

**Harmonizing Poverty Reduction and Environmental Goals
in Policy and Planning for Sustainable Development**

Poverty and Environment Project (PEP)

**COMMUNICATION STRATEGY
ON POVERTY AND ENVIRONMENT
(2006 -2009)**

Final version

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It is said that “The out loud saying doesn’t mean everyone will listen to”, “What they hear doesn’t mean they can understand”, “What they understand doesn’t mean they will accept”, “What they accept doesn’t mean they will follow”, and “What they follow doesn’t mean they will repeat doing”. It requires active responses and reminders in order to have community action change becoming a permanent behaviour.

*Therefore, it is necessary to have a communication activity or an action plan, which is built on a strategy with sustainable vision to provide better information for stakeholders on poverty and environment relationships, during the implementation phase of **Harmonizing Poverty Reduction and Environmental Goals and Policy and Planning for Sustainable Development** (or in short, *Poverty and Environment Project*) from 2006 to 2009.*

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ABBREVIATION

AFD	Agence Française de Développement
AusAID	Australian Agency for International Development
CIDA	Canadian International Development Agency
CPRGS	Comprehensive Poverty Reduction and Growth Strategy
DANIDA	Danish International Development Agency (
DCE	Development Cooperation in the Environment
DFID	UK Department for International Development
DOE	Department of Environment
DONRE	Department of Natural Resources and Environment
EC	European Commission
EU	European Union
GTZ	Deutscher Group for Technical Assistance
ICRAF	International Center for Research in Agroforestry
IMF	International Monetary Fund
ISGE	International Support Group for Environment
JICA	Japan International Cooperation Agency
LEP	Law of Environmental Protection
M&E	Monitoring and Evaluation
MONRE	Ministry of Natural Resources and Environment
NEX	National Executing
ARD	Agriculture and Rural Development
NRE	Natural Resources and Environment
PCDA	Pollution Control in Densely Populated Areas
P-E	Poverty-Environment
P-E-L	Poverty-Environment-Livelihood
PEP	Poverty and Environment Project
PMU	Project Management Unit
PPU	Provincial Project Units
SDC	Swiss Agency for Development and Cooperation
SED	Socio-economic Development
SEMA	Strengthening of the Environment Management Authority
SEMLA	Strengthening Environmental Management and Land Administration
SIDA	Swedish International Development Agency
SNV	Netherlands Development Organization
UK	United Kingdom
UNDP	United Nation Development Program
UNEP	United Nation Environment Programme
VEPA	Vietnam's Environment Protection Agency
WB	The WorldBank

1. INTRODUCTION

Sustainable development always requires consideration of the environmental factors in the development processes. Natural environment and social welfare have a coherent and mutual relationship, i.e. the natural environment, including natural resources, provides materials and space for all social production sectors. The prosperity of a country is strongly depending on its natural resources. In fact, many countries only exploit natural resources and export raw materials for foreign currencies and advanced technologies etc. Therefore, natural resources reserve in particular, and natural environment in general, play an important role to the sustainable development of each country, territory and region as they do not only provide the “inputs” but also contain the “output” for all livelihood and production processes. Environment relates to the stability and sustainability of the socio-economic development and environment determines the future of country and people. However, in Vietnam, the environment protection still faces many obstacles. Production and living activities gradually put more pollutants on the environment and the environment quality is gradually decreasing. Sustainable development in Vietnam is facing a number of huge challenges. In turn, environmental conditions have a strong impact on the livelihood, health and safety of the whole population, and particularly of the poor, women and children. Hence, enhancement of environmental management will make an important contribution to the efforts of poverty reduction and sustainable growth when it is included in Vietnam’s economic development objectives.

In Vietnam and in the world, practical experiences showed that there are many approaches on poverty reduction with environmental improvement, especially community actions for protecting environment interests of the poor and vulnerable people. However, these successes are normally incohesive, and there still remain many constraints in policy and institution against wider application.

The “***Harmonizing Poverty Reduction and Environmental Goals in Policy and Planning for Sustainable Development***”, or in short the “***Poverty and Environment Project***” (2005-2009), is funded by the United Nations Development Programme (UNDP) and the UK Department for International Development (DfID). It aimed at *strengthening Government capacity to integrate environment and poverty reduction goals into policy frameworks for sustainable development*. The project is implemented by the Department of Environment (DOE) at the Ministry of Natural Resources and Environment (MONRE), with the participation of the Ministry of Investment and Planning, the Ministry of Agriculture and Rural Development, the Ministry of Fisheries, the Ministry of Industry, and DONREs in four provinces of the PEP, firstly in Ha Tay and Ha Tinh Provinces (pilot provinces) where Provincial Project Units (PPUs) will be established, and later in replication provinces (provisionally Ha Nam and Ninh Thuan Provinces), where pilot activities will be extended.

To ensure that information on the “*Poverty and Environment*” issues and approach is accessible to the governmental agencies as well as to other sectors, there is a need for elaborating a “*Poverty and Environment Communication Strategy*” and a detailed work plan for the 2007-2009 period. They will provide the long- and medium-term visions and propose awareness raising activities on “*Poverty and Environment*” which will be implemented by the project’s stakeholders. The Communication Strategy is built on international experiences and adapted to the Vietnam’s conditions.

The following literature sources were reviewed for analyzing and identifying the issues of the linkages between poverty and environment:

- PEP Project Document, Inception Report, Tender Package No 1 of the PEP “*Case studies on the P-E linkages*”, Tender Package No 3 of the PEP “*Institutional capacity building on monitoring of P-E-L indicators*”

- International relevant case studies: UNEP/UNDP funded “*Pilot Poverty and Environment*” projects in Kenya, Mali, Mauritania, Mozambique, Rwanda, Tanzania and Uganda (2004-2008);
- Projects recently implemented in Vietnam: the Viet Nam Canada Environment Project (VCEP); the “*Strengthening of the Environmental Management Authority in Vietnam*” (SEMA) project supported by the Swedish Government between 1994 and 2001; the integrated coastal zone management project supported by the Dutch government, the DANIDA-funded Environmental Information and Reporting Project being implemented by VEPA; the World Bank-funded “*Poverty and Environment Linkages*” and the DANIDA-funded “*Pollution Control in Densely Populated Areas*” (PCDA), both implemented by MONRE;
- The Law on Environmental Protection; The Five Year Plan 2006-2010 for Natural Resources and Environment Sector; The national Socio-economic Development (SED) Plan (2006-2010) that incorporates the main elements of the Comprehensive Poverty Reduction and Growth Strategy (CPRGS); The Agenda 21.

In addition to the literature review, PEP conducted a series of perception surveys on the P-E linkages among the staff of DoNREs, Departments of Fisheries, Departments of Industry, Departments of Agricultural and Rural Development, and Departments of Investment and Planning etc. in Ha Tay and Ha Tinh Provinces.

This strategy was developed by the international and national consultants with the participation of the PEP Research-Communication Officer. In addition, the elaboration of the strategy was benefited from the relevant PEP’s partners’ contribution with important information and data, and from the consultation during the Strategy Development Workshop held in Hanoi on 22 March 2007.

In the process of elaborating the strategy, the consultancy group agreed on some relevant conclusions which are included in the Strategy:

- Existence of different understanding of the poverty and environment relationships: *It requires many suitable activities to improve the awareness of policy makers, staff of various departments from provincial and central levels and community on poverty and environment relationships;*
- Limited resources (materials, human resources, capacity and finance) for communication activities on poverty and environment relationships: *Therefore, it is necessary to call for coordination on investment (both technical and budget) between the project and stakeholders in preparing material and training for staff of relevant sectors;*
- The consideration on the poverty and environment relationships in policy formulation process of various departments is not at the centre of attention: *It is necessary to encourage the participation of policy makers in project research as well as becoming members of the Poverty and Environment Network in Vietnam.*

2. GOALS AND OBJECTIVES

The Communication Strategy is one of the project outputs and a tool that will be used to reach various stakeholders dealing with poverty-environment (P-E) linkages within the Poverty-Environment Project (PEP). It will guide or assist the PMU to develop activities and messages appropriate to these stakeholders.

The rationale of the Communication Strategy is similar to the rationale of the PEP, namely: “*A global recognition that environmental degradation is causally linked to problems of poverty, hunger and health. Integrating the principles and practices of environmental sustainability into national policies and planning is a key to successful poverty reduction strategies.*”

2.1. Goals

The main goals of the Communication Strategy are to raise the awareness on the importance of the poverty and environment linkages, and to assure the dissemination of Poverty-Environment-Livelihood (P-E-L) indicators at relevant ministries, sectors, provincial levels and donors.

The Communication Strategy has the same development goal as the PEP, namely to *strengthen Government capacity to integrate environment and poverty reduction goals into policy frameworks for sustainable development.*

The Communication Strategy shall contribute to two main outputs of the PEP:

- a. *Improved knowledge and awareness within government and civil society of barriers, capacities and opportunities for natural resource use and environmental protection to contribute to national goals, targets and strategies for poverty reduction and sustainable development.*
- b. *Strengthened institutional mechanisms and capacity to integrate poverty reduction and environmental concerns into development policy and planning frameworks.*

2.2. Objectives

The objectives of the Communication Strategy are:

- a. To raise the stakeholders' awareness and increase their access to information on the poverty and environment linkages, and on the P-E-L Indicators;
- b. To increase the participation of stakeholders in the case studies of poverty and environment linkages, and in the development of P-E-L Indicators;
- c. To contribute to the strengthening of the stakeholders' capacity (at national and provincial levels) in the appliance of project outputs (poverty and environment linkages, P-E-L Indicators) into their work routine;
- d. To ensure that the policy makers at all sectors are able to access to sufficient information and to new knowledge from the project outputs, in order to integrate them into their decision making process to achieve sustainable development goals;
- e. To strengthen the capacity of PPU to involve poor communities in the implementation of projects in pilot sites.

3. PRINCIPLES AND APPROACHES

3.1. Principles

The Communication Strategy respects the following principles:

- a. The Strategy is developed and implemented for most of the target groups of the Project such as policy makers at national and provincial levels, international organizations and donors, the mass media;
- b. The elaboration and implementation of the Strategy is participatory so as to involve stakeholders of the Project;
- c. The activities are designed so as to utilize the opportunities available such as the specific mandate of a stakeholder, or the knowledge of the local areas ...;
- d. The Strategy is developed on the basis of studies, assessments, investigations that have identified the features and demands of each target group, and accordingly have allowed selecting appropriate communication channels and materials;
- e. The Strategy emphasize women's opportunities in participating to and benefiting from the project activities;
- f. The activities derived from the Strategy should be sustainable, easy to be implemented, and opened to replication in different areas when required;
- g. Monitoring and evaluation should be integrated in the Strategy activities to ensure that the work plan is respected and success is achieved.

3.2. Approaches

Communication is here defined in a broad sense, as the exchange of ideas, opinions and information through a variety of means and media, through which the providers disseminate information and ask for behavior change, while the receivers give some feedbacks as a result of receiving information. The feedbacks can be collected through many means of activities or dialogue.

To overcome the current challenges, to successfully implement the Strategy, and to meet the demands of the Project's objectives, the Communication Strategy is established according to the following guiding ideas:

- a. The Strategy should be seen as an integral part of the Project and an important basis for the stakeholders' increased access to information on the poverty-environment linkages;
- b. The Strategy should serve as a guide and facilitator for engaging partners and networks to provide inputs and participate to the reflection about P-E-L linkage issues;
- c. The Strategy should facilitate the communication within the National PEL Working Group, and the coordination between Working Groups at national, sector and provincial levels;
- d. The Strategy should develop activities and produce appropriate communication messages toward each target group encompassed by the project;
- e. The activities of the Strategy should take a cross cutting nature and provide maximum support to other project activities throughout the implementation period.

4. TARGET GROUPS

The Communication Strategy has different types of stakeholders according to the level of activities implementation. At the central level, the Communication Strategy is targeted to the four Ministries that cover the main sectors and thematic areas for identifying PEL indicators and that need a strengthening of their institutional capacity regarding monitoring and reporting activities. The other targeted Ministries are those which will be members of the Natural Resource and Environment (NRE) Sector Working Group. Another group of stakeholders refers to the mass media which can bring a support to the dissemination of the PEP outputs.

At the provincial level (in Ha Tay and Ha Tinh provinces), the Communication Strategy is targeted to stakeholders who are managing the province and to those who are involved in activities related to P-E-L issues and who will be members of the Working Groups. The provincial mass media will also be key stakeholders of the communication campaign since they will be used as a means for spreading information on the pilot activities.

Besides, relevant national and international donors and NGOs in Vietnam are also the main target groups of the Strategy.

4.1. Governmental Agencies at Central and Provincial levels

Within the scope of the Poverty and Environment Project, the approach to these stakeholders aims to change their views and perceptions toward the inter-sectoral economic development planning, as well as to deliver a better understanding on the causal relationships between poverty and environment.

Actually, the strength of this target group is to be involved in policy making in general, and policy making concerned with economic development and environment in particular. The Government of Vietnam (GoV) is committed to promote a sustainable development and to bring environmental protection tasks into economic development and social equality. The GoV requests that Ministries and Sectors adjust their action plan toward sustainable development. However, these efforts suffered from the overlapping of responsibilities between government agencies, the lack of an inter-sectoral approach for planning work inside each sector itself, and weak coordination between sectors. In addition, the leaders and officials of Ministries and Sectors are not fully aware the causal relationships between poverty-environment and socio-economic development. The main ideology still remains to sacrifice the environmental aspect in short-term for economic development target.

The Consultants Panel proposes the following stakeholders:

- a. **Ministry of Natural Resources and Environment:** Particularly the *Department of Environment, the Department of Environmental Impact Assessment and Appraisal, Vietnam Environmental Protection Agency, Department of Legislation, and Natural Resources and Environment Sector Working Group (will be established with support from PEP)* because they play important roles in formulating law and sub-law documents related to resources and environment. They also are the implementing units of many projects and programs on natural resource management. In addition, *International Support Group on Natural Resources and Environment (ISGE)* will be a specifically important target group within MONRE for a number of reasons. Most notably, ISGE's Thematic Ad-hoc working Group 2 (TAG 2) on Poverty, Growth and Environment constitutes an asset of best practices regarding mainstreaming environment and poverty reduction concerns.
- b. **Ministry of Agriculture and Rural Development,** particularly the *Department of Science, Technology and Product Quality, Forestry Department and Five million hectare*

(661) Program, Department of Forest Protection and Forest Sector Working Group (will be established with support from PEP) are major partners of the project as a number of programs and missions are undertaken in rural areas where the poverty and hunger percentage is high and with great impacts on the environment and natural resources. Many programs of socio-economic development for hunger eradication and poverty alleviation have been conducted by this Ministry over the past years. In addition, the *Forest Sector Support Program and Partnership (FSSP)* will be also an important target group as one of its objective is to share a commitment to the sustainable management of forests and the conservation of biodiversity to achieve: (a) protection of the environment; (b) improved livelihood of people in forest areas; and (c) enhanced contribution of forestry to the national economy.

- c. **Ministry of Fisheries**, particularly the *Department of Science and Technology, the Department of Aquatic Resource Exploitation, Institute for Planning and Aquatic Product Development and Fisheries Sector Working Group (will be established with support from PEP)*. The Ministry and its agencies is responsible for sustainable exploitation and development of aquatic resources as one of the key solutions for environment protection, and conservation of the fresh water and marine resources as well as poverty alleviation for a large number of aquatic resource dependants.
- d. **Ministry of Industry**, particularly the *Department of Science and Technology, the Department of Local Industry, and Sustainable Energy Sector Working Group (will be established with support from PEP)* that are responsible for industrial development and modernization of the country contributing to economic development and hunger eradication and poverty alleviation. Importance should be given to environmental factors related to industrial development in order to avoid long-term damage on non-renewable resources as well as to ensure environmental quality.
- e. **Ministry of Investment and Planning**. Particularly the *Department of General National Economics, the Department of Science, Education on Natural Resources and Environment, the Office of Agenda 21 on Sustainable Development, and the General Statistics Office* play important role in developing comprehensive strategy on growth and poverty reduction, as well as in implementing Vietnam agenda on sustainable development. Most of large- and medium-scaled donor projects have to be checked by the Ministry of Investment and Planning before reaching implementation levels in other ministries and sectors.
- f. **Government Office**: The final consolidation of development strategies is made at this level before being issued by the Government. The Government Office also develops the Socio-Economic Development Strategy at national level, and plays an important role in dealing with all kind of issues related to ministries and sectors.

Comprehensive Poverty Reduction and Growth Strategy (approved by the Official Documents No. 2685/VPCP-QHQT, dated 21 May 2002 and No. 1649/CP-QHQT dated 26 November 2003 of the Prime Minister) is a document that broke down the objectives, mechanisms, policies and solutions that defined in the national 10-year and 5-year plans into the details activities with time-frames. A **Strategy Steering Committee** was established that chaired Vice-Prime Minister (Head) and other commissioners are Vice-Ministers from relevant ministries and ministerial-levels organizations. At present, apart from the annual state budget, the implementation of this strategy is supported by WorldBank and International Monetary Fund (IMF) and other donors (for instance, € 20 million from EC through WB etc.). This strategy provides an opportunity to integrate the P-E linkages and the P-E-L indicators into the government socio-economic policies as well as the funding policies of the important multilateral donors such as WB, IMF and EC.

- g. **Ministry of Health**: particularly the *Preventive Medicine Agency*. People's health has a close link with any environmental changes which could become a threat. There exist complex cause and effect relations between environment, health and poverty. Health

policy is related to development programs and poverty reduction, as well as to the reduction of the environment negative impacts on people's wellbeing.

- h. **Ministry of Labour, War Invalids and Social Affairs:** Particularly the *Department of Science and Technology, Poverty Reduction Office*. The Ministry is responsible for works, labor and social equality.
- i. **Ministry of Science and Technology:** Particularly the *Department of Natural and Social Science*. Many programs and research themes at Ministerial and State levels were conducted to serve the economic development program, poverty reduction and environmental protection.
- j. **National Committee for Ethnic Minorities:** It is a ministry equivalent agency. The Committee is in charge of leading and coordinating with ministries and ministry equivalent agencies, governmental agencies and local authorities in directing the implementation of governmental pilot model projects, and preferential policies in the areas of particularly poor socio-economic conditions. The Committee is also responsible for summing up practical experience and lessons and expanding effective development models.

The socio-economic development for the poorest communes (135 and 134 Programs) are focusing on the development of rural infrastructures for the poorest communes, designing and establishment of the communes' shared centers, human resettlement, improved agroforestry production and capacity building for the commune and village administrative staff. The consideration of environmental issues in the programs' activities will actively contribute to the fulfillment of the sustainable development objectives.

- k. The ***Ideology and Culture Commission*** also has very important impacts on public communication.
- l. At the provincial level (Ha Tay and Ha Tinh provinces), the target groups under the state agencies include: the *Office of People's Committee*, the *two Provincial Project Units (PPUs)*, the *Agenda 21 Steering Committee*, the *Department of Natural Resources and Environment*, the *Department of Planning and Investment*, the *Department of Agriculture and Rural Development*, the *Department of Fisheries*, the *Department of Health*, the *Department of Industry*, and the *Department of Labour, War Invalids and Social Affairs*.

4.2. International donors

In Vietnam, most sectoral development programs and strategies are implemented with the assistance of international donors. These could request for environmental requirements as criteria for consideration of socio-economic assistance. The project beneficiaries will be compelled to take environmental requirements into account, as well as the poverty and environment linkages, and sustainable socio-economic development.

The donors involved in PEL issues include:

- World Bank (WB), particularly the Department of Environment and Social Development;
- United Nations Development Program (UNDP), particularly the Sustainable Development Division - Poverty Reduction and Social Development Project Groups;
- Deutsch Group for Technical Assistance (GTZ);
- Canadian International Development Agency (CIDA);
- Swedish International Development Agency (SIDA);
- Danish International Development Agency (DANIDA);
- European Union (EU);

- Japan International Cooperation Agency (JICA);
- Australian Agency for International Development (AusAID);
- Swiss Agency for Development and Cooperation (SDC);
- United Kingdom Department for International Development (DFID–UK);
- Netherlands Development Organization (SNV);
- Agence Française de Développement (AFD).

4.3. National and international organizations

Many international organizations have implemented development and environmental protection projects, and provide financial and technical assistance to many sectors in elaborating sectoral development strategies. These organizations have investment programs in poverty reduction, environmental protection and natural preservation. However, these programs have not clearly showed the P-E-L integration as well as the environmental criteria in the requirements of economic development project. Furthermore, most of the environmental protection and economic development programs are implemented separately.

Some programs on forest conservation, utilization and management are linked with the improvement of local living standard, and therefore contribute to poverty reduction. In such programs, the considerations of environmental issues were integrated into the socio-economic development initiatives. For example, the International Centre for Research in Agro-forestry (ICRAF) has the objective of poverty reduction and sustainable use of natural resources through the improvement of agro-forestry system. ICRAF has a lot of experience in the integration of environmental aspects into poverty reduction program for the people in remote areas. The International Union for the Conservation of Nature and Natural Resources (IUCN) cooperates with national non-governmental organizations in developing and implementing poverty reduction models integrated with environmental protection through the development of eco-villages in sensitive ecosystem region.

The national and international organizations involved in PEL issues include:

a, Relevant to NRE Sector:

- International Union for Conservation of Nature and Natural Resources (IUCN);
- World Wildlife Fund (WWF);
- Vietnam Environment and Sustainable Development Institute (VESDI).
- Oxford Committee for Famine Relief (Oxfam);
- Center for Natural Resources and Environmental Studies (CRES);
- Natural and Environmental Protection Association

b, Relevant to Forest Sector:

- International Centre for Research in Agro-forestry (ICRAF);
- Forest Sector Support Program (FSSP) International Partners;
- Center for International Forestry Research (CIFOR);

c, Relevant to Fisheries Sector:

- Centre for Marine Life Conservation and Community Development (MCD);
- Support to Regional Aquatic Resources Management (STREAM) Vietnam;

d, Relevant to Sustainable Energy Sector:

- Research Center for Energy and Environment with the main fields on Renewable Energy, Energy Efficiency and Climate Change and Clean Development Mechanism

4.4. Mass organizations and civil associations

Civil associations and mass organizations at national and local levels, such as Fatherland Front, Women's Union, Youth Union, Farmer Union, Veteran Union, Red Cross, are important links between policy-makers, managers and community on P-E communication, even though they are not directly involved in PEP's activities.

4.5. Other target groups

Since the PEP is principally a capacity building project, the Communication Strategy does not directly focus upon members of the communities. However, the media coverage of P-E-L linkages will reach the public in general, and the activities in the pilot provinces will involve the private sector, the socio-political organizations, and the poor section of the population in particular.

5. COMMUNICATION MEANS, CHANNELS AND MESSAGES

5.1. Communication means

The public communication agencies are not directly involved in the process of formulating policy of socio-economic development and environmental protection. However, they play an important role in raising the public awareness on environmental protection and poverty reduction programs, through reflecting the ineffective use of natural resources and the environment pollution. Under their pressure, many state agencies had to change their development goals and take environmental issues into account. The Communication Strategy therefore perceives the communication agencies as key stakeholders.

The most influent public communication agencies include:

- Vietnam News Agency (*Department of Domestic News and Department of Social and Economic Issues*);
- Vietnam Television VTV 1 and VTV 3 (*Environment Program Unit, News Department, Department of Science and Education*);
- Voice of Vietnam (*NRE Program Unit and Department of Science and Economics etc.*);
- National newspapers, which have the wide readership: Vietnamnet, *Lao dong* (Labor), *Dau tu* (Investment), *Khoa hoc va ky thuat* (Science and Technology), *Thanh nien* (Youth), and *Tuoi tre* (Young Generation); and which have a strong focus on the poverty and environment-related issues: *Nong thon ngay nay* (Rural Today), *Nong nghiep Vietnam* (Vietnam Agriculture), NRE Newspaper, NRE Reviews, Economy Environment Reviews, and Environment Protection Review;
- Newspapers and Radio-Television stations of the two pilot provinces (Ha Tay and Ha Tinh).
- Websites of MoNRE, Ministry of Agriculture and Rural Development, Ministry of Fisheries, Ministry of Investment and Planning, and others.

5.2. Communication channels

Information to key stakeholders and the poor communities in the pilot provinces will be diffused through a multimedia approach. Both one-way communication means and channels of interpersonal communication will be used complementarily.

One-way communication refers to a form of communication where there are no direct contacts between the sender and receiver of a message. The one-way communication means are press files, press releases, public announcements, TV and radio programs, leaflets, newsletters, information brochures, website, CD-ROMs, billboards, banners, posters and Lessons Learnt Brochure on Completion.

Interpersonal communication gives the possibility to have opinions exchanged between sender and receivers of a message, as well as between receivers. This activity is done through information events such as public meetings, journalists briefings, press conferences, interviews, participation in talk-shows, photo exhibitions, site visits, video performances, PowerPoint presentations, and participation in seminars and conferences that are Project subject-related, as well as through person-to-person discussions (household visits) and group discussions in pilot provinces. Information exchanged through networks also belongs to the interpersonal communication form.

This communication strategy proposes to use a number of different communication channels under both one-way and interpersonal communication forms. The channel of information will be tailored made to the target group as presented in the table 1.

Table 1: Information channels and target groups

Communication channels	State agencies (national and provincial) and support groups	International donors	International and national NGOs	Mass organizations and civil societies	Other target groups
Leaflet	X		X	X	
Newsletter (2/year)	X	X	X		
Articles in specialized press	X	X	X	X	X
Programs on the national and provincial radio (1/year)	X	X	X	X	X
Programs on the national and provincial TV (1/year)	x	X	X	X	x
Website and web pages (in relevant websites)	X	X	X	X	X
CD-Rom	X	X	X	X	
Awareness events	X	X	X	X	X
Project brochures	X	X	X	X	X
Publication "10 case studies on P-E"	X	X	X		
Publication "User manual for P-E-L indicators"	X	X	X		
Network meetings (P-E network, sector working group networks)	X	X	X		
P-E-L forum	X	X	X	X	X
Policy briefs (quarterly)	X	X	X		
Press competition (annually)	X	X	X		
Interviews		X	X		
Training courses				X	X
Workshops/Seminars (research)	X	X	X		
Study-tours	X				X
Project workshops/meetings	X	X	X	X	X

5.3. Content of the messages

The content of the information material aims: (i) at informing about the PEP and its activities; (ii) at improving the stakeholders' knowledge about P-E linkages and P-E-L indicators; (iii) at advocating for the use of P-E linkages and P-E-L indicators into the stakeholders' work routine; (iv) at disseminating best practices and lessons learnt in information-sharing networks.

At the provincial level, the communication campaign will also diffuse messages about the pilot activities, and about methods and tools for involving the poor communities in the development and implementation of environmental policies.

The communication campaign will provide information about the following issues:

- Presentation of the PEP
- Dissemination of PEP activities and achievements
- P-E knowledge and linkages
- Dissemination and exchange of experiences on P-E-L linkages
- Elaboration and use of new P-E-L Indicators
- Creation of information-sharing networks
- Dissemination of the information-sharing networks activities and achievements
- Advocacy for using P-E linkages in policy development and planning
- Lessons Learnt and recommendations regarding the best practices for integrating P-E linkages into policy making and planning
- Advocacy for using Poverty-Growth-Environment (PG&E) issues into policy making and planning

6. COMMUNICATION ACTIVITIES

Communication activities will take place both at the central level with the Ministries and Departments, sectors, donors, and international/national organizations engaged in P-E issues, and in the provinces of Ha Tay and Ha Tinh where pilot activities of sustainable natural resource management and biodiversity conservation will be implemented.

The strategy will focus on the following activities: PEP information, awareness raising on the P-E linkages, capacity strengthening on the use of P-E-L indicators, establishment of a P-E network in Vietnam, lessons learnt and experience sharing, participatory studies, promotion for use of P-E linkages on policy-making processes.

6.1. Improve the awareness and information access of the participants regarding the P-E linkages and the use of the P-E-L indicators

6.1.1. PEP information

The dissemination of information on PEP to the project partners and stakeholders is very important. It will facilitate the enhancement of coordination between the project and its partners and stakeholders. During the project implementation, information on PEP including goals, objectives, target groups, project location and duration, activities and expected outputs etc. will be provided via the following activities:

- Regularly update information on PEP activities, compile articles and submit to the Environment Economy Magazine;
- Organize 2 press competitions on the P-E knowledge to help exchanging experiences, lessons learnt, and best practices on the use of P-E-L indicators to resolve environmental issues within the communities, and at the same time to support the activities of Vietnam's P-E Network;
- Host a forum on the P-E linkages with the participation of all stakeholders;
- Develop webpages within relevant websites to introduce the project activities and outputs.

6.1.2. Set up a Vietnam's Poverty and Environment Network

Vietnam's P-E Network is a partnership of individuals and organizations that share a common attention and are acting in the poverty and environment field. The network aims at linking the partners, and at enhancing information, knowledge and experiences sharing and cooperation in poverty reduction initiatives that integrate environmental protection efforts in order to achieve the sustainable development objectives.

At the beginning, members of the network will include:

- The working groups set up by the project: National Working Groups, National P-E-L Working Group, National Ministry/Sector Working Group, NRE Working Group, Fishery Working Group, Forest Working Group and Sustainable Energy Working Group;
- State agencies (national and provincial), international donors, international and national NGOs, mass media etc., which are acting in P-E related fields;
- Individuals, who pay attention on P-E issues.

A Network Coordination Board will be established. The board will be led by the PEP PMU. This coordination board will be responsible for the development of a "strategic work plan for 2007-2009" that aims at: (1) ensuring that the network can conduct regular and effective activities involving the participation of all network members; (2) informing about the network activities to a wider audience; (3) participating on the International P-E Network; and (4) ensuring the continuation of the network beyond project time-life.

The Network Coordination Board will also be responsible for developing a network regulation that includes at least but not last the followings: aim and objectives, member rights and responsibilities, network organization etc. In addition, an advisory board will be set up to collect technical support from experienced experts on environment, poverty, policy, community developments, communication, etc.

6.1.3. Develop a set of P-E communication tools

The establishment of a set of communication tools on P-E linkages and P-E-L indicators is a one-way communication method. PEP will provide information on key findings from PEP's P-E studies by the end of 2007, and on the P-E-L indicators by the end of 2008 for the partners and communities at the study sites in Ha Tay and Ha Tinh Provinces. Information will be disseminated through the following activities:

- Publication of "10 case studies on P-E linkages" in Ha Tay and Ha Tinh Provinces (summary, findings, evaluation, lessons learnt, possibility for replication, etc.). It is planned that this publication will be completed by the end of 2007 and will be used by all stakeholders, project partners, international and national donors and other organizations.
- User Manual on the P-E-L Indicators will be published by the end of 2008. The users will be relevant institutions inside the NRE, Fishery, Forest and Sustainable Energy sectors.
- During project implementation, the PEP and its sub-contractors will organize a series of national workshops on "10 case studies on P-E linkages", "P-E models", "Institutional Capacity for P-E Monitoring", "P-E Linkages and Biodiversity Law", "P-E Consideration on the tax and fee systems", and "An analysis of P-E aspects in the sectoral and socio-economic policies" etc.. Proceedings of these workshops will be compiled and the participants or anybody with concern can use them as useful references.
- Video-clips on the case studies on P-E linkages will be produced to record the study activities as well as to document the lessons learnt to help for future replication of these studies by other stakeholders;
- Leaflet(s) introducing 10 P-E linkages case studies (by the end of 2007);
- Leaflet introducing P-E models (by the end of 2007);
- Leaflet introducing P-E-L indicators (by the end of 2007);
- Document holder introducing the PEP and P-E linkages case studies, P-E models, P-E-L indicators (in English and Vietnamese) to be used in workshops/meetings (by the end of 2007 and 2008).

6.1.4. Communication via mass media

Information on project results such as P-E linkages case-studies, P-E models and P-E-L indicators will be posted on the mass media including TV, radio, newspapers and professional magazines, and the websites of 4 relevant ministries and international donors.

During the project implementation, project's research groups and strategy implementers will compile information and news on the achieved activities to submit to the mass media as listed in the 5.1 of this strategy.

The strategy implementers in collaboration with other research groups, VTV (Environment Program – Department of News or Department of Science and Education), and the Radio and Television Stations of Ha Tay and Ha Tinh provinces will produce a documentary film "*P-E Linkages, a new approach for Vietnam*" (mid 2008).

6.2. Strengthen participation of stakeholders in research process of P-E linkages and P-E-L indicators

One of the principles for the success and sustainability of the donor projects in Vietnam is the full participation of all partners and stakeholders in the project development, implementation, monitoring and evaluation.

PEP is a project that has a series of research activities on different fields such as P-E linkages, P-E model, or P-E-L indicators. The approach of the project communication activities is designed to encourage and promote the participation of all project stakeholders by supporting their innovative ideas raised during project implementation.

In early 2007, the enhancement of participation of stakeholders will be carried out by the following activities:

- PEP in cooperation with research groups organize consultation workshops/meetings to inform about the implementation progress (biannual events for each group), and to share information and project findings with the proposed audiences as listed in the 3.5 of this strategy. The feedbacks from those workshops/meetings will be considered in the development of the P-E linkages, P-E model, or P-E-L indicators.
- During project implementation, research groups regularly present findings/recommendations gained from the pilot sites to other stakeholders (local/national levels);
- In the regular PEP Working Group meeting, the results of research activities on P-E linkages, P-E model, and P-E-L indicators P-E will be discussed to collect comments from expertise of the group members.

6.3. Capacity building for stakeholders on utilization of project outputs

The long-term goal of the PEP is to strengthen the capacity of the GoV to integrate environment protection and poverty reduction into the policy framework aiming at sustainable development. To achieve this goal, the communication strategy includes capacity building activities for project stakeholders on: (i) the use of the research findings on P-E linkages; (ii) P-E-L indicators in policy-making processes; (iii) communication skills and community participation.

These activities are:

- Training on “*P-E linkages: knowledge and lessons learnt*” for the stakeholders in order to provide the basic information and working skills on P-E-related issues (at the end of 2007 and organized by the P-E linkage research group).
- Training on “*Integration of P-E issues into 5-year plan of NRE sector, NRE sector’s Agenda 21, other Agenda 21s, and national/provincial socio-economic development plans*” for representatives of NRE, Agenda 21 offices from different sectors and the two pilot provinces;
- Training on “*Guidance for the use of P-E-L indicators in reporting, monitoring and policy-making*” for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, the representatives from PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces. (at the end of 2008 and organized by the P-E-L indicators research group).
- Training on “*Communication skills*” for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, the representatives from the PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces. The training aims at providing communication skills to these target groups in order to help them to disseminate P-E linkages to a wider

audience and beyond the project time-life (implemented by the Strategy Implementing Agents and the PEP Research-Communication Specialist).

- Training on “*Community participation: tools and methodologies*” for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, representatives from the PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces. The training aims at providing knowledge about participatory tools and methodologies that are useful for the project M&E.
- Organization of study-tours to the 10 case-study sites on P-E linkages for project stakeholders. Suitable participants will be selected at each case-study site, for instance, the case studies such as “*Opinions of the Poor*”, “*Clean Water, Health, and Environment Sanitation*”, “*Policy, Law and Environmental Impact Assessment*”, “*Income and Strengthening of Environment Management*”, “*Recycled Energy*”, “*Gender and Immigration*”

6.4. Timely dissemination of information and knowledge about P-E linkages research findings and support the policy-makers to integrate these findings into policy-making processes toward sustainable development objectives

As its name indicates “*Harmonizing Poverty Reduction and Environmental Goals in Policy and Planning for Sustainable Development*”, the PEP targets the policy-making institutions at ministerial, sectoral and provincial levels. The main expected output of the project is to strengthen the institutional capacity of the target groups so as to enable them integrating environmental and poverty reduction issues into policy framework and development planning.

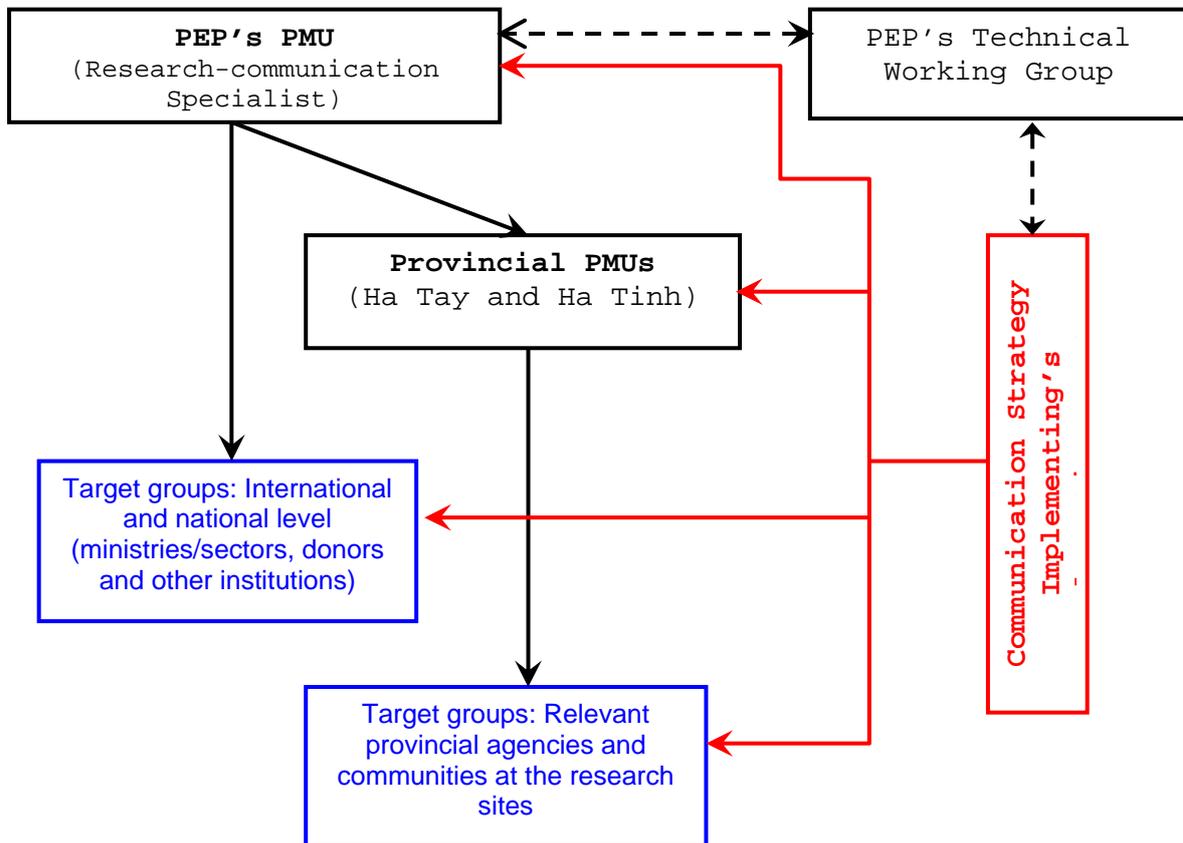
Hence, one of the objectives of this communication strategy is to ensure that the new information and knowledge gained from the PEP’s P-E linkage researches are timely provided to the policy-makers of NRE, Fishery, Forest, Agriculture and Rural Development, and Industry sectors, Provincial Departments of NRE and other relevant provincial agencies, in order to support them in the decision-making processes toward sustainable development.

In order to reach this objective, the communication activities are required to be implemented simultaneously with other PEP’s research activities, namely:

- At mid-term and at the completion of any major project research activity, an evaluation workshop should be held. This workshop will have the participation of the policy-makers of different sectors and authorities at all levels. The participants will be encouraged to comment, and recommend the way of using research results in policy-making processes.
- The Implementing Agents of the communication strategy will cooperate with other research groups for the dissemination of the project’s policy-related information on the internet (websites, email, forum etc.). An emailing list of P-E-related policy makers will be elaborated.
- The production of “*P-E policy-brief*” documents during the PEP’s research activities (biannual). The Implementing Agents of the communication strategy will cooperate with other research groups to compile the P-E policy-related information and submit them to the relevant policy-makers.

7. IMPLEMENTATION

To effectively implement the communication strategy, a smoothly coordinating mechanism is needed. It spreads from national to provincial levels, and establishes links between the NRE sector with other ministries/sectors, as the following organization chart indicates



As focal person of the PEP, the **Research-Communication Specialist** will be responsible for overall guidance, coordination, monitoring and evaluation of the strategy's activities.

7.1. Strategy's Implementing Agents

The recruitment of the communication strategy's Implementing Agents will be done in accordance with the guidelines set in the NEX handbook.

The strategy's Implementing Agents must be able to implement the communication activities following the detailed work plan in terms of content, target, duration and budget.

The strategy's Implementing Agents will collaborate with the PMU for the implementation of the activities that involve the ministries/sectors and national partners; and collaborate with provincial PMUs of Ha Tinh and Ha Tay Provinces for the implementation of the activities that involve the provincial agencies.

The following institutions can be proposed as potential Implementing Agents:

- Vietnam Environmental Economy Association;
- Center for Resources and Environment Studies (CRES), Hanoi National University;
- Center for Environmental Research and Education, Hanoi's University of Teachers;

- Education for Nature (ENV);
- Vietnam Association for Conservation of Nature and Environment (VACNE);

7.2. PEP technical working group (TWG)

The PEP Technical Working Group will support the Project Research-Communication Specialist, the strategy's Implementing Agents, the PMU and provincial PMUs in the implementation of the communication activities through :

- Providing technical guidance and inputs;
- Acting as trainer in training workshops;
- Advising, facilitating and monitoring certain activities.

7.3. Project Management Unit

At the central level, the Communication Strategy is coordinated by the Project Management Unit. It will support the Implementing Agents in their work with the target groups such as MoNRE, Ministry of Fisheries, Ministry of Investment and Planning, Ministry of Agriculture and Rural Development and other ministries/sectors, international donors, international and national NGOs, and the media, etc.

Furthermore, as mentioned above, the Project's Research-Communication Specialist will be acted as focal person for the implementation of this strategy.

7.4. Provincial Project Management Unit in Ha Tinh and Ha Tay Provinces

At the provincial level, the Communication Strategy is coordinated by the Project Provincial Management Unit. They will support the Implementing Agents in their work with the provincial target groups such as Provincial People's Committees, DoNRE, Department of Fisheries, Department of Investment and Planning, Department of Agriculture and Rural Development and other relevant provincial agencies, provincial Agenda 21 offices, district authorities, mass organizations and communities at the project's pilot sites, etc.

8. DETAILED WORKPLAN

The timing of the communication activities is closely coordinated with the other activities of the PEP, particularly those related to Tender Packages 1 and 3. The timing also needs to be consistent with the development of stakeholders' awareness and understanding of the issues at stake. Although some milestones, like the start of the communication campaign and the start of the pilot activities are similar in the two provinces, the work program is not rigid but characterized by a flexibility, which allows adjusting the activities to the evolution of the situation and to the results obtained with the stakeholders and communities. The media will cover each step of the activities.

The detailed work plan including: Indicative activities, Proposed activities, Timing, Budget and Organization in charge are presented in the table 2.

Table 2: Detailed Work Plan

STT	Detailed activities	Timing	Budget(USD)	Responsibility
1. Improve the awareness and information access of the participants regarding the P-E linkages and the use of the P-E-L indicators				
1.1.	PEP information			
	- Update information of PEP activities, compile articles and submit to the Environment Economy Magazine	Monthly		Vietnam's Environmental Economic Association
	- Organize 02 competitions on the P-E knowledge to help exchanging the experiences on using of P-E-L indicators			
	- Host a forum on the P-E linkages with the participation of all stakeholders			
	- Develop and update a project website	Monthly		
1.2.	Set up a Vietnam's Poverty and Environment Network			
	- Set up a network coordination board (01 team leader, 03 deputy team leaders (in charge of finance, activity, and communication) and 03 technical commissioners)	June 2007		PEP Research-Communication Specialist and Strategy's Implementing Agents
	- Meeting for compiling network regulation	June 2007		Network Coordination Board
	- Send temporary regulation to potential members	July 2007		
	- Invite relevant experts to joint the advisory group	July 2007		
	- Network Inception Workshop: Introduction of network coordination board, advisory group, members of network, network regulations	August 2007		Network Coordination Board, members of network, advisory group
	- Develop "Network long-term strategic plan, 2007-2009"	August-September 2007		Network Coordination Board, advisory group
	- Workshop to develop network long-term strategic plan with participation of members	September 2007		Network Coordination Board, members of network, advisory group
	- Implementation of the activities identified in the plan	October 2007-December 2009		
	- Organize warming up programs to encourage willingness of participation of the members	End of 2007, 2008 and 2009		
	- Organize workshop to share the information and experiences with other networks	2007, 2008 and 2009		
1.3.	Develop a set of P-E communication tools			
	- Publication "10 case studies on P-E linkages"	December 2007		Strategy's Implementing Agents with P-E linkages research group
	- User Manual for the P-E-L Indicators	December 2008		P-E-L indicators research group in collaboration with Strategy's Implementing Agents (<i>with budget line 1.2.5 in the Project Document</i>)

STT	Detailed activities	Timing	Budget(USD)	Responsibility
	- Organize a series of national workshops/seminars (8-10 workshops)	May 2007 to December 2009		Strategy's Implementing Agents in collaboration with other research groups
	- Produce video-clips on the case studies on P-E linkages	May 2007 to December 2007		Strategy's Implementing Agents in collaboration with P-E linkages research group
	- Leaflet(s) introducing 10 P-E linkages case studies	December 2007		
	- Leaflet introducing P-E models	December 2007		
	- Leaflet introducing P-E-L indicators	January 2008		Strategy's Implementing Agents in collaboration with P-E-L indicators research group
	- Brochures (paper holders) introducing PEP and P-E linkages case studies, P-E models, P-E-L indicators	December 2007 and October 2008		Strategy's Implementing in collaboration with other research groups
1.4	Communication via mass media			
	- Compile information, news on the activities to submit to the newspapers, radios, TV, websites etc.	Monthly (May 2007 to December 2009)		Strategy's Implementing Agents in collaboration with P-E linkages research group
	- Produce a documentary film " <i>P-E Linkages, a new approach for Vietnam</i> "	May 2007 to August 2008		Strategy's Implementing Agents in collaboration with P-E linkages research group
	- PEP in cooperation with research groups (each group per 6 month) organizes workshops/meeting to inform about implementation progress, to share information about project findings to the proposed audiences	June 2007, December 2007, June 2008, December 2008, June 2009		Strategy's Implementing Agents in collaboration with other research groups (<i>budget already allocated to the research activities</i>)
	- Research groups regularly present findings/recommendations gained from the pilot sites to other stakeholders (local/national levels)	June 2007 to December 2008		Strategy's Implementing Agents in collaboration with other research groups (<i>budget already allocated to the research activities</i>)
	- Training on " <i>P-E linkages: knowledge and lessons learnt</i> " for the stakeholders to provide the basic information and working skill on P-E-related issues	October 2007 to March 2008		Strategy's Implementing Agents in collaboration with P-E linkages research group
	- Training on " <i>Integration of P-E issues in: 5-year plan of NRE sector, NRE sector's Agenda 21, other Agenda 21s, and national/provincial socio-economic development plans</i> " c. 20 trainees x 1 class x 3 days	April to June 2008		Strategy's Implementing Agents will recruit the trainer(s)
	- Training on " <i>Guidance on use of P-E-L indicators in reporting, monitoring and policy-making</i> " for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, representatives from PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces c. 20 trainees x 2 classes x 5 days	October to December 2008		P-E-L indicators research group in collaboration with Strategy's implementer (<i>budget line 1.2.5 in the Project Document</i>)

STT	Detailed activities	Timing	Budget(USD)	Responsibility
	- Training on “ <i>Communication skills</i> ” for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, representatives from PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces c. 20 trainees x 1 class x 7 days (including fieldtrip)	January to February 2008		Strategy’s Implementing Agents and PEP Research-Communication Specialist
	- Training on “ <i>Community participation tools and methodologies</i> ” for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, representatives from PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces c. 20 trainees x 1 class x 7 days (including fieldtrip)	April to June 2008		Strategy’s Implementing Agents and PEP Research-Communication Specialist
	- Organization of study-tours for project stakeholders to the 10 case-study sites on P-E linkages. Suitable participants will be selected for each case-study site. 6 trips x 12 participants x 4 days	October 2007 to October 2008		Strategy’s Implementing Agents and PEP Research-Communication Specialist
	- Mid-term and final workshops with participation of the policy-makers of different sectors and authorities at all levels. The participants will be encouraged to comment and recommend the way of using research results in policy-making processes.	October 2007 to December 2008		Strategy’s Implementing Agents in collaboration with other research groups (<i>budget already allocated to the research activities</i>)
	- Disseminate the project’s policy-related information on the internet (websites, email, forum etc.); set up an emailing list of P-E-related policy makers	May 2007 to December 2009		Strategy’s Implementing Agents in collaboration with other research groups
	- Produce the “ <i>P-E policy-brief</i> ” documents during PEP’s research activities (biannual). The Implementing Agents will cooperate with other research groups to compile the P-E policy-related information and submit them to relevant policy-makers	May 2007 to December 2009		Strategy’s Implementing Agents in collaboration with other research groups
	Interim impact assessment	August 2007		Strategy’s Implementing Agents
	Final impact assessment	November 2009		Strategy’s Implementing Agents
	Total			

9. MONITORING AND EVALUATION

Monitoring and evaluation (M&E) is a critical and indispensable function of the Strategy. Without feedbacks, it will be very difficult to take wise decisions regarding the way to make the best use of the resources available for the Strategy or the way to maximize the effect of the following activities. Simple M&E indicators must therefore be developed for the Strategy activities in terms of time, quantity, quality, implications, and costs.

9.1. M&E of activities

Monitoring of the activities shall be continuously maintained to allow for timely adjustments as required to ensure achievement to reach the planned objectives. Simple evaluation shall be made at appropriate time for each activity. Participatory appraisal approach will be used since it is very useful in the sense that the stakeholders can better understand the activities and assimilate them.

9.2. M&E of overall Implementation Plan

In addition to M&E of activities, the PMU shall also perform M&E of the overall process of implementing the detailed work plan.

9.3. Performance indicators

The performance indicators for M&E of the strategy are presented in the table 3.

Table 3: Monitoring indicators of the Communications Strategy

No.	Detailed activities	Performance Indicators	Sources of verification
1. Improve the awareness and information access of the participants regarding the P-E linkages and the use of the P-E-L indicators			
1.1.	<i>PEP information</i>		
	- Update information of PEP activities, compile articles and submit to the Environment Economy Magazine	Number and content of articles on PEP in the newspapers	Issue, column and date of the articles on PEP in the newspapers
	- Organize 02 competitions on the P-E knowledge to help exchanging experiences on using of P-E-L indicators	Numbers of papers, participants, prized papers	Pictures of the competitions, summary and evaluation report
	- Set up a forum (via 2 workshops) on the P-E linkages with the participation of all stakeholders	Number of members; number of topics and posts in the forum	- Pictures, workshop minutes, workshops handouts
	- Develop and update a project website	Information and news on website and number of visitors Number of topics and posts in the forum	- Forum - Website
1.2.	<i>Set up a Vietnam's Poverty and Environment Network</i>		
	- Set up a network coordination board (01 team leader, 03 deputy team leaders (in charge of finance, activity, and communication) and 03 technical commissioners)	- Network membership (number, occupation, age, sex, interest, etc.)	- Members' records
	- Meeting for compiling network regulations	- Network regulations and organization	- Network regulations and organization
	- Send temporary regulations to potential members	- Long-term work plan 2007-2009	- Long-term work plan
	- Invite relevant experts to joint the advisory group	- Number and content of the workshops, number of participants	- Workshop minutes and reports
	- Network Inception Workshop: Introduction of network coordination board, advisory group, members, network regulations	- Network activities	- Network activity reports
	- Develop " <i>Network long-term strategic plan, 2007-2009</i> "	- Information and experiences shared	- Annual evaluation reports
	- Workshop to develop network long-term strategic plan with participation of members	- Warming-up activities	- Pictures and video-clips on network activities
	- Implementation of the activities identified in the plan		
	- Organize warming up programs to encourage willingness of participation of the members		
	- Organize workshop to share the information and experiences with other networks		
1.3.	<i>Develop a set of P-E communication tools</i>		
	- Publication of " <i>10 case studies on P-E linkages</i> "	Number of publication copies printed	- List of recipients - Feedback information on the quality of the publication - Shared opinions on the P-E linkages

No.	Detailed activities	Performance Indicators	Sources of verification
	- User Manual for the P-E-L Indicators	Number of manual copies printed	- List of recipients - Feedback information on the quality of the manual - Shared opinions on the P-E-L indicators
	- Organize a series of national workshops/seminars (8-10 workshops)	Number of proceeding copies printed	- List of recipients - Workshops handouts - Shared opinions on the P-E-L indicators
	- Produce video-clips on the case studies on P-E linkages	Video-clips produced	- List of recipients - List of the sites where the video is shown - Shared opinions on the P-E linkages
	- Leaflet(s) introducing 10 P-E linkages case studies	Number of copies (English and Vietnamese) printed	- Feedback information
	- Leaflet introducing P-E models	Number of copies printed	- Feedback information
	- Leaflet introducing P-E-L indicators	Number of copies printed	- Feedback information
	- Brochure introducing PEP and P-E linkages case studies, P-E models, P-E-L indicators	Number of brochures printed	- Feedback information
1.4	Communication via mass media		
	- Compile information, news on the activities to submit to the newspapers, radios, TV, websites etc.	Number and content of articles on PEP in the newspapers, radio, websites	Issue, column and date of the articles on PEP in the newspapers, radios, TV, website...
	- Produce a documentary film " <i>P-E Linkages, a new approach for Vietnam</i> "	Documentary film: time and content	- TV show (day, channel etc.) - Feedback information from TV viewers
2. Strengthen participation of stakeholder in research process of P-E linkages and P-E-L indicators			
	- PEP in cooperation with research groups organizes workshops/meeting to inform about implementation progress, share information about project findings to the proposed audiences (biannually meetings/each group)	- Number and content of the workshops, - Number of participants - Number of workshop presentations	- Workshop reports, workshop handouts and project reports
	- Research groups regularly present findings/recommendations gained from the pilot sites to other stakeholders (local/national levels)	- Number and content of the workshops, - Number of participants - Number of presentations	- Workshop reports, workshop handouts and project reports
3. Capacity building for stakeholders about utilization of project outputs			
	- Training on " <i>P-E linkages: knowledge and lessons learnt</i> " for the stakeholders to provide basic information and working skills on P-E-related issues	- Training curriculum - Number of trainees (occupation, age, sex) - Trainees' self-assessments	- Training curriculum - Training report (with an analysis on trainees' self-assessments)
	- Training on " <i>Integration of P-E issues in 5-year plan of NRE sector, NRE sector's Agenda 21, other Agenda 21s, and national/provincial socio-economic development plans</i> "	- Training curriculum - Number of trainees (occupation, age, sex) - Trainees' self-assessments	- Training curriculum - Training report (with an analysis on trainees' self-assessments)

No.	Detailed activities	Performance Indicators	Sources of verification
	- Training on “ <i>Guidance on using of P-E-L indicators in reporting, monitoring and policy-making</i> ” for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, representatives from PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces	- Training curriculum - Number of trainees (occupation, age, sex) - Trainees’ self-assessments	- Training curriculum - Training report (with an analysis on trainees’ self-assessments)
	- Training on “ <i>Communication skills</i> ” for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, representatives from PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces	- Training curriculum - Number of trainees (occupation, age, sex) - Trainees’ self-assessments - Field trip	- Training curriculum - Training report (with an analysis on trainees’ self-assessments) - Pictures of the training course - Field trip report
	- Training on “ <i>Community participation tools and methodologies</i> ” for the working groups of NRE, Fishery, Forest, and Sustainable Energy sectors, representatives from PPC and relevant provincial agencies in Ha Tinh and Ha Tay Provinces	- Training curriculum - Number of trainees (occupation, age, sex) - Trainees’ self-assessments - Field trip	- Training curriculum - Training report (with an analysis on trainees’ self-assessments) - Pictures of the training course - Field trip report
	- Organize study-tours for project stakeholders to the 10 case-study sites on P-E linkages. Suitable participants will be selected for each case-study site.	- Number of participants - Study tour organized - Number of issues, experiences shared	- Pictures of study-tours - Trip reports (by organizers) - Trip reports (by participant groups)
4. Timely dissemination of information and knowledge about P-E linkages research findings and support the policy-makers to integrate these findings into policy-making processes toward sustainable development objectives			
	- Mid-term and final workshops with participation of the policy-makers of different sectors and authorities at all levels. The participants will be encouraged to comment and recommend the way of using research results in policy-making processes.	- Number and content of the workshops, - Number of participants (institutions) - Number of presentations	- Workshop reports, workshop handouts and project reports
	- Disseminate the project’s policy-related information on the internet (websites, email, forum etc.); set up an emailing list of P-E-related policy makers	- Policy information accessed by the policy-makers	- Emailing list of the relevant policy-makers - Track-record on the information sent
	- Produce the “ <i>P-E policy-brief</i> ” documents during PEP’s research activities (biannual). The Implementing Agents will cooperate with other research groups to compile the P-E policy-related information and submit them to relevant policy-makers.	- Number of policy-briefs published	- List of recipients - Feedback information - P-E policy-briefs

9.4. Impact indicators

These indicators will be used to determine the effectiveness and impacts of the strategy's implementation on the knowledge, behavior, and attitude of the target groups. In other words, these will indicate the success or failure of the strategy.

There are two comprehensive evaluation missions (mid-term and final evaluations) to review and assess the project activities and outputs were planned. Those evaluations will be conducted by the independent consultant teams. In those evaluations, the impacts of the communication activities will be assessed by the teams. The form for this assessment will be perception surveys that include questionnaire surveys, interviews, perception shift stories, and direct observation of behavior changes.

The impact indicators for communication activities in the strategy are presented in the table 4.

Table 4: Impact indicators for communication activities

No.	Detailed activities	Impact Indicators	Sources of verification
1.	Improve the awareness and information access of the participants regarding the P-E linkages and the use of the P-E-L indicators	- Level/rate (%) of the perception shift on P-E-L before and after strategy implementation; perception shift stories.	- The interim and final reports of the communication strategy implementing agents. - Mid-term and Final Evaluation reports by the independent consultants.
2.	Strengthen participation of stakeholder in research process of P-E linkages and P-E-L indicators	- Level of participation on the researches on the P-E linkages and development of P-E-L indicators; feedbacks	
3.	Capacity building for stakeholders about utilization of project outputs	- Capability in using of P-E-L indicators and P-L linkages in the daily work of the staff in the project partner organizations and other stakeholders.	
4.	Timely dissemination of information and knowledge about P-E linkages research findings and support the policy-makers to integrate these findings into policy-making processes toward sustainable development objectives	- Integration of the P-E linkages in the legislative documents and policies issued by decision-makers at all levels	