the integrity of priority landscapes are conserved, maintained and restored through zero forest loss and zero critical habitat degradation and conversion,
- Addressing poverty & livelihoods: community-based conservation models have been integrated into land-use plans, demonstrating strong links between sustainable natural resource management and livelihood development.

### SUSTAINABLE?

Through a suite of measures to increase capacity at the local level, including: in law enforcement and land-use planning as well as advocating for stricter controls at the national level WWF is working towards a situation where the Government is responsible for safeguarding wildlife. And through demonstration activities we are showing how improved livelihoods reduces the threat on natural resources.







# SAFEGUARDING CONSERVATION TARGETS

The Greater Mekong Sub-region, and within in it, Vietnam, was one of the 200 ecoregions identified by WWF-International as being of global significance and conservation priority. It is home to 16 percent of the world's flora and fauna species and has an equally diverse landscape of mountain ranges, tropical rainforests, mangroves, dry forests, sandy coasts, marine, rivers and lakes.

The spotted redshank (*Tringa erythropus*) at Lang Sen Nature Reserve © Nguyen Linh Em / Lang Sen Nature Reserve



# CONSERVATION STRATEGY #3: RESPONSIBLE INVESTMENTS, PRODUCTION & CONSUMPTION

## WHY?

As described earlier, Vietnam is growing: the economy averages more than 6% annual increase, population is rising, and already tops 90million, and as people become wealthier, they consume more. Vietnam has been relying on its abundant natural resources to drive its economy and raise living standards. But most of what is produced has been done in an unsustainable manner. There are very few certified sustainable products being produced in Vietnam, and for those that are, most are immediately exported overseas. There is a need to ensure the products that pose the greatest risk to the environment are produced sustainably, and farmers receive higher economic returns for these products.

## HOW?

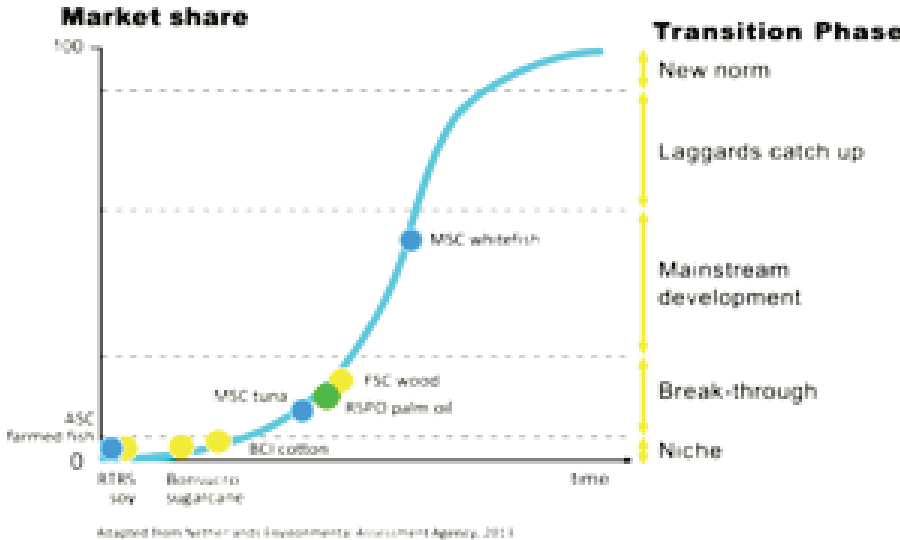
- We will work with major commodity producers and their supply chains to change the way key commodities are produced, processed, consumed and financed reducing their environmental and social impact and improving sustainability,
- We will encourage demand and consumption for responsibly produced products across Vietnam through awareness campaigns and education.

WWF is working to reduce humanity's ecological footprint – the amount of land and natural resources needed to supply our food, water, fibre and timber, and to absorb our CO2 emissions.

## OUR PLANNED 2020 OUTCOMES

- **Better Production:** the production of key commodities, including aquaculture, fisheries, forestry and agriculture is responsibly managed through better planning, and complying with international certification schemes (FSC, ASC, MSC, etc.) contributing to social, economic and environmental sustainability in the priority landscapes,
- **Sustainable supply chains:** an increase in transparency for sustainable supply chains linking Vietnam to international markets, and in the performance of companies that use them, and the banks that finance them,
- **Policies & Frameworks:** strengthened policies and regulations are implemented at local, national and regional level to promote or enable sustainable production,
- **Accelerating domestic demand for certified products:** positive progress is made to shift the green sourcing, procurement, and local consumption to certified and responsible products,
- **Influencing financial flows:** key financial institutions incentivize, support and require better industry practices on targeted commodities and supply chains.

## SUSTAINABLE?



Through the establishment of various internationally recognised sustainable certification schemes (Aquaculture Stewardship Council, Marine Stewardship Council and Forest Stewardship Council) WWF have given businesses the tools they need to produce or source sustainable products. In Vietnam, WWF is working closely with the certification bodies and businesses as well as raising consumer awareness to close the loop between supply and demand for 100% sustainable produce.



## PROMOTING SUSTAINABLE PRODUCTION & CONSUMPTION

Vietnam has been relying on its abundant natural resources to drive its economy and raise living standards. But most of what is produced has been done in an unsustainable manner. There are very few certified sustainable products being produced in Vietnam, and for those that are, most are immediately exported overseas. There is a need to ensure the products that pose the greatest risk to the environment are produced sustainably, and farmers receive higher economic returns for these products.





## CONSERVATION STRATEGY #4

### SUSTAINABLE RESOURCE USE

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#### WHY?

Vietnam is one of the countries predicted to be most affected by climate change. This is linked to its large populations living in low-lying and coastal areas and a heavy dependence on its ecosystems and natural resources. Climate change is an ‘amplifier’ of Vietnam’s current environmental threats such as habitat loss, poorly planned infrastructure, and unsustainable natural resource extraction. Likewise, warmer temperatures, changing rainfall patterns, and other manifestations of climate change directly stress ecosystems, rendering them prone to other human pressures including invasive species, fire, and changes in the distribution, and quality of water.

Vietnam is endowed with a relatively large amount of renewable energy resources distributed throughout the country, mainly from biomass, small hydro-, solar and wind. While there has been some success, deployment of renewable energy has not reached the country’s potential yet. Since energy demand is expected to increase four times over from 2005-2030 and electricity demand increase nine times from 2005-2025, developing renewable capacity whilst ensuring it comes from sources that have no major adverse environmental side effects (such as those seen at the Don Sahong dam project), will help Vietnam to ensure energy security and protect biodiversity.

#### HOW?

- We will develop an integrated national energy strategy that includes a shift towards energy efficiency and use of renewable energy sources
- We will pilot and apply sustainable energy models that can reduce impacts on the priority landscapes, at community and corporate level,
- We will work with the Government of Vietnam so that they fully understand the potential impact of unsustainable hydropower, with the aim that they agree to move towards a clean and renewable, sustainable power sector,
- We will support the Government to ensure climate change impacts and issues are effectively factored into policy and development planning at local and national levels.
- We will investigate the potential of REDD+ as sustainable financial source for conservation and livelihoods (linked to climate change mitigation in priority areas) activities,
- We will ensure the Government of Vietnam has full ownership and participation in WWF initiatives on Earth Hour and City Challenges and uses them as the platform for awareness raising and calling for public action.

This strategy will address the climate change impacts and unsustainable energy by promoting energy efficiency and renewable energy sources, preventing greenhouse gas emissions from deforestation and promoting climate change adaptation strategies to safeguard the most vulnerable people, biodiversity and the most exposed ecosystems.

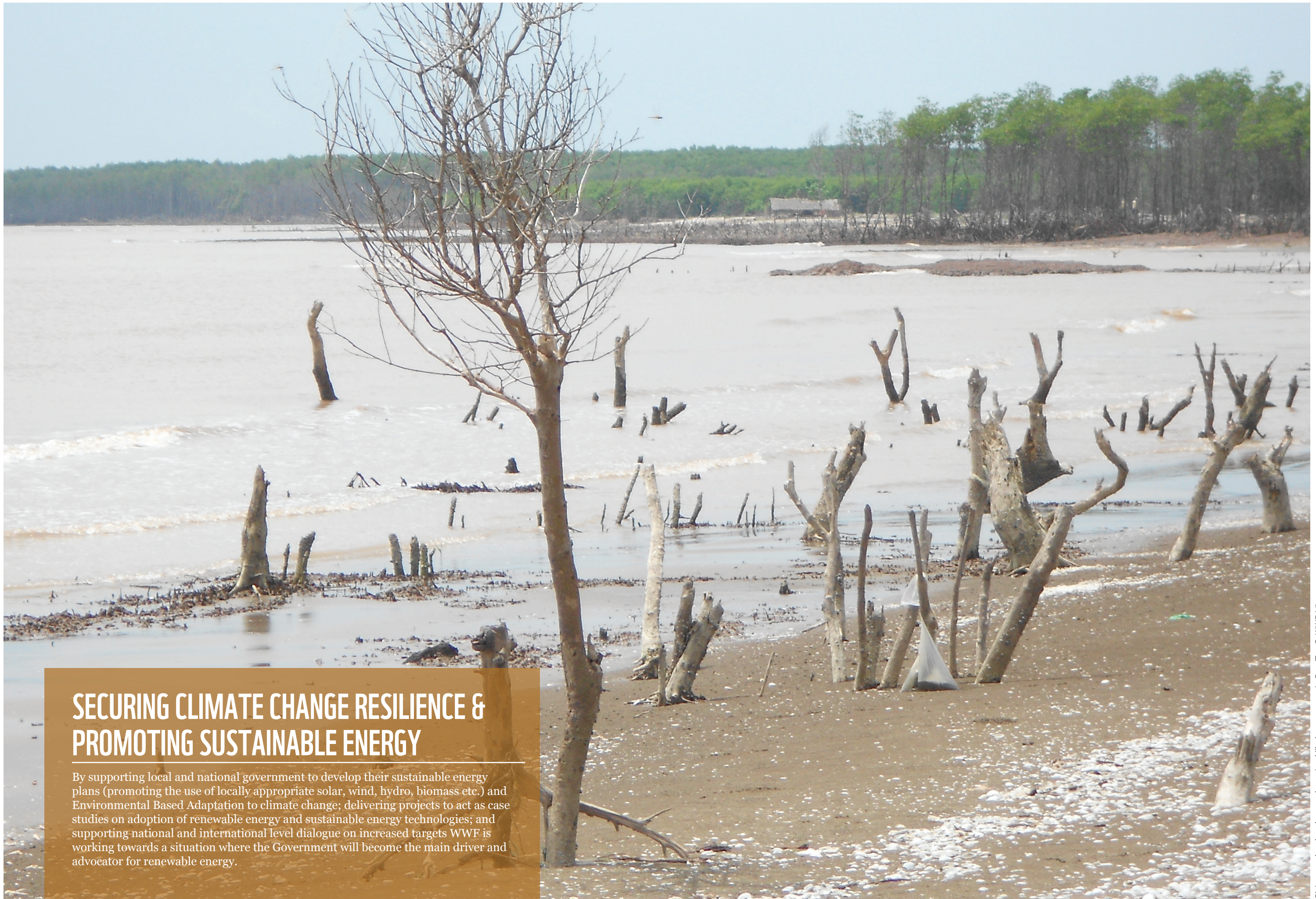
#### OUR PLANNED 2020 OUTCOMES

- By 2020, the national energy master plan and national power development plan are developed, endorsed and implemented that includes a significant shift towards energy efficiency and use of renewable energy sources
- By 2020, corporates develop and implement sustainable energy solutions to reduce directly or indirectly their impacts on priority landscapes and national footprint.
- By 2020, sustainable energy models applied by communities and SMEs/ production households reducing impacts on the priority landscapes.
- By 2020, mainstreaming Ecosystem Based Adaptation to climate change is effectively factored into policy and development planning at local and national levels.

#### SUSTAINABLE?

By supporting local and national government to develop their sustainable energy plans (promoting the use of locally appropriate solar, wind, hydro, bio-mass etc.) and Environmental Based Adaptation to climate change; delivering projects to act as case studies on adoption of renewable energy and sustainable energy technologies; and supporting national and international level dialogue on increased targets WWF is working towards a situation where the Government will become the main driver and advocator for renewable energy.





# SECURING CLIMATE CHANGE RESILIENCE & PROMOTING SUSTAINABLE ENERGY

By supporting local and national government to develop their sustainable energy plans (promoting the use of locally appropriate solar, wind, hydro, biomass etc.) and Environmental Based Adaptation to climate change; delivering projects to act as case studies on adoption of renewable energy and sustainable energy technologies; and supporting national and international level dialogue on increased targets WWF is working towards a situation where the Government will become the main driver and advocator for renewable energy.

Rising sea level and coastal erosion killed mangroves in Ben Tre © WWF-Vietnam.



# FIVE BIG WINS

At WWF we use “Big Wins” help to capture the most pressing conservation causes for concern and rally support from WWF’s combined national, regional and global offices. They also present easy to understand messages that can capture the imagination and the passion of the media, the public and our other partners across the country.

Between 2015 – 2020 WWF Vietnam has identified FIVE BIG WINS.

- 1. Zero Threat from poaching for the saola and detection from at least three sites,
- 2. 50% higher convictions and arrest rates for illegal hunting and logging in priority landscapes,
- 3. 33% drop in demand for rhino horn in Vietnam
- 4. Zero forest loss and zero critical habitat degradation and conversion in the priority landscapes
- 5. An integrated National Energy Strategy that includes a shift towards energy efficiency and use of renewable energy sources is endorsed and implemented

# STRATEGIC PARTNERS

One of WWF’s key beliefs is the importance of partnership, and value in combining forces with organisations from a variety of sectors.

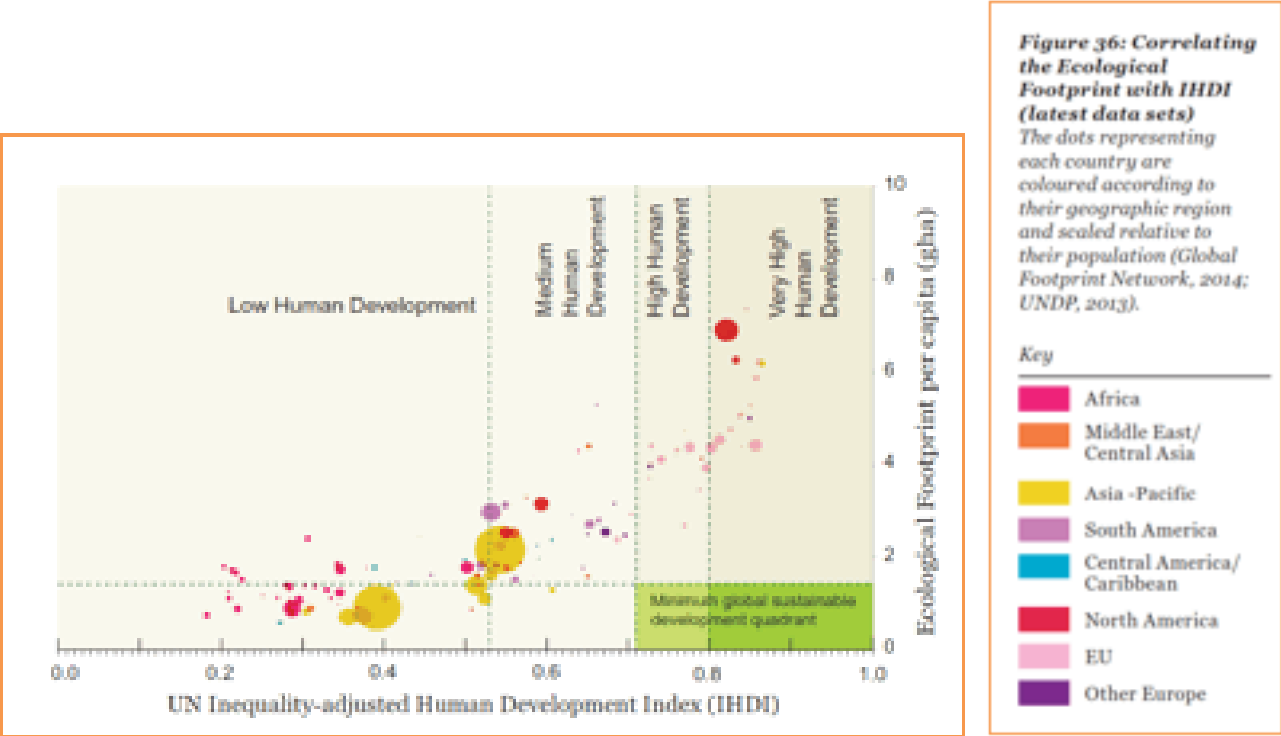
In Vietnam these partners include: various ministries, provincial and district authorities, and Protected Area management boards; multi-lateral banks and facilities; UN agencies; specific interest groups and coalitions; government aid agencies; funding platforms; sustainable certification bodies; research institutes; corporate partners including multi-national foundations, producers, traders, processors and supermarkets; international and local NGOs, Civil Society Organisations and Community Based Organisations.

# OUR SUSTAINABILITY & EXIT STRATEGY

One of the strengths of WWF is our long term, in-country, presence and the commitment to impact. Our programmes tend to go far beyond the average project of three to five years. Whilst much can be accomplished in that time frame, each activity is a step along our path, rather than a destination.

For example, Vietnam, is far from achieving sustainability in its production and consumption. In fact – as the chart below shows, as of 2015, there is no country anywhere in the world that has both a high standard of living and manages to live within its means. WWF is committed to staying in Vietnam and supporting it along its journey.

None the less. WWF continually works towards a time when we will no longer be needed. All of our programmes incorporate sustainability into their design, and each step along the road is a step towards a “new normal” where the Government, civil society and business will be responsible.





# COMMUNICATIONS PLAN

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## CONSERVATION & CAMPAIGNS SUPPORT

Key conservation messages from WWF-Vietnam, at landscape and national levels, are disseminated to target audiences through awareness raising activities, behaviour change campaigns and advocacy programmes

## BRAND

Strengthen WWF's position as the leading science based conservation organisation in Vietnam in order to enable the conservation programme and support institutional, corporate and individual fundraising goals.

## INTERNAL INFORMATION SHARING

Keep the WWF network, the Greater Mekong Programme, implementation partners, shareholder groups and other key internal audiences informed of WWF-Vietnam's work, challenges and successes

## ONLINE AND SOCIAL MEDIA

Developed as primary channels to reach existing and new audiences and for communicating with key stakeholders.

## MEDIA

Print, radio and television media are made strategic partner to deliver WWF's key conservation messages and form a platform for public debates

# MARKETING AND FUNDRAISING PLAN

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Through the  
'Truly Global'  
initiative  
targeted  
funding aims  
to empower  
WWF country  
offices to  
maximise the  
impact and  
value of their  
own activities  
by defining

## WWF PIA SHAREHOLDERS

Within the WWF network Vietnam is registered as a country office under the programme office (PO) of the Greater Mekong. POs are supported by National Offices (NO) – in this case by “shareholder” countries, who make grants from their unrestricted funding (normally raised from individuals) or by leveraging funding from their own countries bi-lateral donor agencies (e.g. WWF-France might support GMP to access funding from AFD).

## PUBLIC SECTOR PARTNERS

Through productive partnerships WWF will influence PSP policy and priorities and will leverage funding toward WWF Vietnam's thematic priorities and conservation strategies. The team will develop projects that support the delivery of WWF's country strategy as well as meeting the donor's requirements.

## CORPORATE DONORS

WWF is the environmental partner of choice for corporations in key sectors and WWF is managing a balanced portfolio of corporate partners in conservation addressing footprint and biodiversity impacts, raising awareness of environmental issues in the general public, building influential networks in government and private sector, and contributing 5 % of total income.

## INDIVIDUAL FUNDRAISERS

From 2015 WWF Vietnam will be registered and legally allowed to recruit individual fundraisers from its own domestic market. This initiative aims to stimulate the passion of the Vietnamese people for protecting their landscape.

## MAJOR DONORS

There are several hundred high net worth individuals living in Vietnam, both nationals and foreigners. Alongside our drive to recruit individual givers, WWF will develop a proposition that is attractive to potential donors and delivers our desired conservation outcomes.



# OPERATIONS PLANS

## FINANCE

The main aim is to achieve WWF-Vietnam’s independent financial sustainability by 2020. This will be supported by a new finance management system from 2017 and improved processes to ensure the most efficient and effective use of donors’ investments. Country Office continues to take every precaution to ensure trust is not only maintained, but also strengthened

## PEOPLE & ORGANISATIONAL DEVELOPMENT

Organisation structure development and staff capability building to support for successful implementation of organization strategy

## HR SERVICES IMPROVEMENT & INFRASTRUCTURE SET UP

HR service quality will be continuously improved and HR infrastructure (HR operational system, P&P) will be set up to ensure CO’s capability to operate independently and meet Truly Global requirements.

## INFORMATION TECHNOLOGY

One standardized IT system that meets requirements for stability, safety and capacity, to ensure high performing IT delivery service to support Operation and Conservation targets.

# MONITORING & EVALUATION PLAN

## KEY ELEMENTS OF INTERNAL MONITORING & EVALUATION PLAN

- **SPMS – Strategic Plan Monitoring System:** is the tool where progress at the strategic level is measured and reviewed and which guides management decisions, it is used by Country Management Team to review bi-annually
- **APMS – Annual Plan Monitoring System:** has annual key performance indicator targets for each country office function, (conservation and operations), is the tool developed to monitor annual actions and is used by CMT, landscape managers, and all staff to review their progress bi-annually
- **Landscape tracking tool** is the tool to measure conservation impacts at landscape level, and is based on a set of common indicators of state, pressure, response and benefit.

In addition to WWF’s internal M&E systems every project has its own M&E framework as agreed with the funder and linked with APMS and rolled up to landscape monitoring. Strengthening project-level M&E is also key to M&E framework.

There are various network reports to help document and share lessons learnt, best practices, and identify weaknesses and necessary areas for improvement such as the country dashboard report, the Worldwide Overview report, and other report requirements from Network. An external audit is carried out every two years to verify the results.



*“Nature is not a place to visit. It is home.”*

Gary Snyder



**Why we are here**

To stop the degradation of the planet's natural environment and to build a future which humans live in harmony with nature.

[www.vietnam.panda.org](http://www.vietnam.panda.org)

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