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Transboundary Action Plan 2025-2050 for the Phong Nha-Ke Bang National Park and Hin Nam No National Park World Heritage Property

World Heritage Property Partners



Phong Nha - Ke Bang National Park
and Hin Nam No National Park on the
World Heritage List in 2003, 2015, 2025



PHONG NHA - KE BANG



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On behalf of

German Federal Ministry for Economic Cooperation and Development (BMZ)



Lao People's Democratic Republic
Peace Independence Democracy Unity Prosperity

Ministry of Agriculture and Environment

No: 2900 /MAE
Vientiane Capital, Date: 06 Jul 2026

Decision
Endorsement and Promulgation on Transboundary Action Plan
for Hin Nam No National Park And Phong Nha - Ke Bang National Park

- Pursuant to the Decree on the Organization and Operation of the Ministry of Agriculture and Environment, No. 534/PM, dated 18 August 2025;
- Pursuant to the Proposal Letter of the Department of Forestry, No. 3649/ DOF, dated 19 June 2026.

Minister of Agriculture and Environment issues the Decision:

Article 1 Approval is hereby granted to endorse and promulgate the Transboundary Action Plan Hin Nam No National Park and Phong Nha-Ke Bang National Park for a 25-year period, from 2025 to 2050.

Article 2 The Department of Forestry (Protected Area Management Division) is assigned as the focal point to coordinate with relevant central and local stakeholders to disseminate and strictly implement the Transboundary Action Plan for Hin Nam No National Park and Phong Nha-Ke Bang National Park as stated in Article 1 of this Decision.

Article 3 The Ministry Office, departments, and institutes under the Ministry of Agriculture and Forestry; Provincial/Capital Departments of Agriculture and Forestry; District/City Offices of Agriculture and Forestry; and all relevant sectors shall acknowledge, cooperate, and contribute to the successful implementation of this Decision.

Article 4 This Decision enters into force from the date of signature.

Minister

Sealed and Signed

PhD. Linkham DOUANGSAVANH

Distribution:

1. The Minister and Deputy Ministers	01 Copy;
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ສາທະລະນະລັດ ປະຊາທິປະໄຕ ປະຊາຊົນລາວ
ສັນຕິພາບ ເອກະລາດ ປະຊາທິປະໄຕ ເອກະພາບ ວັດທະນະຖາວອນ

ກະຊວງກະສິກຳ ແລະ ສິ່ງແວດລ້ອມ

2900
ເລກທີ: /ກສ
ນະຄອນຫຼວງວຽງຈັນ, ວັນທີ: 06 JUL 2026

ຂໍ້ຕົກລົງ

ວ່າດ້ວຍ ການຮັບຮອງ ແລະ ປະກາດໃຊ້ແຜນດຳເນີນງານຮ່ວມຊາຍແດນ
ອຸທິຍານແຫ່ງຊາດ ຫີນໝາມໝໍ້ ແລະ ອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ-ແກບາງ

- ອີງຕາມ ດຳລັດ ວ່າດ້ວຍການຈັດຕັ້ງ ແລະ ການເຄື່ອນໄຫວ ຂອງ ກະຊວງກະສິກຳ ແລະ ສິ່ງແວດລ້ອມ ສະບັບເລກທີ 534/ນຍ, ລົງວັນທີ 18 ສິງຫາ 2025;
- ອີງຕາມ ໜັງສືສະເໜີ ຂອງກົມປ່າໄມ້, ສະບັບເລກທີ 3649/ກປມ ລົງວັນທີ 19 ມິຖຸນາ 2026.

ລັດຖະມົນຕີ ກະຊວງກະສິກຳ ແລະ ສິ່ງແວດລ້ອມ ອອກຂໍ້ຕົກລົງ:

- ມາດຕາ 1** ເຫັນດີ ຮັບຮອງ ແລະ ປະກາດໃຊ້ ອະນຸມັດ ແຜນດຳເນີນງານຮ່ວມຊາຍແດນ ອຸທິຍານແຫ່ງຊາດ ຫີນໝາມໝໍ້ ແລະ ອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ-ແກບາງ ໄລຍະ 25 ປີ ແຕ່ປີ 2025 ຫາ 2050
- ມາດຕາ 2** ມອບໃຫ້ ກົມປ່າໄມ້ (ພະແນກຄຸ້ມຄອງປ່າສະຫງວນ) ເປັນໃຈກາງປະສານສົມທົບກັບພາກສ່ວນ ກ່ຽວຂ້ອງ ທັງສູນກາງ ແລະ ທ້ອງຖິ່ນ ໃນການໂຄສະນາເຜີຍແຜ່ ແລະ ຈັດຕັ້ງປະຕິບັດ ແຜນດຳເນີນ ງານຮ່ວມຊາຍແດນ ອຸທິຍານແຫ່ງຊາດ ຫີນໝາມໝໍ້ ແລະ ອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ-ແກບາງ ທີ່ໄດ້ກຳນົດໄວ້ ໃນມາດຕາ 1 ຂອງຂໍ້ຕົກລົງສະບັບນີ້ ຢ່າງເຂັ້ມງວດ.
- ມາດຕາ 3** ຫ້ອງການ, ບັນດາກົມ, ສະຖາບັນ ອ້ອມຂ້າງກະຊວງກະສິກຳ ແລະ ສິ່ງແວດລ້ອມ, ພະແນກກະສິກຳ ແລະ ສິ່ງແວດລ້ອມແຂວງ, ນະຄອນຫຼວງ, ຫ້ອງການກະສິກຳ ແລະ ສິ່ງແວດລ້ອມ ເມືອງ, ນະຄອນ ແລະ ທຸກພາກສ່ວນທີ່ກ່ຽວຂ້ອງ ຈົ່ງຮັບຮູ້, ໃຫ້ຄວາມຮ່ວມມື ແລະ ປະກອບສ່ວນໃນການຈັດຕັ້ງ ປະຕິບັດ ຂໍ້ຕົກລົງສະບັບນີ້ໃຫ້ໄດ້ຮັບຜົນດີ.
- ມາດຕາ 4** ຂໍ້ຕົກລົງສະບັບນີ້ ມີຜົນສັກສິດ ນັບແຕ່ວັນລົງລາຍເຊັນເປັນຕົ້ນໄປ.

ລັດຖະມົນຕີ



ປອ. ລິນຄຳ ດວງສະຫວັນ

ບ່ອນນຳສຳ:

- | | |
|---------------------------------|-----------|
| 1. ທ່ານ ລັດຖະມົນຕີ, ຮລມຕ ທ່ານລະ | 01 ສະບັບ; |
| 2. ຫ້ອງການ | 01 ສະບັບ; |
| 3. ກົມແຜນການ ແລະ ການຮ່ວມມື | 01 ສະບັບ; |
| 4. ກົມປ່າໄມ້ | 01 ສະບັບ; |
| 5. ເກັບມ້ຽນ | 01 ສະບັບ. |

Foreword

"By 2050, the ecological and cultural integrity of the transboundary karst landscape and the Outstanding Universal Value (OUV) of the Natural World Heritage Property are secured through effective transboundary protection and management, benefiting local communities, contributing to sustainable economic development as well as serving as a model of conservation diplomacy and enduring friendship between the Lao PDR and the SR Vietnam."

Phong Nha-Ke Bang National Park and Hin Nam No National Park, situated along the border between the Socialist Republic of Vietnam and the Lao People's Democratic Republic, feature globally outstanding humid tropical karst landscapes. They encompass unique ecosystems, provide a safe habitat for diverse species of flora and fauna, and represent key natural systems of international significance recognized as World Heritage Property by UNESCO. Both national parks share a long history of bilateral cooperation dating back to the 1990s, beginning with Phong Nha-Ke Bang National Park (inscribed in 2003, expanded in 2015) and followed by the addition of Hin Nam No National Park in 2025, forming the first transboundary World Heritage Property in Southeast Asia.

The purpose of this Transboundary Action Plan (TAP) is to establish a joint management framework for the Phong Nha-Ke Bang National Park and Hin Nam No National Park World Heritage Property over a 25-year period from 2025 to 2050. This action plan emphasizes the protection and enhancement of the Outstanding Universal Value (OUV) of the World Heritage Property as a shared responsibility between the Lao PDR and the SR Vietnam, reflecting a long-term vision and joint management goals for both nations.

This plan serves as a blueprint for promoting cooperation, an opportunity for conservation and sustainable development, and a framework for fulfilling obligations to safeguard the Outstanding Universal Value. It focuses on coordinated joint activities while respecting the management sovereignty and independence of each national park in the Lao PDR and the SR Vietnam.

This Transboundary Action Plan defines 8 Co-Management Objectives (CMOs) covering multiple areas to ensure a collaborative working approach:

- Co-Management Objective 1: Transboundary Governance;
- Co-Management Objective 2: Natural and Cultural Values;
- Co-Management Objective 3: Connectivity and Zonation;
- Co-Management Objective 4: Participatory Management and Cultural Identity;
- Co-Management Objective 5: Sustainable Development and Livelihoods;
- Co-Management Objective 6: Tourism and Awareness;
- Co-Management Objective 7: Resource Mobilization and Financing;
- Co-Management Objective 8: Transboundary Cooperation Model.

Minister

(Sealed and Signed)

PhD. Linkham DOUANGSAVANH

ຄຳນຳ

"ຮອດປີ 2050, ຄວາມສົມບູນທາງດ້ານນິເວດວິທະຍາ ແລະ ວັດທະນະທຳຂອງພູມິທັດ ພູທິນປູນຮ່ວມຊາຍແດນ ແລະ ຄຸນຄ່າໂດດເດັ່ນລະດັບຈັກກະວານ (OUV) ຂອງແຫຼ່ງມໍຣະດົກໂລກທາງທຳມະຊາດ ໄດ້ຮັບການຮັບປະກັນ ຜ່ານການປົກປ້ອງ ແລະ ຄຸ້ມຄອງຮ່ວມຊາຍແດນ ຢ່າງມີປະສິດທິພາບ, ສ້າງຜົນປະໂຫຍດໃຫ້ຊຸມຊົນທ້ອງຖິ່ນ, ປະກອບສ່ວນພັດທະນາເສດຖະກິດຢ່າງຍືນຍົງພ້ອມທັງສະແດງໃຫ້ເຫັນຕົວແບບການທູດໃນການອະນຸລັກ ແລະ ມີດຕະພາບ ທີ່ໜັ້ນຄົງລະຫວ່າງ ສປປ ລາວ ແລະ ສສ. ຫວຽດນາມ"

ອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ-ແກບາງ ແລະ ອຸທິຍານແຫ່ງຊາດ ຫີນໜາມໜໍ່ ເຊິ່ງຕັ້ງຢູ່ຊາຍແດນລະຫວ່າງ ສສ. ຫວຽດນາມ ແລະ ສປປ ລາວ ມີພູມສັນຖານເປັນພູທິນປູນເຂດຮ້ອນຊຸ່ມ ທີ່ມີຄວາມໂດດເດັ່ນລະດັບໂລກ, ມີລະບົບນິເວດທີ່ເປັນເອກະລັກ ແລະ ເປັນບ່ອນຢູ່ອາໄສທີ່ປອດໄພສຳລັບພືດ ແລະ ສັດ ຫຼາກຫຼາຍຊະນິດ, ມີລະບົບທຳມະຊາດ ທີ່ສຳຄັນລະດັບສາກົນ ທີ່ໄດ້ຮັບການຮັບຮອງເປັນແຫຼ່ງມໍຣະດົກໂລກ ຂອງອົງການອຸຍແນັສໂກ (UNESCO). ອຸທິຍານແຫ່ງຊາດ ທັງ 2 ແຫ່ງ ມີປະຫວັດສາດ ການຮ່ວມມືລະຫວ່າງສອງປະເທດ ມາເປັນເວລາຫຼາຍປີ ໂດຍມີການຮ່ວມມືຢ່າງເປັນທາງການມາຕັ້ງແຕ່ຊຸມປີ 1990, ເລີ່ມຈາກອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ-ແກບາງ (ປີ 2003, ເຊິ່ງຂະຫຍາຍເຂດ ໃນປີ 2015) ແລະ ຕໍ່ມາ ໄດ້ເພີ່ມອຸທິຍານແຫ່ງຊາດ ຫີນໜາມໜໍ່ ເຂົ້າເປັນແຫຼ່ງມໍຣະດົກໂລກໃນປີ 2025 ທີ່ເປັນແຫຼ່ງມໍຣະດົກໂລກຮ່ວມຊາຍແດນແຫ່ງທຳອິດ ໃນອາຊີຕາເວັນອອກ ສຽງໃຕ້.

ຈຸດປະສົງຂອງແຜນດຳເນີນງານຮ່ວມຊາຍແດນ (TAP) ສະບັບນີ້ ເພື່ອສ້າງກອບການຄຸ້ມຄອງຮ່ວມສຳລັບແຫຼ່ງມໍຣະດົກໂລກ ອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ-ແກບາງ ແລະ ອຸທິຍານແຫ່ງຊາດ ຫີນໜາມໜໍ່ ໃນໄລຍະ 25 ປີ ນັບແຕ່ປີ 2025 ຫາ 2050. ແຜນດຳເນີນງານສະບັບນີ້ ໄດ້ເນັ້ນໜັກເຖິງການປົກປ້ອງ ແລະ ສົ່ງເສີມຄຸນຄ່າໂດດເດັ່ນລະດັບຈັກກະວານ (OUV) ຂອງແຫຼ່ງມໍຣະດົກໂລກ ທີ່ເປັນຄວາມຮັບຜິດຊອບຮ່ວມກັນລະຫວ່າງ ສປປ ລາວ ແລະ ສສ. ຫວຽດນາມ ທີ່ໄດ້ສະແດງໃຫ້ເຫັນ ວິໄສທັດໄລຍະຍາວ ແລະ ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມ 2 ປະເທດ.

ແຜນດັ່ງກ່າວນີ້ ຈຶ່ງເປັນແບບແຜນໃນການສົ່ງເສີມການຮ່ວມມື, ເປັນໂອກາດໃນການອະນຸລັກ ແລະ ການພັດທະນາແບບຍືນຍົງ ແລະ ເປັນການປະຕິບັດພັນທະຕ່າງໆ ເພື່ອປົກປ້ອງຄຸນຄ່າໂດດເດັ່ນລະດັບຈັກກະວານ ແລະ ສຸມໃສ່ກິດຈະກຳທີ່ຄວນເຮັດຮ່ວມກັນໃນລັກສະນະປະສານງານ, ພ້ອມທັງເຄົາລົບຄວາມເປັນເອກະລາດໃນການຄຸ້ມຄອງອຸທິຍານແຫ່ງຊາດ ຂອງ ສປປ ລາວ ແລະ ສສ. ຫວຽດນາມ.

ແຜນການດຳເນີນງານຮ່ວມຊາຍແດນສະບັບນີ້ ໄດ້ກຳນົດ 8 ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ (CMOs) ທີ່ກວມເອົາຫຼາຍດ້ານ ເພື່ອຮັບປະກັນວິທີການເຮັດວຽກຮ່ວມກັນ:

- ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ 1: ການຄຸ້ມຄອງຮ່ວມຊາຍແດນ;
- ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ 2: ຄຸນຄ່າມໍຣະດົກທາງທຳມະຊາດ ແລະ ວັດທະນະທຳ;
- ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ 3: ການເຊື່ອມຈອດ ແລະ ການກຳນົດເຂດ;
- ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ 4: ການຄຸ້ມຄອງແບບມີສ່ວນຮ່ວມ ແລະ ເອກະລັກທາງວັດທະນະທຳ;
- ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ 5: ການພັດທະນາແບບຍືນຍົງ ແລະ ການດຳລົງຊີວິດ;
- ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ 6: ການທ່ອງທ່ຽວ ແລະ ການຮັບຮູ້;
- ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ 7: ການລະດົມຊັບພະຍາກອນ ແລະ ການສະໜອງທຶນ;
- ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ 8: ຮູບແບບການຮ່ວມມືຊາຍແດນ.



ປອ. ລິນຄຳ ດວງສະຫວັນ

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Phong Nha-Ke Bang National Park and Hin Nam No National Park World Heritage Property

Transboundary Action Plan 2025 - 2050

1 EXECUTIVE SUMMARY

Phong Nha-Ke Bang and Hin Nam No National Parks, straddling the border between Viet Nam and Lao PDR, share a globally exceptional tropical karst landscape, unique ecosystems and safe haven for an extraordinary array of plant and animal life. These internationally significant natural systems enjoy the highest levels of national protection and have been awarded UNESCO World Heritage status, initially for Phong Nha-Ke Bang (2003, extended in 2015) and culminating in the 2025 addition of Hin Nam No National Park. The creation of a transboundary World Heritage Property, the first in Southeast Asia, is an inspirational example of international cooperation and peace building.

The two National Parks enjoy a legacy of cooperation between the two countries over many years with formal cooperation dating from the 1990s. Long-term, political stability and friendly relations have contributed to the positive relations that exist at all levels from Central Government to Provincial to local levels and most importantly at the site management level.

The purpose of this Transboundary Action Plan (TAP) is to provide a strong strategic foundation for long-term cooperation and collaborative management within the Phong Nha-Ke Bang National Park and Hin Nam No National Park World Heritage Property for the 25-year period from 2025 to 2050. The TAP acknowledges a wide spectrum of important values and emphasizes the protection and promotion of the property's Outstanding Universal Value (OUV), and that this responsibility is shared between Lao PDR and Viet Nam.

The TAP articulates a long-term vision and set of cooperative management objectives shared by both countries. The plan therefore serves as a blueprint as cooperation strengthens, opportunities for conservation and sustainable development are explored and obligations are met for the protection of OUV and its transmission to future generations. The TAP respects and aligns with the legal, policy and governance frameworks which operate at national and sub-national levels in both Lao PDR and Viet Nam and does not seek to replace or override national legal authority. It focuses on those activities which are best carried out jointly or in a coordinated manner, whilst respecting the management independence of both National Parks.

The shared vision for this TAP embodies several dimensions:

“By 2050, the ecological and cultural integrity of the transboundary karst landscape and OUV of the natural World Heritage property are secured through effective joint protection and management, generating local community benefits and contributing to sustainable economic development whilst showcasing a model for conservation diplomacy and the enduring friendship between Lao PDR and Viet Nam”

The TAP articulates eight Cooperative Management Objectives (CMOs) covering a range of aspects which warrant joint and/or cooperative approaches. The CMOs cover:

CMO 1: Transboundary Governance: agree and implement cooperative governance structures and mechanisms.

CMO 2: Natural and Cultural Heritage Values: protect the core values of the World Heritage Property through joint and/or coordinated approaches to the protection and management of natural and cultural heritage including geodiversity.

CMO 3: Connectivity and Zonation: understand and manage the setting and context of the World Heritage Property including its connectivity and ensure harmonization of zoning approaches.

CMO 4: Participatory Management and Cultural Identity: work with local people to harness and deliver benefits; foster, and in some cases, rebuild cultural identity; empower communities in decision-making; and ensure the rights of ethnic minorities are respected and nurtured.

CMO 5: Sustainable Development and Livelihoods: ensure the protection of OUV whilst supporting sympathetic and appropriate regional development, delivering wide benefits.

CMO 6: Tourism and Awareness: foster well-planned and executed tourism that prioritizes the protection of OUV whilst delivering a sustainable flow of economic and other benefits to a broad spectrum of stakeholders.

CMO 7: Resource Mobilization and Financing: secure the necessary resources to implement the TAP and realize the potential of successful transboundary conservation.

CMO 8: Transboundary Cooperation Model: promote the World Heritage Property as a model of international heritage conservation, cooperation and peace; so that it plays an influential role across the Asia Region and globally.

The plan includes a number of medium-term strategies under each of the CMOs. Strategies are designed as 5-year SMART (Specific, Measurable, Attainable, Realistic and Time-bound) approaches to begin to unpack the eight CMOs. Several Strategies have been identified as key priorities, for example the need to agree and formalize transboundary cooperative governance arrangements, develop an effective monitoring, evaluation and learning framework and secure sustainable funding for the World Heritage Property.

Each Strategy is elaborated by a series of short-term Actions. These Actions are currently indicative with assigned responsibilities and verifiable indicators. They should be reviewed by the partners and formulated into an annual programme of activities to advance each of the medium-term Strategies.

The TAP was informed by international good practice approaches for transboundary conservation in a World Heritage context. The plan was developed through participatory workshops that identified common values and objectives and built consensus on key issues. However, the TAP is a work always in progress as the partners and stakeholders to the World Heritage Property will continue to need to work hand-in-hand on the ongoing process of planning, implementing, monitoring, evaluating, learning and adapting in a cycle of continual improvement. The TAP, supported by a companion MS Excel spreadsheet, should be thought of as a working tool that facilitates cooperation going forward.

2 ABBREVIATIONS AND ACRONYMS

CMO	Cooperative Management Objectives
CSO	Civil Society Organisations
DAE	Department of Agriculture and Environment
DAEO	Department of Agriculture and Environment Office
DCMC	District Co-management Committee
DoCST	Department of Culture, Sports and Tourism, Vietnam
DoET	Department of Education and Training, Vietnam
DoF	Department of Forestry, Lao PDR
DoFA	Department of Foreign Affairs, Vietnam
DoH	Department of Heritage, Lao PDR
DoIT	Department of Industry and Trade, Vietnam
DOLISA	Department of Labour, Invalids and Social Affairs, Vietnam
DoST	Department of Science and Technology, Vietnam
ESIA	Environmental and Social Impact Assessment
FPD	Forest Protection Department, Vietnam
FPIC	Free, Prior and Informed Consent
GEF	Global Environmental Facility
HNN NP	Hin Nam No National Park
IWT	Illegal Wildlife Trade
IUCN	International Union for the Conservation of Nature
JCC	Joint Coordination Committee
MAE	Ministry of Agriculture and Environment
METT	Management Effectiveness Tracking Tool
MEL	Monitoring, Evaluation and Learning
MoAE	Ministry of Agriculture and Environment
MoCT	Ministry of Culture and Tourism
MoCST	Ministry of Communication, Science and Technology
MoFA	Ministry of Foreign Affairs, Lao PDR
MoND	Ministry of National Defense, Lao PDR
MoU	Memorandum of Understanding
NGO	Non-government Organisation
OECMs	Other Effective Area-based Conservation Measures
PA	Protected Area
PAE	Provincial Agriculture and Environment
PCAs	Protected and Conserved Areas
PNKB NP	Phong Nha-Ke Bang National Park
PPC	Provincial People's Committee
PPPs	Public Private Partnerships
SADC	Southern African Development Community
SMART	Specific, Measurable, Attainable, Realistic and Time-bound
SOPs	Standard Operating Procedures
TAP	Transboundary Action Plan

TBCA	Transboundary Conservation Area
TBC SG	Transboundary Conservation Specialist Group
TFCA	Transfrontier Conservation Area
TMB	Transboundary Management Board
ToRs	Terms of Reference
TWG	Technical Working Group
UBND	People's Committee
UNESCO	United Nations Educational, Scientific and Cultural Organization
UXOs	Unexploded Explosive Ordnances
VCMC	Village Co-management Committee
VQG	National Park
WCPA	World Commission on Protected Areas
WH	World Heritage
WHP	World Heritage Property

3 INTRODUCTION

3.1 The purpose of the Transboundary Action Plan

The purpose of this Transboundary Action Plan (TAP) is to provide a strong strategic foundation for long-term cooperation and collaborative management within the Phong Nha-Ke Bang National Park and Hin Nam No National Park World Heritage Property (WHP) for the 25-year period from 2025 to 2050. The TAP emphasizes the protection and promotion of the property's Outstanding Universal Value (OUV), and that this responsibility is shared between Lao PDR and Viet Nam.

Specifically, the TAP and its implementation seeks to:

- ensure a shared understanding of the challenges and opportunities for the WHP;
- define a common vision for the future of the WHP;
- articulate a set of agreed long-term objectives, medium-term strategies and short-term actions to give effect to transboundary conservation;
- commit to participatory approaches engaging with relevant sectors, local communities and other stakeholders;
- foster long-term trusting relationships for effective implementation of the TAP;
- build transboundary conservation capacity for all partners and stakeholders;
- ensure full compliance with UNESCO requirements for transboundary WH properties; and
- ensure momentum by identifying sustainable transboundary conservation governance and resources.

The TAP comes in the form of a long-term Shared Vision, unpacked into a series of Cooperative Management Objectives (CMOs) as discussed in Section 5 below. In order to provide more specific direction to the collaborative management of the WHP, each of the CMOs are unpacked into Medium-term SMART Strategies (hereinafter referred to as Strategies) and each of these is unpacked into indicative Short-term Actions (hereinafter referred to as Actions) as discussed in Section 6.

The TAP specifically seeks to identify the management aspects of the two national parks and their buffer zones that are common to both sides and which need to be implemented jointly or in a coordinated way. The TAP respects and aligns with the legal, policy and governance frameworks which operate at national and sub-national levels in both Lao PDR and Viet Nam and does not seek to replace or override national legal authority. It also recognises that there are management aspects that are unique to each park, and which are captured in their individual management plans (see Figure 1). These aspects are excluded from the TAP to avoid duplication.

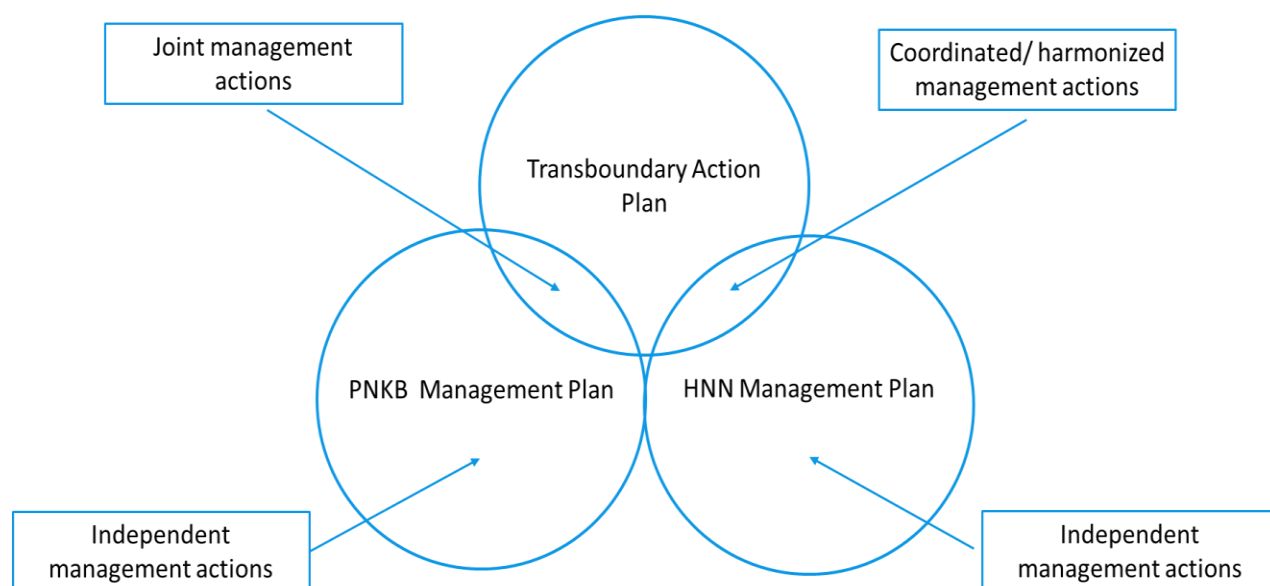


Figure 1: An illustration of the focus of the Transboundary Action Plan and its relationship to the individual management plans of the respective properties.

3.2 The process followed to develop the Transboundary Action Plan

The process to develop the TAP was strongly stakeholder-driven and centred around two, week-long, partner and stakeholder engagement workshops facilitated by external consultants conversant in both WH and transboundary protected area management planning processes. The work was based on good practice guidelines produced by the International Union for the Conservation of Nature's (IUCN) World Commission on Protected Areas (WCPA), and specifically the Transboundary Conservation Specialist Group (TBC SG)^{1 2}. The first workshop was held in Thakhek, Khammouane Province, Lao PDR from 28 to 31 July 2025; and the second in Dong Hoi, Quang Tri Province, Viet Nam from 15 to 19 September 2025. More specifically the process included the following steps:

¹ Vasiljević, M., Zunckel, K., McKinney, M., Erg, B., Schoon, M., Rosen Michel, T. (2015). Transboundary Conservation: A systematic and integrated approach. Best Practice Protected Area Guidelines Series No. 23, Gland, Switzerland: IUCN. xii + 107 pp.

² IUCN. (2008). Management Planning for Natural World Heritage Properties. A Resource Manual for Practitioners. Produced by the IUCN Programme on Protected Areas, Gland, Switzerland.

Workshop 1 - development of the cooperative framework:

- Application of the IUCN Diagnostic Tool for Transboundary Conservation planners³ to assess the current situation pertaining to the natural and cultural, social, economic and governance dynamics related to the management of the WHP.
- Development of a shared long-term vision based on the understanding of the status quo and articulating a statement reflecting the commonly desired state within the selected time frame of the next 25 years, i.e. by 2050.
- Development of collaborative management objectives in answer to the question “given our understanding of the status quo, what needs to be done in order to achieve the long-term shared vision?”

Workshop 2 – refinement of the cooperative framework into a TAP:

- Prioritisation of the CMOs using a simple democratic process to provide an indication of how they should be ranked and applied if there are limited resources for implementation of the TAP. It must be noted however, that ultimately all of the CMOs need to be achieved in order to attain the long-term Shared Vision. Furthermore, that priorities will vary depending on stakeholder perspectives.
- Unpacking each of the long-term CMOs into medium-term (5 year) SMART Strategies to answer the question “what needs to be done in the first five years of implementation in order to work towards the achievement of each of the long-term CMOs?”. Use of the SMART principle was to make sure the Strategies were Specific, Measurable, Attainable, Relevant and Time-bound. In assessing if the strategies are attainable, it is necessary to strike the right balance between ambition and reality when considering what needs to be done and the resources available. Resources will always be finite, however, it is important that the TAP stretches all partners and stakeholders to realize the ambition to make the property an exemplar of transboundary cooperation.
- Unpacking each of the Strategies into a logical series of short-term Actions in answer to the question “what needs to be done in order to work towards the achievement of the medium-term Strategies?”. Each action was intended to be annual and described in as much detail as possible, responsibilities were allocated for tracking and accountability purposes and information was provided as to what the evidence would be of implementation, i.e. output/s generated from the Actions. It should be noted that at the time of the workshop Actions were indicative and in several cases they proposed actions needed over a longer period than one year.

The work of small working groups was followed by plenary discussion to ensure feedback, critical review, testing of assumptions and, most importantly, consensus building between both sides. The outputs from these workshops are captured in this TAP in Sections 5 and 6.

A further enabling condition for implementation of CMO 6 is the Quang Trĩ Provincial People’s Committee approved the provincial action plan for 2026 (No. 145/KH-UBND on 16 January 2026) and the Management Board of Phong Nha – Ke Bang National Park has officially been assigned as the lead agency

³ Erg, B., M. Vasilijevic and M. McKinney (eds.), Initiating Effective Transboundary Conservation—a practitioner’s guidelines based on the experience of the Dinaric Arc, IUCN, Gland (Switzerland) and Belgrade, 2012.

(among Vietnamese agencies) to develop a cross-border ecotourism development scheme between Phong Nha – Ke Bang National Park and Hin Nam No National Park (Lao PDR).

3.3 The enabling conditions for transboundary cooperation

Both Phong Nha-Ke Bang and Hin Nam No National Parks have a long history of cooperation benefiting from the long-term, political stability and friendly relations that exist between Lao PDR and Viet Nam. Formal cooperation dates from the late 1990s and positive relations exist at all levels from Central Government to Provincial to more local levels. At the operational level the National Parks, which are contiguous across the border between the two countries, work together through the relevant park management authorities. Relatively limited turnover of key senior staff also contributes to strong personal relationships and a build-up of trust over many years. Despite the positive context for cooperation there are, of course, differences in approaches, capacities and funding availability between both sides of the border (see 4.4 below for more information).

Both National Parks have commendably pursued best practice approaches to protected area governance and management embracing the international standards of the IUCN Green List of Protected and Conserved Areas. The UNESCO WH Convention has played a catalytic role in encouraging cooperation given the globally significant ecosystem values of this shared area. Both sides have supported each other in developing WH nominations and these efforts culminated in the successful extension in 2025 to encompass both sides of the international border and create Southeast Asia's first transboundary WHP. The fact that these two National Parks are now a single shared WH property means the international community will continue to urge close cooperation, not only to meet UNESCO WH obligations but more critically to optimize opportunities for both sides.

Transboundary cooperation has already brought significant mutual benefits and the WH listing adds significant international profile and prestige generating national momentum to expand these benefits. Both Khammoaune Province (Lao PDR) and Quang Tri Province (Viet Nam) have publicly committed to wider economic development plans that seek to support the vision laid out in this TAP, prioritizing the protection of the WHP and its buffer zone whilst delivering the right mix of heritage protection, sympathetic sustainable regional development and economic empowerment to local people.

3.4 How to implement the Transboundary Action Plan

The TAP follows the widely accepted protected area management planning principle of adaptive management and the need to learn by doing, applying this learning to the iterative planning cycles. The TAP uses a 4-layer approach consistent with the planning hierarchy commonly applied to protected area planning and shown in Figure 2:

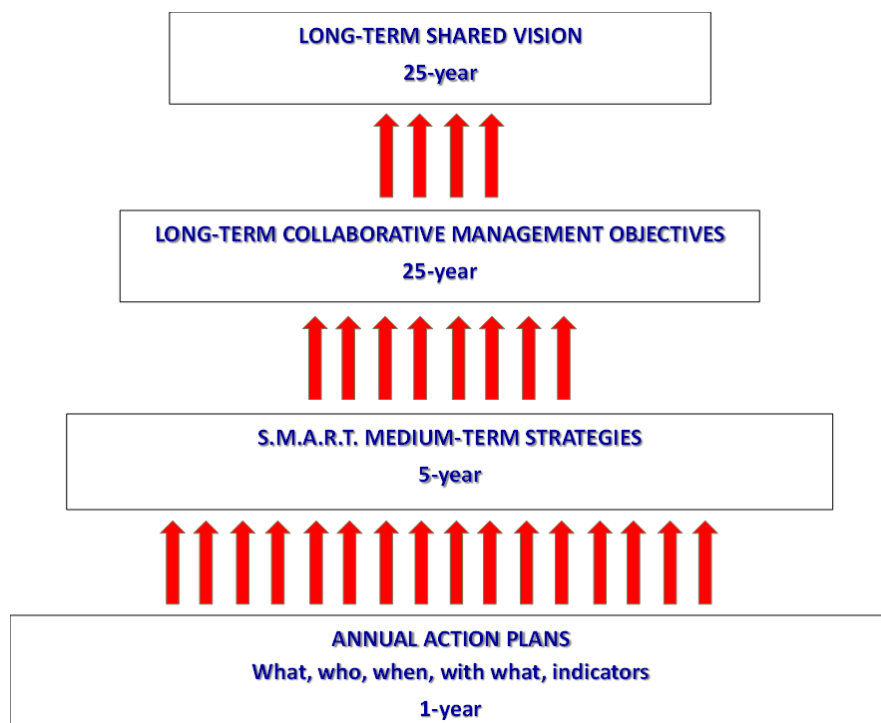


Figure 2: The 4-layer hierarchical planning structure used in the TAP.

In line with the above, cooperative actions will be reviewed and revised on an annual basis, cooperative management strategies subjected to review and revision every five years, and ideally the CMOs and Shared Vision will be reviewed and revised just prior to the end of this first 25-year collaborative management period.

The TAP aims to be user-friendly, focussing on what needs to be done in the short-, medium- and long-term. It identifies indicative Actions that should be the basis of a set of agreed Actions to be implemented in the first year after the TAP is approved. As previously alluded to, these Actions are to be implemented either jointly or separately but in a coordinated manner. They do not replace the management interventions that are unique to each of the national parks and their buffer zones; but augment them to capitalise on the benefits of cross-border cooperation.

Joint/coordinated Actions need to include the following information:

- A clear description of each Action to ensure continuity in the face of staff, stakeholder or partner turnover;
- An indication of who would be responsible for implementation in each country to provide for accountability;
- An indication of other staff, stakeholders and/or partners who would contribute to the implementation of the Action;
- The human, technical and financial resources needed to inform the budget required to support implementation of the TAP;

- The time frames for implementation, i.e. by when the Action should be implemented or how often; and lastly
- What the expected output/s of the Action will be and how success will be measured, i.e. verifiable indicators of successful implementation.

Section 6 below, shows the indicative Actions in tabular form to illustrate the more detailed steps required to unpack each Strategy. These Actions indicate what will be involved in working through, what in most cases, are complex Strategies. They will require further review and refinement to agree an annual programme of collaboration. This information shown in tabular form is best captured in an MS Excel spread sheet which offers a more manageable format facilitating filtering and the use of formulas to calculate budget sub-totals per Strategy and a total budget for the annual action planning period. The MS Excel spread sheets used in the workshop are provided as an integral part of the TAP - a tool to support the process of further refining the indicative annual Actions by the partners and stakeholders.

Once the action planning spread sheet has been completed, it is recommended that it be used on a regular basis, preferably at a monthly or quarterly frequency, to track and manage implementation. Additional columns may be inserted in the spread sheet to record progress with implementation against the expected outputs. Important information may then be captured reflecting progress and informing the active adaptive management and planning processes for subsequent planning iterations.

The partners are encouraged to complete the action planning templates as comprehensively as possible as the information provided should be used for budgeting, procurement and human resource planning and management purposes. This is a critical step to operationalise the TAP and provides the partners with a sound basis upon which to seek and secure the financial, human and technical resources necessary to effectively implement the joint and coordinated Actions; and in turn the achievement of the Strategies, CMOs and the Shared Vision.

In addition to the frequent use of the annual action plan spreadsheet as a working tool to track and guide implementation of the TAP, it should be formally reviewed and updated before the end of the first annual joint management cycle. Within the first five years of implementation, normally only the annual Actions that will be subjected to review, refinement and updating; and just before the end of the first five years of implementation, the medium-term Strategies should be subjected to review and updating. These short- and medium-term revisions happen within the context of the long-term CMOs and the Shared Vision which will be subjected to review towards the end of 2049.

4 PROPERTY DESCRIPTION

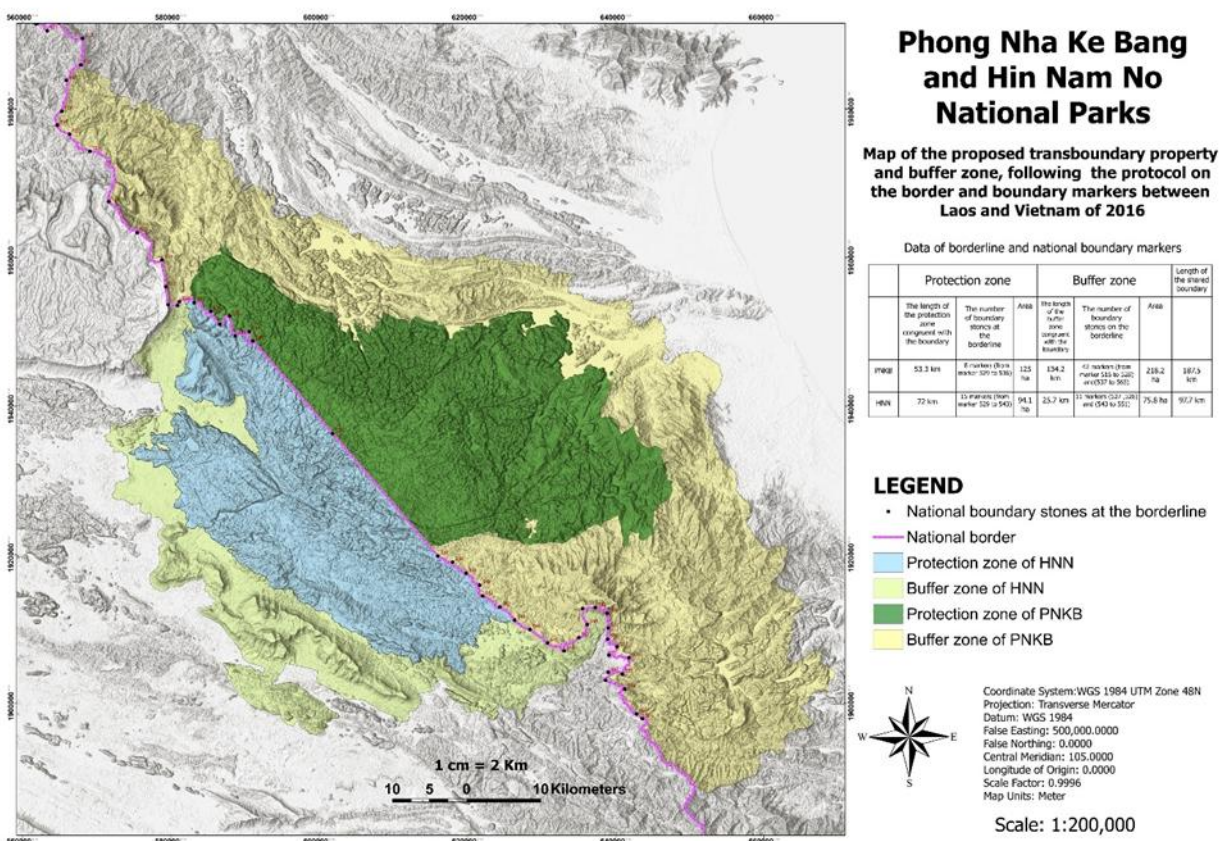
4.1 Locality and Extent

The TAP focuses on the PNKB NP and HNN NP transboundary WHP situated along the border between Viet Nam and Lao PDR. These two protected areas straddle the shared Annamite Range which sits between Khammoaune Province in Lao PDR and adjoining Quang Tri Province in Viet Nam.

The geographical extent of the area covered by this TAP includes the inscribed areas and buffer zone of the extended transboundary WHP approved by the UNESCO WH Committee at its 47th session in 2025

(Decision 47 COM 8B.6). In practice, this encompasses both PNKB and HNN NPs and their designated buffer zones (Map 1) covering a total area of 513,336 ha comprising a 217,447 ha inscribed area and a combined WH buffer zone of 295,889 ha. Should the WHP and/or its buffer zones undergo future envisaged boundary modifications, then the revised areas will be subject to this TAP.

It is worth noting that some aspects of the TAP will extend beyond the geographical extent described above. For example, issues such as land use planning, development and environmental impact assessment as well as engagement with other sectors such as resource and energy sectors and tourism.



Map 1. Geographic area covered by the Transboundary Action Plan

4.2 Outstanding Universal Value

Spanning the border between Viet Nam and Lao PDR, PNKB and HNN NPs protect the oldest, large-scale tropical limestone karst area in Asia and form one of the most intact and ancient karst landscapes on Earth. Dating back 400 million years, the WHP features exceptional surface and subterranean geological formations, including over 220 km of caves and underground rivers. The property is home to the globally renowned Son Doong and Xe Bang Fai cave systems.

The transboundary property meets WH criteria for its geological complexity (criterion viii), globally significant ecological processes (criterion ix), and rich terrestrial, freshwater and subterranean biodiversity and habitats (criterion x). Its distinctive, almost inaccessible topography, is underpinned by

complex interbedding of limestone karst with shales, sandstone and granite. The property hosts a myriad of cave types which provide evidence of past geological processes, from ancient, abandoned river passages or changes in river routes, to the deposition and later re-solution of giant speleothems. Furthermore, the WHP incorporates diverse ecosystems across multiple ecoregions, supporting over 4,200 vascular plant species and 1,300 vertebrates, including 237 globally threatened and several endemic species. Remarkably, it hosts 10–11 globally exceptional primate species, including the largest population of Southern White-cheeked Gibbon and the endemic Black Langur.

The property is of sufficient size and configuration to include all the attributes which underpin its OUV. Its dissected limestone plateau, with the physiographic differences that manifest on both sides of the border, protect within the boundaries of these two highly protected national parks one of the most sizable areas of intact forest cover in Southeast Asia. Legal protection, effective management and a well-designed buffer zone help to safeguard the property's integrity, though threats persist from illegal hunting, logging, invasive species, and the threat of unsustainable development.

More detailed descriptions of the values of the WHP can be found in the relevant nomination dossiers prepared at the times of WH listing as well as the respective management plans for PNKB and HNN NPs. Both management plans are under review at the time of drafting this TAP. In addition, the Statement of OUV for the WHP, adopted by the WH Committee in July 2025 may require further revisions subject to the agreement of both State Parties.

It is important to acknowledge that both PNKB and HNN NPs possess other important values, beyond those identified as globally outstanding and recognized as part of its OUV, including cultural heritage, ecosystem service, social, spiritual and economic values. The TAP advocates a holistic approach to management whilst ensuring priority attention to the protection and presentation of OUV.

4.3 Requirements of the UNESCO World Heritage Convention

Heritage protection, as a vehicle for international cooperation and peace building, lays at the heart of the UNESCO WH Convention (Articles 6 & 7) and the concept of OUV embodies the principle that globally exceptional natural and cultural heritage is a common international responsibility transcending national boundaries, cultures and generations. The Convention's *Operational Guidelines*⁴ make provision for transboundary WH properties where areas are contiguous across international borders, as is the case with PNKB and HNN NPs and also transnational serial properties where component parts of fragmented WH properties are shared between countries. The *Operational Guidelines* also specify the need for coordinated management through appropriate management systems or mechanisms such as joint management committees or similar. It is imperative that the WHP is protected, managed, presented and transmitted to future generations coherently and consistently.

The extension of the PNKB NP WH property to include HNN NP effectively creates a single WHP and obligates the State Parties of Lao PDR and Viet Nam to jointly report on the state of conservation through the monitoring mechanisms of the *Operational Guidelines* – Periodic Reporting and Reactive Monitoring. The adopted Statement of OUV acts as the baseline measure of values when assessing the state of

⁴ UNESCO (2025). Operational Guidelines for the Implementation of the World Heritage Convention, WHC.25/01 16 July 2025. UNESCO World Heritage Centre, Paris, France.

conservation of the property. An action, threat or concern on one side of the WHP affects the property as a whole in the eyes of UNESCO and the Advisory Bodies. In practical terms this means the reports must be joint, that any developments or activities pursuant to Paragraph 172 of the *Operational Guidelines* (activities or developments which may affect the property's OUV) should be communicated between both sides and submitted to UNESCO jointly. Whilst the heritage protection obligations of State Parties to the WH Convention are clearly stated within the articles of the Convention text and the provisions of its *Operational Guidelines*, paragraph 172 provides an essential mechanism to ensure that OUV is safeguarded from threats. Heritage or environmental impact assessment processes should be communicated between both States Parties and consider impacts on the WHP as a whole regardless of where they emanate from. Paragraph 172 is a mechanism to pre-emptively test for potential adverse impact which may find that a proposed development or activity is incompatible with WH values. Both countries should agree upon Standard Operating Procedures regarding paragraph 172 notification protocols, impact assessment screening triggers, and joint review steps. Furthermore, any boundary modification, be it significant or minor, proposed name change or any renomination of the property for additional criteria must be submitted jointly.

Lastly, it is important to note that any of the monitoring and response mechanisms under the *Operational Guidelines* such as Reactive Monitoring Missions, WH in Danger or processes related to de-listing properties apply to the property as a whole, so the actions of each State Party are linked.

4.4 Situational analysis (summary of the Diagnostic Tool report)

Use of the IUCN Diagnostic Tool for Transboundary Conservation planners in workshop 1 provided an integrated and systematic interrogation of the current situation and the dynamics influencing the effective management of the transboundary WHP. Founded on the pillars of sustainability, the situational analysis explored natural and cultural heritage features; social -, economic – and governance dynamics; with the final outcome indicating that the current situation is highly conducive to successful transboundary cooperation with a score of 81%.

The WHP shares a tropical karst landscape with extensive cave and hydrological systems and numerous associated plant and animal species of global conservation importance. The inaccessibility of this landscape and recent discoveries means that there are likely species that are yet to be discovered. Transboundary cooperation will not only improve the conservation management and connectivity needs of these species and their habitats, but will also enhance ecosystem functionality, climate change adaptability and the production and delivery of a suite of ecosystem services relevant at the local, regional and global scales.

This opportunity is further strengthened by the 2026 provincial assignment by Quang Trĩ Provincial People's Committee, designating PNKB NP Management Board to development of a cross-border ecotourism scheme with HNN NP, providing a clear institutional entry point for coordinated product development, standards, and visitor management.

Within the WHP there are strong cultural and social linkages across the international border with the long-standing friendship between the two countries being a strong positive dynamic, together with shared festivals and living cultural practices. Nevertheless, the two countries share concerns about the breakdown of cultural values and the erosion of traditional customs. Transboundary cooperation can help

address these, in particular by facilitating local community involvement in guiding, handicrafts, accommodation, and cultural experiences associated with the development of cross-border tourism developments and activities.

It is recognised that there is a disparity in the extent to which tourism is established and operates on either side of the border, but this is seen as an opportunity to share experience and create a diversity of options that will enhance tourism potential across the WHP as a whole. Transboundary cooperation can drive tourism product packaging, joint branding, coordinated infrastructure development and cross-border permit systems. It can also strengthen cultural identity and heritage protection while offering opportunities for the development of a shared identity and mutually beneficial marketing approaches.

There are also differences concerning how local communities and other relevant stakeholders are engaged, with the principles of Free, Prior and Informed Consent (FPIC) being well-established on the Lao PDR side. HNN NP has strong co-management systems in place with village committees, village rangers, women's groups and an FPIC Action Plan, while in Viet Nam there are community consultations, but with more limited decision-making involvement. In regard to gender and rights-based approaches, there is a gender imbalance in staffing but with efforts underway to reach female representation targets; women are involved in administration, tourism, education, and biodiversity outreach; and ethnic minorities are recognized and supported through land allocations and customary use zones.

The dynamics enabling cooperation are described and discussed briefly in Section 3.3 and the positive and constructive relationships augur well for an effectively managed transboundary WHP.

Tourism planning leadership (among the Vietnamese agencies): Quang Trĩ Provincial People's Committee's 2026 action plan assigns the Phong Nha – Ke Bang National Park Management Board as the lead agency for developing the scheme for cross-border ecotourism development between PNKB NP and HNN NP. This assignment should be reflected in the Joint Coordination Committee / relevant Technical Working Group workplans, including the commissioning and oversight of the cross-border tourism planning deliverable.

5 LONG-TERM FRAMEWORK FOR JOINT MANAGEMENT

5.1 Governance arrangements

The current governance arrangements are that the HNN NP is managed under the Protected Area Management Division of the Department of Forestry (DoF) in the Ministry of Agriculture and Environment. The Khammouane Provincial Office of Agriculture and Environment (POAE) has oversight with support of the Khammouane Provincial Steering Committee (PSC) and day to day management is through the HNN Management Office. The PNKB NP is managed by the PNKB NP Management Board which acts as the primary implementing authority on the Vietnamese side, with clear accountability for Vietnamese transboundary coordination mechanisms. Both National Parks are managed under relevant national legislation protecting national parks, heritage and special-use forests.

A 2018 Memorandum of Understanding commits the two National Parks to:

- annual meetings at provincial and site levels;

- establishing a cross-border conservation working group; and
- shared capacity building, technology exchange and lessons learned.

There have been a series of regular meetings between both sides. Minutes from the meeting between the Directors of the two National Parks on 15 December 2022 commit to developing ‘an institutional structure for transboundary management’ and governance between the two parks, based on the transboundary action plan that will jointly facilitate collaboration in key activities, as well as to establish a ‘cross border conservation working group’.

As can be seen above, the transboundary cooperative governance arrangements to date have been relatively light and informal. A strengthened and more formalised transboundary governance system was discussed at Workshop 2. However, it was not yet possible to agree on a final structure and modalities. This section therefore builds on the discussions from the workshop, supported by best practice transboundary experience, to recommend appropriate governance guidance. CMO 1, and specifically Strategy 1.1 in Section 6.1 below, details how this aspect will need to be implemented as a key priority given its importance to the entire transboundary cooperation effort. Strategy 1.1 encompasses two related governance dimensions: firstly the establishment of a strengthened transboundary governance instrument and secondly, the mechanisms and structures needed to govern the WHP. In regards to the transboundary governance instrument, it is recommended that the current MoU be revised, updated and upgraded to a more binding agreement in the form of a Memorandum of Agreement, Treaty or a Protocol, and that the governance mechanisms required to ensure the effective management of the transboundary WHP are specified in this instrument in terms of their composition and responsibilities.

The time frames and stages required in order to establish the governance mechanisms should also be agreed on recognising that the process/es required to establish the governance mechanisms are best allowed to evolve in the short to medium-term. The series of actions listed under Strategy 1.1 may well need to be phased over a longer period of time, depending on resource availability and to accommodate necessary bureaucratic and diplomatic processes. In this case the annual planning cycles of the TAP will facilitate constructive review and refinement to a governance system that evolves in line with growing collaboration.

In line with this phased approach to transboundary governance, the partners will initially establish a Joint Coordination Committee supported by thematic Technical Working Groups, with designated national WH focal points to ensure compliance with the WH Convention. Institutional arrangements may be progressively strengthened during subsequent phases based on operational experience and resource availability, and the application of the active-adaptive management planning principle.

Subsequent phases of governance may also decide to establish a Transboundary Management Board (TMB), a Secretariat and other more sophisticated mechanisms if warranted. Table 1 builds on these suggested governance mechanisms and provides recommendations as to their composition and responsibilities if and when they may be established as part of the phased approach. These recommendations are drawn from work that was done on reviewing the effectiveness of transboundary

governance in the Southern African Development Community's (SADC) Transfrontier Conservation Areas (TFCA)⁵.

Table 1: The composition and responsibilities of potential governance mechanisms.
Proposed phase 1 governance structures are shaded

SUGGESTED GOVERNANCE MECHANISM	SUGGESTED COMPOSITION	SUGGESTED RESPONSIBILITIES/ FREQUENCY OF MEETING
Transboundary Management Board (TMB)	High level representatives of relevant government agencies/authorities.	➤ Provide high-level oversight and guidance to transboundary cooperation within the WHP and monitor progress; ➤ Provide overall policy guidance and direction on all matters related to the management of the WHP; ➤ Harmonize the expectations and aims of the Partner Countries with respect to the management and development of the WHP; ➤ Oversight external communications/promotion concerning the transboundary aspects of the WHP; ➤ Identify and source funds to support the development and management of the WHP; ➤ Oversee and monitor the management and disbursement of financial resources; ➤ Supervise the activities of the Joint Coordination Committee; and ➤ Meet at least bi-annually under a rotational Chairperson.
Joint Coordination Committee (JCC)	Protected area managers from core PAs, senior representatives from relevant government agencies/authorities and senior representatives from relevant community and private sector structures.	➤ Act as the overarching mechanism to respond to UNESCO on matters relating to the WHP and fulfil all UNESCO reporting requirements⁶; ➤ Oversee and monitor implementation of the TAP; ➤ Initiate relevant processes needed to formalise cross-border collaboration in relation to the implementation of the TAP; ➤ Provide guidance and oversight of the Technical Working Groups; ➤ Convene and facilitate the annual review of the TAP's action plans and revise based on progress made and lessons learned; and

⁵ Zunckel, K. 2024. Coordination Mechanisms for SADC Transfrontier Conservation Areas. Report compiled for the SADC Secretariat, Gaborone, Botswana.

⁶ This provides the function of coordinated responses to IUCN and UNESCO, noting that national institutions with formal responsibility for World Heritage will continue as the communication conduits.

SUGGESTED GOVERNANCE MECHANISM	SUGGESTED COMPOSITION	SUGGESTED RESPONSIBILITIES/ FREQUENCY OF MEETING
		➤ Meet regularly at a frequency of at least every six months under a rotational Chair Person. The frequency of rotation may be every two years.
Technical Working Group/s (TWGs) ⁷	Senior technical personnel from the two PAs and related government agencies/authorities and senior representatives from relevant community and private sector structures representing the various disciplines related to effective implementation of the TAP.	➤ Implement and track the annual action plans of the TAP; ➤ Provide feedback to the JCC and contribute to the annual revision of the TAP's action plans and the formulation of actions for the next annual iteration; ➤ Develop, implement and oversee discipline-specific thematic management plans as may be needed from time to time to augment and enhance the TAP; ➤ Provide technical expert input to any specific issues raised by IUCN and/or UNESCO and contribute to the collation of information needed by the JCC to report nationally and to UNESCO; and ➤ Meet regularly at a frequency of at least every six months under a rotational Chairperson. The frequency of rotation may be every two years.
National Focal Points	Senior representative from relevant government agency with responsibility for WH matters in each partner country.	➤ Report to the National Coordinating Committee when convened and act as the point of entry for the International Coordinator. ➤ Facilitate and coordinate the meetings of the National Coordinating Committees. ➤ Prepare reports for the National Coordinating Committees, including on IUCN/UNESCO issues, to be submitted to the multi-national governance structures.
Secretariat	Appropriately qualified and experienced staff procured to fill the positions of Executive Director, Administrative Assistant and Financial Manager. Additional staff may be added to the Secretariat as and when needed depending on the complexities of the WHP.	➤ Support and facilitate the functioning of the WHP Governance Mechanisms; ➤ Provide secretariat support to facilitate the process of revising, updating and compiling the TAP throughout its lifetime; ➤ Provide secretarial services to all the WHP governance mechanisms, and convene and support their regular meetings. ➤ Seek and secure long-term innovative financing agreements to support the

⁷ More than one TWG may in time be necessary to provide specialized technical input across a range of disciplines.

SUGGESTED GOVERNANCE MECHANISM	SUGGESTED COMPOSITION	SUGGESTED RESPONSIBILITIES/ FREQUENCY OF MEETING
		Secretariat and implementation of the TAP.
National Coordinating Committees	As with the JCC but operating at the national level in each country.	➤ Contribute to the identification of and ensure participation in the implementation of joint management actions. ➤ Facilitate collaboration needed for the effective national implementation of joint actions across sectors. ➤ Participate in and report to the JCC. ➤ Meet regularly at a frequency of at least every six months under a Chairperson from the government department responsible for the relevant PA.
Rotational International Coordinator and Coordination Unit ⁸	Senior official from the relevant government agency to serve full time for a two-year period and be supported by an administrative assistant and financial manager as a minimum. Additional support staff may be procured as needs and resources dictate relative to the complexities inherent in the WHP. Note that it is critical that the transition from one coordinator to another must ensure the maintenance of institutional memory.	➤ Oversee the functioning of the National Coordinating Units. ➤ Receive, review and collate progress reports from the National Coordinating Units and report to the Multi-lateral Coordinating Committee. ➤ Facilitate the process of revising, updating and compiling the TAP throughout its lifetime. ➤ Provide secretarial services to the JCC and convene the six-monthly meetings.

It must be noted that the establishment of a Secretariat can be lengthy and expensive. Therefore, it is essential that interim measures be put in place. The establishment of a sustainably financed secretariat is the ultimate form of a coordination mechanism as it can be established to have semi-autonomous character and empowered to seek, secure, distribute and oversee funding. A rotating international coordinator/institution may have to play the role of a secretariat for some time before one is put in place.

⁸ Note that this coordination mechanism is to be rotated between the partner countries on a two-yearly basis.

5.2 Long-term shared vision

“By 2050, the ecological and cultural integrity of the transboundary karst landscape and OUV of the natural World Heritage property are secured through effective joint protection and management, generating local community benefits and contributing to sustainable economic development whilst showcasing a model for conservation diplomacy and the enduring friendship between Lao PDR and Viet Nam”

The long-term vision statement is unpacked to reveal its full meaning and relevance as follows:

By 2050 – is the time frame within which this vision remains relevant and unchanged until reviewed and revised towards the end of this 25-year management period.

... the ecological and cultural integrity of the transboundary karst landscape – implies the ability of the landscape and its ecological and cultural features to be resilient to internal and external dynamics that would impact negatively on them and cause any degree of degradation. In the context of the WH *Operational Guidelines* integrity is also a measure of the wholeness and intactness of the WHP, specifically that it includes all the elements necessary to express its OUV; is of adequate size and does not suffer from the impacts of development or neglect. The *Operational Guidelines* go on to elaborate integrity aspects of different criteria under which the property is inscribed.

... and OUV of the natural World Heritage property are secured – refers to the globally recognised values of the WHP and which motivated its recognition as such with UNESCO and that the attributes that underpin this OUV persist in a healthy state in perpetuity.

... through effective joint protection and management – speaks to the standard of the joint protection and management that will be applied and that it progressively works towards achieving a Management Effectiveness Tracking Tool score in excess of 67% and/or IUCN Green Listing. The *Operational Guidelines* stress the essential importance of a management plan which incorporates aspects related to sustainable development and comes with assurances of implementation.

... generating local community benefits – there are many ways in which effective transboundary cooperation in the management of the WHP aspires to generate benefits for local communities. For example, through the production and delivery of ecosystem goods and services; including access to and the use of natural resources; resilience through ecosystem services such as water purification, flood and drought attenuation, pollination and climate control; access to sites of cultural significance and a sense of place; as well as participation in tourism developments and activities.

... and contributing to sustainable economic development – the resilience of the local and regional socio-economy is dependent on the persistence and effective cooperative management of the WHP because of the suite of ecosystem services that it produces and delivers. Understanding this full value will underpin the securing of a diversity of sustainable income streams whose collective value will be greater than the cooperative and individual management costs, i.e. ensuring a positive return on investment. The UNESCO

General Assembly in 2015 adopted a policy on the “Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention” which recognizes the potential of well-managed WH properties to play a key role in achieving sustainable development goals⁹. The policy prioritizes the protection of OUV over and above everything else, whilst encouraging WH properties to contribute to sustainable development and hence the wellbeing of present and future generations.

... whilst showcasing a model for conservation diplomacy and the enduring friendship between Lao PDR and Viet Nam – cooperative management of the WHP will benefit from the long-time and strong friendship that exists between the two countries and through this, it is possible that the level of cooperative management effectiveness will be such that the PNKB HNN WHP will stand out as a model for conservation diplomacy, both regionally and globally.

5.3 Cooperative Management Objectives

Eight Cooperative Management Objectives have been agreed and are listed below with a short explanatory note. These CMOs are designed to be self-explanatory objectives which span the life of this plan and give effect to the Shared Vision noted above. As such they are long-term with 25-year horizons, notwithstanding that a periodic review and update of the objectives is implied by the adaptive management approach. The CMOs encompass a spectrum of issues which will be central to attaining the desired vision and cover governance; heritage management; the landscape context of the WHP; participatory engagement with local people; cultural identity; sustainable development; tourism and awareness; resource mobilization; and the potential of PNKB-HNN to showcase best practice transboundary conservation.

The Cooperative Management Objectives are:



CMO1: Respect national sovereignty whilst establishing and operationalizing a joint coordination mechanism, such as a Joint Committee or Secretariat, to harmonize management plans, relevant management operations, and share learning and data.

This objective recognizes the essential need to define, and agree upon, a workable governance system to drive and oversight cooperation across the WHP. An effective governance system is vital to ensure transparent, inclusive, consistent and accountable decision-making that respects the intent of this TAP.

⁹ UNESCO (2015). Policy Document for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention, as adopted by the General Assembly of States Parties to the *World Heritage Convention* at its 20th session. UNESCO World Heritage Centre, Paris, France.



CMO2: Maintain and enhance the OUV of the WHP, including its integrity, by protecting all property values whilst prioritizing those landscape, biodiversity, geodiversity and ecological values of global significance.

This objective relates to the 'core business' of protecting the natural and cultural integrity of the WHP cognisant of those natural, cultural and geoheritage values for which the two national parks were legally established. This demands a holistic approach to all values, however, priority must be given to those values recognised as globally significant (OUV) and referenced within the Statement of Outstanding Universal Value adopted when the WHP was inscribed on the UNESCO WH List. This objective encompasses many aspects of day-to-day management which require close cooperation between both countries and their managing authorities to ensure sympathetic and harmonized approaches to policy, management and how common threats are addressed.



CMO3: Foster ecological and landscape connectivity through well designed and managed buffer zones that safeguard the WHP against damaging developments and threats including climate change.

This objective concerns the setting and context of the WHP in the wider landscape and the need to cooperate on issues such as how the property's buffer zones are designed and function; how the property is safeguarded against potentially damaging activities and developments; and how common threats such as climate change can be addressed.



CMO4: Recognize and revitalize the cultural identity of ethnic minority communities within the WHP by promoting participatory management, integrating traditional ecological knowledge and ensuring the equitable access and sharing of benefits empower local communities and preserve their cultural heritage.

This objective centres on the critical importance of working with local people to harness and deliver benefits; foster, and in some cases rebuild, cultural identity, empower communities in decision-making; and ensure the rights of ethnic minorities are respected and nurtured. It seeks to grow broad support for the conservation of the WHP engendering an overall sense of stewardship among stakeholders and rights holders.



CMO5: Develop sustainable, nature-positive economic opportunities that support sustainable livelihoods, education, health, and gender equality in areas surrounding the WHP.

Whilst ensuring the protection of OUV, this objective seeks to ensure the WHP acts as a catalyst for regional development that is sympathetic to the values of the property and its surrounds. It promotes development that is sustainable and delivers benefits on multiple fronts. The objective places a strong focus on securing livelihood opportunities that shift the focus away from destructive resource exploitation toward activities that are in harmony with the property's values and long-term vision.



CMO6: Commit to responsible tourism development based on ecological and social carrying capacity to minimize environmental impact and seek to differentiate and optimize the tourism experience on both sides of the border.

This objective speaks to the promise of carefully planned and executed tourism that prioritizes the protection of OUV whilst delivering a sustainable flow of economic and other benefits to a broad spectrum of stakeholders. It stresses the importance of developing complementary tourism products and services both sides of the border.



CMO7: Jointly explore innovative and diversified financial, human and technical resources needed to implement the Transboundary Action Plan including for example eco-tourism, payment for ecosystem services, and carbon finance.

This critical objective focuses on the resourcing needed to support effective transboundary conservation cooperation across the PNKB-HNN WH Property. It is not limited to funding, also encompassing human and technical resourcing needs. The objective emphasizes the need for creative and innovative approaches to generating the resources realistically needed to advance cooperation.



CMO8: Position the WHP as a model for transboundary conservation in Southeast Asia, capturing and sharing lessons and replicating success to promote regional leadership and heritage diplomacy.

The last objective celebrates the historic position of PNKB and HNN National Parks, as the first transboundary WH property in Southeast Asia, to promote international heritage conservation cooperation and peace. It recognizes the opportunity of and onus on the WHP to play an influential leadership role, share experience, knowledge and learning across the Asia Region and globally.

6 MEDIUM AND SHORT-TERM JOINT ACTION PLANNING

This section systematically unpacks each of the CMOs into Medium-term (five years) SMART Strategies and, in turn, unpacks each Strategy into indicative Short-term Actions. In their final form these Actions should be annual and need to specify in logical and chronological order:

- **What needs to be done** –the action is described in sufficient detail to allow for uninterrupted implementation despite staff, stakeholder and/or partner turn-over;
- **By whom** – delegated as far down as possible and to facilitate accountability for implementation;
- **With whom** – where additional people and/or institutions are needed for implementation as team members and/or partners;
- **With what** – the financial – human and technical resources needed to implement the action;
- **By when or how frequently** - the time frames within which the action must be implemented if it is a once-off action or repeated as necessary;

- What will the **evidence of implementation** look like – what output/s is/are required from successful implementation of the action?

This level of planning information is best captured in the MS Excel spreadsheet which should form an integral part of this TAP. Indicative actions that either require joint implementation and/or coordination (implemented independently, but in the same way) are provided in this TAP as an output of the second planning workshop referred to in Section 3.2. Partners and stakeholders from both countries still need to fully populate and complete the MS Excel spreadsheet as soon as possible after the TAP has been approved. Thereafter, the MS Excel spreadsheet should be used on a regular basis, at least quarterly, to guide and track implementation of the TAP. Records are to be kept against each Action as to what was done, what was accomplished and what could be done better; so as to facilitate the second iteration of the annual action planning process that should take place just before the end of the first annual cooperative management cycle. Note that any actions that are unique to either side of the property are excluded from this TAP.

As already alluded to in Section 3.2, the Strategies need to be SMART: specific, measurable, attainable, relevant and time-bound; and these are presented below per CMO and with their indicative annual Actions. Whilst all Strategies are important, at this stage key priority Strategies are indicated and shown as **KEY PRIORITY**.

6.1 CMO 1 - Transboundary Governance.



CMO1: Respect national sovereignty whilst establishing and operationalizing a joint coordination mechanism, such as a Joint Committee or Secretariat, to harmonize management plans, relevant management operations, and share learning and data.

Strategy 1.1: Establish improved governance instrument and mechanisms

Review and update the existing cooperative governance instrument (MoU) and mechanisms to establish more binding cooperation and an improved transboundary governance system with Terms of Reference (ToRs) specifying roles, responsibilities and composition. **KEY PRIORITY**

INDICATIVE ACTIONS	RESPONSIBILITY		INDICATOR
	Lao PDR	Viet Nam	
1.1.1: Convene a bi-lateral meeting to agree initial phase 1 cooperative governance arrangements.	DoF, Province	Management Board of PNKB; Quang Tri PPC; Quang Tri DoFA	Minutes of Meetings with recommendations for upgrading the existing MoU
1.1.2: Subject to agreement implement phase 1 cooperative governance arrangements to establish Joint Coordination Committee, Technical Working Groups, National	DoF, DoH, and Province	Management Board of PNKB (lead/secretariat); Quang Tri PPC/DoFA; Quang	Terms of reference for each governance mechanism.

Focal Points and other agreed mechanisms including membership and ToRs. Three TWGs proposed: 1. Law enforcement & threats 2. Research/monitoring/data sharing 3. Tourism & community benefits.		Tri DAE/FPD (Forest Rangers); Quang Tri Border Guard Command; Quang Tri DoCST; Quang Tri DoST	
1.1.3: Review existing MoU against other Transboundary Conservation Area (TBCA) examples from around the world and make recommendations for the upgrading of the MoU to a more binding agreement.	DoF	Management Board of PNKB (Planning/International Cooperation); Quang Tri DoFA; Quang Tri DAE/FPD	Minutes of Meetings with recommendations for upgrading the existing MoU
1.1.4: Convene a bi-lateral meeting to review recommendations and to reach consensus on the upgrading of the existing MoU.	DoF Department of Border Cooperation, Lao–Viet Nam Border Cooperation Division, Ministry of Foreign Affairs (MoFA), Ministry of National Defense (MoND), Provincial and district defense authorities	MoFA (Border Affairs/Border Committee, as appropriate); MoND (Viet Nam Border Guard Command, as appropriate); Quang Tri PPC; Quang Tri DoFA; Quang Tri Border Guard Command; Management Board of PNKB	Minutes of Meetings
1.1.5: Compile the new cooperative governance instrument and convene a bi-lateral meeting at the appropriate level to have it signed into being.	HNN	PNKB	Signed and approved document available
1.1.6: Develop the Terms of Reference for and establish the phase 2 cooperative governance mechanisms specified in the new cooperative governance instrument.	DoF	Management Board of PNKB (lead drafting); Quang Tri PPC; Quang Tri DoFA; Quang Tri DAE/FPD; Quang Tri Border Guard Command; Quang Tri DoCST; Quang Tri DoST	Approved Terms of Reference available

1.1.7: Operationalise the cooperative governance mechanisms as per the requirements of the new cooperative governance instrument.	Appointed institutions according to ToRs	Appointed institutions according to ToRs	Meeting Minutes of the new governance mechanism
Strategy 1.2: Align legal and policy frameworks Review relevant existing national/provincial legal and policy frameworks and ensure optimum compatibility that supports enhanced transboundary conservation cooperation.			
1.2.1: Organise a consultation meeting to discuss gaps in the legal framework and legislation that limit cooperation	DoF, DoH	Management Board of PNKB; Quang Tri PPC; Quang Tri DoFA; Quang Tri Department of Justice; Quang Tri DAE/FPD; Quang Tri Border Guard Command	Minutes of Meeting
1.2.2: Organise a bilateral Laos-Vietnamese technical meeting to prepare the content	DoF, DoH	MoFA (Border Affairs/Border Committee, as appropriate); MoND (as appropriate); MoCST/Department of Cultural Heritage (as appropriate); Quang Tri PPC/DoFA; Management Board of PNKB; Quang Tri Department of Justice; Quang Tri DAE/FPD	Minutes of Meeting
1.2.3: Organise a meeting to exchange information and inform stakeholders on gaps in the legal framework and legislation of the two countries	DoF, DoH	Quang Tri PPC; Quang Tri DoFA; Quang Tri DAE/FPD; Quang Tri Border Guard Command; relevant District People's Committees and Commune authorities; Management Board of PNKB	Minutes of Meeting
Strategy 1.3: Address language barriers			

Substantially reduce language barriers through providing language training courses in Lao and Vietnamese for staff of both national parks and recruiting new staff with language capacity across English, Laos, and Vietnamese.			
1.3.1: Integrate bilingual or multilingual competencies (Vietnamese–Laos and/or English) into recruitment criteria and training plans for priority functions, such as ranger operations, community liaison, tourism management, and WH reporting.	HNN	PNKB, supporting agency	Amended job descriptions and training plans
1.3.2: Select and support employees for short-term language learning (3-6 months) in Laos and Vietnamese.	HNN	TWG (Technical Group Group)	Certificates of completion
1.3.3: Establish obligations for park management staff to participate in training/learn Laos and Vietnamese.	HNN	TWG	Amended job descriptions
1.3.4: Arrange for the secondment for employees with bi-lingual capacity to carry out technical exchanges between the two PAs.	HNN	TWG	Records of learning exchanges
Strategy 1.4: Institute consistent reporting Implement consistent reporting to comply with UNESCO requirements and formats whilst respecting national norms. KEY PRIORITY			
1.4.1: Organise a workshop to exchange experiences with Viet Nam on the mechanism and framework of Viet Nam's reporting to UNESCO.	HNN Secretariat	MoCST (Department of Cultural Heritage) and/or Viet Nam National Commission for UNESCO; Quang Tri DoCST; Management Board of PNKB; Quang Tri DoFA	Minutes of Meeting
1.4.2: Organise additional capacity building for HNN Park staff on reporting requirements to UNESCO.	HNN Secretariat	MoCST (Department of Cultural Heritage) and/or Viet Nam National Commission for UNESCO (technical guidance); Quang Tri DoCST; Management Board	Capacity building conducted, Workshop report and learning material available

		of PNKB; Quang Tri DoFA	
1.4.3: Coordinate the compilation of the State of Conservation report to UNESCO so that it reflects the situation in the transboundary WHP, including (i) a shared World Heritage compliance calendar (State of Conservation reporting, Periodic Reporting cycle milestones, Paragraph 172 notifications), and (ii) joint evidence management (shared repository for maps, incident reports, monitoring datasets).	HNN Secretariat	MoCST (Department of Cultural Heritage) and/or Viet Nam National Commission for UNESCO (lead/focal point); Management Board of PNKB (technical inputs); Quang Tri PPC; Quang Tri DoCST; Quang Tri DoFA	State of Conservation report

6.2 CMO 2 – Natural & Cultural Values

	NATURAL & CULTURAL VALUES		
CMO2: Maintain and enhance the OUV of the WHP, including its integrity, by protecting all property values whilst prioritizing those landscape, biodiversity, geodiversity and ecological values of global significance.			
Strategy 2.1: Establish working group on common threats			
Establish a Technical Working Group to monitor and address common threats and challenges that face the WHP. KEY PRIORITY			
INDICATIVE ACTIONS	RESPONSIBILITY		INDICATOR
	Lao PDR	Viet Nam	
2.1.1: Ensure that the processes outlined under Strategy 1.1 include the establishment of the necessary Technical Working Group (TWG) on law enforcement and threats.	TB working group	TB working group	Signed MoU available.
2.1.2: Nominate TWG members and confirm participation according to an agreed meeting schedule following the ToRs established under Strategy 1.1.	Management Board of HNN	Management Board of PNKB	List of nominated and confirmed members.
2.1.3: Organise and convene the first TWG meeting to identify priority threats and threat management protocols in a property wide threat analysis (covering threat, impact on	Management Board of HNN	Management Board of PNKB	TWG meeting minutes and shared threat report.

OUV, trend, priority actions, responsible agencies (both sides), and monitoring indicators).			
Strategy 2.2: Combat encroachment, land use change and natural resource exploitation Develop and implement strategies to cooperatively combat encroachment, land use change and natural resource exploitation impacting the WHP including but not limited to - illegal wildlife trade (IWT), poaching, illegal logging and exploitation of NTFP.			
2.2.1: Draft sub-strategies for addressing the threats of illegal trade, poaching and logging.	TWG and relevant units of HNN	TWG and relevant units of PNKB	Approved sub-strategies per threat type
2.2.2: Define joint patrolling protocols.	Patrolling and law enforcement unit of HNN	WH and Forest Protection Centre (Forest Ranger)	Protocol document signed by both NP authorities.
2.2.3: Engage local communities in awareness and monitoring.	Management Board of HNN	Management Board of PNKB	Attendance registers for all engagements
2.2.4: Ensure buffer zone area management prevents wildlife hunting from spreading into strictly protected areas	Management Board of HNN and the main relevant stakeholders	Management Board of PNKB and the main relevant stakeholders	Patrol data and reports
Strategy 2.3: Coordinate and enhance joint law enforcement Develop and implement strategies in collaboration with other related authorities to coordinate and improve the effectiveness of joint law enforcement/patrolling and related training. KEY PRIORITY			
2.3.1: Assess current patrolling systems and identify gaps and overlaps.	Management Board of HNN	Management Board of PNKB	Harmonized patrolling guidelines.
2.3.2: Compile harmonized patrolling Standard Operating Procedures (SOPs) and submit for bi-lateral approval.	Patrolling and law enforcement unit of HNN	WH and Forest Protection Centre (Forest ranger)	Approved SOPs
2.3.3: Deliver bi-lateral ranger training workshops.	Management Board of HNN	Management Board of PNKB	Training reports
2.3.4: Launch and maintain coordinated joint patrols.	Management Board of HNN Monitoring team of the HNN NP	WH and Forest Protection Centre (Forest Ranger)	Joint patrol logs and maps; enforcement reports showing coordination.
Strategy 2.4: Combat alien invasive species Develop and implement strategies to cooperatively combat alien invasive species with a priority to implement a property-wide program to control and/or eradicate the invasive plant species <i>Merremia boissiana</i>. KEY PRIORITY.			

2.4.1: Compile and validate invasive alien species inventory.	DoF, Cooperation team of the 2 parks, Biodiversity Unit of HNN NP Biodiversity Research Working Group	Scientific Research and International Cooperation section of PNKB	Invasive species inventory shared.
2.4.2: Develop species-specific control strategies building on the existing 2019 pilot study on <i>Merremia boissiana</i> and expanding to include other identified invasive species into a joint invasive species inventory and prioritization framework; with biosecurity checks to harmonize policies and protocols on access systems; tourism, cross-border access points; cleaning protocols, early detection, rapid response and other measures.	DoF, Cooperation team of the Biodiversity Unit of HNN NP Biodiversity Research Working Group	Scientific Research and International Cooperation section of PNKB	Joint invasive species inventory and prioritization framework.
2.4.3: Pilot joint eradication campaigns.	DoF, Cooperation team of the Biodiversity Unit of HNN NP, Patrolling Unit of HNN NP Biodiversity Research Working Group	Scientific Research and International Cooperation section, WH and Forest Protection Centre (Forest ranger), Rescue Centre, and communities	Before/after monitoring data.
2.4.4: Monitor recovery of native habitats.	DoF, Cooperation team of 2 NPs, Biodiversity Unit of HNN NP, Biodiversity Research Working Group	Biodiversity Research Working Group; Scientific Research and International Cooperation section of PNKB; WH and Forest Protection Centre (Forest Ranger); communities	Success stories of native habitat recovery.
Strategy 2.5: Coordinate fire management Develop and implement strategies to cooperatively manage the detection, prevention and suppression of non-management fires.			
2.5.1: Assess historical fire hotspots, patterns, behaviours and trends.	Admin Unit, Land Use Unit of HNN Relevant TWGs	Management Board of PNKB; WH and Forest Protection Centre (Forest Ranger); Quang Tri	Joint fire risk maps.

		Fire Prevention & Fighting Police; Quang Tri DAE	
2.5.2: Develop cross-border fire SOPs and submit for bi-lateral approval.	Admin Unit, Land Use Unit of HNN National Office of Inventory and Planning, DoF	Management Board of PNKB; WH and Forest Protection Centre (Forest Ranger); Quang Tri Fire Prevention & Fighting Police; Quang Tri Border Guard Command	Cooperative fire management SOPs.
2.5.3: Equip and train community fire brigades.	DoF, Admin Unit, Land Use Unit of HNN, local people, National Office of Inventory and Planning, DoF	Management Board of PNKB; WH and Forest Protection Centre (Forest Ranger); District/Commune authorities; Quang Tri Fire Prevention & Fighting Police	Training and simulation reports.
2.5.4: Simulate fire response drills.	DoF, Admin Unit, Land Use Unit of HNN, local people Outreach Group	Management Board of PNKB; WH and Forest Protection Centre (Forest Ranger); District/Commune authorities; Quang Tri Fire Prevention & Fighting Police	Fire occurrence and response logs.
2.5.5: Raise local community awareness of fire threats and responses	Admin Unit, Land Use Unit of HNN	Outreach Group of PNKB; District/Commune authorities; Women's Union; Youth Union; local communities	Documentation of awareness raising events
Strategy 2.6: Climate change and Disaster Risk Reduction Develop and implement strategies to cooperatively combat climate change impacts and related natural disasters.			
2.6.1: Conduct shared vulnerability assessments.	Admin Unit, Land Use unit of HNN	Management Board of PNKB; Quang Tri DAE; Provincial Committee for Natural Disaster Prevention and	Climate risk maps and baseline data.

		Control; partner research institutes	
2.6.2: Identify high-risk ecosystems and species.	Biodiversity team of HNN	Biodiversity Research Working Group; Scientific Research and International Cooperation section of PNKB; Quang Tri DoST; partner universities	Adaptation plan documents.
2.6.3: Develop and budget for adaptation plans.	Admin Unit of HNN	Management Board of PNKB (Planning/Finance); Quang Tri PPC; Quang Tri DAE; Quang Tri DAE	Budget plans available.
2.6.4: Coordinate community-based adaptation pilots.	Land Use unit of HNN	Management Board of PNKB; District/Commune authorities; relevant extension/technical agencies; local communities	Pilot adaptation field reports.
Strategy 2.7: Cultural heritage protection Develop coordinated approaches to protecting historical and cultural values with special emphasis on the Ho Chi Minh trail.			
2.7.1: Produce a comprehensive inventory of the cultural heritage features of the WHP involving local communities and experts.	DoH, Outreach Unit of HNN	Quang Tri DoCST; Management Board of PNKB; heritage specialists/museum s; local communities	Cultural mapping outputs.
2.7.2: Develop and implement joint protection plans and interpretation materials.	DoH, Outreach Unit of HNN, Cooperation team of the 2 parks	Quang Tri DoCST; Management Board of PNKB; MoCST/Department of Cultural Heritage (as appropriate)	Interpretive media developed.
2.7.3: Cooperatively monitor and report on the protection of the cultural heritage features.	DoF, DoH, Outreach Unit of HNN	Quang Tri DoCST; Management Board of PNKB; local communities and relevant authorities	Local cultural participation records.
Strategy 2.8: Protect globally significant flagship species			

Develop strategies to cooperatively protect flagship species including globally endangered flora and fauna and cave biodiversity which are dependent on shared habitat and ranges. KEY PRIORITY			
2.8.1: Identify and select the flagship species that require cooperative efforts for their protection.	DoF, Cooperation team of 2 NPs, Biodiversity team of HNN	Scientific Research and International Cooperation section of PNKB; WH and Forest Protection Centre (Forest Ranger); partner research institutes	Flagship species list and range maps.
2.8.2: Develop and implement cooperative species management plans.	DoF, Cooperation team of 2 NPs, Biodiversity team of HNN	Management Board of PNKB; Scientific Research and International Cooperation section; WH and Forest Protection Centre (Forest Ranger); Rescue Centre; relevant partners	Cooperative species management plans for a realistic list of flagship species approved and implemented. Agreed data sharing and confidentiality provisions to protect sensitive habitat locations.
2.8.3: Launch awareness campaigns and ensure the involvement of women, youth and local schools.	DoF, DoH, Outreach Unit of HNN, Cooperation team of 2 NPs, Women and Youth Offices	Management Board of PNKB (Outreach/Environmental Education); Quang Tri DoET; Women's Union; Youth Union; local schools; communities	Community awareness materials.
Strategy 2.9: Coordinate research, surveys and monitoring Identify issues that require joint research effort and develop and implement joint research projects, as well as agreeing on cross border data exchange and joint data interpretation, and how expertise will be shared.			
2.9.1: Ensure that a Research/Monitoring/Data Sharing TWG is established and that it meets regularly to identify and carry out joint research projects.	DoF, DoH, Admin Unit of HNN	Management Board of PNKB; Scientific Research and International Cooperation section of PNKB; Quang Tri DoST	Research TWG established.

2.9.2: Establish research MoUs with universities to assist with the research needs identified by the TWG.	DoF, DoH, Admin Unit of HNN	Management Board of PNKB; Scientific Research and International Cooperation section; partner universities/research institutes; Quang Tri DoST	Research partnerships signed.
2.9.3: Ensure the harmonisation of methodologies, monitoring protocols, data sharing and interpretation, and the writing up of research results.	DoF, DoH, Admin Unit of HNN	Management Board of PNKB; Scientific Research and International Cooperation section; Quang Tri DoST; partner institutes	Unified monitoring and research protocols
2.9.4: Track the implementation of research projects, the carrying out of regular monitoring and data sharing, and the publication of the research work through the TWG.	DoF, DoH, Admin Unit of HNN	Management Board of PNKB; Scientific Research and International Cooperation section; Quang Tri DoST; partner institutes	Joint field data reports.
Strategy 2.10: Undertake joint surveys for species new to science Undertake targeted joint survey expeditions for, as yet, undiscovered species.			
2.10.1: Work with relevant academic institutions to design expeditions.	DoF, Admin Unit of HNN	Management Board of PNKB; partner academic institutions; Quang Tri DoST	Well-designed joint survey expedition programmes
2.10.2: Secure funding and logistics support, including local guides.	DoF, Admin Unit of HNN, Tourism Unit of HNN	Management Board of PNKB; Quang Tri PPC; Quang Tri DoST; tourism operators/local guides (as appropriate)	Secured funding for programme of joint survey expeditions
2.10.3: Carry out expeditions and wherever new species are discovered, ensure the publication of the findings, if their threat status allows, i.e. avoid publication of the locality of species vulnerable to the IWT.	DoF, Biodiversity Unit of HNN	Management Board of PNKB; partner academic institutions; Quang Tri DoST	Expedition reports and photos New species profiles; Journal publications.
Strategy 2.11: Coordinate ecological restoration			

Develop coordinated and joint ecological restoration programs to recover endangered species and build resilience to climate change impacts.			
2.11.1: Map degraded habitats shared by each country and which are in need of restoration.	DoF, Admin Unit, Biodiversity Unit, Land Use Unit	Management Board of PNKB; partner academic institutions; Quang Tri DoST	Habitat restoration maps.
2.11.2: Agree on restoration techniques to be applied and native species to be used.	DoF, Admin Unit, Biodiversity Unit,	Management Board of PNKB; Quang Tri PPC; Quang Tri DoST; tourism operators/local guides (as appropriate)	Harmonised restoration techniques; Nursery and planting records.
2.11.3: Mobilize local labour to assist in all restoration efforts.	DoF, Admin Unit, Biodiversity Unit, Outreach Unit	Management Board of PNKB; partner academic institutions; Quang Tri DoST	Community involvement logs.
2.11.4: Set up long-term monitoring plots and follow up on restoration needs as determined by the monitoring.	DoF, Admin Unit, Biodiversity Unit of HNN	Management Board of PNKB; partner academic institutions; Quang Tri DoST	Monitoring plots data trends.
2.11.5: Capture lessons learned from all restoration efforts and publish where relevant.	DoF, HNN MGT team	Management Board of PNKB; Quang Tri PPC; Quang Tri DoST; tourism operators/local guides (as appropriate)	Publications

6.3 CMO 3 – Connectivity & Zonation

	CONNECTIVITY & ZONATION CMO3: Foster ecological and landscape connectivity through well designed and managed buffer zones that safeguard the WHP against damaging developments and threats including climate change.
Strategy 3.1: Align zoning legal and policy frameworks Align laws, regulations and policies to ensure harmonized legal and policy provisions for zoning systems and buffer zone regimes on both sides of the border with a focus on issues such as heritage protection and allocating forest resources to ethnic minorities.	

INDICATIVE ACTIONS	RESPONSIBILITY		INDICATOR
	Lao PDR	Viet Nam	
3.1.1: Review and check relevant laws, regulations, and decrees on WHP protection and management from both sides in conjunction with Strategy 1.2.	Admin unit of HNN	Forest and Heritage Protection Centre	Validated document secured from both sides
3.1.2: Organise consultation workshops on laws/regulations for WHP zonation.	Provincial agriculture and environment, HNN task force	Quang Tri PPC, Management board of PNKB NP task force	At least 4 consultation workshops conducted Establish TWG/task force with key members
3.1.3: Prepare a draft joint proposal on harmonized laws, regulations, and decrees for WHP zonation.	DoF/DoH/PAEO/MoFA (Office of the National Boundary Committee) HNN taskforce, relevant provincial departments incl. Border Committee	PNKB taskforce (Management Board of PNKB; Quang Tri PPC; Quang Tri PPC/DoFA; relevant provincial departments incl. DAE/FPD, DoCST, DAE; Border Guard)	Draft proposal on the law and regulation, decrees on protection and management of WHP for both sides
3.1.4: Collect comments and recommendations from both sides on the draft proposal and finalise.	DoF/DoH/PAEO/MoFA (Office of the National Boundary Committee), HNN taskforce, relevant provincial departments incl. Border Committee,	PNKB taskforce (Management Board of PNKB; Quang Tri PPC; Quang Tri PPC/DoFA; relevant provincial departments incl. DAE/FPD, DoCST, DAE; Border Guard)	Final proposal endorsed by both governments by 2029 Signed agreement or MoU on harmonized legal framework achieved
Strategy 3.2: Review and revise WHP boundaries Critically review the boundaries of the WHP to ensure all the attributes of OUV are included in the inscribed area, that the integrity of the WHP is optimized and the property boundary is clearly demarcated and known to communities and other stakeholders.			

3.2.1: Compile detailed and up to date map of the WHP with standardised symbology.	Data base unit of HNN	PNKB	OUV attribute mapping to guide boundary rationalization
3.2.2: Convene a TWG meeting to discuss and agree on joint approach to zoning of the PNKB & HNN WHP.	HNN	PNKB	Master zoning map of the heritage site
3.2.3: Facilitate stakeholder engagement processes necessary to consult on and ensure buy-in to the demarcation of the WHP and the internal zonation.	HNN	PNKB	Consultations conducted
3.2.4: Hire relevant service providers to survey and demarcate the boundaries in key locations.	HNN, Supporting agency	Management Board of PNKB; Quang Tri PPC; Quang Tri DAE (Land Administration/Land Registration); Quang Tri DoCST; contracted survey/demarcation service providers	Report on the demarcation including evidence of installation of boundary markers and signage in key areas
3.2.5: If appropriate, submit a boundary modification proposal to the UNESCO WH Committee for its consideration.	DoH, HNN	MoCST (Department of Cultural Heritage) and/or Viet Nam National Commission for UNESCO; Management Board of PNKB; Quang Tri PPC; Quang Tri DoCST; Quang Tri DoFA	Boundary modification proposal submitted to UNESCO
Strategy 3.3: Review and revise WHP buffer zone boundaries Critically review the boundaries of the buffer zone to ensure its configuration is effective, clearly demarcated and known to local communities and other stakeholders.			
3.3.1: Conduct consultations with local authorities and communities on both sides to secure consensus on buffer zone boundaries.	Cooperation team	VQG PNKB	Consultations on both sides conducted;

			consultation reports.
3.3.2: Demarcate the buffer zone boundaries and install signboards in both languages (VN/LA).	Cooperation team, Supporting Agency	Hired unit, sponsoring organizations	Boundary markers installed.
3.3.3: Update the WHP map to include the revised buffer zone.	Admin unit of HNN, Supporting Agency	VQG PNKB, HNN	WHP, including buffer zones updated.
3.3.4: If appropriate, submit a minor boundary modification proposal for the buffer zone to the UNESCO WH Committee for its consideration.	Admin Unit of HNN, Supporting agency	MoCST (Department of Cultural Heritage) and/or Viet Nam National Commission for UNESCO; Management Board of PNKB; Quang Tri PPC; Quang Tri DoCST; Quang Tri DoFA; relevant district authorities	Minor boundary modification proposal for the buffer zone submitted.
3.3.5: Review and update the buffer zone plan for the WHP.	Admin Unit of HNN, Supporting agency	Management Board of PNKB; Quang Tri PPC; Quang Tri DAE/FPD; Quang Tri DAE; Quang Tri DoCST; relevant District/Commune authorities; communities	Buffer zone plan updated.
Strategy 3.4: Review the Border Development Strategy Review the Border Development Strategy to ensure consistency, optimize connectivity and formalize a commitment that no development along the international border will hinder wildlife movement, or otherwise impact the integrity of the WHP.			
3.4.1: Review existing border development strategy documents, policies and related plans for consistency with WH conservation objectives.	HNN and PNKB, Supporting Agency	Quang Tri PPC and/or Quang Tri PPC (as relevant); Provincial Border Guard Commands; Provincial DOF; Provincial DoCST;	Record of review findings and recommendations

		Provincial DAE/FPD; Management Board of PNKB	
3.4.2: Ensure that this aspect is well enshrined within the upgraded bi-lateral agreement.	DoH, HNN and PNKB, Supporting Agency	MoFA (as appropriate); MoND (as appropriate); Quang Tri PPC/DoFA; Quang Tri Border Guard Command; Management Board of PNKB	Upgraded bi-lateral agreement
Strategy 3.5: Harmonize connectivity strategies Work with other protected areas and land use decision-makers to harmonize overall connectivity strategies to improve hydrological, biological, ecological and landscape connectivity between the WHP and other Protected and Conserved Areas (PCAs) and Other Effective Area-based Conservation Measures (OECMs).			
3.5.1: Coordinate broader conservation planning around the WHP to identify potential connectivity opportunities.	HNN and PNKB, Supporting Agency	Management Board of PNKB; Quang Tri PPC; Quang Tri PPC (as relevant); Quang Tri DAE/FPD; Quang Tri DAE; conservation partners	Connectivity map/s and supporting report
3.5.2: Work with relevant stakeholders to secure the conservation status and management of the identified connectivity corridors.	HNN and PNKB, DoH Supporting Agency	UBND Quang Tri Province	Corridor management agreements
3.5.3: Monitor land use/s within the corridors to ensure that their ecological integrity is not compromised and is improved where necessary.	HNN and PNKB, DoH Supporting Agency	UBND Quang Tri Province, PNKB	Monitoring data and reports

6.4 CMO 4 - Participatory Management & Cultural Identity

	PARTICIPATORY MANAGEMENT & CULTURAL IDENTITY CMO4: Recognize and revitalize the cultural identity of ethnic minority communities within the WHP by promoting participatory management, integrating traditional ecological knowledge and ensuring the equitable access
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	and sharing of benefits empower local communities and preserve their cultural heritage.		
Strategy 4.1: Strengthen the role of women Address gender imbalances and empower women in institutional leadership and more diverse management and technical roles targeting 30% female representation on staff on both sides by 2030.			
INDICATIVE ACTIONS	RESPONSIBILITY		INDICATOR
	Lao PDR	Viet Nam	
4.1.1: Conduct a baseline gender audit to understand the current representation of women in technical, managerial, and leadership roles of both sides.	PAE, DoF	PNKB, Secretary of Party Committee	Baseline gender audit conducted and approved
4.1.2: Ensure that in the short-term at least 15% of positions in the management of the WHP are held by women through the prioritisation of their recruitment to employment opportunities.	HNN, PAE, DoF	PNKB	Respective HR processes and revised ToR in place
4.1.3: Ensure that in the short-term at least 15% of participants in any training opportunities are women.	HNN	PNKB	List of participants
4.1.4: Actively enable women’s participation and ensure safety in park-related employment through targeted capacity building, safe working conditions, grievance mechanisms, benefit-sharing arrangements and setting participation targets.	PAEO/Province and district Women Unit, HNN task force	Management Board of PNKB; Quang Tri Women’s Union; Quang Tri DAE/FPD; Quang Tri DOLISA; Quang Tri Department of Public Security; District/Commune authorities	Gender and safety monitoring data and related reports

Strategy 4.2: Harmonise FPIC approaches Conduct a comprehensive assessment of FPIC models in Lao PDR and Viet Nam, then consider establishing a harmonized FPIC model across the WHP as a whole.			
4.2.1: Review existing management plans of both sides to identify gaps in Indigenous people local community participation and build on the existing FPIC Plan developed for HNN.	Provincial Agriculture and Environment, HNN	Provincial People Committee, PNKB	Gap analysis report
4.2.2: Incorporate FPIC processes into any new planning and management plans and establish as an over-arching principle and approach.	HNN, PAE, Province	Provincial People Committee, PNKB	Joint FPIC approach developed and implemented
Strategy 4.3: Allocate access for ethnic minorities to sustainable natural resources Conduct an assessment of the customary practices and land use needs of ethnic minorities coupled with an inventory of resources (land, forest, etc.) which can be allocated to support sustainable resource use by ethnic groups.			
4.3.1: Undertake a systematic analysis of the situation of customary practices and land and natural resource use needs on both sides.	HNN, District Co-management Committee (DCMC), Village Co-Management Committee (VCMC) members	Provincial People committee, Provincial Department of Agr & Env, Provincial Forest Protection Department, Director of park and communes	Situation analysis report
4.3.2: Organise a bi-lateral meeting to share lessons learnt and key feedback for the revision and updating of relevant SOPs and zonation.	HNN, DCMC, VCMC	Provincial People committee, Provincial Department of Agr & Env, Provincial Forest Protection Department, Director of park and communes	Minutes of the meeting
4.3.3: Establish and work with existing community structures to ensure implementation of the SOPs and to monitor resource use to ensure that the limits of sustainability are not exceeded.	HNN, DCMC, VCMC	Management Board of PNKB; Quang Tri DAE/FPD; District/Commune People's Committees; community groups/village structures; mass	Terms of reference for community structures and records of meetings.

		organisations (Women's Union, Youth Union)	
Strategy 4.4: Build synergies and shared approaches to cultural practices Identify common cultural practices, ceremonies and/or festivals on both sides to then build/enrich the common values (ceremonies/festival) of each ethnic group and facilitate shared approaches where appropriate.			
4.4.1: Undertake a systematic analysis of cultural practices, ceremonies and/or festivals of both sides.	HNN, DCMC, VCMC	Provincial People committee, PNKB, Department of cultural, tourism and sport, local commune	Analysis report
4.4.2: Work with communities to select common approaches and promote best practice in both sides to secure the cultural integrity of the cultural practices.	HNN, DCMC, VCMC	Provincial People committee, PNKB, Department of cultural, tourism and sport, local commune	Document on selection of common approaches; promotion events on both sides
4.4.3: Organise joint cultural events and festivals prioritising those events that may have been disrupted by the existence of the international border.	HNN, DCMC, VCMC	Provincial People committee, PNKB, Department of cultural, tourism and sport, local commune	Number of agreed joint events and festivals

6.5 CMO 5 - Sustainable Development & Livelihoods

	SUSTAINABLE DEVELOPMENT & LIVELIHOODS		
CMO5: Develop sustainable, nature-positive economic opportunities that support sustainable livelihoods, education, health, and gender equality in areas surrounding the WHP.			
Strategy 5.1: Ensure supportive provincial land use planning Review provincial Land Use Plans to ensure they fully integrate and are compatible with the TAP and the National Park management plans and on an on-going basis. KEY PRIORITY			
INDICATIVE ACTIONS	RESPONSIBILITY		INDICATOR
	Lao PDR	Viet Nam	
5.1.1: Arrange and participate in consultation meeting on natural resource management linked to cross-border heritage management for	DoF, DoH	MAE; MoCST/Department of Cultural Heritage; MoFA (as	Minutes of Meeting

sustainable economic development (central level).		appropriate); Quang Tri PPC; Management Board of PNKB	
5.1.2: Attend and participate in meeting to inform the implementation of the management of natural resources in relation to the management of cross-border heritage for sustainable economic development (provincial level).	Provincial Agriculture and Environment, HNN	Quang Tri PPC; Quang Tri DAE; Quang Tri DoCST; Quang Tri DoFA; Management Board of PNKB	Minutes of Meeting
5.1.3: Foster women-led nature-positive livelihoods through supporting women-led livelihood groups linked to sustainable tourism services, handicrafts, and permitted non-timber forest products, including skills training, business mentoring, and market access.	PAEO, HNN	Management Board of PNKB; Quang Tri Women's Union; Quang Tri DAE/FPD; Quang Tri DoCST; Quang Tri DOLISA; District/Commune authorities	Monitoring data and reports
5.1.4: Work with stakeholders and relevant government agencies/authorities to build a green and circular economy.	PAEO. Prov. Office of Land Management and Development, DAEO, District Office of land management and development, district authorities, private sector/CSOs	Quang Tri PPC; Quang Tri DOF; Quang Tri DoIT; Quang Tri DAE; Quang Tri DAE; Quang Tri DoCST; Management Board of PNKB; private sector/CSOs	Records of green and circular economy initiatives
Strategy 5.2: Environmental impact management Pro-actively engage at the earliest possible stage, and before decisions are taken, with all environmental impact assessment processes for proposed developments within the WHP and its buffer zone to ensure that OUV including its integrity are not compromised. KEY PRIORITY			
5.2.1: Integrate heritage impact assessment requirements and relevant national heritage laws into the ESIA processes for the assessment of investment and development applications in the WHP and its buffers.	DoH	MAE (ESIA policy); MoCST/Department of Cultural Heritage; Quang Tri PPC; Quang Tri DAE; Quang Tri DoCST; Management Board of PNKB	Amended ESIA requirements

5.2.2: Develop and agree on consistent definitions and protocols to inform relevant authorities on both sides of the border of developments triggering paragraph 172 of the WH Convention's <i>Operational Guidelines</i> and to subsequently jointly inform WH Centre.	DoH	MoCST/Department of Cultural Heritage and/or Viet Nam National Commission for UNESCO; MAE; Management Board of PNKB; Quang Tri PPC/DoFA/DoCST	Consistent definitions and protocols Annual land use risk scans provide early detection of any planned damaging development activities in the WHP buffer zones and beyond.
5.2.3: Pro-actively and collaboratively develop consistent and binding formal legal regulations and MoUs prohibiting harmful development and activities within or near the WHP and its buffer zone, such as hydropower, industrial projects, irrigation dams, and wind power plants	DoH	MoFA; MoCST/Department of Cultural Heritage; MAE; Quang Tri PPC; Management Board of PNKB; relevant provincial departments	Consistent and binding formal legal regulations and MoUs
5.2.4: Disseminate the IUCN Guidance and Toolkit on Impact Assessment in a World Heritage Context ¹⁰ for assessing the impact from infrastructure and economic development projects to relevant stakeholders at the national and provincial levels.	DoH	MoCST/Department of Cultural Heritage and/or Viet Nam National Commission for UNESCO; Quang Tri DoCST; Quang Tri DAE; Quang DoF; Management Board of PNKB	Records of dissemination
Strategy 5.3: Ensure relevant contributions to the Border Development Strategy Actively contribute to the process to develop a Border Development Strategy and support its implementation where it relates to the WHP and the communities within the buffer zone.			
5.3.1: Convene a joint meeting with the Border Strategy Development Committee in order to understand the roles of relevant sectors concerning the management of transboundary heritage.	Provincial Cabinet Office Department of Border Cooperation, Lao–Viet Nam Border Cooperation	MoFA (Border Affairs/Border Committee, as appropriate); MoND (Border Guard Command, as appropriate); Quang Tri	Minutes of Meeting

¹⁰ UNESCO/ICCROM/ICOMOS/IUCN (2022). Guidance and Toolkit for Impact Assessments in a World Heritage Context. Paris, UNESCO.

	Division, Ministry of Foreign Affairs (MoFA), Ministry of National Defense (MoND), Provincial and district defense authorities	PPC/DoFA; Quang Tri PPC/DoFA (as relevant); Management Board of PNKB; relevant provincial departments	
5.3.2: Revise the membership composition of the Border Strategy Development Committee to include appropriate representation from the WHP cooperative mechanisms (see CMO 1).	MoAE, PAE, HNN Institutions in 5.3.1 above	MoFA (as appropriate); MoND (as appropriate); Quang Tri PPC; Quang Tri DoFA; Management Board of PNKB	Revised Terms of Reference
Strategy 5.4: Enhance sustainable agriculture-based community livelihoods Enhance community livelihoods through the issuing of land certificates for settlement and agricultural land, and through promoting on-going sustainable and climate-smart agricultural practices.			
5.4.1: Continue to replicate the work of issuing permanent land titles (settlement and agricultural land) to villages located within the WHP buffer zone.	PAEO and DAEO	District People's Committees; Quang Tri DAE (Land Registration Office); Commune authorities; Management Board of PNKB	Records of permanent land titles issued
5.4.2: Strengthen the technical agricultural capacity of district and park staff so they can become advisors on sustainable land use for agricultural production.	DoF, PAEO Supporting Agency	Quang Tri DAE (Agricultural Extension); District Agriculture Offices; Management Board of PNKB; supporting agencies	Records of relevant training activities
5.4.3: Develop and implement outreach and awareness-raising activities in villages surrounding the WHP to enhance public understanding of sustainable land use planning for agricultural production.	DoH, PAEO, Outreach Unit	Management Board of PNKB (Outreach/Community liaison); Quang Tri DAE (Extension); Quang Tri DAE;	Records of outreach and awareness activities

		District/Commune authorities; mass organisations	
5.4.4: Work with stakeholders and relevant government agencies/authorities to promote and establish organic and climate-smart agriculture.	HNN, PAEO, DAEO	Quang Tri DAE; Quang Tri DoF; District/Commune authorities; farmer/cooperative groups; private sector partners	Monitoring data and reports
Strategy 5.5: Achieve UXO clearance in priority areas Increase access to land for communal agricultural, tourism and conservation management activities through the clearance of unexploded ordnances (UXOs) in agricultural and forest land by 2030. KEY PRIORITY			
5.5.1: Cooperate and engage with international organizations such as NRA, MAG, and UXO Lao to ensure the safety of lives in agricultural and tourism activities, in support of humanitarian efforts and the development of the WHP.	HNN	PNKB	Records of all engagements
5.5.2: Develop and implement, in cooperation with UXO clearance organizations, a plan for the clearance of UXOs as part of livelihood support activities for communities within the WHP and its buffer zones	HNN	PNKB	UXO clearance plan and records of implementation actions

6.6 CMO 6 – Tourism & Awareness

 TOURISM & AWARENESS CMO6: Commit to responsible tourism development based on ecological and social carrying capacity to minimize environmental impact and seek to differentiate and optimize the tourism experience on both sides of the border.			
Strategy 6.1: Prepare a Sustainable Tourism Development Plan for the WHP Commission the development of a Sustainable Tourism Development Plan for the WHP as a whole that safeguards OUV and ensures coordinated and complementary ecotourism developments and activities promoting a diversity of niche tourism destinations and experiences. KEY PRIORITY			
INDICATIVE ACTIONS	RESPONSIBILITY		INDICATOR
	Lao PDR	Viet Nam	

6.1.1: Critically review the current Sustainable Tourism Development Plan for PNKB and assess its suitability as a property-wide planning instrument to guide feasible tourism development whilst protecting OUV and generating increased benefit sharing among stakeholders.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Review conducted, recommendations formulated
6.1.2: Convene and facilitate a bi-lateral learning workshop on sustainable tourism development and management for the WHP and the two provinces, including field visits to existing and potential tourism development sites.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Minutes of Meeting
6.1.3: Jointly develop the TORs of a service provider to develop a Sustainable Tourism Development Plan for the WHP, secure resources for and commission the work and ensure that it includes the identification of joint tourism circuits/packages.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	ToRs developed
6.1.4: Jointly oversee the implementation of the above assignment and the Sustainable Tourism Development Plan for the WHP.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Tourism Development Plan for the WHP developed. Sustainable Tourism Development Plan complies with international norms and standards concerning tourism activities that respect ecological and social carrying capacities ensuring the protection of OUV.
6.1.5: Confirm and operationalise the 2026 provincial mandate assigning PNKB NP Management Board as lead agency (among Vietnamese agencies) to	HNN NP Management Board; Provincial authorities/line agencies of Khammouane (tourism,	PNKB NP Management Board (lead); relevant provincial departments/line	Mandate formally acknowledged; agreed planning scope and workplan endorsed by both sides; record of joint

prepare the cross-border ecotourism development plan (PNKB–HNN), including agreement with Lao counterparts on scope, process, milestones, and coordination mechanism...	forestry/environment) as appropriate	agencies of Quang Tri (Department of Culture, Sport and Tourism; Department of Police, Provincial Military Command	coordination meeting / minutes.
Strategy 6.2: Joint tourism branding and marketing Develop joint branding and marketing strategies for the WHP and its tourism destinations and activities, inclusive of all marketing material and signage.			
6.2.1: Create an agreed joint logo and slogan for the WHP.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Joint logo and slogan for the WHP developed
6.2.2: Create referral links between the websites and social media platforms of the two national parks to cross promote the WHP.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Links created
6.2.3: Investigate the creation of a single joint website and social media platform for the WHP.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Joint website and social media account created
6.2.4: Implement common branding and marketing on promotional, interpretive materials and signage.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Branding and marketing strategy developed and implemented
Strategy 6.3: Engage with private sector investors and operators on tourism opportunities Develop a portfolio of opportunities for potential private sector investors on the basis of the opportunities identified in the Sustainable Tourism Development Plan, with an emphasis on engaging with local communities and enabling concession agreements and/or Public Private Partnerships (PPPs). KEY PRIORITY			
6.3.1: Promote the development and activity opportunities as per the Sustainable Tourism Development Plan through various means including on the websites WHP and the two NPs as a call for proposals from the private sector.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Call for proposals from the private sector

6.3.2: Jointly develop criteria for assessing the suitability of proposals and for engaging with potential investors and developers.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Criteria for assessing suitable proposals developed
6.3.3: Establish regulations and policies to support investment by tourism service companies, both domestic and international, with a focus on developing and utilizing the local community workforce in targeted areas to ensure they benefit.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Regulations and policies developed
6.3.4: Collect data on surrounding infrastructure in targeted tourism development areas to establish a database that facilitates investment promotion.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Data collected and analysed
6.3.5: Arrange and convene a joint event to showcase the tourism development opportunities to the private sector including visits to the identified development sites.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Trip reports, photos, videos, feedback from the private sector on products/destinations potential
6.3.6: Facilitate the necessary processes to secure tourism development investment and concession agreements.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Processes to secure tourism development in place
Strategy 6.4: Establish Information Centres Establish multi-lingual Information Centres by 2030 in which at the least Laos, Vietnamese and English language are used in all promotional and information materials, i.e. printed, audio-visual and/or spoken.			
6.4.1: Jointly agree on the location and design of the Information Centres (Lao and Vietnamese sides) and facilitate a process to secure the financial resources needed for its development, equipping and staffing.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Location and design approved, financial resources secured
6.4.2: Jointly facilitate the procurement processes necessary to secure the	Management Board of HNN, Tourism unit of HNN, Provincial	Management Board of PNKB	Procurement processes in place

services of a contractor/s to build the Information Centres.	agricultural and Environment		
6.4.3: Jointly oversee the development of the Information Centres.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Information centres established
6.4.4: Jointly plan for and produce the information material (printed and audio/visual) that will be used in the Information Centres.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Joint material designed and made available
6.4.5: Jointly agree on and manage the process to procure the staff required to manage and operate the Information Centres.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	ToRs developed, staff hired
Strategy 6.5: Coordinated approaches to tourism infrastructure Ensure coordinated and complementary approaches for the development and maintenance of supporting tourism infrastructure – basic service provision (water and energy), access infrastructure, accommodation, border control, etc. KEY PRIORITY			
6.5.1: Assess the status of tourism infrastructure, factoring in current and envisaged visitor numbers and demands.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Status report
6.5.2: Engage with relevant government agencies/authorities to ensure that relevant infrastructure supports existing tourism developments and the aspirations of the Sustainable Tourism Development Plan.	Management Board of HNN, Tourism unit of HNN, Provincial agricultural and Environment	Management Board of PNKB	Records of all engagements

6.7 CMO 7 - Resource Mobilisation & Financing

 RESOURCE MOBILISATION & FINANCING CMO7: Jointly explore innovative and diversified financial, human and technical resources needed to implement the Transboundary Action Plan including for example eco-tourism, payment for ecosystem services, and carbon finance.	
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Strategy 7.1: Understand the economic value of the WHP and the resourcing implications of the TAP Carry out a full resource economic valuation and ecosystem service review of the WH property to recognize the financial implications of implementing the TAP and to serve as a basis from which sustainable financing opportunities may be identified. KEY PRIORITY			
INDICATIVE ACTIONS	RESPONSIBILITY		INDICATOR
	Lao PDR	Viet Nam	
7.1.1: Develop ToRs and secure the necessary budget by Q4 2025 for the commissioning of relevant experts to develop the value proposition.	HNN, MoAE, MoCT	Management Board of PNKB	Officially approved Terms of Reference and consultant contracts.
7.1.2: Commission and oversee the ecosystem service review and resource valuation study.	HNN, MoAE, MoCT	Management Board of PNKB with advisory support of experts	Published ecosystem service valuation report.
7.1.3: Disseminate findings through a published report and national workshops.	HNN	Relevant units of PNKB and experts	Participation records from stakeholder dissemination workshops.
Strategy 7.2: Secure stable budget support for HNN and PNKB National Parks Secure a commitment that the management costs of HNN and PNKN National Parks will be prioritized in Lao PDR and Viet Nam government budgeting for protected areas based on the WHP valuation exercise and for inclusion in next planning cycle (2026–2030) KEY PRIORITY			
7.2.1: Present valuation results to the Ministries of Finance and Environment in both countries.	HNN, MoAE	Planning and Finance unit and personnel & administration unit of PNKB, Management Board of PNKB	Government budget plans that include specific allocations for HNN and PNKB WHS.
7.2.2: Draft formal budget proposals for the WHP based on the valuation results obtained under strategy 7.1.	HNN, MoAE	Planning and Finance unit and personnel & administration unit of PNKB, Management Board of PNKB	Meeting minutes with ministries and budget advocacy reports.
7.2.3: Engage in advocacy meetings with National Assembly and provincial departments.	HNN, MoAE, MoCT, Provincial Government Office, Provincial Agriculture and Environment Office	Management Board of PNKB	Policy statements referencing WHS as national funding priority.

7.2.4: Track and report disbursement milestones through quarterly updates.	HNN	Management Board of PNKB	Disbursement reports.
Strategy 7.3: Projectize work arising from the TAP Package components of the TAP into project proposals that are donor-ready with at least three concept notes developed and submitted to potential donors. KEY PRIORITY			
7.3.1: Review Transboundary Action Plan to extract fundable components.	HNN	Management Board of PNKB	Three complete concept notes
7.3.2: Engage proposal writers and build internal project development teams.	HNN, MoAE	Writers with advice of PNKB	Donor feedback letters or emails.
7.3.3: Draft and refine three concept notes using donor templates.	HNN, MoAE	Writers with advice of PNKB	Documentation of internal review and submission processes.
7.3.4: Submit to selected donors and follow up for feedback.	HNN (and PNKB if required)	PNKB (and HNN if required)	Project proposals submitted.
Strategy 7.4: Engage with relevant donors Identify and actively engage with at least five international donors relevant to biodiversity conservation, WHP management, climate change mitigation and adaptation and/or community livelihoods; with a minimum of five donor engagements tracked annually, participation in the first donor roundtable and submission of two donor concept notes as a priority. KEY PRIORITY			
7.4.1: Establish joint team (HNN-PNKB) on fundraising (meetings, experience-sharing etc)	Management Boards of PKNB and HNN	Management Boards of PKNB and HNN	Decision of establishment.
7.4.2: Map donor landscape for biodiversity and WHP-focused grants.	Task-force team (under management of the two Management Boards)	Task-force team (under management of the two Management Boards)	Donor landscape map developed.
7.4.3: Schedule donor engagement meetings (investment promotion conferences) and roundtable participation.	Task-force team	Task-force team	Evidence of participation in donor roundtable events.
7.4.4: Develop custom pitch decks and project briefs.	Task-force team	Task-force team	Custom pitch decks and project briefs developed.
7.4.5: Track engagements using a donor interaction log	Task-force team	Task-force team	Interaction logs and quarterly donor engagement reports.
Strategy 7.5: Secure sustainable financing agreements with key sectors			

Identify key ecosystem services such as carbon sequestration, water catchment services and threatened species persistence that may be used to secure and leverage long-term sustainable financing agreements and initiate the brokerage and securing of these agreements.			
7.5.1: Establish joint task-force group (HNN-PNKB) on fundraising	Management Boards of PKNB and HNN	Management Boards of PKNB and HNN	Decision of establishment
7.5.2: Analyse and document ecosystem services with strong financing potential.	Task-force team (under management of the two Management Boards)	Task-force team (under management of the two Management Boards)	Feasibility assessments of PES, carbon, or biodiversity credits.
7.5.3: Initiate dialogue with carbon brokers, PFES authorities, or biodiversity offset buyers.	Management Boards of PKNB and HNN; Task-force team	Management Boards of PKNB and HNN; Task-force team	Signed brokerage or benefit-sharing agreements.
7.5.4: Develop financing models and risk-sharing frameworks.	Management Boards of PKNB and HNN; Task-force team	Management Boards of PKNB and HNN; Task-force team	Revenue flow documentation (if available).
7.5.5: Draft and negotiate long-term contracts or agreements.	Management Boards	Management Boards	Contracts or agreements signed

6.8 CMO 8 - Transboundary Cooperation Model

	TRANSBOUNDARY COOPERATION MODEL		
CMO8: Position the WHP as a model for transboundary conservation in Southeast Asia, capturing and sharing lessons and replicating success to promote regional leadership and heritage diplomacy.			
Strategy 8.1: Ensure best practice management of the WH property as a transboundary conservation cooperation exemplar			
Ensure consistent improvements in the management effectiveness of the PNKB-HNN National Parks and their buffer zones to protect OUV and associated values as a credible and compelling exemplar of successful international transboundary cooperation.			
INDICATIVE ACTIONS	RESPONSIBILITY		INDICATOR
	Lao PDR	Viet Nam	
8.1.1: Conduct joint annual assessments using the Management Effectiveness Tracking Tool (METT) and Green List self-assessments for PNKB–	DoF, HNN, Supporting Agency	Management Board of PNKB; supporting agency; Quang Tri	Annual METT score in excess of 67%

HNN with a METT target of scoring in excess of 67% ¹¹ .		DAE/FPD; Quang Tri PPC	
8.1.2: Ensure that the findings of the METT and Green List assessments are integrated into the annual revision of the TAPs joint action planning according to the principle of active adaptive management.	DoF, HNN, Supporting Agency	Management Board of PNKB; Joint Coordination Committee/TWGs (once established); Quang Tri PPC/DoFA	Revised annual action plans
8.1.3: Persist in seeking and securing sustainable sources of funding to ensure that the budgets of the two National Parks and the WHP as a whole remain sufficient to support all management requirements.	DoF, 2 National Parks	Management Board of PNKB; Quang Tri PPC; Quang Tri DoF; Quang Tri Department of Finance; donor partners/private sector	Sustainable financing agreements

Strategy 8.2: Promote the TAP

Promote the TAP for the WHP as a collaborative mechanism for transboundary conservation cooperation through regional and global platforms such as ASEAN Heritage Parks, UNESCO, IUCN and other international events and forums as and when these opportunities present themselves.

8.2.1: Actively participate in national and international forums.	HNN, Supporting Agency	Management Board of PNKB; MoCST/Department of Cultural Heritage; Viet Nam National Commission for UNESCO; supporting agency	Records of all engagements
8.2.2: Develop a joint communication strategy, including tools such as logos, posters, videos, brochures, websites, online communication platforms, and tourism products.	Outreach Unit of HNN, Supporting Agency	Management Board of PNKB (communications); Quang Tri DoCST; Quang Tri DoFA; supporting agency	Joint communication strategy
8.2.3: Organise side events and thematic workshops tailored to different forums.	Outreach Unit of HNN, Supporting Agency	Management Board of PNKB; Quang Tri DoCST; Quang Tri DoFA; supporting agency	Records of all events and workshops

Strategy 8.3: Showcase best practice approaches on key issues

¹¹ WWF International (2007). Management Effectiveness Tracking Tool: Reporting Progress at Protected Area Sites: Second Edition. WWF International, Avenue du Mont Blanc, CH-1196, Gland, Switzerland. ISBN: 978-2-88085-281-8.

Capture and share lessons within Southeast Asia and more broadly on best practice approaches to IUCN Green Listing, local community co-management and the implementation of FPIC principles.			
8.3.1: Organise exchange visits and share lessons learned with other partners at the regional and international levels.	HNN, Supporting Agency	Management Board of PNKB; MoCST/Department of Cultural Heritage (as appropriate); supporting agency/partners	Reports on all exchange visits
8.3.2: Publish and disseminate the Green List achievements of the two parks.	HNN, Supporting Agency	Management Board of PNKB; supporting agency; relevant communication partners	Publications
8.3.3: Publish documents on good governance practices, including co-management, FPIC processes, and other relevant approaches.	DoH, HNN	Management Board of PNKB; Quang Tri PPC/DoFA; supporting agency/partners	Publications
Strategy 8.4: Promote the WH property as a symbol of international cooperation Promote the transboundary PNKB–HNN WHP as a symbol of the long-standing friendship and cooperation between Lao PDR and Viet Nam, recognising the longstanding historical and cultural ties between the two countries.			
8.4.1: Continue exchanging lessons and best practices on the management of the two parks.	2 National Parks	Management Board of PNKB; supporting agency/partners	Reports on exchange visits and best practice
8.4.2: Organise and participate within the WHP in annual Lao–Vietnamese Friendship Day events and other important joint cultural activities such as traditional dances.	2 National Parks	Management Board of PNKB; Quang Tri PPC; Quang Tri DoCST; Quang Tri DoFA; mass organisations	Event reports
8.4.3: Develop joint heritage education exhibition product.	Tourism Outreach	Management Board of PNKB; Quang Tri DoCST; Quang Tri DoET; local museums/heritage institutions; supporting agency	Joint heritage education exhibition product

7 MONITORING, EVALUATION AND LEARNING

Monitoring, Evaluation and Learning (MEL) is an integral part of the TAP and requires the same level of detail captured in the annual action planning. It also needs to be reviewed and revised on an annual basis to ensure that the MEL actions remain relevant and effective in tracking management effectiveness. As such the completion of the action planning process as described in the introductory portion of Section 6 must include detailed planning for joint and coordinated MEL using the same format as the annual action planning and capturing this in the MS Excel spreadsheet. This is important from a resourcing perspective so that the MEL costs can be integrated into the overall budget for implementation of the TAP. In this regard, it is important that a distinction is made between the joint and/or coordinated MEL actions pertinent to the TAP and the MEL actions of the two National Parks. Only the budget for the joint MEL actions will need to be included in the TAP; while the budget for park level MEL actions will need to be integrated into the management plans for the individual properties.

Both the current management plans for the PNKB and HNN National Parks make reference to MEL, with the PNKB management plan providing extensive content from which the HNN National Park can learn from. Despite being relatively comprehensive, this should serve as a point of departure as more detailed information is required in order to inform the MEL requirements for the WHP and this TAP. The level of information that is required to inform the MEL planning and which is currently missing from the two management plans is as follows:

- A detailed description of the monitoring action;
- An indication of who is responsible and accountable for carrying out the action;
- An indication of the team who will work with the responsible person;
- What resources are needed in terms of equipment and budget;
- Time frames indicating when and how frequently the monitoring action needs to be carried out; and
- What the outputs from the monitoring action will be.

Preceding the capturing of this detail needs to be the development and alignment of MEL protocols across the two National Parks. The guidance provided by the current PNKB Strategic Management Plan, which is captured in Figure 2 below, is recommended to be followed in the development and alignment of MEL protocols for the WHP as a whole:

Detailed monitoring protocols will be developed to ensure the quality and credibility of the monitoring. This should ensure that monitoring is carried out consistently, data are suitable for comparative analysis, and any changes detected are real and not due to differences in sampling, for example if staff change. Monitoring protocols will be tested and provision for review built into the protocol.

Protocols should cover:

- Method: Approach or methods used (e.g. sampling, interviews, observation, line transect techniques, traps or strip census methodology).
- Procedures: Standardized procedures for collecting data, including area of monitoring, staffing requirements (e.g. numbers, required training, time allocated), equipment requirements (e.g. vehicles, binoculars, GIS, traps) and safety procedures.
- Frequency of data collection: Monthly, quarterly, annually, etc.
- Data collection: Indicators to be measured (e.g. species, number of sightings, fire frequency, average earnings of local communities).
- Data analysis: Advice regarding analysis and comparison (e.g. use of graphs, analysis software, comparisons, etc.)
- Data management: Records will include the monitoring results (data sets) and the history of monitoring development and revision.

Protocol adaptation

- Review: Monitoring activities will be regularly reviewed to ensure that not only are the right things being monitored, but that monitoring is carried out in the most effective way (resources are not being wasted on monitoring unnecessary things), and that the results are used to improve management.
- Revision: Although the aim will be to ensure standardization of monitoring, revision may need to take place due to changes in technology, gaps in data need, budget changes, and changing conditions on the ground, including new pressures and new management approaches.

Figure 2: Monitoring and evaluation guidance – PNKB National Park Strategic Management Plan 2013-2025

In the identification of the aspects of the WHP that require joint and coordinated monitoring, the four pillars of sustainability that were applied in the situational analysis; i.e. natural and cultural heritage, social, economic and governance; should be used as a guide to the process. In addition to this, the indicators identified for each of the joint and coordinated management actions need to be used to inform the identification and development of the MEL actions. It is recommended that a shared set of OUV orientated indicators are developed and adopted by both sides as part of the joint MEL framework.

Examples of some of the **natural and cultural heritage** aspects that will require joint or coordinated MEL are as follows:

- Population dynamics and the status of key species (threatened and flagship) that share habitats across the international boundary using set transects, camera traps, aerial census, citizen science.
- The extent and condition of vegetation cover, including invasive alien plant species infestations and fire dynamics using the interpretation of satellite imagery and ground-truthing with set transects where accessibility will allow.

- Ecosystem health and functionality specifically related to the ecosystem services associated with sustainable financing agreements such as the volume and quality of water produced by the WHP and the persistence of species indicative of ecosystem health such as amphibians which are susceptible to conditions of poor water quality.

Examples of some of the **social** aspects that will require joint or coordinated MEL are as follows:

- The nature and magnitude of the contributions the WHP makes to the livelihoods of neighbouring communities either through access to natural resources such as NTFPs, access to opportunities related to the management of the WHP such as part-time or full-time employment, access to opportunities related to the tourism industry, and shares in any long-term and sustainable financing agreements.
- The extent to which awareness raising campaigns impact on community acceptance for and support of the WHP.
- The nature and extent to which marginalised groups are integrated into the co-management of the WHP and how they benefit from access to opportunities.
- The occurrence and severity of human-wildlife-conflict incidents.

Examples of some of the **economic** aspects that will require joint or coordinated MEL are as follows:

- Tourism numbers and income from tourism products and activities related to transboundary tourism circuits and linkages.
- Visitor traffic or hits on a joint website as a result of joint marketing and branding.
- Income generated through the sale of ecosystem services related to long-term sustainable financing agreements.

Examples of some of the **governance** aspects that will require joint or coordinated MEL are as follows:

- Management effectiveness scores using the METT.
- The compatibility of land uses in the buffer zone.
- The occurrence and severity of IWT and other cross-border poaching incidents.
- The number of development applications subjected to environmental and social impact assessment and which the WHP management entities contributed to and influenced in terms of ensuring their compatibility to the objectives of the buffer zone and the vision of the WHP.
- The number and status of partnerships with stakeholder groups, NGOs and other government agencies/authorities.

8 SUSTAINABLE FINANCING

Ultimately, this section needs to evolve into a business plan which reflects the cooperative budget needs of the WHP. This should be generated from the annual action planning and MEL requirements; expressed as a cost/benefit ratio using the outcome of the WHP valuation exercise detailed under CMO 7. In the absence of either of these values, the TAP is limited to providing broad guidance on some of the potential sources of sustainable finance that may be appropriate to the WHP. The options presented here were extracted from a valuation exercise undertaken for the Transfrontier Conservation Areas (TFCAs) in the Southern African Development Community (SADC)¹², together with the recommendations that were made for taking the value study findings further. Text extracted from this work is *italicised*.

It is important to note that while securing sources of sustainable financing is critically important to ensuring effective management, it is a long complex process that will take several dedicated years of work to realise. The actions captured in Section 6.7 under CMO 7 therefore provide the initial steps in the process. Foremost of these is the work needed to secure increasing budget support from the two governments through the packaging of the WHP in terms of its value and the return on investment the two countries will realise as they invest to secure the integrity of the WHP. Increasing budget support is essential as it will provide the investor confidence required to secure one or more of the options listed and discussed below. Other financing mechanisms as outlined below should only be advanced once transboundary governance and safeguards (such as protocols and SOPs) are in place and have matured thus ensuring coordinated approaches.

8.1 Debt for Nature Swaps

Debt for nature swaps are transactions wherein some financial debts of a nation are written off in exchange for investments in local conservation measures and biodiversity protection interventions. According to UNDP (2015), these transactions may occur between/amongst a variety of parties but are usually between a debtor country, and a creditor and/or donor from the public or private sector (donor country Finance Minister, export credit agency, bank, investment firm, company, or even private individual). No TFCA level debt for nature swaps is known to have taken place at this juncture, but there is no conceivable reason that such a mechanism could not be integrated into TFCA agreements.

Creditors and donors should consider debt for nature swaps that would contribute to improvement in natural resources and ecosystem services that are directly related to their operations in the debtor country. For example, a creditor/donor country with large foreign direct investments (FDI's) in a debtor nation's agriculture sector may wish to design a debt for nature swap that enhances the ecosystem health of water tower areas.

8.2 Carbon Trading

Trading of carbon stock within TFCAs will require the calculation of the carbon stock present and under the control of the TFCA. The carbon can then be traded in established markets. Restoration interventions can also be funded with proceeds to further enhance carbon stocks.

¹² Harris, K., Crafford, J., Zunckel, K., Bewsher, P., Vickers, K., Vieira, M. & Mulders, J. 2022. Demonstrating the Value of SADC Transfrontier Conservation Areas (TFCAs) and Understanding the Funding Modalities for Investment. Report compiled for the SADC Secretariat, Gaborone, Botswana.

Carbon markets are well developed for areas covered in forest vegetation types and this is therefore a strong contender for sustainable finance options for the WHP due to its predominant forest cover.

8.3 Wildlife Conservation Bonds

Recently, the World Bank has been involved in issuing wildlife bonds. The instruments are like national bonds issued by countries, with the exception that instead of interest payments accruing to investors, the interest is diverted towards the management and protection of wildlife over the bond term. A current example is the rhino bond which recently entered the market during March of 2022. The bond is based on the successful increase in rhino population numbers. The rhino bonds were sold to investors at lower than face value to guarantee a minimum return to investors. Depending on the successful increase in rhino numbers over the 5-year maturation period, a performance incentive fee of up to US \$14 million has been guaranteed by GEF, which will be shared amongst investors.

Although the wildlife bond market is new, it is envisaged that TFCAs may be able to apply to receive interest from these bonds for conservation related operational expenditure. Another angle that could be exploited in this regard would be for TFCAs to become candidate protected areas for specific species covered under a wildlife conservation bond, provided those species occur or are translocated to the TFCA.

8.4 Payment for Ecosystem Services

Many TFCAs contain water catchment areas, wherein water is generated and used lower down the catchment by various user types and industries. Where the regulatory environment supports the development of payments for guarantees to maintain the integrity of the upper catchment, TFCAs should give serious consideration to developing this investment and/or revenue source, as conservation of water source areas often requires transboundary cooperation, much the same as management of TFCAs.

The sale of water catchment services; which may include drought mitigation through sustained baseflow, flood attenuation, sediment retention, and water quality improvements through dilution services; is but one example and where a conservation area is surrounded by agriculture, pollination services may be another example. It is common in modern industrial scale agriculture that pollinators are no longer present due to the use of pesticides. It is also a reality that many agricultural crops depend on pollination and conservation areas sustain populations of pollinators who can ‘service’ these crops.

It is important to ensure that the consumers of the ecosystem services have the ability to pay their full value, and where this is not possible; the knowledge that the consumers are benefiting from the existence of the conservation area should be used to generate and sustain support in other aspects. An example of this would be enhanced awareness of and appreciation for the existence and persistence of the conservation area.

There is an existing good practice example of tangible Payment for Ecosystem Services in Lao PDR being the Nakai Nam Theun National Park which receives significant funding from the hydropower company which draws water resources from the protected area.

8.5 Direct Investments

Where legislative allowance has been made for private investors to partake in the development of TFCAs, private enterprise may make direct equity and non-equity investments into TFCAs. This could include

infrastructure and hospitality services, through to management of bookings, hunting trips etc. Investment may also take the form of infrastructure supporting tourism development in TFCAs, for example, building and operating roads to and in TFCAs.

Direct investment is a capital and revenue stream that can take a multitude of forms and opportunities and is thus a prospect in all TFCAs. Regulators and managers of the TFCAs and in the member states of TFCAs are duty-bound to ensure fiscal, political, and business conditions, as well as the capacity and competency of TFCA employees and management, contribute positively to attracting such funding.

When considering this option, it is critically important that it be within the context of a carefully developed investment/development plan, as is the intention of Strategy 6.1, and that such investments are guided, governed and monitored according to concession agreements that ensure their suitability and sustainability.

Finally, Strategies 6.1, 7.1 and 7.5 and their actions, are all aimed at securing sustainable financing for the WHP. The effective management of the WHP and its constituent National Parks is dependent on the successful implementation of these actions in the short- to long-term, and the securing and appropriate application of sustainable finances is dependent on good governance¹³

¹³ Meyers, D., Fitzgerald, K. H., Athanas, A., Balasubramanian, H., Barr, R., Bellot, M., Berghöfer, A., Bohorquez, J. J., Bowers, K., Cumming, T., Emerton, L., Leineweber, M., Lister, K., Martinez, A., McGreevey, M., Mohanan, K., Monteiro, C., Rhodes, A., Ruiz, L., Smith, J., Snyman, S., Stevens, C., Thiele, T., Tröger, U., Van Zyl, H., Victurine, R. & Waldron, A. (2025). Practice guidance for protected and conserved area finance. IUCN WCPA Good Practice Guidelines Series No. 37. IUCN.

Appendix

Meeting Minutes

Workshop Minutes

Final Review of the Transboundary Action Plan (TAP) 2025–2050 Between Hin Nam No National Park And Phong Nha-Ke Bang National Park

On May 28–29, 2026, in Vang Vieng District, Vientiane Province, a meeting was held to conduct the final review of the Transboundary Action Plan (TAP) 2025–2050 for the Transboundary World Heritage sites of Phong Nha-Ke Bang and Hin Nam No National Parks. The workshop was co-chaired by Mr. Khamfeua Sirivongs, Deputy Director General of the Department of Forestry. The co-chairmen were Dr. Viengphone Soukhavong, Director General of the Department of Heritage and Fine Arts, and Mr. Dinh Huy Tri, Deputy Director of Phong Nha-Ke Bang National Park from Socialist Republic of Vietnam. Participants included representatives from relevant central, provincial and local stakeholders, the Vietnamese delegation from Quang Tri province, and staff members of GIZ ProFEB. The total number of participants was 52, including 14 women (details are provided in the attached document).

The objective of the meeting was to serve as a platform for technical consultation, to provide final validation for the final draft of Transboundary Action Plan (TAP), and to review the draft Memorandum of Understanding (MoU). The details are as follows:

1. The meeting heard the presentation of the final draft of the Transboundary Action Plan (TAP), which includes Common Management Objectives (CMOs), administrative management structures, priority implementation tasks, and coordination mechanisms.
2. The meeting fundamentally supported the final draft of the Transboundary Action Plan (TAP) to serve as a technical and strategic framework for coordination, cooperation, and long-term transboundary implementation between Hin Nam No National Park and Phong Nha-Ke Bang National Park.
3. The meeting agreed in principle with the draft Memorandum of Understanding (MoU), and provided suggestions for improvements as follows:
 - Proposed the establishment of a Joint Coordinating Committee (JCC) and the definition of the committee's roles and responsibilities.
 - The meeting agreed to revise certain sections of the draft MoU and provided guidance on the methodology for these revisions to ensure clarity regarding deleted and newly added content, facilitating reporting to higher authorities. Once the draft MoU is finalized, the relevant parties will follow their internal procedures to obtain approval for signing and to determine the date and location of the signing ceremony.
 - Regarding the signatories of the MoU, the participants discussed that as the MoU involves many stakeholders of different level, therefore the signatory of the MoU should be later consulted and decided.
4. Following the information shared by representatives of the Management Board of Phong Nha-Ke Bang National Park regarding the transboundary ecotourism initiative assigned

by the People's Committee of Quang Tri Province, workshop participants agreed that relevant agencies and authorities at central, provincial and local levels from Lao PDR, together with the Management Board of Hin Nam No National Park, will fully cooperate with and support the implementation of this initiative.

The meeting proceeded in a positive atmosphere based on the friendship between Laos and Vietnam and concluded at 12:00 PM on May 29, 2026, in Vang Vieng District, Vientiane Province, Lao PDR.

These minutes was prepared to serve as a reference for monitoring and implementing future tasks.

**Representative of delegation
from Lao PDR**



Mr. Khamfeua Sirivongs,
Deputy Director General
of the Department of Forestry

**Representative of delegation
from Socialist Republic of Vietnam**



Mr. Dinh Huy Tri,
Deputy Director of Phong Nha-Ke Bang
National Park

**ບົດບັນທຶກກອງປະຊຸມ
ຜ່ານຮ່າງແຜນດຳເນີນງານຮ່ວມຊາຍແດນ (TAP) 2025-2050 ຄັ້ງສຸດທ້າຍ
ລະຫວ່າງ
ອຸທິຍານແຫ່ງຊາດ ຫີນໝາມໝໍ້
ແລະ
ອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ - ແກບາງ**

ໃນວັນທີ 28-29 ພຶດສະພາ 2026 ທີ່ເມືອງວຽງຈັນ, ແຂວງວຽງຈັນ ໄດ້ຈັດກອງປະຊຸມຜ່ານຮ່າງແຜນດຳເນີນງານຮ່ວມຊາຍແດນ (TAP) 2025-2050 ຄັ້ງສຸດທ້າຍ ຂອງແຫຼ່ງມໍຣະດົກໂລກຮ່ວມຊາຍແດນ ລະຫວ່າງອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ-ແກບາງ ແລະ ອຸທິຍານແຫ່ງຊາດຫີນໝາມໝໍ້, ຊຶ່ງກອງປະຊຸມພາຍໃຕ້ເປັນປະທານຮ່ວມຂອງທ່ານ ຄຳເຜືອ ສິຣິວົງ, ຮອງຫົວໜ້າກົມປ່າໄມ້, ທ່ານ ປອ. ວຽງພອນ ສຸກຂະວົງ, ຫົວໜ້າກົມມໍຣະດົກ ແລະ ວິຈິດສິນ ແລະ ທ່ານ ດົງ ຮຸຍ ຈີ່, ຮອງຫົວໜ້າຄະນະບໍລິຫານອຸທິຍານແຫ່ງຊາດ ຟອງຫຍາ-ແກບາງ ສສ. ຫວຽດນາມ ແລະ ໂດຍມີຜູ້ເຂົ້າຮ່ວມຈາກພະແນກ, ບັນດາກະຊວງກ່ຽວຂ້ອງຂອງສູນກາງ, ແຂວງ ແລະ ທ້ອງຖິ່ນ, ຄະນະຜູ້ແທນ ສສ. ຫວຽດນາມ ຈາກແຂວງ ກວາງຈີ ແລະ ທີມງານໂຄງການໂປຣແຟັບ ມີຜູ້ເຂົ້າຮ່ວມທັງໝົດຈຳນວນ 53 ທ່ານ, ຍິງ 14 ທ່ານ (ລາຍລະອຽດມີເອກະສານຄັດຕິດມາພ້ອມນີ້)

ຈຸດປະສົງກອງປະຊຸມ ເພື່ອເປັນເວທີປຶກສາຫາລືທາງດ້ານເຕັກນິກ ແລະ ຍັງຢືນຄັ້ງສຸດທ້າຍຂອງຮ່າງແຜນດຳເນີນງານຮ່ວມຊາຍແດນ (TAP) ແລະ ຜ່ານເນື້ອໃນຮ່າງບົດບັນທຶກຄວາມເຂົ້າໃຈ (MoU) ດັ່ງມີລາຍລະອຽດລຸ່ມນີ້

1. ກອງປະຊຸມ ໄດ້ຮັບຟັງການນຳສະເໜີຮ່າງແຜນດຳເນີນງານຮ່ວມຊາຍແດນ (TAP) ສະບັບສຸດທ້າຍ, ເຊິ່ງລວມມີ ເປົ້າໝາຍການຄຸ້ມຄອງຮ່ວມກັນ (CMOs), ການຈັດຕັ້ງການຄຸ້ມຄອງບໍລິຫານ, ວຽກງານບຸລິມະສິດໃນການຈັດຕັ້ງປະຕິບັດ ແລະ ກົນໄກການປະສານງານ;

2. ກອງປະຊຸມໄດ້ສະໜັບສະໜູນໂດຍພື້ນຖານຕໍ່ຮ່າງແຜນດຳເນີນງານຮ່ວມຊາຍແດນ (TAP) ສະບັບສຸດທ້າຍ ເພື່ອເປັນກອບຫຼັກການທາງດ້ານວິຊາການ ແລະ ຍຸດທະສາດ ເພື່ອການປະສານງານ, ການຮ່ວມມື ແລະ ການຈັດຕັ້ງປະຕິບັດຮ່ວມຊາຍແດນໃນໄລຍະຍາວ ລະຫວ່າງ ອຸທິຍານແຫ່ງຊາດ ຫີນໝາມໝໍ້ ແລະ ອຸທິຍານແຫ່ງຊາດຟອງຫຍາ-ແກບາງ;

3. ກອງປະຊຸມໄດ້ເຫັນດີດ້ານຫຼັກການຕໍ່ກັບຮ່າງບົດບັນທຶກຄວາມເຂົ້າໃຈ (MoU) ແລະ ໄດ້ມີບາງຂໍ້ສະເໜີເພື່ອປັບປຸງຮ່າງບົດບັນທຶກຄວາມເຂົ້າໃຈ ດັ່ງລຸ່ມນີ້:

- ສະເໜີໃຫ້ແຕ່ງຕັ້ງຄະນະກຳມະການຄຸ້ມຄອງຮ່ວມ ແລະ ກຳນົດພາລະບົດບາດຂອງຄະນະກຳມະການຄຸ້ມຄອງຮ່ວມ (JCC);

- ກອງປະຊຸມເຫັນດີປັບປຸງບາງເນື້ອໃນຂອງຮ່າງບົດບັນທຶກຄວາມເຂົ້າໃຈ ແລະ ຍັງໄດ້ແນະນຳກ່ຽວກັບວິທີການໃນການປັບປຸງຮ່າງບົດບັນທຶກຄວາມເຂົ້າໃຈ ເພື່ອໃຫ້ເຫັນໄດ້ຈະແຈ້ງຕໍ່ກັບເນື້ອໃນທີ່ໄດ້ຕັດອອກ ແລະ ສະເໜີເພີ່ມເຂົ້າໃໝ່ ເພື່ອໃຫ້ສະດວກໃນການລາຍງານຂັ້ນເທິງ. ພາຍຫຼັງປັບປຸງຮ່າງເນື້ອໃນບົດບັນທຶກຄວາມເຂົ້າໃຈສຳເລັດແລ້ວ ພາກສ່ວນກ່ຽວຂ້ອງຈະດຳເນີນການຕາມຂັ້ນຕອນພາຍໃນຂອງຕົນ ເພື່ອໃຫ້ໄດ້ຮັບການອະນຸມັດ ຫຼື ການເຫັນດີໃນການລົງນາມ ແລະ ກຳນົດວັນເວລາ, ສະຖານທີ່ລົງນາມ;

- ກອງປະຊຸມໄດ້ປຶກສາຫາລືກ່ຽວກັບຜູ້ລົງນາມບົດບັນທຶກຄວາມເຂົ້າໃຈ, ຊຶ່ງມີສ່ວນຮ່ວມຫຼາຍລະດັບໄດ້ປະກອບຄຳເຫັນ, ສະນັ້ນ, ສອງຝ່າຍຈະສືບຕໍ່ຄົ້ນຄວ້າພິຈາລະນາຕາມຄວາມເໝາະສົມ;

4. ຜູ້ຕາງໜ້າຈາກຟອງຫຍາ-ແກບາງ ໄດ້ສະເໜີ ຂໍລິເລີ່ມການທ່ອງທ່ຽວຮ່ວມຊາຍແດນ ທີ່ແຂວງກວາງຈີ ຜູ້ເຂົ້າຮ່ວມກອງປະຊຸມເຫັນດີໃຫ້ສືບຕໍ່ໃຫ້ສອງອຸທິຍານແຫ່ງຊາດ ສືບຕໍ່ຮ່ວມມືກັນໃນການທ່ອງທ່ຽວຮ່ວມຊາຍແດນ;

ກອງປະຊຸມໄດ້ດໍາເນີນດ້ວຍບັນຍາກາດທີ່ດີ ແລະ ບັນພື້ນຖານມິດຕະພາບລາວ-ຫວຽດນາມ ແລະ ບິດລົງໃນເວລາ 12:00 ໂມງ ຂອງວັນທີ 29 ພຶດສະພາ 2026, ທີ່ ເມືອງວຽງຈັນ, ແຂວງ ວຽງຈັນ, ສປປ ລາວ.

ດັ່ງນັ້ນ, ຈຶ່ງໄດ້ສ້າງບົດບັນທຶກກອງປະຊຸມສະບັບນີ້ຂຶ້ນມາເພື່ອເປັນບ່ອນອີງໃນການຕິດຕາມ ແລະ ຈັດຕັ້ງປະຕິບັດວຽກງານໃນຕໍ່ໜ້າ.

ຕາງໜ້າຝ່າຍ ສປປ ລາວ



ທ່ານ ຄໍາເຜືອ ສິຣິວົງ
ຮອງຫົວໜ້າກົມປ່າໄມ້

ຕາງໜ້າຝ່າຍ ສສ ຫວຽດນາມ



ທ່ານ ດິງ ຮຸຍ ຈີ
ຮອງຫົວໜ້າອຸທິຍານແຫ່ງຊາດຟອງຫຍາ-ແກບາງ

Biên bản Hội thảo

Rà soát cuối cùng Kế hoạch Hành động Xuyên biên giới (TAP) giai đoạn 2025–2050 giữa Vườn Quốc gia Hin Nam No và Vườn Quốc gia Phong Nha – Kẻ Bàng

Ngày 28–29 tháng 5 năm 2026, tại huyện Văng Viêng, tỉnh Viên Chăn, CHDCND Lào, cuộc họp đã được tổ chức nhằm rà soát lần cuối Kế hoạch Hành động Xuyên biên giới (TAP) giai đoạn 2025–2050 đối với Di sản Thế giới xuyên biên giới Phong Nha – Kẻ Bàng và Hin Nam No.

Hội thảo do ông Khamfeua Sirivongs, Phó Cục trưởng Cục Lâm nghiệp, chủ trì. Đồng chủ trì hội thảo gồm Tiến sĩ Viengphone Soukhavong, Cục trưởng Cục Di sản và Mỹ thuật, và ông Đinh Huy Tri, Phó Giám đốc Vườn Quốc gia Phong Nha – Kẻ Bàng, nước Cộng hòa Xã hội Chủ nghĩa Việt Nam. Thành phần tham dự bao gồm đại diện các cơ quan, đơn vị liên quan ở cấp trung ương, cấp tỉnh và cấp địa phương; đoàn đại biểu Việt Nam đến từ tỉnh Quảng Trị; và cán bộ Dự án GIZ ProFEB. Tổng số đại biểu tham dự là 52 người, trong đó có 14 nữ đại biểu; chi tiết được nêu trong danh sách đại biểu đính kèm.

Mục tiêu của cuộc họp là tạo diễn đàn tham vấn kỹ thuật, đánh giá cuối cùng đối với bản dự thảo cuối cùng của Kế hoạch Hành động Xuyên biên giới (TAP), và rà soát bản dự thảo Biên bản ghi nhớ (MoU). Nội dung cụ thể như sau:

1. Cuộc họp đã nghe trình bày về dự thảo cuối cùng của Kế hoạch Hành động Xuyên biên giới (TAP), bao gồm các Mục tiêu Quản lý Hợp tác (CMOs), các sắp xếp quản trị và điều phối được đề xuất, các nhiệm vụ ưu tiên triển khai và các cơ chế điều phối.
2. Cuộc họp ủng hộ về nguyên tắc dự thảo cuối cùng của Kế hoạch Hành động Xuyên biên giới (TAP) như một khung kỹ thuật và chiến lược cho điều phối, hợp tác và triển khai xuyên biên giới dài hạn giữa Vườn Quốc gia Hin Nam No và Vườn Quốc gia Phong Nha – Kẻ Bàng.
3. Cuộc họp thống nhất về nguyên tắc đối với dự thảo Biên bản ghi nhớ (MoU) và đưa ra các góp ý nhằm tiếp tục hoàn thiện như sau:
 - Đề xuất thành lập Ban Điều phối Chung (JCC) và xác định rõ vai trò, trách nhiệm của ban này.
 - Cuộc họp thống nhất chỉnh sửa một số nội dung của dự thảo MoU và đưa ra định hướng về phương pháp chỉnh sửa nhằm bảo đảm thể hiện rõ các nội dung cần điều chỉnh và các nội dung mới được bổ sung, qua đó tạo thuận lợi cho việc báo cáo lên các cơ quan cấp có liên quan. Sau khi dự thảo MoU được hoàn thiện, các bên liên quan sẽ thực hiện các thủ tục để xin phê duyệt việc ký kết và xác định thời gian, địa điểm tổ chức lễ ký.
 - Về bên ký MoU, các đại biểu đã thảo luận rằng do MoU liên quan đến nhiều bên liên quan ở các cấp khác nhau, người ký MoU cần tiếp tục được tham vấn và quyết định trong giai đoạn tiếp theo.
4. Trên cơ sở thông tin do đại diện Ban Quản lý Vườn Quốc gia Phong Nha – Kẻ Bàng chia sẻ về đề án du lịch sinh thái xuyên biên giới được Ủy ban nhân dân tỉnh Quảng Trị giao thực hiện, các đại

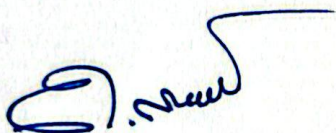
biểu tham dự hội thảo thống nhất rằng các cơ quan và chính quyền liên quan ở cấp trung ương, cấp tỉnh và cấp địa phương của CHDCND Lào, cùng với Ban Quản lý Vườn Quốc gia Hin Nam No, sẽ phối hợp đầy đủ và hỗ trợ việc triển khai sáng kiến này.

Cuộc họp diễn ra trong không khí tích cực trên tinh thần hữu nghị giữa Lào và Việt Nam và kết thúc vào lúc 12:00 ngày 29 tháng 5 năm 2026 tại huyện Văng Viêng, tỉnh Viên Chăn, CHDCND Lào.

Biên bản này được lập để làm tài liệu tham chiếu phục vụ việc theo dõi và triển khai các nhiệm vụ trong thời gian tới.

Văng Viêng, CHDCND Lào, ngày 29 tháng 5 năm 2026

ĐẠI DIỆN
ĐOÀN ĐẠI BIỂU TỪ CHDCND LÀO



KHAMPHUEA SIRIVONG
Phó Cục trưởng Cục Lâm nghiệp

ĐẠI DIỆN
ĐOÀN ĐẠI BIỂU TỪ CHXHCN VIỆT NAM



ĐINH HUY TRÍ
Phó Giám đốc Vườn Quốc gia Phong Nha – Kẻ Bàng