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# Hin Nam No National Park Co-Management Plan 2026 – 2030

Boualapha District, Khammouane Province, Lao PDR - January 2026

World Heritage Property Partners



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**On behalf of**  
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## Decision

### The Endorsement and Promulgation of the Co-Management Plan for Hin Nam No National Park 2025–2030

- Pursuant to the Decision of the Ministry of Agriculture and Environment on the organization and activities of the Department of Forestry, No. 1248/MAE, dated 12 September 2025;
- Pursuant to the Proposal Letter of the Khammouane Provincial Department of Agriculture and Environment, No. 2289 /PAEO, dated 17 June 2026.

### Director General of the Department of Forestry issues the Decision:

Article 1. Approval is granted to endorse and promulgate the Co-Management Plan for Hin Nam No National Park for a 5-year period from 2025 to 2030.

Article 2. The Protected Area Management Division and the Hin Nam No National Park Management Office are assigned as the focal points to coordinate with relevant central and local stakeholders to disseminate and strictly implement the Co-Management Plan for Hin Nam No National Park as stipulated in Article 1 of this Decision.

Article 3. This Decision enters into force from the date of signature.

Director General of the Department



Assoc.Prof.Dr. Somvang PHIMMAVONG

#### Distribution:

1. Department of Forestry
2. Protected Area Management Division
3. Hin Nam No National Park Management Office
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## Foreword

"By 2030, Hin Nam No National Park will have an effective and participatory co-management model, recognized as a World Heritage site by UNESCO with well-managed institutional systems, where biodiversity, ecosystems, primary forests, karst and cave systems, water resources, and values associated with culture are protected. Local communities will benefit from sustainable livelihoods, enhanced well-being, support from participatory governance, cultural evaluation, and equal access to opportunities. Through strengthened joint management with Phong Nha-Ke Bang National Park, transboundary conservation, learning, and the destination of our conservation efforts will advance further to ensure that outstanding universal value goes hand-in-hand with community resilience, cultural identity preservation, and sustainable development."

Hin Nam No National Park is one of the most important protected areas in the Lao PDR, possessing beautiful landscapes along with outstanding values in biodiversity and culture, closely linked to the well-being and identity of the communities surrounding and utilizing the said national park.

The objective of the Hin Nam No National Park Co-Management Plan for the period 2026–2030 is to provide a framework for field-level management by integrating various commitments, World Heritage principles, co-management commitments, protection principles, the realities of district and provincial development, and priorities regarding management effectiveness into a single unified document. It defines strategic directions, guides annual priorities, coordinates with development partners, tracks implementation, and evaluates results for continuous improvement, serving as a tool for a management plan that matches practical field realities. It creates a robust foundation for participatory co-management to ensure highly effective implementation aligned with World Heritage management. This Co-Management Plan defines 10 Cooperative Management Objectives (CMP) covering multiple aspects to ensure operational working methods for collaboration:

1. Planning framework, site context, and safeguards;
2. Governance, organizational structure, capacity development, and internal reporting;
3. Biodiversity conservation, research, climate resilience, and health risks;
4. Community development, buffer zone management, culture, and awareness;
5. Ecotourism and visitor management;
6. Infrastructure, facilities, and asset management;
7. Sustainable financing, resource mobilization, and partnership programmes;
8. Transboundary conservation and cooperation;
9. Law enforcement, ranger safety, and SMART operations;
10. MEL system, implementation arrangements, timeline, and budget.

**Assoc. Prof. Dr. Somvang Phimmavong**  
Head of the Department of Forestry



## Governance and contributors to CMP development

| Item                                         | Information                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Assignment title</b>                      | Development of the 5-Year Co-Management Plan (2026–2030) for Hin Nam No National Park                                                                                                                                                                                                                                                                                                                |
| <b>Supported by</b>                          | GIZ Laos, Protection and Sustainable Use of Forest Ecosystems and Biodiversity (ProFEB) Project                                                                                                                                                                                                                                                                                                      |
| <b>Under the leadership of</b>               | <ol style="list-style-type: none"> <li>1. Dr. Somsaad Ounsida is the Chairperson of the Khammuan Provincial Administration Committee.</li> <li>2. Mr. Dethsakda Manikham, Deputy Chairperson, Khammouane Provincial Administration Committee; former Head, Provincial Department of Agriculture and Environment (DoAE)</li> </ol>                                                                    |
| <b>In consultation with</b>                  | Full list of participants is provided in Annex 16                                                                                                                                                                                                                                                                                                                                                    |
| <b>Core team of Hin Nam No National Park</b> | <ol style="list-style-type: none"> <li>1. Mr Khamkeo Lathayord, Head office of Hin Nam No National Park</li> <li>2. Mr. Intong Vongvilay, former Vice- Head office of HNN NP</li> <li>3. Ms. Chintana Panyasavanh, Vice- Head office of HNN NP</li> <li>4. Mr. Oudalone Sihalath, Vice- Head office of HNN NP</li> </ol>                                                                             |
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| <b>Consultant team</b>                       | Dr. Nguyen Manh Ha, Team Leader<br>Mr. Nguyen Duy Luong, Protected Area Planning Expert                                                                                                                                                                                                                                                                                                              |

## Foreword / Endorsement

Hin Nam No National Park (HNN NP) is one of Lao PDR's most important protected areas, an exceptional karst landscape with outstanding biodiversity, cultural values and strong connections to the wellbeing and identity of neighbouring communities. Managing such a site is not only a technical responsibility; it is a long-term commitment to stewardship, fairness, and cooperation across institutions, communities and borders. The Co-Management Plan (CMP) 2026–2030 is prepared in that spirit: as a practical five-year management system to protect natural and cultural values, strengthen inclusive governance, and improve operational effectiveness through clear priorities, realistic sequencing, and simple evidence routines.

This CMP is intentionally written to be implementable. It translates policy and legal requirements into day-to-day routines that park staff can use, how decisions are taken and recorded; how annual workplans and budgets are developed; how field operations, engagement processes, visitor management, research and monitoring are coordinated; and how results are tracked, reviewed and improved. The CMP is aligned with World Heritage expectations for effective protection, integrity management and credible reporting; consistent with the direction of the IUCN Green List Standard for good governance, sound planning, effective management and conservation outcomes; and rooted in relevant Lao national and provincial policy frameworks. It is also designed to be compatible with partner support systems while keeping the CMP's scope and authority clear, so that specialised instruments (such as patrol reporting systems, partner project MEL frameworks, or transboundary coordination mechanisms) strengthen implementation rather than create duplication or confusion.

The CMP is organized 10 thematic management programmes. Importantly, cross-cutting commitments are embedded throughout implementation: Gender Equality and Social Inclusion (GESI), Climate Change and Disaster Risk Management (DRM), Sustainable finance, and Traditional Ecological Knowledge / FPIC-style consultation (TEK-FPIC). These are not separate “add-ons”. They define how actions should be planned, delivered and evidenced to ensure legitimacy, safety, equity and effectiveness.

This Plan is therefore both a commitment and a working tool. It expresses the shared intention to manage Hin Nam No in a way that is legally grounded, scientifically informed, socially legitimate, financially realistic and operationally usable. It is intended to guide action, improve accountability, support partner alignment, and help ensure that World Heritage recognition is matched by World Heritage-standard management in practice.

This CMP is the result of collaboration. The contributions of national, provincial and district authorities and governmental institutional agencies, community representatives, technical working groups, and development partners who shared knowledge, priorities and practical solutions. We encourage all partners to align support and investments with CMP strategies and annual workplans, and to coordinate through agreed mechanisms so that implementation is coherent, measurable and sustainable.

## Acknowledgements

The preparation of the Hin Nam No National Park Co-Management Plan 2026–2030 has been a collaborative effort drawing on the knowledge, experience and commitment of many institutions, communities and individuals.

We gratefully acknowledge the leadership of the Hin Nam No National Park Management Office; the guidance of the relevant authorities and governmental institutional agencies of Lao National level, Khammouane Province and Boualapha District; and the contributions of village

representatives, community rangers, local co-management actors and other stakeholders whose engagement has helped ensure that this Plan reflects both conservation priorities and local realities. The Park's existing co-management practice, community-facing systems and guardian-village relationships have provided an important foundation for the new planning period.

We acknowledge the long-term partnership of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH through the programme "Protection and Sustainable Use of Forest Ecosystems and Biodiversity in Lao PDR (ProFEB)", implemented with Lao government counterparts and building on earlier initiatives. We fully recognise GIZ's pivotal and sustained role in advancing conservation and co-management in Hin Nam No National Park (Lao PDR) and its transboundary counterpart, Phong Nha–Ke Bang National Park (Viet Nam). Over more than a decade, GIZ has contributed far beyond technical assistance by helping to establish the foundations for participatory governance, institutional strengthening, and community-based conservation leadership across local, district, provincial and national levels. This support has included operationalising co-management approaches and enabling meaningful community participation; supporting the development and implementation of the first 5-Year Co-Management Plan (2020–2025); strengthening evidence-based management systems (including the use of SMART since 2014), alongside biodiversity monitoring tools and inclusive planning methods; and investing consistently in infrastructure, training, community-based ecotourism, and livelihood-linked conservation solutions. GIZ has also played a catalytic role in Hin Nam No's pathway toward UNESCO World Heritage recognition through coordinated technical and financial support, strengthened stakeholder engagement, and governance improvements aligned with UNESCO operational expectations. In parallel, ProFEB has championed transboundary cooperation between HNN NP and PNKB NP by advancing institutional partnerships and practical exchange on biodiversity conservation and management. The development of the CMP 2026–2030 under ProFEB support therefore represents a direct continuation of this long-term programme foundation, within a strategic multi-year cooperation framework (2021–2027) co-funded by BMZ and the EU under the wider Team Europe collaboration.

Finally, we recognise that effective management is a process of learning. The period 2026–2030 should be seen as a disciplined cycle of delivery, monitoring, review and improvement—so that by 2030 HNN NP can demonstrate not only strong intentions, but credible outcomes and a management system capable of sustaining them.

## Acronyms and Abbreviations

| Acronym  | Meaning                                                                                                                                       |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| AOP      | Annual Operational Plan                                                                                                                       |
| AWP      | Annual Work Plan                                                                                                                              |
| CMP      | Co-Management Plan                                                                                                                            |
| DRM      | Disaster Risk Management                                                                                                                      |
| FGD      | Focus Group Discussion                                                                                                                        |
| FPIC     | Free, Prior and Informed Consent                                                                                                              |
| GESI     | Gender Equality and Social Inclusion                                                                                                          |
| GL       | IUCN Green List                                                                                                                               |
| GoL      | Government of Lao PDR                                                                                                                         |
| GRM      | Grievance Redress Mechanism (A formal complaints and dispute-resolution system for people affected by park management and CMP activities...)  |
| HNN NP   | Hin Nam No National Park                                                                                                                      |
| HRD      | Human Resource Development                                                                                                                    |
| IUCN     | International Union for Conservation of Nature                                                                                                |
| KM       | Knowledge Management                                                                                                                          |
| MEL      | Monitoring, Evaluation and Learning                                                                                                           |
| O&M      | Operation and Maintenance                                                                                                                     |
| MoU      | Memorandum of Understanding                                                                                                                   |
| NES Edu  | Nature – Environment – Sustainability Education                                                                                               |
| NSEDP    | National Socio-Economic Development Plan                                                                                                      |
| O&M SOPs | Operations & Maintenance Standard Operating Procedures.                                                                                       |
| OUV      | Outstanding Universal Value                                                                                                                   |
| QA/QC    | Quality Assurance / Quality Control.                                                                                                          |
| PA       | Protected Area                                                                                                                                |
| PNKB NP  | Phong Nha – Ke Bang National Park                                                                                                             |
| RACI     | R = Responsible (does the work); A = Accountable (owns the result / final decision); C = Consulted (gives input); I = Informed (kept updated) |
| SEDP     | Socio-Economic Development Plan (National/Provincial/District)                                                                                |
| SMART    | Spatial Monitoring and Reporting Tool                                                                                                         |
| TAP      | Transboundary Action Plan                                                                                                                     |
| TEK      | Traditional Ecological Knowledge                                                                                                              |
| TWG      | Technical Working Group                                                                                                                       |
| UXO      | Unexploded Ordnance                                                                                                                           |
| WH       | World Heritage                                                                                                                                |

## Glossary

| Term                    | Definition                                                                                                                                                                                                                                                                                                                                     |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adaptive management     | adjusting actions based on monitoring results and learning.                                                                                                                                                                                                                                                                                    |
| Buffer zone             | area surrounding the core protected zone where compatible uses are managed to support conservation.                                                                                                                                                                                                                                            |
| “capex + O&M”           | the budget line includes both the initial investment and the ongoing running/maintenance costs needed to keep the activity/infrastructure functional over time.                                                                                                                                                                                |
| Compliance evidence     | simple records showing actions were implemented and decisions were justified.                                                                                                                                                                                                                                                                  |
| Co-management           | shared management arrangements between park authorities, communities and partners with clear roles and rules.                                                                                                                                                                                                                                  |
| GESI                    | ensuring women, men, youth, ethnic groups and vulnerable groups can participate and benefit fairly.                                                                                                                                                                                                                                            |
| IA Gate                 | “IA Gate” means the park’s Impact Assessment / Development Screening Gate — a practical internal screening step used before the park (or partners) approve or start any proposal/activity that could affect OUV/integrity, zonation/bylaws compliance, safeguards, or safety. It is explicitly described as a safeguard mechanism in Chapter 1 |
| Integrity               | the wholeness and intactness of the values and ecological processes the park is meant to protect.                                                                                                                                                                                                                                              |
| OUV                     | the set of exceptional natural/cultural values for which a site is internationally recognised.                                                                                                                                                                                                                                                 |
| TEK                     | locally held ecological knowledge that supports sustainable resource use and conservation outcomes.                                                                                                                                                                                                                                            |
| FPIC-style consultation | structured engagement ensuring communities have timely information and meaningful choice.                                                                                                                                                                                                                                                      |
| Risk screening          | a quick check to ensure proposed activities are safe, lawful and do not create unacceptable impacts.                                                                                                                                                                                                                                           |
| SMART QA/QC             | (in protected area management), SMART QA/QC means making sure patrol data in SMART is accurate, consistent, and usable for decisions (not just collected).                                                                                                                                                                                     |
| Strategy code           | the CMP’s implementation label for actions (e.g., Ch10-D3).                                                                                                                                                                                                                                                                                    |

## **Executive Summary**

### **1. Purpose and role of the CMP**

The Hin Nam No National Park Co-Management Plan 2026–2030 is the principal site-level management framework for the Park during the five-year period 2026–2030. It translates legal obligations, World Heritage requirements, co-management commitments, safeguard principles, district and provincial development realities, and management-effectiveness priorities into one practical planning instrument. It is intended not only to set strategic direction, but also to guide annual prioritisation, partner coordination, implementation tracking and adaptive review.

The Plan applies to the 94,121 ha Hin Nam No National Park and must also be read in relation to its 75,834 ha buffer zone, because many pressures affecting the Park arise beyond the formal protected-area boundary. Following World Heritage inscription of the transboundary property shared with Phong Nha–Ke Bang National Park in Viet Nam, the CMP must also function as the Lao site-level management instrument for the Hin Nam No component of that property. It therefore operates simultaneously in a local, national and international management context.

This document is not a rough working draft. It is a revised consultation draft prepared for Lao translation and a further round of deeper stakeholder consultation before final validation. The language and structure therefore aim to be stable enough for translation, consultation and technical review, while still allowing a final round of factual correction, policy confirmation and refinement after the Lao-language feedback process.

### **2. Process of development of the CMP**

The Co-Management Plan 2026–2030 for Hin Nam No National Park was developed through a phased, participatory and evidence-based process designed to ensure technical quality, stakeholder ownership and practical implementability. The process followed the consultancy architecture agreed in the revised technical proposal, which structured the assignment into linked phases of inception and alignment, field data collection and consultations, drafting, stakeholder consultation and revision, finalisation, and handover for implementation readiness.

A critical early milestone was the Inception Workshop held on 2–3 October 2025 in Boualapha, co-organised by the Hin Nam No National Park Management Board, provincial and district authorities, and GIZ ProFEB. The workshop reviewed implementation of the previous CMP, clarified the assignment scope, validated the planning architecture, agreed thematic components and Technical Working Groups, endorsed the detailed workplan and field schedule, and confirmed reporting and communication arrangements. It also developed a shared 2030 vision and strategic objectives, while capturing stakeholder concerns, opportunities, risks and priorities through participatory exercises and individual perception forms.

Field consultation was then organised through a cluster-based planning approach grouping the Park's buffer-zone villages into functional clusters to improve logistics, comparability, FPIC compliance and inclusion of women, youth and ethnic groups. This approach was supported by multi-level consultation toolkits covering national, provincial, district, site and community actors, and by updated stakeholder analysis reflecting the evolving institutional landscape relevant to HNN NP management.

An important later milestone was the Stakeholder Consultation Workshop held on 12 March 2026 on the draft CMP 2026–2030. The workshop combined presentations, plenary discussion and group work, and broadly confirmed the structure, length and strategic orientation of the draft. Participants supported the proposed 35-staff organisational model, the one-Director and three-Vice-Director structure, the establishment of an International Affairs sub-unit and a Tourism Unit, the phased four-field-station architecture, and the need for a realistic wildlife-rescue roadmap. They also supported stronger treatment of the designated 21 ha tourism area, Green List action planning, updated species information, cooperation with UXO organisations, inclusion of Lao 338 and private-sector engagement, fundraising and mobilisation events, and the principle that government budget should remain the backbone of implementation.

After the consultation workshop, GIZ and other technical inputs further strengthened the evidence base, particularly in relation to law enforcement, SMART, management effectiveness, provincial WEN-related coordination and biodiversity monitoring. The current revised consultation draft therefore combines the outputs of the March workshop, subsequent technical follow-up, consultant field verification and the revised chapter set. Taken together, this process ensured that the CMP was developed not as a stand-alone consultant document, but as a co-produced planning framework grounded in evidence, structured consultation, safeguards and implementation readiness.

### **3. Key lessons from implementation of the previous CMP period**

The Park enters the 2026–2030 period with a stronger capacity base than many protected areas. Mixed patrols, ranger systems, SMART-linked operations, biodiversity fieldwork, co-management practice, tourism monitoring, outreach, administration and finance systems, and broader technical support are already in place. These are significant strengths and should be recognised as major achievements of the previous planning period and associated partner support.

At the same time, the central lesson from the previous period is that institutionalisation matters as much as innovation. Capacity development remains uneven across functions, documentation quality is variable, and some systems remain vulnerable to staff turnover or external dependence. Standard operating procedures are not yet sufficiently embedded across recurrent tasks, and some functions still operate more through accumulated practice than through disciplined routine. The new CMP therefore places much stronger emphasis on role clarity, evidence filing, standardised review, safeguards, decision follow-up, and integration between planning and implementation.

A second lesson is that management effectiveness depends on the Park's internal management rhythm. Weekly coordination, monthly management review and quarterly CMP performance review are not treated as bureaucratic requirements, but as essential conditions for resolving incidents, following up grievances, reviewing risks, adapting priorities and maintaining accountability.

A third lesson is that Hin Nam No's most important values cannot be managed in sectoral isolation. Karst geomorphology, caves, hydrology, forest integrity, ecological processes, biodiversity, community legitimacy, tourism discipline, infrastructure screening and external development pressure are interdependent. The new CMP therefore treats integrated management as a necessity rather than an aspiration.

A fourth lesson is that core public financing is indispensable. Partner projects have made essential contributions, but sustained park performance depends on reliable government support for staffing, field presence, administration and minimum operational continuity. The revised financing strategy therefore treats partner support as complementary and catalytic, not as a substitute for state responsibility.

## **4. SWOT synthesis: strengths, weaknesses, opportunities and key challenges**

### **4.1 Strengths**

Hin Nam No enters the 2026–2030 period with several important strengths. It now benefits from World Heritage recognition within a transboundary property of global significance, a stronger international profile, an established co-management foundation, and a wider accumulated management capacity base than many protected areas. The Park also benefits from a substantial history of transboundary cooperation with Phong Nha–Ke Bang, which provides an important platform for continued joint learning, coordinated protection and shared positioning.

Operationally, the Park already has functioning biodiversity, patrol, tourism-monitoring, community-engagement and administration systems on which the next planning cycle can build. The confirmed stakeholder support for the strengthened organisational model, four field stations and stronger implementation architecture further increases the feasibility of moving from partial systems to a more coherent management platform.

### **4.2 Weaknesses**

Important weaknesses remain. Institutionalisation is still uneven across functions. Some systems remain vulnerable to staff turnover or project dependence; documentation quality and evidence discipline are variable; staffing and recurrent operational support remain constrained; and standard operating procedures are not yet sufficiently embedded across routine tasks.

The Park also still needs stronger integration between field evidence, management review, budgeting, grievance handling, safeguards, tourism discipline and external proposal screening. These are not minor administrative issues: they affect the Park's ability to convert effort into reliable conservation and management outcomes.

### **4.3 Opportunities**

World Heritage status is not only a label of prestige. It creates stronger policy attention, increased international visibility, a clearer case for investment, and a stronger basis for aligning conservation, tourism discipline, development screening and transboundary cooperation. It also helps position Hin Nam No as part of a property-wide conservation narrative rather than as an isolated protected area.

The 2026–2030 period also represents a favourable window for mobilisation of support because several enabling conditions are present at the same time: stronger political recognition, growing partner confidence, a more mature management platform, an approved tourism development framework, a clearer financing architecture, and the opportunity to package needs in a more structured and fundable form.

Additional opportunities arise from the Park's ability to strengthen government support, phase investment in four field stations, develop the designated 21 ha tourism area in a safeguard-compliant way, position nature education as a flagship programme with national replication

value, and use the transboundary framework to improve partner attention, fundraising leverage and property-wide screening of major proposals.

#### **4.4 Key challenges**

The most important challenges for the 2026–2030 period are not only ecological. They are also institutional and operational. These include sustaining staffing and field presence, ensuring recurrent finance and O&M, institutionalising safeguards and grievance systems, maintaining documentation quality, screening external development pressures, strengthening site-level tourism discipline, reducing fragmentation across partner-supported activities, and ensuring that adaptive review leads to real decisions rather than only reporting.

In short, the main challenge is to convert existing legitimacy, visibility and support into reliable implementation performance. The revised CMP therefore treats management quality, follow-through and internal coherence as core priorities in their own right.

### **5. Vision and strategic objectives**

#### **Vision**

By 2030, Hin Nam No National Park will be a model of effective and inclusive management, recognised as a well-governed UNESCO World Heritage property where biodiversity, ecosystems, karst and cave systems, hydrology, and associated cultural values are safeguarded. Local communities will benefit from sustainable livelihoods and improved well-being, supported by participatory governance, culturally respectful engagement and equitable access to opportunities. Through strengthened cooperation with Phong Nha–Ke Bang National Park, transboundary conservation, learning and destination integrity will be deepened so that protection of Outstanding Universal Value goes hand in hand with community resilience, cultural identity and sustainable development.

#### **Strategic objectives**

1. Strengthen governance, co-management mechanisms, organisational capacity and institutional accountability across all levels of park administration.
2. Enhance biodiversity conservation, research, law-enforcement effectiveness and field-station operations through better use of evidence, SMART systems and adaptive review.
3. Promote sustainable community livelihoods, buffer-zone stewardship, cultural respect and nature education in ways that reduce pressure on natural resources and strengthen local legitimacy.
4. Manage tourism and visitor use as a conservation-compatible system aligned with zonation, site readiness, carrying capacity, visitor safety and the approved tourism development plan.
5. Improve infrastructure, facilities, communications, utilities and asset management so that field presence, community engagement, visitor support and administration are better sustained over time.
6. Establish a more realistic and diversified financing architecture in which government support remains the backbone and partner support, tourism-related income and innovative finance are used strategically and responsibly.

7. Strengthen implementation management, monitoring, evaluation and learning so that the CMP functions as a live management instrument supported by regular evidence-based review.
8. Deepen practical transboundary cooperation with Phong Nha–Ke Bang National Park for joint protection, knowledge exchange, tourism coordination, climate and emergency communication, and safeguard-aware development screening.

## 6. Main strategic directions of the plan

The CMP is organised through ten mutually reinforcing management components. Together they define how Hin Nam No will be managed during 2026–2030 and how the Park’s legal obligations, World Heritage responsibilities, co-management arrangements and operational systems fit together.

- 1. Planning framework, site context and safeguards:** to provide the legal, policy, site-context and safeguard foundation for all management decisions, including OUV sensitivity, development screening, Green List readiness and UXO-aware planning.
- 2. Governance, organisational structure, capacity development and internal reporting:** to strengthen the Park’s institutional platform, management rhythm, staffing model, field-delivery architecture and internal accountability.
- 3. Biodiversity conservation, research, climate resilience and health risk:** to protect priority habitats and species, strengthen research and monitoring, and improve preparedness for climate, rescue and One Health-related risks.
- 4. Community development, buffer-zone management, culture and awareness:** to strengthen guardian-village relationships, buffer-zone stewardship, culturally respectful participation, livelihood linkages and the Nature Education Programme.
- 5. Ecotourism and visitor management:** to align tourism with the approved tourism plan while keeping visitor use subordinate to OUV, integrity, safety, carrying capacity and community safeguards.
- 6. Infrastructure, facilities and asset management:** to guide selective investment in headquarters, field stations, communications, utilities and visitor-facing facilities, with strong O&M discipline and safeguard screening.
- 7. Sustainable financing, resource mobilisation and partnership programmes:** to protect core government financing while mobilising complementary support through aligned partnership packages, fundraising events and a clearer investment pipeline.
- 8. Transboundary conservation and cooperation:** to provide the HNN-side strategic framework for working with Phong Nha–Ke Bang on shared threats, learning, tourism coordination, emergency communication and property-wide safeguard concerns.
- 9. Law enforcement, ranger safety and SMART operations:** to strengthen patrol planning, hotspot response, ranger welfare, mixed-team deployment, case follow-up and use of SMART and related evidence.
- 10. MEL system, implementation arrangements, timeline and budget:** to connect the chapter set to a live implementation architecture, headline indicators, annual review, risk management, timeline and budget logic.

## 7. Implementation, financing and adaptive management

The CMP is designed to function as a live management instrument rather than as a static report. Implementation is supported through regular review cycles, evidence-based adjustment, and closer integration between strategic priorities, annual work planning, budgeting and partner coordination. Weekly and monthly internal coordination provides operational control; quarterly review provides the core adaptive-management cycle; and annual review supports strategic summary, reprioritisation and dialogue with government and partners.

The financing architecture follows the same practical logic. Government budget remains the primary and non-substitutable source for core staffing, protection, administration and minimum field presence, while partner support, tourism-related income and carefully phased innovative finance expand implementation capacity and long-term viability. Resource mobilisation is therefore treated as a structured management function rather than as ad hoc fundraising. The Park's investment pipeline, funding dialogues and partner packages should be aligned to the CMP's priority bundles and whole-of-life cost discipline, especially for staffing, field stations, tourism facilities, biodiversity systems and education programmes.

Adaptive management also depends on evidence quality. Patrol data, biodiversity monitoring, tourism records, grievance records, village engagement outcomes, infrastructure and O&M records, financing updates and management-review notes should all feed into periodic decision-making. The Plan therefore links implementation not only to activities, but also to evidence, issue escalation and follow-up of agreed actions.

Green List readiness is treated in the same operational manner. It is not a stand-alone label pursued in abstraction from park management. Rather, the CMP seeks to build the evidence, routines and management quality required across the four Green List components—good governance, sound design and planning, effective management, and successful conservation outcomes—through normal park management practice.

### How to use this plan

This Co-Management Plan should be used as the main strategic and operational reference document for the management of Hin Nam No National Park during 2026–2030. It is not intended to function as a narrative report only. Rather, it should be used together with its annexes, implementation matrices, annual workplans, budgets, monitoring records, fundraising packs and transboundary coordination instruments.

The main text sets out the management rationale, strategic directions, institutional logic, thematic programmes and policy-consistent responses for the Park. It explains what the Park is trying to achieve, why the issues matter, and how the main systems of management fit together. The annexes and companion tools provide the technical and operational support layer. Detailed indicator dictionaries, implementation matrices, budget and funding tables, risk registers, concept packages, evidence summaries, maps and other implementation tools should be maintained in annex form or in linked management tools rather than overloading the main text.

The CMP should also be understood in relation to other instruments. The CMP is the single five-year umbrella plan for Hin Nam No National Park. The Transboundary Action Plan is the joint coordination instrument for issues that require both Hin Nam No and Phong Nha–Ke Bang to act together. Annual workplans and budgets operationalise the CMP for the current year. SOPs, safeguards instruments, zoning documents and thematic implementation tools provide the detailed methods and evidence requirements for day-to-day implementation.

Different users will therefore use the Plan in different ways. Park leadership and managers should use it for prioritisation, staffing, budgeting, escalation and partner dialogue. Technical and field teams should use it to align operational work with agreed strategic directions, safeguards and review expectations. Government and partner institutions should use it to understand the Park's priorities, financing logic, implementation architecture and support needs. Quarterly and annual review processes should use it as the core reference point for assessing progress, identifying gaps and agreeing adaptive actions.

The Plan should not be treated as rigid in implementation. Its strategic direction is intended to remain stable through 2026–2030, but annual workplans, budgets, financing packages, partnership actions and some implementation measures should be adjusted in response to evidence, risks, emerging opportunities and operational realities, provided that such adjustments remain consistent with the Plan's core principles and OUV protection requirements.

Where the CMP refers to detailed fundraising concepts, transboundary work items, indicator definitions, technical procedures or partnership instruments, users should consult the relevant annexes or linked tools rather than expecting all detail to appear in the main narrative. The CMP provides the umbrella management framework; the annexes and linked tools provide the operational depth.

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## **Chapter 1. PLANNING FRAMEWORK, SITE CONTEXT AND SAFEGUARDS**

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Chapter 1 establishes the planning framework, site context and safeguard architecture for the Hin Nam No National Park Co-Management Plan 2026–2030. Hin Nam No is managed not only as a nationally protected area, but also as the Lao component of a transboundary World Heritage property and a co-managed landscape shaped by community use, buffer-zone governance, tourism, infrastructure pressure and district development dynamics. Strong planning, legal alignment, participatory zonation, safeguards, threat awareness and development screening can therefore strengthen biodiversity protection, community legitimacy and long-term management effectiveness, whereas weak coordination, unclear rules or poorly screened external pressures can undermine Outstanding Universal Value, ecological integrity and trust in park management.

The purpose of this chapter is to provide the operational planning frame for the remainder of the CMP and to establish the principles through which conservation, development interface, community engagement and compliance are managed during 2026–2030. In line with the Master Revision Matrix, the chapter retains strong legal and policy alignment, clarifies the safeguard gate, strengthens OUV and integrity framing, incorporates updated Boualapha District SEDP information, and defines which matters should remain in the main text and which should sit in annexes or supporting tools.

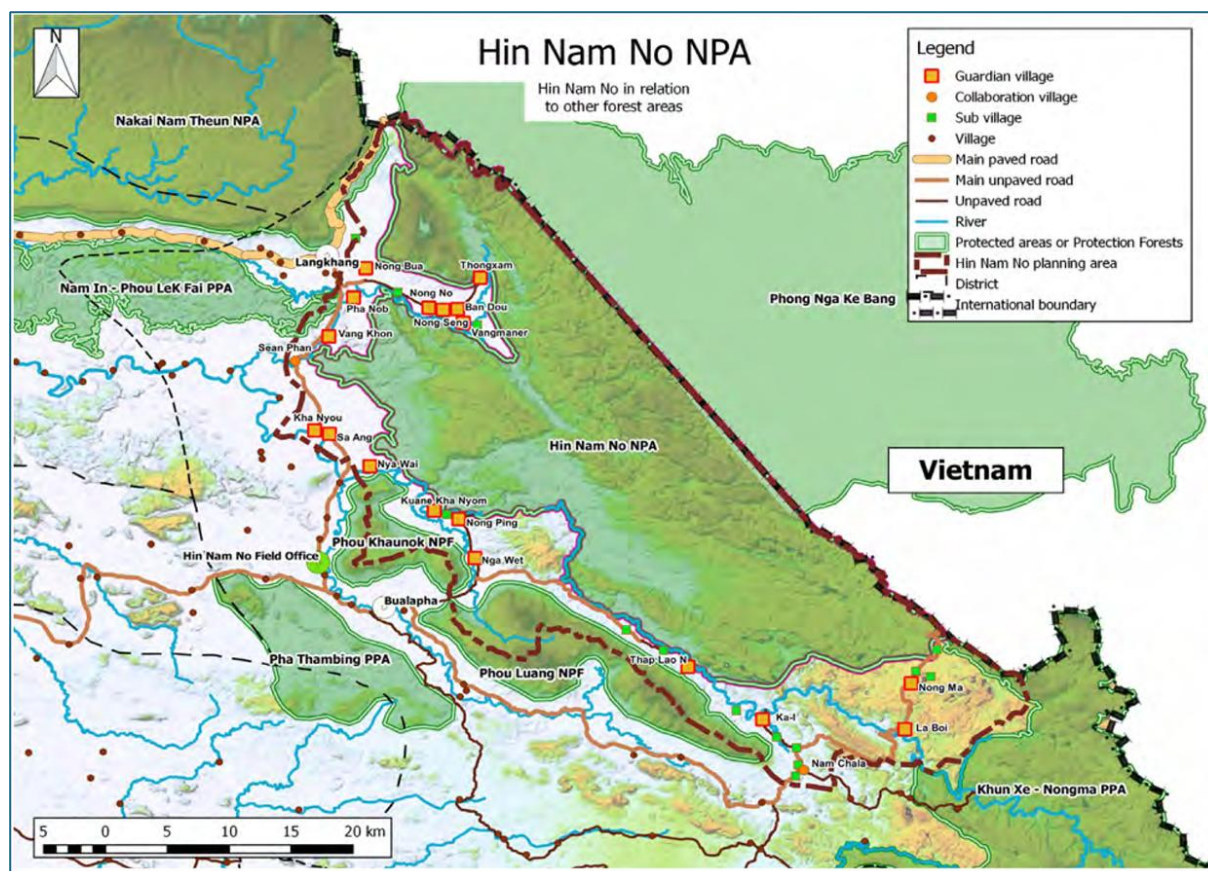
### **1.1 Purpose, scope and planning horizon (2026–2030)**

This CMP provides the principal management framework for Hin Nam No National Park for the period 2026–2030. It translates domestic legal obligations, World Heritage requirements, co-management commitments, safeguard principles and district and provincial development realities into a practical site-level management instrument. The chapter should therefore be read as the gateway chapter for the Plan rather than as background text only.

The CMP applies to the 94,121 ha Hin Nam No National Park and must also be read in relation to its 75,834 ha buffer zone because many pressures affecting the Park arise from adjacent land use, infrastructure development, tourism growth and wider district-level planning decisions. Since the 2025 significant boundary modification, the CMP must also function as the Lao site-level management instrument for the Hin Nam No component of the transboundary World Heritage property "Phong Nha-Ke Bang National Park and Hin Nam No National Park, Lao People's Democratic Republic and Viet Nam".

Accordingly, this is not only a park-internal management plan. It is also the operational framework through which protection, community engagement, zonation, safeguards, tourism, external development screening, climate and risk response, and institutional coordination are aligned over the five-year planning period. The CMP therefore needs to be both conservation-robust and administratively usable.

## 1.2 Site context and key values (OUV and integrity summary)



**Map 1-1. Hin Nam No National Park in its district, provincial and transboundary setting**

Location and boundary map showing HNN NP, its buffer zone, Boualapha District context and relationship to Phong Nha–Ke Bang. Source from existing nomination and administrative mapping materials.

Hin Nam No National Park is located in Boualapha District, Khammouane Province, adjoining Phong Nha–Ke Bang National Park in Quang Tri Province, Viet Nam. The transboundary property now covers 217,447 ha with a combined buffer zone of 295,889 ha, of which Hin Nam No contributes 94,121 ha and its associated buffer zone contributes 75,834 ha. The property is recognised under World Heritage criteria (viii), (ix) and (x) and is internationally regarded as one of the most outstanding and intact humid tropical karst systems and ecosystems in the world.

Within that larger setting, Hin Nam No contributes globally significant karst, cave, hydrological, ecological and biodiversity values. The Lao nomination dossier and the IUCN technical evaluation both emphasise the Park's rugged karst plateau, exposed fengcong formations, extensive cave networks, hydrological systems and strong ecological connectivity with Phong Nha–Ke Bang. The Xe Bang Fai Cave is of particular significance as the world's largest karst spring and one of the world's largest active river cave passages.

For CMP purposes, integrity should be understood as the wholeness and intactness of these values and the ability of boundaries, zonation, regulations, cooperative arrangements and field implementation to sustain them over time. This includes not only the biophysical condition of the Park itself, but also the adequacy of governance responses to risks arising from the buffer zone, district-level development, tourism growth, hydrological interference and transboundary pressures.

In short, Hin Nam No should be presented not merely as a protected forest area, but as the Lao component of a transboundary World Heritage landscape whose OUV depends on integrated management of karst, caves, hydrology, biodiversity, community legitimacy and development control.

**Table 1-1. OUV-related values relevant to Hin Nam No National Park**

| Criterion | Key OUV dimension relevant to HNN NP                                                                                                                                                                                          | Main management implication                                                                                                                                                                                                                          |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (viii)    | Exceptional karst geomorphology, cave systems, underground hydrology and surface-subterranean linkages, including the Xe Bang Fai Cave system and wider karst landscape values.                                               | Protect karst landforms, caves, cave micro-environments, groundwater and hydrological integrity; apply strict screening to infrastructure, blasting, quarrying, roads, energy and tourism works that could alter karst processes or cave conditions. |
| (ix)      | Ongoing ecological and biological processes in a large, relatively intact karst landscape with linked cave, forest, wetland and sandstone systems; ecological connectivity across the transboundary landscape is fundamental. | Maintain ecological connectivity, natural regeneration, zonation discipline, fire prevention and disturbance control across core and interface areas so landscape-scale processes continue.                                                          |
| (x)       | Important habitats for in-situ conservation of biodiversity, including threatened primates and other high-value taxa associated with karst, cave, forest and wetland systems.                                                 | Reduce hunting and snaring, protect key habitats, strengthen monitoring and adaptive management, and control visitor and development impacts on sensitive species and habitats.                                                                      |

### 1.3 Socio-economic and cultural context (Boualapha-focused and SEDP-aligned)

Boualapha District provides the immediate administrative and socio-economic setting for Hin Nam No. The updated district SEDP records 73 villages, 7,629 households and a population of 37,255, including 18,971 women, across a district area of 3,251 km<sup>2</sup>. The district identifies six main ethnic groups, include Lao, Phouthai, Makong, Nguon, Tri and Kri, and this means that the Park's wider social setting is inherently multi-ethnic and must be approached through culturally aware and differentiated engagement rather than generic community consultation.

The SEDP identifies three core development pillars for Boualapha: agriculture and forestry; industry and energy; and services and tourism. Agriculture and forestry remain central. In 2024 the district reported more than 6,900 ha of rice cultivation, more than 3,327 ha of other crops, and 263,802 ha of forest, equivalent to 81.14% forest cover. The SEDP explicitly links this

forest base to Hin Nam No National Park and the prospect of international recognition, which gives the CMP a strong basis for framing HNN as both a conservation asset and a contributor to district identity, watershed function and environmentally responsible local development.

At the same time, the SEDP signals development pressures that the CMP cannot ignore. The district has surveyed potential for wind and solar energy, continues mineral extraction and export, and projects tourism growth associated with Xe Bang Fai Cave, Road 12 and the Na Phao–Cha Lo international border corridor. These are not neutral background aspirations. They are concrete planning signals that may create future pressure on access, hydrology, karst landscapes, wildlife disturbance, visitor management and land-use control.

The buffer zone of Hin Nam No National Park (HNN NP) in Bualapha District, Khammouane Province comprises 20 villages organized into four village clusters: Langkhang, Khayou, Nongping, and Nongma. These rural communities are situated along the northern, eastern, and southern margins of the park, forming a human–nature interface that connects forest ecosystems with agricultural landscapes. Key villages such as Thongxam, Phanop, Nongping, and Nongma serve as entry points for park management, eco-tourism, and livelihood cooperation. The buffer-zone villages represent diverse ethnic groups, including Lao, Phouthai, Makong, Nguon, Tri and Kri, whose cultures and livelihoods are closely tied to forest and cave resources. Through co-management initiatives, these communities play essential roles in biodiversity conservation, sustainable resource use, and environmental education, ensuring that conservation benefits are balanced with local development and cultural continuity across the transboundary landscape adjoining Phong Nha–Ke Bang National Park (Vietnam).

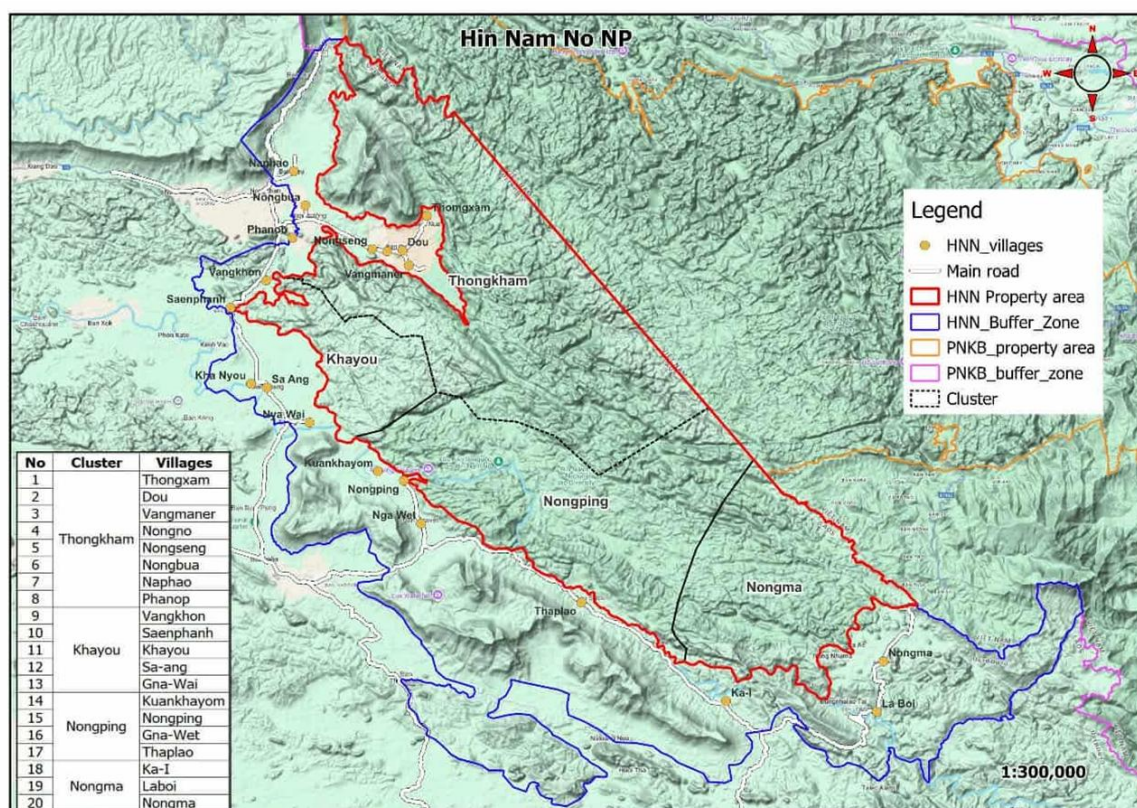


**Figure 1: Map of village location in HNN NP**

Table of villages and clusters

| No. | Villages | Cluster | No. | Villages | Cluster |
|-----|----------|---------|-----|----------|---------|
|-----|----------|---------|-----|----------|---------|

|    |           |                           |         |            |                          |
|----|-----------|---------------------------|---------|------------|--------------------------|
| 1  | Thongxam  | Langkhang<br>(8 villages) | 12      | Vangkho    | Khayou<br>(5 villages)   |
| 2  | Dou       |                           | 13      | Saenphanh  |                          |
| 3  | Vangmaner |                           | 14      | Khayou     |                          |
| 4  | Nongno    |                           | 15      | Sa-ang     |                          |
| 5  | Nongseng  |                           | 16      | Gna-Wai    |                          |
| 6  | Nongbua   |                           | 17      | Kuankhayom | Nongping<br>(4 villages) |
| 7  | Naphao    |                           | 18      | Nongping   |                          |
| 8  | Phanop    |                           | 19      | Gna-Wet    |                          |
| 9  | Ka-I      | 20                        | Thaplao |            |                          |
| 10 | Laboi     | Nongma<br>(3 villages)    |         |            |                          |
| 11 | Nongma    |                           |         |            |                          |

The population of the 20 buffer-zone villages reached 8,518 people in 1,647 households in 2018, with women accounting for 51%. This ethnic and cultural diversity directly shapes how access, customary use, representation, tenure, benefit-sharing and consultation must be handled.

The FPIC process for the nomination further revealed that earlier co-management arrangements had not always fully captured the perspectives of all ethnic groups, women, hunter-gatherer communities, shifting cultivators or remote southern communities, and that knowledge gaps persisted around zonation, rights, tenure and resource-use rules. For Chapter 1, the implication is clear: Boualapha should be treated as a multi-ethnic, resource-dependent and development-changing landscape in which conservation legitimacy depends on practical inclusion, equitable benefit-sharing, accessible information, grievance handling and culturally appropriate engagement.

#### 1.4 Key threats and pressures (evidence-based summary)

Hin Nam No's threat profile is multi-layered. The Park is exposed not only to classic protected-area threats such as hunting, snaring, encroachment and fire, but also to emerging pressures associated with tourism, energy, transport corridors, wider development planning and uneven governance capacity. The chapter therefore needs to frame threats in ecological, social and governance terms rather than as law-enforcement issues alone.

Recent evidence reinforces this picture. The nomination dossier highlights hunting by traps, encroachment, fire, cave condition, visitor pressure and community participation as core monitoring themes, while management effectiveness evidence has pointed to stronger planning than implementation, with weaker inputs, process and outputs than would be required for a World Heritage property of this scale and complexity. The district SEDP also confirms the existence of pressures linked to energy, mining, tourism growth and infrastructure expansion.

Threats should therefore be treated as both direct and indirect. Direct threats include wildlife crime, habitat pressure, localised fire, unmanaged visitation and cave disturbance. Indirect threats include poorly screened external proposals, weak rule communication, governance fragmentation, unclear responsibilities, and safeguard or legitimacy deficits that reduce compliance and trust. Management responses in later chapters should therefore combine prevention, screening, field protection, stewardship, safeguards and implementation discipline.

**Table 1-2. Evidence-based summary of key threats and pressures**

| Threat / pressure                                           | Evidence base                                                                                                                                                            | Implication for Chapter 1 and later strategies                                                                                                           |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Illegal hunting, snaring and wildlife extraction            | Nomination and later biodiversity evidence identify wildlife crime as a dominant pressure and maintain hunting by traps as a core monitoring theme.                      | Law enforcement, biodiversity and community chapters should prioritise hotspot targeting, community reporting, follow-up and transboundary coordination. |
| Habitat pressure from agriculture, grazing and encroachment | The nomination dossier and FPIC materials show grazing, agriculture, shifting cultivation and tenure overlap as live interface issues requiring zonation and agreements. | Treat these as spatially differentiated interface issues requiring participatory zonation, agreements, safeguards and targeted livelihood responses.     |
| Development, mining, transport and energy pressure          | The Boualapha SEDP identifies wind, solar, mineral development, transport connectivity and service growth as active planning themes.                                     | Apply early screening, inter-agency coordination and escalation logic for external proposals affecting OUV, integrity, hydrology or community rights.    |
| Tourism growth and visitor pressure                         | District planning and the tourism plan both anticipate continued visitor growth, while cave and karst values remain highly sensitive to unmanaged access.                | Treat tourism as both opportunity and pressure, requiring visitor zoning, standards, cave safeguards and benefit-sharing rules.                          |
| Fire, disturbance and habitat deterioration                 | Monitoring frameworks and management evidence continue to identify fire, degradation and habitat-specific deterioration as important risks.                              | Climate, DRM and habitat-management responses should include fire prevention, restoration and operational preparedness.                                  |

|                                            |                                                                                                                                             |                                                                                                                                                      |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Governance and implementation weakness     | Management effectiveness evidence points to weaker inputs, process and outputs than are needed for a property of this scale and complexity. | Threat response is not only ecological; it also requires stronger governance, staffing, evidence systems and implementation discipline.              |
| Participation, tenure and legitimacy risks | FPIC documents show unresolved concerns around customary use, land, gender deficits and representation of remote ethnic communities.        | Safeguards, FPIC-style engagement, grievance redress and culturally appropriate co-management are management responses, not optional social add-ons. |

### 1.5 Legal and policy framework (national, provincial and district alignment)

Hin Nam No should be understood through a layered governance framework rather than a simple list of laws. At the highest level sits the constitutional and state framework of Lao PDR, under which forests, land, development direction and environmental stewardship are matters of public authority and state responsibility. This matters because HNN is not merely a local conservation site; it is a nationally significant public asset under state stewardship.

The international layer is now especially important. The World Heritage Convention, its Operational Guidelines, the 2025 Committee decision, the updated Statement of OUV, relevant IUCN evaluation findings and World Heritage impact assessment guidance all materially raise the standard against which HNN is judged. These frameworks do not replace Lao law, but they strongly influence how zoning, development screening, participation, tourism, integrity and transboundary cooperation should be interpreted and applied in practice.

The national conservation and environmental layer gives HNN its domestic legal basis through forestry and conservation legislation, wildlife protection, land-use control, heritage provisions and environmental impact assessment requirements. The governance, social and cross-sector layer is equally important because this is where HNN management intersects with local administration, village structures, tourism governance, gender and social inclusion, local-government coordination, climate, carbon and disaster governance.

National, provincial and district development plans are not equivalent to primary legislation, but they are highly consequential because they shape budget allocation, project prioritisation, administrative attention and real development pressure. The CMP must therefore engage them actively, while still applying legal hierarchy and conflict-resolution logic. Tensions between development planning and conservation should be handled through early screening, inter-agency coordination, explicit justification, documentation, mitigation and escalation rather than by ignoring development priorities or assuming they automatically override conservation obligations.

For the purposes of Chapter 1, the key conclusion is that HNN is governed through a layered framework in which Lao law provides the domestic legal base, World Heritage and related international frameworks raise the management standard, SEDPs shape the pressure environment, and the CMP is the site-level operational instrument that translates all of these into safeguards, procedures, coordination and accountability. Green List readiness should also

be organised as a structured action and evidence system around good governance, sound design and planning, effective management, and successful conservation outcomes.

## **1.6 Zonation and regulations overview (by-laws and village agreements summary)**

Zonation is the Park's core operational mechanism for balancing strict protection and legitimate use. The nomination dossier records that participatory zonation distinguished between the Controlled Use Zone and the Totally Protected Zone, while co-management by-laws and village agreements also referred to seasonal and conditional use arrangements. The dossier further records that the 94,121 ha Park comprises 80,314 ha in the Totally Protected Zone (85.3%) and 13,807 ha in the Controlled Use Zone (14.7%), with a surrounding 75,834 ha buffer zone managed through a provincial buffer-zone agreement.

At the same time, the same dossier and the FPIC process make clear that zonation has not been a fully closed issue. Weaknesses persisted in demarcation, understanding of boundaries and access rules, treatment of customary and ethnic-group concerns, and consistency between zonation, by-laws, village rules and land-use planning. Zonation should therefore be presented in the CMP as a living management system requiring refinement, communication and operational discipline rather than as a technical exercise already fully resolved.

For the purposes of Chapter 1, the main points are the existence of the two principal zones, the relationship between zonation, by-laws, village agreements and buffer-zone governance, the need for clearer communication and demarcation, and the requirement that rule summaries used in the CMP remain consistent with updated Lao law and the revised Park legal framework.

## **1.7 Safeguards package (FPIC-style, GESI, ethnic sensitivity and GRM)**

Hin Nam No's safeguards package is one of the Park's strongest governance assets. Safeguards are implemented as an operational part of co-management, zonation, livelihood support, tourism development, community engagement and development screening rather than as a stand-alone compliance appendix. This is particularly important in a multi-ethnic landscape where information asymmetry, uneven power and varying customary practices can quickly undermine legitimacy if they are not handled carefully.

The safeguard architecture is grounded in the 3.5-year FPIC process undertaken for the World Heritage nomination and in the provincially endorsed 21-point FPIC Action Plan. That plan is structured around six categories: use rights, recognition, safeguards, transparency, voice, and mitigation. For CMP purposes, the key significance of this package is that it already provides an agreed operational basis for participation quality, ethnic sensitivity, culturally appropriate communication, grievance handling, gender inclusion, benefit-sharing transparency and mitigation follow-up.

During 2026–2030, safeguards should therefore be treated as a core condition of management effectiveness. Community-facing decisions on zonation, access, tourism, research, external proposals, village agreements and livelihood activities should be implemented through documented FPIC-style steps, accessible communication, inclusive facilitation and functional grievance pathways. Templates, checklists and detailed procedural tools should remain in annexes or operational SOPs, while the main text should retain only the safeguard principles, triggers and management obligations.

## 1.8 Special safeguards and external development pressures

Special safeguards are required for issues that may affect OUV, integrity, hydrology, cave systems, sensitive biodiversity or community rights at a scale beyond routine co-management processes. These include roads, energy projects, mineral extraction, quarrying, tourism infrastructure, hydrological interventions, external land-use change, and other proposals in the zone of influence of the property. Because Hin Nam No is now part of a transboundary World Heritage property, the threshold for careful screening and documentation is higher than for an ordinary protected area.

The Boualapha SEDP confirms that transport, energy, tourism and mineral development are active district planning themes, while the IUCN evaluation notes that any development in the buffer zone or vicinity of the property should be carefully evaluated in terms of its effects on potential OUV and should do so at the earliest opportunity. Chapter 1 should therefore establish a practical safeguard gate for development proposals affecting the Park, its buffer zone or the wider hydrological and landscape context.

Special safeguards should also extend to issues such as UXO, climate and disaster risk, and major visitor-safety implications where these could affect site access, infrastructure siting, community safety or response arrangements. In practice, this means that the Park should maintain a proposal log, apply early screening, request impact assessment where required, document decisions, escalate significant cases through appropriate authorities, and ensure that no proposal with plausible integrity implications proceeds without clear legal, technical and safeguard review.

## 1.9 Strategic management responses

The main body of the chapter should summarise the strategic responses, while detailed activity matrices, risk registers, timelines and budget implications remain in annexes and Chapter 10.

**Table 1-3. Strategic management responses**

| Strategic management response                                                                  | Expected result by 2030                                                                                                                      | Indicative headline indicators                                                                                                                                                             |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Anchor all planning and implementation in OUV and integrity protection.                     | Management decisions, annual workplans and screening processes are more consistently guided by OUV and integrity requirements.               | OUV and integrity considerations reflected in annual workplans, proposal reviews and management decisions; key sensitive features covered by current site notes or sensitivity references. |
| 2. Strengthen the Park's prevention and screening function for external development pressures. | Development-related proposals affecting the Park, buffer zone or wider zone of influence are screened earlier and handled more consistently. | Proposal log and decision records maintained; priority cases screened and escalated where required; impact-assessment and mitigation follow-up documented.                                 |

|                                                                                                        |                                                                                                                                                                 |                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Complete and operationalise participatory zonation and rule communication.                          | Zonation and associated rules are clearer, better communicated and more consistently applied.                                                                   | Priority village communication sessions completed; agreement or rule summaries updated; patrol and permit processes aligned with zonation refresh efforts.                         |
| 4. Treat safeguards as part of core management effectiveness.                                          | Community-facing management is implemented through more consistent safeguard practice, stronger inclusion and more credible grievance handling.                 | Documented FPIC-style or safeguard routines applied to priority processes; grievances tracked and addressed; inclusion of women, youth and ethnic communities improved.            |
| 5. Focus threat management on the most consequential pressures.                                        | Threat management is more targeted, evidence-based and responsive to the pressures that matter most for biodiversity, habitats and integrity.                   | Periodic hotspot reviews completed; targeted preventive or enforcement actions undertaken; selected sensitive habitats and cave-related values under focused management attention. |
| 6. Align conservation and local development more actively with the Boualapha SEDP framework.           | Conservation priorities and local development processes are more clearly aligned, with better communication on compatibility, tensions and required safeguards. | Coordination exchanges with district actors documented; key pressure areas mapped; park-related concerns reflected earlier in planning dialogue.                                   |
| 7. Consolidate transboundary cooperation with Phong Nha-Ke Bang as an operational management function. | Transboundary obligations are handled more routinely through coordination, information-sharing and joint review of property-wide issues.                        | Routine focal-point exchanges maintained; transboundary reviews undertaken; selected joint priorities reflected in annual planning or follow-up.                                   |
| 8. Strengthen implementation systems and evidence-based management discipline.                         | Planning, reporting, safeguard evidence and management follow-up are more coherent and usable across the CMP period.                                            | Decision logs, review records and evidence files maintained; priority annex tools and SOPs updated; chapter-to-chapter implementation logic remains aligned.                       |

### **1.10 Target outcome by 2030**

By 2030, Hin Nam No National Park should operate within a clearer and more disciplined planning and safeguard framework that anchors all management in OUV and integrity protection, applies a stronger gate for external proposals and development pressures, aligns conservation more actively with Boualapha District planning realities, and embeds safeguards, zonation discipline and legitimacy within routine management practice. The Park should also be better positioned to manage external pressures transparently, coordinate transboundary obligations more confidently, and provide a stable planning foundation for implementation of the remainder of the CMP.

## **Chapter 2. GOVERNANCE, ORGANISATIONAL STRUCTURE, CAPACITY DEVELOPMENT AND INTERNAL REPORTING SYSTEM**

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Governance, organisational capacity and internal management systems provide the operating foundation for all other components of the Hin Nam No National Park Co-Management Plan. Hin Nam No already functions through a multi-level co-management arrangement that links the national protected-area authority, provincial and district institutions, village co-management structures, community ranger systems and technical partners. This is a major institutional strength. At the same time, the Park now faces a broader and more complex management agenda than in earlier years, including stronger biodiversity protection requirements, more demanding reporting expectations, growing tourism-management needs, field-station operation, safeguards compliance, and increasing interaction with World Heritage-related and transboundary processes.

The purpose of this chapter is therefore not only to describe the current governance baseline, but to define the organisational structure and management arrangements required to deliver the CMP effectively during 2026–2030. The chapter responds directly to the stakeholder consultation held on 12 March 2026, which supported a strengthened institutional model for HNN NP, including an increase to 35 staff, one Director with three Vice-Directors, the establishment of a Tourism Unit and an International Affairs function, the phased development of a wildlife rescue function, and the creation of four field stations to support law enforcement and community outreach. These decisions are now treated as guiding institutional commitments for the revised consultation draft.

### **2.1 Co-management governance architecture and mandates**

Hin Nam No National Park is managed through a multi-level co-management model rather than through a narrow park-office structure alone. At national level, protected-area oversight is exercised through the responsible forestry authority. At provincial level, the Provincial Steering Committee provides high-level oversight and inter-agency coordination. At district level, the District Co-Management Committee plays a practical bridging role between park management, district government and village structures. At village level, village co-management committees, community ranger teams and other village groups support collaborative law enforcement, monitoring, consultation, local problem-solving and implementation of community-linked management measures.

This governance model is already a major asset. It has supported community participation, field-based monitoring, tourism service development, participatory planning and implementation of the FPIC Action Plan. It has also provided a practical governance foundation for the Park's transition into a higher-profile national and international conservation setting. However, the governance system now depends less on creating additional committees than on improving how the existing structure functions in practice. Clearer differentiation is needed between strategic oversight, daily management, consultation, technical review, incident escalation and performance monitoring.

For 2026–2030, the co-management model should therefore be applied through six governance functions: (i) strategic oversight and legal-policy compliance; (ii) day-to-day park management and internal coordination; (iii) field operations and law enforcement support; (iv) participatory legitimacy, safeguards and grievance handling; (v) performance review, reporting

and corrective action; and (vi) external coordination, including transboundary and World Heritage-related liaison. This approach treats co-management as an operating system for conservation delivery, not merely as a consultation mechanism. The governance system should also provide for structured and periodic buffer-zone coordination with relevant provincial, district and village actors so that land-use, safeguards, tourism and development-interface issues are reviewed routinely within the existing co-management framework.

## 2.2 Organisational baseline and rationale for restructuring

The existing HNN organisational platform combines a small formal park office with a much wider collaborative workforce. Existing workstreams already cover database and planning functions, area management and livelihoods, research and patrolling, outreach, eco-tourism, and related support roles. The tourism plan also confirms that annual operational planning and quarterly review routines are already in place. At the same time, the IUCN technical evaluation notes that reported staffing levels vary between approximately 26 and 36 personnel, supported by large numbers of part-time community rangers and co-management actors, and explicitly concludes that additional staffing and technical capacity are needed given the size and complexity of the property.

The central organisational issue is therefore not whether HNN already has management functions. It does. The real issue is whether those functions are sufficiently clear, coherent and adequately staffed to deliver the 2026–2030 CMP. The current arrangement still shows several common weaknesses: role boundaries are not always sufficiently clear; reporting and escalation pathways remain uneven; some functions depend heavily on external or project-supported routines; field delivery is not yet fully anchored in a decentralised station system; tourism, international coordination and rescue or rehabilitation functions are not yet institutionally strong enough; and documentation, internal service support and procedural continuity remain vulnerable to staff turnover.

For these reasons, HNN now requires an explicitly defined organisational structure for the new CMP period.

## 2.3 Proposed organisational structure for 2026–2030

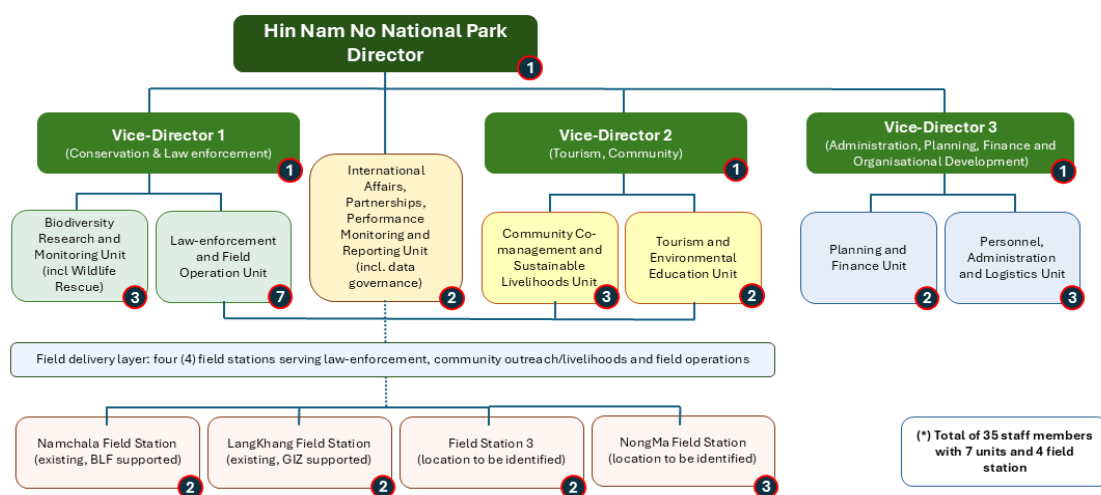


**Figure note:** The organogram presents the proposed functional structure for implementation of the Co-Management Plan during 2026–2030. It combines central leadership, technical and administrative units, cross-cutting coordination functions, and a decentralised field delivery platform to support conservation, law enforcement, community co-management, tourism, livelihoods, and operational effectiveness across the National Park.

**Figure 2-1. Proposed organisational structure of HNN NP Management Board (2026–2030)**

Organogram showing the Director, three Vice-Directors, five main units and four field stations, following the agreed Chapter 2 structure.

The HNN NP Management Board should be reorganised around a lean but functionally complete structure that is compatible with the logic of the PNKB NP model while remaining realistic for a 35-person institution.

The proposed structure for 2026–2030 comprises: one Director; three Vice-Directors; five main units or departments; four field stations; and a phased wildlife rescue function, initially embedded within the science and biodiversity function.

### Leadership structure

- **Director:** provides overall strategic leadership, external representation, legal and institutional accountability, and final approval of major management decisions.
- **Vice-Director 1: Conservation and Field Operations:** oversees biodiversity protection, law enforcement and SMART, field-station operations, the wildlife rescue pathway and ecological monitoring support.
- **Vice-Director 2: Community, Tourism and Partnerships:** oversees community engagement, safeguards and grievance handling, buffer-zone coordination, tourism and visitor management, nature education and interpretation, and selected partnership and outreach functions.
- **Vice-Director 3: Administration, Planning and Organisational Development:** oversees administration and personnel, logistics and procurement, planning and finance, internal monitoring and reporting, records management and delivery support.

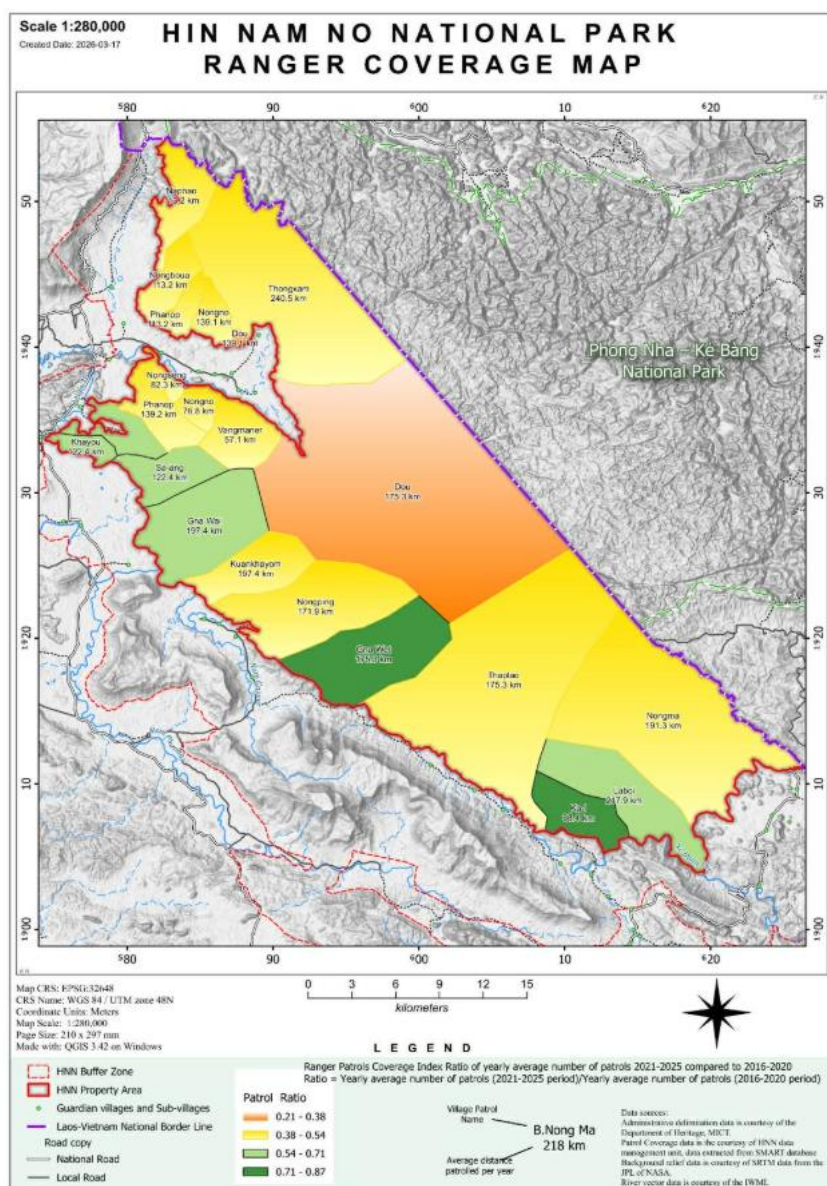
### Proposed main units / departments

1. **Planning, Finance and Internal Monitoring Unit:** Responsible for annual planning, budgeting, internal monitoring, action tracking, reporting consolidation, evidence filing, and support to quarterly and annual review processes. It should also serve as the Park's focal function for routine data governance, basic data QA/QC, and management-ready analysis across key evidence streams in coordination with SMART, biodiversity monitoring and other technical units.
2. **Personnel, Administration and Logistics Unit:** Responsible for human resources administration, files and records, procurement support, transport and equipment management, office operations, and logistical service to field teams and stations.
3. **Scientific Research, Biodiversity and International Affairs Unit:** Leads biodiversity monitoring, research coordination, species and habitat information management, technical support to conservation decisions, and liaison with external technical and research partners. It also houses the International Affairs function and the initial wildlife rescue and rehabilitation function.
4. **Community Engagement, Safeguards, Nature Education and Tourism Unit:** Integrates community outreach, village-cluster coordination, participation and grievance support, FPIC-style processes, tourism coordination, interpretation, visitor information, community-based tourism linkages and the Nature Education Programme.
5. **Law Enforcement, SMART and Field Operations Unit:** Leads patrol planning, field deployment, SMART operations, incident reporting, ranger welfare and safety follow-up, field supervision, and coordination of the four field stations.

## 2.4 Indicative staffing framework for a 35-person establishment

A realistic indicative staffing allocation is set out below. This is not intended as a rigid civil-service establishment table, but as a planning framework for organisational design and phased recruitment or reassignment.

## 2.5 Field delivery architecture: four field stations



### Map 2-1. Indicative field-station and village-cluster coverage map

Map showing Namchala, LangKhang and the two planned field-station locations in relation to village clusters, patrol reach and key access corridors.

The consultation workshop supported the establishment of four field stations serving village clusters for law enforcement and community outreach. This direction should now be reflected

clearly in Chapter 2 as part of the Park's core organisational model, not left only to the infrastructure chapter. The field-station network should be understood as a decentralised field operating system through which HNN extends management presence beyond the headquarters.

The two existing stations at Namchala and LangKhang should be treated as first-phase assets to be upgraded and equipped to agreed minimum operational standard. Two additional stations should then be established or formalised during the CMP period, with final siting confirmed through patrol-gap analysis, ranger coverage mapping, village-cluster needs and budget availability.

The functions of each field station should include patrol staging and overnight field deployment; SMART data support and transmission; rapid response to incidents and urgent field issues; community outreach and village-level coordination; grievance intake and follow-up where relevant; support to biodiversity observation and site monitoring; and visitor oversight and basic safety interface where relevant.

Each field station should be considered functional only when it meets minimum operating standards for water, sanitation, power, communications, patrol support, safety equipment, basic living conditions, records storage and community meeting use. This should be linked directly to Chapter 6 and Chapter 10.

## **2.6 Internal reporting, management rhythm and escalation**

HNN already has a tradition of collaborative planning and periodic review. The next step is to strengthen this into a more disciplined internal management rhythm that supports timely decisions, clearer follow-up and stronger accountability. The workshop comments also pointed to the need for stronger action tracking, decision logging, clearer reporting formats, designated responsible persons and deadlines, and more practical delegation of technical decisions within the Park where appropriate and lawful.

For 2026–2030, the Park should apply a clear reporting cadence consisting of weekly operations coordination, monthly management review, quarterly CMP performance review and periodic higher-level governance review through the broader co-management and provincial coordination structure.

Weekly operations coordination should focus on patrol deployment and logistics, incidents and urgent issues, station needs, pending approvals, safety concerns and immediate follow-up tasks. Monthly management review should assess progress against the annual workplan, finance and logistics bottlenecks, staffing and administrative issues, grievances and safeguard follow-up, tourism and community issues, and technical issues requiring management attention. Quarterly CMP performance review should connect implementation progress, evidence and indicators, budget execution, management bottlenecks, corrective actions and cross-unit coordination issues.

Clear escalation pathways should be established for unresolved grievances, serious law-enforcement incidents, significant accidents or ranger-safety cases, sensitive external proposals, issues with potential impact on OUV, integrity, heritage values or legal compliance, and unresolved inter-agency coordination disputes. A decision register and action tracker should be maintained by the Planning, Finance and Internal Monitoring Unit, with actions assigned to named staff or units and reviewed monthly and quarterly.

## **2.7 Capacity development and SOP system**

HNN has benefited from years of support in co-management, biodiversity monitoring, tourism, patrolling, SMART, METT and related systems. However, the main challenge is now institutionalisation. Capacity development must move from ad hoc or project-by-project support into a deliberate, role-based internal system.

The capacity system for 2026–2030 should therefore include role-based induction for all new staff; annual competency review by function; mentoring and peer learning; cross-training between headquarters and field-station staff; refresher training in reporting, safeguards, consultation, tourism, biodiversity and field operations; and gradual development of HNN staff as trainers, especially in outreach and nature education.

Priority SOPs should include patrol planning and incident reporting; SMART data flow and quality assurance; field-station operation; village consultation and FPIC-style engagement; grievance intake and follow-up; visitor safety and tourism-site management; rescue and wildlife-care referral procedures; document filing, decision logging and quarterly review; and screening and referral of sensitive proposals.

A lean SOP package is preferable to a large set of procedures that are not used. Each SOP should be short, practical and periodically reviewed.

## **2.8 Governance risks and management implications**

The main risks for this chapter are practical rather than theoretical. The first risk is that the new structure is endorsed on paper but not properly operationalised, leaving roles unclear and creating frustration across units. The second risk is that field stations are built or recognised without being properly equipped, staffed and serviced, thereby creating an unsustainable burden. The third risk is that internal reporting becomes too formalistic and produces meetings without decisions. The fourth risk is that international affairs, tourism and rescue functions are announced but not backed by trained personnel and realistic phasing. The fifth risk is that community-facing governance remains rhetorically participatory but procedurally weak.

These risks can be reduced by keeping the organisational model lean, realistic and phased; linking staffing to actual functions; prioritising the two existing field stations first; and using action tracking and quarterly review to test whether the structure is really improving performance.

## **2.9 Strategic management responses**

The main body of the chapter should summarise the governance responses, while detailed activity matrices, timelines and budgets remain in annexes.

Table 2-1. Indicative staffing framework for a 35-person establishment

| Function                                                                    | Indicative number of staff |
|-----------------------------------------------------------------------------|----------------------------|
| Director                                                                    | 1                          |
| Vice-Directors                                                              | 3                          |
| Planning, Finance and Internal Monitoring Unit                              | 4                          |
| Personnel, Administration and Logistics Unit                                | 4                          |
| Scientific Research, Biodiversity and International Affairs Unit            | 5                          |
| Community Engagement, Safeguards, Nature Education and Tourism Unit         | 5                          |
| Law Enforcement, SMART and Field Operations Unit (headquarters-based staff) | 5                          |
| Four field stations (minimum two staff each)                                | 8                          |
| <b>Total</b>                                                                | <b>35</b>                  |

Table 2-2. Strategic management responses

| Strategic management response                                                                                    | Expected result by 2030                                                       | Indicative headline indicators                                                                      |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 1. Clarify governance mandates, reporting lines and escalation pathways across all co-management levels          | Governance roles are clearer and decisions are followed up more consistently. | Updated governance package adopted; routine governance meetings held; action closure rate improved. |
| 2. Adopt and phase in the revised 35-staff organisational structure led by one Director and three Vice-Directors | HNN operates through a coherent structure aligned to CMP delivery needs.      | Revised organogram approved; key unit functions assigned; staffing phased toward 35.                |

| Strategic management response                                                                                                       | Expected result by 2030                                                             | Indicative headline indicators                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Operationalise a four-station field delivery model for law enforcement and community outreach                                    | Field presence, response capacity and village-level engagement improve.             | Two existing stations upgraded; four stations functional to minimum standard by end of CMP period.                                                |
| 4. Establish a stronger internal management rhythm based on weekly, monthly and quarterly review                                    | Reporting improves and management decisions are taken and tracked more reliably.    | Decision register and action tracker in place; regular reviews held; escalation cases documented and acted upon.                                  |
| 5. Build a role-based capacity-development system supported by a lean SOP package                                                   | Staff confidence, continuity and consistency improve across core functions.         | Annual competency review in use; induction and refresher training delivered; priority SOPs adopted and periodically reviewed.                     |
| 6. Integrate safeguards, grievance handling, participation quality and Green List governance evidence into core management practice | Community-facing governance becomes more credible, inclusive and better documented. | Safeguard documentation used in priority processes; grievances tracked and resolved; governance evidence available for Green List-aligned review. |

## 2.10 Target outcome by 2030

By 2030, Hin Nam No National Park should operate through a clearer, stronger and more field-capable management system, led by a functionally coherent Management Board, supported by a decentralised field-station network, and able to coordinate biodiversity protection, community engagement, tourism management, safeguards, reporting and external cooperation more reliably. Governance quality, internal reporting and organisational continuity should be improved, and the Park should be better positioned to implement the CMP effectively within a national and transboundary conservation context.

## **Chapter 3. BIODIVERSITY CONSERVATION, RESEARCH, CLIMATE RESILIENCE AND HEALTH RISK**

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Biodiversity conservation in Hin Nam No National Park is implemented as an integrated management system that links Outstanding Universal Value, ecosystem integrity, threat reduction, research, monitoring, climate resilience, wildlife rescue and health-risk preparedness. The Park's biodiversity assets include karst and cave systems, subterranean hydrology, limestone and sandstone forest ecosystems, wetlands, riverine areas and habitats for threatened and OUV-relevant taxa. Conservation performance during 2026-2030 will depend not only on stronger field protection, but also on more disciplined use of evidence, better prioritisation of critical habitats and species, and improved preparedness for climate, rescue and One Health-related risks.

Management during the CMP period should convert a substantial but uneven evidence base into a clearer and more operational biodiversity system that protects priority habitats and species, closes critical knowledge gaps, strengthens biodiversity safeguards, and improves preparedness for climate, rescue and health-related events. Biodiversity management is therefore organised around ecosystem integrity outcomes, targeted threat reduction, management-oriented research, decision-relevant monitoring, climate-aware operations, and phased strengthening of rescue and referral capacity.

### **3.1 Conservation objectives, biodiversity baseline and ecosystem integrity outcomes**

Conservation during 2026-2030 should be guided by ecosystem integrity outcomes rather than by species counts alone. Management must maintain the ecological and geomorphological conditions that sustain OUV, including karst landforms, cave systems, hydrology, intact habitat mosaics, and viable populations of threatened and indicator species. Biodiversity management should therefore operate simultaneously at landscape, habitat and species levels.

Recent field evidence confirms the global and national biodiversity significance of Hin Nam No. The 2024-2025 camera-trap survey deployed 66 cameras across 33 stations over 6,321 trap-nights and recorded 68 confirmed wildlife species, including 33 mammals and 35 birds. Eight globally threatened species were recorded: two Critically Endangered species, two Endangered species and four Vulnerable species. The survey documented Sunda pangolin, Large-antlered muntjac, Annamite striped rabbit, Hatinh langur, Stump-tailed macaque, Northern pig-tailed macaque, Mainland serow and Sambar deer, reinforcing the Park's role as a major conservation stronghold within the Annamite limestone landscape.

At the same time, the current evidence must be interpreted carefully. The camera-trap report itself notes that the survey targeted mainly ground-dwelling fauna and therefore under-represents arboreal species such as langurs. It also records that additional HNN surveys under the Lao Landscapes and Livelihood Project documented 19 further Sunda pangolin records, 35 localities of Large-antlered muntjac, and seven Sambar locations along the Xe Bang Fai River. This means the camera-trap survey should be treated as a strong recent planning baseline, but not as a complete picture of distribution or abundance for all priority taxa.

Five conservation outcomes should guide implementation during the CMP period. First, OUV-linked ecosystems and critical habitats should remain functionally intact. Second, major pressures on priority species and habitats should be reduced through targeted prevention and

response. Third, degraded sites should move towards recovery where restoration, invasive-species control or fire prevention can deliver realistic gains. Fourth, research and monitoring should produce decision-relevant evidence rather than isolated datasets. Fifth, biodiversity operations should become progressively more climate-aware, rescue-ready and biosecurity-conscious.

### 3.2 Priority conservation targets

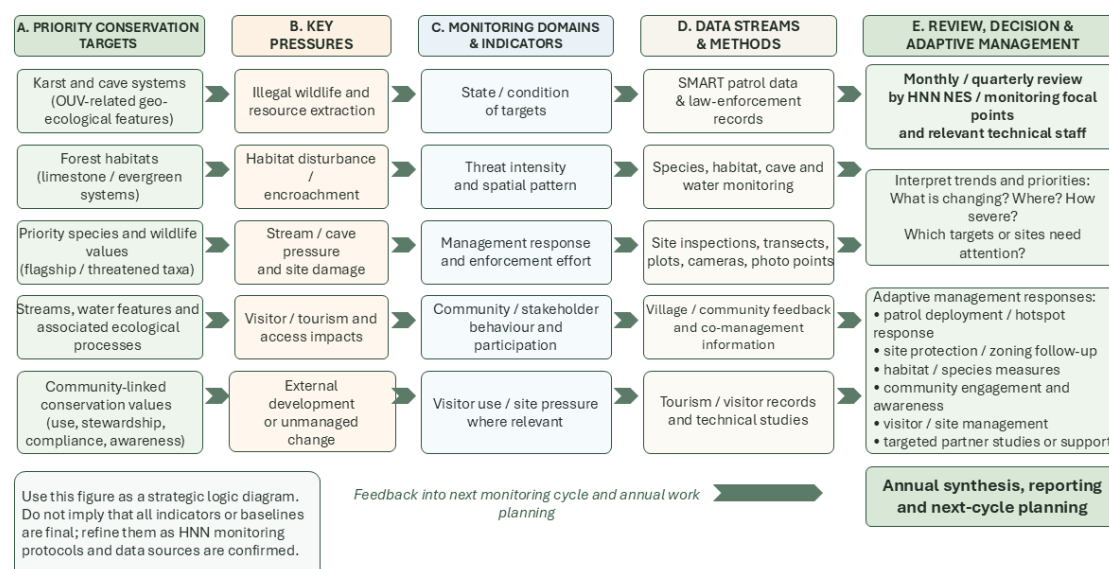


**Figure 3-1. Priority conservation targets and monitoring logic**

Simple diagram linking priority habitats, threatened species, monitoring domains and management decision use.

Priority conservation targets should be selected on the basis of OUV relevance, threat exposure, management leverage and evidence value. Detailed species lists, precise locations, maps and survey protocols should remain in annexes, while the main chapter identifies the core habitats and taxa that require continued protection, monitoring and adaptive management. This is also consistent with the agreed revision instruction that Chapter 3 should remain strategic in the body text and place full technical detail in annexes or restricted tools.

**Table 3-1. Priority conservation targets**

| Priority conservation target                      | Why it matters                                                                       | Main pressures / gaps                                                                             | Main management implication                                                                              |
|---------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Karst, cave and subterranean hydrological systems | Core OUV attributes that support cave biota, hydrology and tourism-sensitive values. | Hydrological disturbance, cave damage, pollution, unmanaged access, weak cave-condition tracking. | Apply OUV-safe screening, cave and water indicators, access controls and coordinated tourism safeguards. |

| Priority conservation target                                     | Why it matters                                                                                        | Main pressures / gaps                                                                             | Main management implication                                                                                     |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Limestone and sandstone forest ecosystems, including karst peaks | Support ecological processes, connectivity, climate refugia and persistence of threatened species.    | Hunting, fire, invasive plants, encroachment and localised habitat degradation.                   | Prioritise hotspot protection, restoration, fire management and better evidence on ecosystem condition.         |
| Wetlands, riparian zones and watershed catchments                | Important for water regulation, biodiversity and cave-linked hydrology.                               | Agricultural pressure, erosion, pollution, drought/flood variability and weak routine monitoring. | Strengthen watershed safeguards, basic water-quality and hydrology monitoring, and rapid response to incidents. |
| Priority threatened fauna and indicator taxa                     | Demonstrate management performance and the condition of key habitats and OUV-linked values.           | Snaring and hunting, data gaps, fragmented monitoring and limited trigger-based response.         | Maintain a priority list with repeatable methods, management triggers and targeted field response.              |
| Under-surveyed cave, karst and remote-habitat biodiversity       | Represents an important knowledge gap for OUV reporting, Red List support and transboundary learning. | Sparse survey coverage, limited specialist partnerships and incomplete data governance.           | Use research partnerships and phased surveys to improve baselines without overloading park staff.               |

Within the priority fauna category, the revised consultation draft should explicitly recognise at least the following planning-priority taxa: Sunda pangolin, Large-antlered muntjac, Annamite striped rabbit, Hatinh langur, Stump-tailed macaque, Northern pig-tailed macaque, Mainland serow and Sambar deer. These are not necessarily the only important taxa in the Park, but they provide a practical minimum priority set for threat reduction, monitoring design, reporting and partner engagement during the CMP period.

### **3.3 Threat management strategy**

Threat management in this chapter should remain strategic and should not duplicate Chapter 9 on Law Enforcement, Ranger Safety and SMART Operations. Chapter 3 should define the ecosystem and species outcomes that require protection, the ecological pressures that matter most, and the preventive, restorative and community-linked measures that require priority attention. Operational patrol models, case handling, patrol coverage and SMART workflows should remain in Chapter 9.

Current evidence indicates that the most consequential biodiversity pressures include illegal hunting and snaring, habitat pressure from agricultural expansion and fire, degradation of selected karst and cave-associated sites, invasive species in degraded areas, and cumulative integrity risks from inadequately screened tourism or development proposals. The camera-trap report also records human and domestic-animal detections concentrated along lower-elevation access corridors, while peripheral and accessible stations showed lower species richness and higher signs of human or domestic-animal presence than remote interior sites. This pattern strongly supports a spatially differentiated management strategy in which hotspot protection, restoration and community-linked stewardship are focused where ecological sensitivity and human pressure overlap.

The Park should therefore differentiate biodiversity responses by target, location and reversibility. Core karst, cave and hydrology-sensitive zones require stricter safeguard screening and access control. Pressure-prone forest edges and access corridors require stronger prevention, stewardship and coordination with field operations. Degraded sites require selective restoration, fire prevention and invasive-species management where realistic. Community-facing biodiversity management should focus on practical stewardship, compliance support and reduction of avoidable conflict rather than generic awareness messaging alone.

### **3.4 Research priorities and partnerships**

Hin Nam No already benefits from a substantial body of biodiversity knowledge, but the research base remains uneven and partly dependent on partner-led projects. Research during the CMP period should remain selective, permit-disciplined and management-oriented. Priority research areas should include under-surveyed karst and cave biodiversity, repeatable monitoring of priority threatened species and indicator taxa, ecosystem condition and change detection across zones, hydrology and cave integrity, climate-sensitive habitats and refugia, and management questions that improve decisions on threats, restoration and tourism safeguards.

Research partnerships with universities, research institutions, specialist NGOs, accredited zoos, veterinary partners and transboundary technical networks should remain essential. However, the purpose of partnership should be to strengthen park management, not to produce stand-alone external studies. Research governance should therefore include permit discipline, data-sharing requirements, ethics and biosecurity rules, minimum reporting obligations, metadata standards and a requirement that priority findings be translated into management notes or review products usable by the Park. This is particularly important for cave biodiversity, specialist taxa and rescue-related technical partnerships.

### 3.5 Integrated biodiversity monitoring framework

Monitoring during 2026-2030 should be designed as a compact, decision-oriented framework that draws from field observations, camera traps, site inspections, remote sensing, hydrology and cave records, rescue files and community-linked evidence. Detailed methods should remain in annexes. The main chapter should define the minimum monitoring logic, principal data sources and decision uses required for adaptive management. This is consistent with the revision instruction in the Master Matrix and avoids overloading the body text with methods better placed in technical annexes.

Table 3-2. Integrated biodiversity monitoring framework

| Monitoring domain                           | Indicative indicators                                                                            | Main data sources                                                      | Minimum review rhythm                            | Primary decision use                                              |
|---------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------------|
| Ecosystem integrity and OUV-sensitive sites | Condition of critical habitats; cave and water indicators; selected compliance checks            | Site inspections, partner surveys, cave/water records, screening files | Quarterly summary; annual synthesis              | Safeguards, zoning decisions, tourism and infrastructure controls |
| Priority species and threat hotspots        | Presence or relative trend of priority taxa; hotspot pressure signals; significant incidents     | Camera traps, field observations, SMART extracts, partner surveys      | Quarterly hotspot review; annual species summary | Targeting, adaptive management, transboundary reporting           |
| Forest loss, degradation and restoration    | Forest change, degraded-site condition, restoration progress, invasive and fire trends           | Remote sensing, ground-truthing, restoration and fire records          | Annual review with mid-year checks where needed  | Restoration prioritisation, climate/DRM integration, budgeting    |
| Community-linked biodiversity stewardship   | Community reports, biodiversity clauses in agreements, grievance patterns, participation quality | Village records, FPIC/GRM documentation, co-management minutes         | Quarterly review; annual learning note           | Compliance support, safeguards, incentive design                  |
| Wildlife health and One Health events       | Number and type of health events, rescue cases, referrals, drills and incident closure           | Rescue case files, health/animal-service reports, event logs           | Event-based plus annual preparedness review      | Biosecurity, referral readiness, SOP updates                      |

The Park should treat the 2024-2025 camera-trap survey as a core baseline input for this monitoring system, while also acknowledging its scope limitations and the need for complementary survey methods and repeat cycles. In particular, species richness patterns from the recent survey suggest that remote interior karst blocks and ridge-slope transition zones hold especially high monitoring value, while accessible edge and corridor areas require closer pressure tracking.

### **3.6 Climate change and disaster risk management**

Climate resilience and disaster risk management are operational requirements across biodiversity, tourism, infrastructure, community work and field operations. In biodiversity terms, practical priorities include protection of refugia, restoration that supports watershed and slope stability, invasive-species control where relevant, fire-risk reduction, and climate and disaster screening for biodiversity-related investments and activities before inclusion in annual workplans. Where relevant, priority riparian erosion or river-bank instability along Xe Bang Fai and other sensitive waterways should be assessed as part of hydrology, landscape and climate-risk management so that any response remains evidence-based and proportionate. These measures can also contribute to land degradation neutrality by helping to avoid further degradation and support recovery of affected sites.

Climate and DRM measures in this chapter should focus on prevention and screening, preparedness and response, and evidence for adaptive management. Biodiversity operations should therefore become progressively more climate-aware without duplicating the detail of a dedicated DRM annex. In practical terms, this means that biodiversity planning should pay particular attention to drought-sensitive wetlands, flood-affected riparian systems, fire-prone degraded areas, access-disruption risk for field operations, and the resilience function of intact forest and watershed systems.

### **3.7 Wildlife rescue, rehabilitation and semi-wild enclosure**

A major operational gap at the start of the CMP period is the absence of a dedicated wildlife rescue and rehabilitation facility within or formally linked to HNN. Confiscated wildlife, injured animals and conflict-related cases are not yet managed through a sufficiently consistent, humane and biosecure system. The Park should therefore pursue a phased and fit-for-purpose rescue function rather than an over-designed facility. This is also consistent with the locked decision that the near-term rescue function should begin under the biodiversity/research function rather than as an immediately large stand-alone institution.

Early priorities should include concept confirmation, legal and governance clarity, site selection, SOPs for intake, quarantine, treatment, transfer and release, veterinary and technical partnerships, case-file discipline, and phased establishment of minimum infrastructure and equipment. Any semi-wild enclosure should be developed only where it clearly supports rehabilitation, animal welfare, education and enforcement outcomes, and where recurrent costs, biosecurity requirements and partner roles are realistically covered.

### 3.8 Zoonotic and One Health considerations

Hin Nam No should apply a practical One Health approach focused on event-based surveillance, safe handling, referral pathways and coordination rather than advanced diagnostics that exceed current capacity. Priority interfaces include wildlife confiscations and rescue cases, livestock-wildlife interactions near village and forest edges, tourism sites with close visitor-wildlife contact risk, and incidents involving unusual wildlife morbidity or mortality.

Operational priorities should therefore include PPE use, quarantine and hygiene standards for rescue operations, event logs, referral links to provincial and district health and livestock services, and periodic training or tabletop exercises so staff know what to record and who to contact. Health risk management should be treated as part of responsible biodiversity management, especially where rescue, tourism, field sampling and community interfaces overlap.

### 3.9 Strategic management responses

The main body of the chapter should summarise the strategic responses, while full implementation matrices, budgets, milestones and risk-management detail sit in annexes and Chapter 10.

Table 3-3. Strategic management responses

| Strategic management response                                                                                                   | Expected result by 2030                                                                                                                               | Indicative headline indicators                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Protect OUV-linked ecosystems, critical habitats and cave-hydrology integrity through a stronger biodiversity safeguard gate | High-sensitivity karst, cave, watershed and critical habitat areas are protected through more consistent biodiversity screening and condition review. | Priority sensitive sites covered by site notes or sensitivity maps; biodiversity/OUV screening applied to relevant proposals; periodic condition reviews completed.    |
| 2. Focus biodiversity management on priority species, habitats and hotspots where threat reduction is most consequential        | Management effort is more clearly directed to the taxa, habitats and places where ecological gains are most achievable.                               | Priority taxa/habitats monitored through agreed methods; hotspot reviews completed; degraded or invasive-prone sites under active management.                          |
| 3. Institutionalise an integrated biodiversity monitoring and knowledge-management backbone                                     | Biodiversity evidence becomes more accessible, better structured and more routinely used in management and annual planning.                           | Monitoring framework in routine use; datasets stored with metadata and backup; annual biodiversity summary produced; management reviews drawing on monitoring outputs. |
| 4. Prioritise management-oriented                                                                                               | Research partnerships provide evidence and technical support                                                                                          | Priority research agenda maintained; partner studies                                                                                                                   |

| Strategic management response                                                                                | Expected result by 2030                                                                                                                      | Indicative headline indicators                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| research and well-governed partnerships                                                                      | that directly improve park management.                                                                                                       | governed by data-sharing and reporting rules; targeted surveys and technical exchanges completed.                                                      |
| 5. Mainstream climate resilience and DRM into biodiversity planning, site operations and post-event learning | Biodiversity operations become more climate-aware and better prepared for flood, drought, fire, storm, landslide and access-disruption risk. | Biodiversity-related activities screened with climate/DRM checklist; climate-linked indicators tracked; preparedness and post-event reviews completed. |
| 6. Establish a phased wildlife rescue and rehabilitation function with strong biosecurity and governance     | A fit-for-purpose rescue function operates under clear governance, humane practice and realistic recurrent support.                          | Rescue concept and SOPs adopted; relevant staff trained; rescue cases documented; veterinary/technical partnerships in place.                          |
| 7. Operationalise a practical One Health surveillance and referral system                                    | Wildlife health and zoonotic-risk events are recognised, recorded and referred more consistently.                                            | One Health SOP and referral contacts in place; staff trained; event logs maintained; drills or tabletop exercises completed.                           |

### 3.10 Target outcome by 2030

By 2030, Hin Nam No National Park should operate a stronger and more disciplined biodiversity conservation system that protects OUV-linked ecosystems, better secures priority threatened species, applies more consistent biodiversity safeguards, uses monitoring and research more effectively in decision-making, and is better prepared for climate, rescue and wildlife-health-related risks. The Park should also be better positioned to translate biodiversity evidence into field protection priorities, adaptive management and future reporting requirements within both national and international conservation frameworks.

## **Chapter 4. COMMUNITY DEVELOPMENT, BUFFER-ZONE MANAGEMENT, CULTURE AND AWARENESS**

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Community development, buffer-zone management, cultural respect and public awareness are integral to conservation governance in Hin Nam No National Park. Conservation success depends not only on protection inside the core area, but also on community–park relations, buffer-zone land and watershed management, respect for cultural identity and Traditional Ecological Knowledge, and the quality of outreach across villages, schools and local institutions. Appropriate livelihood support, culturally responsive engagement, participatory land-use approaches and well-targeted awareness programmes can reduce pressure on biodiversity, strengthen community ownership and improve local resilience. The 2026–2030 CMP therefore treats community development and buffer-zone management as structured components of protected-area governance, implemented through lawful coordination, FPIC-consistent safeguards, culturally appropriate engagement, and practical support for sustainable livelihoods, forest and watershed protection, cultural continuity and public awareness.

Chapter 4 applies an integrated framework of international, national and local obligations and policy directions. At international level, World Heritage commitments and the participation- and consent-related commitments associated with the Hin Nam No nomination process require that community rights, ethnic inclusion, social legitimacy, benefit-sharing and impact-sensitive development are integrated into management. At national and local levels, the protected-area, forestry, land and environmental framework, together with governance, social and safeguard instruments, provides the basis for zonation, community use, buffer-zone governance and village engagement. The co-management bylaws, participatory land-use planning processes, the Buffer Zone Agreement and the 21-point FPIC Action Plan provide the immediate operational basis for implementation. Community development, cultural respect, buffer-zone management and awareness must therefore remain lawful, participatory, safeguard-consistent and compatible with OUV, integrity and long-term conservation objectives.

### **4.1 Community development objectives and benefit principles**

Hin Nam No National Park is managed within a social landscape in which biodiversity conservation, community wellbeing and park legitimacy are closely linked. Community development within the buffer-zone interface is therefore not treated as a peripheral social programme. It is a core management pathway for reducing pressure on the Park, strengthening cooperation with guardian villages, improving resilience of rural households, and ensuring that conservation outcomes are supported by visible and equitable local benefits.

The baseline for this chapter is shaped by three realities. First, many households around HNN remain dependent on agriculture, forest resources, seasonal labour and small local trade. Second, surrounding villages are culturally diverse, geographically uneven, and exposed to different levels of access, market integration and vulnerability. Third, the Park now operates under heightened expectations linked to World Heritage, co-management, FPIC-related commitments and district development planning. Community development under the CMP must therefore be practical, inclusive and compatible with OUV, integrity and safeguard requirements.

Three benefit principles should guide implementation during 2026–2030. The first is that community benefits should support conservation-compatible development rather than create new incentives for forest conversion or unsustainable extraction. The second is that benefits

should be transparent, fair and sensitive to different village conditions, including the needs of women, poorer households, youth and ethnic communities. The third is that benefits should strengthen long-term resilience through skills, organisation, access to services and diversified livelihoods rather than rely only on short-term project inputs.

These principles imply that community development under the CMP is not limited to income generation. It also includes secure participation in planning, clarity of rules, respectful engagement with cultural identity and traditional ecological knowledge, stronger coordination of buffer-zone land use, improved awareness, and practical links between livelihood support and conservation outcomes.

## 4.2 Sustainable livelihoods and differentiated village support

Sustainable livelihoods in the buffer-zone interface should be organised around a portfolio approach rather than a single solution. Households around HNN combine rice cultivation, cassava, livestock, forest-related use, wage labour and, in some places, emerging tourism-related opportunities. This creates both opportunity and risk. It allows households to diversify, but it can also drive soil degradation, forest-edge expansion, wildlife pressure and dependence on unstable markets.

The CMP should therefore prioritise conservation-compatible livelihood options that can generate benefits without accelerating pressure on the Park. These include community-based tourism and linked service value chains, improved hygiene and service standards, climate-resilient agriculture and diversification, participatory land-use management, small-scale local product development and cooperative models, and carefully managed NTFP or medicinal-resource options where ecological sustainability and local rules can be maintained.

Livelihood programming should be spatially and socially targeted. Not all villages or household groups require the same package of support. Some locations may have stronger tourism and service potential; others require stronger land-use support, agricultural transition measures, soil and water conservation, or rehabilitation of degraded plots. Some villages have stronger cultural assets and knowledge systems that can support interpretation, local product development or stewardship-based engagement, provided that safeguards, consent and respect for community values are maintained. This differentiated approach is essential if the CMP is to move beyond generic village support and respond better to real village-cluster conditions.

**Table 4-1. Indicative targeting logic for differentiated village support**

| Village/context type                                | Typical management and development needs                                                                                             | Indicative CMP response                                                                                                                          |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Villages with tourism and service potential         | Hospitality skills, hygiene, visitor management, benefit-sharing, interpretation, local product quality, stronger visitor safeguards | Support community-based tourism, service standards, guide capacity, benefit rules and tourism-linked livelihoods consistent with park safeguards |
| Villages under agricultural or forest-edge pressure | Crop transition support, soil and water conservation, land-use clarity, reduced expansion                                            | Support climate-resilient agriculture, degraded-plot rehabilitation, participatory land-                                                         |

|                                                               |                                                                                                                                      |                                                                                                                             |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
|                                                               | pressure, more resilient livelihood options                                                                                          | use planning and stewardship-linked livelihood diversification                                                              |
| Villages with strong cultural identity or TEK assets          | Respectful cultural engagement, protection of sensitive sites, locally led interpretation, inter-generational knowledge transmission | Support culturally respectful engagement, consent-based documentation, local interpretation and stewardship activities      |
| Remote or more vulnerable villages with fewer service options | Access constraints, fewer market links, weaker service coverage, higher vulnerability to shocks                                      | Use more tailored livelihood support, practical outreach, safeguard-sensitive facilitation and targeted resilience measures |

### 4.3 Participatory buffer-zone management, landscape connectivity and watershed protection

The buffer zone is the Park's most important management interface. Conservation outcomes inside HNN depend partly on how surrounding land use, watershed protection, forest-edge management and village planning are handled outside the strict park boundary. Sustainable buffer-zone management is therefore not only a district development issue; it is a core CMP concern.

Landscape connectivity is especially important because ecological processes, wildlife movement, watershed function and human pressure do not stop at administrative lines. During 2026–2030, buffer-zone management should focus on reducing fragmentation, improving compatibility between village land use and park protection, and maintaining forest and watershed functions that contribute to both biodiversity and local livelihoods.

Participatory land-use planning remains an important practical tool. It helps villages, district actors and the Park clarify where agriculture, settlement, infrastructure, tourism, forest use and protection measures can be organised with fewer conflicts. It is particularly valuable where zonation understanding remains uneven, where customary use overlaps with current management rules, or where livelihood stress may otherwise push households towards unsustainable expansion.

Buffer-zone management also requires better coordination tools. These include updated participatory maps, village agreements, routine communication between park and district actors, simple mechanisms for raising concerns, and clearer connections between livelihood support, compliance support and land-use dialogue. Where risks or development pressures are higher, management should rely on targeted facilitation and periodic review rather than one-off consultation. Where existing participatory land-use plans or village-level arrangements are outdated, inconsistent or under new pressure, they should be reviewed and selectively updated. Where connectivity, hydrology or shared pressure pathways extend beyond the formal HNN buffer zone, coordination with adjacent conservation/protection landscapes (such as: Nakai Nam Thuen National Park, Khoun Xe Nong Ma NPA, Phou Louang Phou Khao Nok NPF, and Pha Thambling PPA) should be considered without changing the formal CMP scope.

#### **4.4 Cultural identity, respectful engagement and traditional ecological knowledge**

Cultural identity, local values and Traditional Ecological Knowledge are central to community relations around HNN. The park landscape is not only ecological; it is also lived, remembered and interpreted through local histories, customary practice, sacred places, livelihood knowledge and inter-generational experience. Respectful engagement with culture and traditional ecological knowledge strengthens legitimacy and can improve the quality of management decisions.

During the CMP period, cultural respect should be visible in how the Park engages with villages, how information is shared, how consultations are timed and facilitated, and how culturally significant places and practices are treated. This does not require turning all community knowledge into formal datasets. It requires appropriate recognition, careful documentation where consent exists, and practical use of local knowledge in matters such as access, seasonality, land-use history, resource stewardship, fire awareness, species knowledge and site sensitivity.

Traditional ecological knowledge also has a practical role in adaptive management. It can help interpret change in water, forests, wildlife signs and seasonal patterns; inform restoration and stewardship approaches; and improve dialogue on why certain areas require stronger protection or different use arrangements. Its use must remain respectful, FPIC-consistent and sensitive to cultural ownership.

#### **4.5 Nature Education, awareness, outreach and youth engagement**

The consultation process supported the establishment of a Nature Education Programme for HNN as a flagship initiative rather than a minor awareness sub-activity. This should now be reflected clearly in the CMP. Nature education in HNN should be positioned first and foremost as an educational programme linked to conservation, local culture, youth engagement and staff capacity development. It should not be framed as a tourism product, even where some delivery interfaces overlap with visitor interpretation or tourism-linked facilities.

The Programme should operate through three mutually reinforcing levels. First, it should support school- and community-based nature education around HNN through age-appropriate field learning, simple educational materials, local interpretation and youth activities linked to forests, biodiversity, water, climate resilience and cultural respect. Second, it should build the capacity of HNN staff, guides, outreach workers and selected community facilitators to serve as educators and field instructors. Third, it should gradually position HNN as a learning site whose trained staff and tested methods can contribute to wider protected-area training and replication in Laos over time.

Awareness, education and outreach should therefore function as a practical implementation system rather than as a stand-alone communication track. Village dialogue, school and youth programmes, interpretation materials, entrance and trail signage, community campaigns on wildlife and resource use, and annual awareness events with partners should all reinforce wider CMP priorities. Wildlife-related messaging should support threat reduction; tourism-related messaging should support visitor standards and community benefit-sharing; and community outreach should reinforce land-use dialogue, safeguard awareness and grievance pathways.

## 4.6 Safeguards implementation in community-facing work

Safeguards implementation in communities should remain grounded in the Hin Nam No FPIC process and its provincially endorsed 21-point FPIC Action Plan. The Action Plan is the formal outcome of extended consultation and was intended to address livelihood concerns, participation gaps, rights-related issues and trust deficits in villages surrounding the Park. It therefore provides the most practical safeguard framework for linking participation, rights recognition, cultural respect, inclusive governance, grievance handling and community benefits to long-term conservation management.

The safeguard approach applies to community-facing planning, participatory zonation, livelihood support, buffer-zone management, tourism-related decisions, cultural work and selected compliance-related decisions. FPIC-style practice should be applied where decisions may affect access, use arrangements, tenure, tourism roles, cultural sites or livelihood options. In these cases, engagement must begin early, information should be shared in accessible and culturally appropriate forms, concerns should be documented, and the handling of feedback, consent and follow-up should be recorded.

The Action Plan gives particular weight to participatory zonation, revised bylaws, cultural identity recognition, equitable buffer-zone management, a sustainable tourism charter, a gender equality charter, women's advisory structures, stronger village and sub-village representation, community ranger outreach and grievance procedures for ethnic groups and local communities. This safeguard architecture should therefore be treated as a practical governance system for inclusion, accountability and trust-building, not as a stand-alone social appendix.

During 2026–2030, community-facing safeguards should focus on four practical tasks: improving participation quality, especially for women, youth and ethnic groups; maintaining clear evidence of consultation steps and follow-up; ensuring that grievance channels are accessible and functional; and integrating safeguard review into routine co-management and management meetings. These functions should be implemented as part of ordinary park management, not only when a sensitive issue arises.

## 4.7 Strategic management responses

The main body of the chapter should summarise the strategic responses, while detailed activity matrices, timelines and budgets remain in annexes.

**Table 4-2. Strategic management responses**

| Strategic management response                                                                              | Expected result by 2030                                                                                                                                                                         | Indicative headline indicators                                                                                                                         |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Organise community development around transparent benefit principles and differentiated village support | Community development support and benefit arrangements are applied more transparently, more consistently and more visibly in ways that strengthen conservation legitimacy and local resilience. | Documented benefit principles used in priority interventions; benefit arrangements explained in priority villages; periodic benefit reviews completed. |

| Strategic management response                                                                                            | Expected result by 2030                                                                                                                                                                  | Indicative headline indicators                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. Promote a diversified portfolio of sustainable livelihoods and nature-based options in buffer-zone villages           | Buffer-zone villages have access to a more diversified and conservation-compatible set of livelihood opportunities that reduce pressure on the Park and strengthen household resilience. | Villages and groups engaged in supported livelihood options; local products, enterprises or groups receiving technical support; supported activities continuing after initial assistance.                                                   |
| 3. Strengthen participatory buffer-zone management, landscape connectivity and watershed protection                      | Buffer-zone management more effectively supports landscape connectivity, watershed protection and reduced land-use conflict at priority interfaces around the Park.                      | Priority areas with updated participatory maps or agreements; coordination processes addressing connectivity or watershed concerns; protection measures supported in key forest-edge and catchment areas.                                   |
| 4. Treat cultural identity and Traditional Ecological Knowledge as part of respectful and effective park management      | Cultural identity and TEK are more visibly respected and more appropriately integrated into community engagement, stewardship and selected management decisions.                         | Consultations applying cultural protocols where relevant; consent-based cultural or knowledge documentation processes completed; stewardship or interpretation actions drawing on local ecological knowledge.                               |
| 5. Establish Nature Education, awareness, outreach and youth engagement as a practical implementation system             | Nature education and outreach operate as a more regular and effective system supporting behaviour change, youth engagement and wider understanding of park priorities.                   | Outreach and education events delivered; schools, youth groups or villages reached; interpretation and compliance materials installed or refreshed; trained facilitators or field educators supported.                                      |
| 6. Operationalise safeguards in community-facing work through FPIC-style practice, GESI and effective grievance handling | Community-facing work is implemented through more consistent safeguard practice, stronger inclusion, clearer consultation evidence and more credible grievance handling.                 | Priority community-facing processes using documented FPIC-style steps; women, youth and ethnic participants reached through inclusive methods; grievances received, responded to and closed; quarterly safeguard or FPIC reviews completed. |

#### **4.8 Target outcome by 2030**

By 2030, Hin Nam No National Park should operate a stronger and more credible community-facing management system in which buffer-zone management, livelihood support, cultural respect, nature education, awareness and safeguards reinforce conservation objectives. Community development should be more clearly linked to conservation-compatible outcomes, village and cluster support should be more differentiated and practical, and communities should experience the Park as more transparent, respectful, inclusive and responsive.

## Chapter 5. ECOTOURISM AND VISITOR MANAGEMENT

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Ecotourism in Hin Nam No National Park is managed as a conservation-compatible visitor-use and livelihood system that remains subordinate to Outstanding Universal Value, ecological integrity, safety, cultural respect and lawful park management. Tourism is currently concentrated around a small number of cave, river and karst attractions, especially Xe Bang Fai Cave, while most of the wider protected area remains lightly visited. This creates both an opportunity and a management obligation. Well-managed visitation can generate local income, strengthen public support for conservation and improve the visibility of the Park and the Transboundary World Heritage property. Poorly managed visitation can create biodiversity disturbance, cave damage, waste, cultural harm, inequitable benefit capture and reputational risk. The CMP therefore treats tourism as a managed use that is permitted only where it remains compatible with zonation, conservation thresholds, community rights and site safety.

This chapter should be read together with the approved Hin Nam No National Park Tourism Management and Development Plan (2024–2030). The CMP does not replace that approved tourism plan. Instead, it provides the conservation, governance, staffing, safeguard and implementation framework through which the tourism plan should be implemented during 2026–2030. In practical terms, this means that tourism development in Hin Nam No should proceed only where site readiness, carrying-capacity discipline, community agreement, benefit-sharing transparency and recurrent management capacity are sufficient to avoid harm to the Park's ecological and cultural values.

### 5.1 Tourism vision aligned with OUV, integrity, zonation and the approved tourism plan

Hin Nam No already has a tourism foundation built around Xe Bang Fai Cave and a limited number of associated visitor sites. Technical support over past years has helped establish tourism planning, site development, guiding and community-based services, and the Park now operates in a stronger World Heritage context than earlier tourism strategies anticipated. At the same time, tourism remains spatially concentrated, unevenly governed and still vulnerable to unmanaged expansion. Not all potential sites are suitable for promotion, and not all tourism uses are compatible with cave sensitivity, habitat protection, hydrological integrity or culturally sensitive places.

The central policy need for 2026–2030 is therefore not merely to expand visitation, but to clarify the tourism vision. Tourism should be positioned as a regulated and conservation-first use within a protected area and World Heritage landscape. Visitor use should be concentrated in places where ecological sensitivity, access conditions, community agreement, safety readiness and management capacity allow tourism to operate without undermining OUV, integrity or community trust. The same logic should guide destination messaging, site promotion and any future discussion of linked tourism products with Phong Nha–Ke Bang National Park.

During the CMP period, all tourism proposals, site development decisions and promotional actions should be judged against five tests: compatibility with zonation and site sensitivity; consistency with OUV and integrity protection; demonstrable safety readiness; community and safeguard acceptability; and realistic management and maintenance capacity. Where one or more of these tests cannot be met, tourism use should be deferred, modified or refused.

## 5.2 Visitor sites, tourism portfolio and phased development logic



**Map 5-1. Indicative tourism site hierarchy and visitor-use geography**

Map or diagram showing priority tourism sites, the designated 21 ha area, visitor routes and the relationship to zonation and safeguards.

Visitor interest is currently concentrated at a few flagship cave and river-based locations, while a broader set of nature, culture and community-linked attractions remains underdeveloped. Additional products may be feasible, including nature walks, interpretation-based visits, cultural experiences and community-linked tourism services. However, many sites still require route clarification, readiness assessment, local agreement, basic infrastructure, interpretation, guide capacity and maintenance before they can be promoted responsibly.

The CMP should therefore organise tourism development through a phased portfolio approach rather than by treating all potential attractions as equally ready for use. This is especially important in a karst and cave landscape where sensitivity, hydrology, safety and seasonality vary substantially from site to site. Tourism planning should distinguish clearly between sites that are currently suitable for promotion, sites that may become suitable after defined conditions are met, and sites that should remain unavailable to general tourism because of ecological, hydrological, cultural or safety constraints.

**Table 5-1. Tourism site and product management framework**

| Management category    | Typical characteristics                                                                                                                          | Main management implication                                                             |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Priority visitor sites | Existing or near-ready cave, river, community or interpretation sites with acceptable sensitivity, local agreement and basic management capacity | Maintain under clear standards, visitor rules, safety procedures and routine monitoring |

| Management category                         | Typical characteristics                                                                                                                          | Main management implication                                                                        |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Conditional development sites               | Potential future sites requiring additional assessment, infrastructure, local agreement, safety preparation or carrying-capacity controls        | Develop only after readiness conditions, safeguards and recurrent management arrangements are met  |
| Community-linked support sites and services | Villages, service nodes and cultural interaction points linked to guiding, meals, boats, crafts, homestays or interpretation                     | Strengthen service quality, cultural respect, benefit-sharing transparency and local participation |
| No-go or highly restricted sites            | Ecologically fragile caves, hydrology-sensitive locations, culturally sensitive places or high-risk sites that cannot sustain visitor use safely | Keep closed or highly restricted; monitor condition and do not promote for general tourism use     |

A specific issue for 2026–2030 is the designated 21 ha tourism area in the buffer zone, which the stakeholder consultation asked to advance more actively. This area should be treated as a priority implementation zone under the approved tourism plan, but not as an exception to park safeguards. Development within the 21 ha area should therefore proceed in phases and remain contingent on zoning compatibility, design quality, wastewater and solid-waste control, visitor safety, landscape fit, benefit-sharing transparency, and realistic operation and maintenance arrangements. The purpose of the area should be to reduce unmanaged pressure, organise services more effectively and improve visitor readiness, not to create tourism growth detached from conservation conditions.

### 5.3 Product quality, private-sector participation and community-based tourism standards

The management gap in Hin Nam No concerns not only the number of tourism products but also their quality and consistency. Existing and emerging products do not yet operate under a single park-wide system of minimum site standards, visitor-flow rules, maintenance expectations, hygiene and waste requirements, interpretation quality or routine quality review. Without this discipline, the Park risks uneven visitor experiences, avoidable safety incidents, rising maintenance burdens and damage to sensitive sites.

During 2026–2030, tourism quality should therefore be managed through practical standards for promoted sites and products rather than through visitor growth alone. This includes standards for route readiness, sanitation, waste handling, interpretation points, guide performance, hospitality, cultural interaction and service reliability. Product development should also be phased, so that local agreement, environmental readiness and management capacity are in place before wider promotion occurs.

Private-sector participation should be encouraged selectively and under clear park rules. Private operators can contribute investment, market access, specialised services and

professional standards, but only if their activities remain consistent with park objectives, community rights, local benefit arrangements and site sensitivity. The CMP should therefore support private-sector engagement through transparent authorisation pathways, operating conditions, environmental obligations and partnership arrangements rather than through open-ended commercial expansion. Community-based tourism should remain a central pillar of the tourism model, but it should be supported by stronger service standards, simple business skills, visitor-management discipline and periodic quality review.

#### **5.4 Permits, codes of conduct, guiding and service regulation**

Tourism in and around HNN involves multiple actors, including park management, district and provincial authorities, local communities, guides, service groups and, in some cases, private operators. This creates a real need for permit clarity, consistent rules and transparent conditions of operation. Earlier work has advanced community-based tourism and local service provision, but permit pathways, guide requirements, operator obligations, visitor codes of conduct and benefit-sharing rules are not yet fully standardised across all sites and services.

The current gap is therefore institutional as well as behavioural. Tourism can only remain compatible with conservation and community legitimacy if visitors, guides, operators and service providers work under clear permissions, conduct rules, sanctions and service standards. This is especially important in caves, culturally sensitive areas and community-linked tourism settings where poor visitor behaviour or weak operator discipline can quickly damage both site values and community trust.

During the CMP period, the Park should consolidate tourism permit and authorisation pathways, practical codes of conduct and minimum standards for guides, homestays, boats, meals, porter services and other community-based or privately linked services. Rules should remain simple enough to use in the field, visible to visitors and service providers, and capable of being reviewed through routine tourism monitoring.

#### **5.5 Visitor safety and risk management for caves, trails and river-based tourism**

Hin Nam No's visitor profile includes cave, trail and river-related tourism, all of which involve elevated safety demands. Flooding, sudden weather change, cave conditions, route difficulty, communication limitations, river hazards and basic emergency response capacity all influence the risk profile of tourism in the Park. Existing planning for Xe Bang Fai Cave already recognises seasonal closure and risk-management needs, but operational readiness remains uneven across sites and service groups.

The main management need is therefore systematisation. Safety responsibilities, emergency communication, incident reporting, route-specific risk information, closure rules, guide briefing content and coordination with rescue and emergency services should be treated as routine management functions rather than as site-by-site improvisation. This is particularly important because climate variability and extreme rainfall can increase the risk profile of cave and river tourism over time.

Tourism safety management during 2026–2030 should therefore include route-specific safety procedures, regular guide and service-provider orientation, incident and near-miss reporting, seasonal risk review, basic visitor briefing requirements and clear communication on closures

or temporary restrictions. This should be coordinated closely with Chapters 6 and 9, especially where access conditions, rescue readiness, communications equipment and field-station support affect tourism operations.

## **5.6 Carrying capacity and impact management for waste, disturbance and sensitive features**

The tourism management challenge in Hin Nam No concerns not only visitor numbers but also visitor concentration, behaviour and site sensitivity. Xe Bang Fai Cave and similar attractions are particularly vulnerable to crowding, disturbance, waste, route damage, noise, biosecurity risks and inappropriate access to fragile features. Earlier planning has already introduced carrying-capacity concepts and zoning for flagship cave tourism, but monitoring and management remain uneven across sites and seasons.

The current gap is that carrying capacity and visitor-impact management are still stronger in planning documents than in routine field practice. Visitor thresholds, disturbance indicators, waste controls, threshold-triggered management actions and site-specific adaptive responses need to become more operational if the Park is to demonstrate evidence-based visitor management in a World Heritage context.

During 2026–2030, the Park should manage carrying capacity as a practical system of thresholds, routine monitoring and adaptive response rather than as a single fixed number. This means monitoring visitor numbers, group size, waste loads, behavioural problems, physical site wear, crowding and selected ecological indicators at priority locations. Where thresholds are approached or exceeded, management responses should include timing control, route control, group limits, site rotation, temporary restriction or service adjustment.

## **5.7 Benefit-sharing transparency and local economic participation**

Tourism is widely recognised as one of the most important near-term opportunities for conservation-compatible local income and livelihood improvement around HNN. Community participation in guiding, boat services, porter work, homestays, food services, handicrafts and related value chains has already been promoted. At the same time, tourism-based income remains uneven, site-specific and vulnerable to weak accounting, unclear revenue flows, elite capture or perceptions of unfairness. In a co-management and World Heritage context, these risks can quickly undermine trust.

The current gap is therefore not only financial but institutional. Tourism revenues, fees, service payments and partnership arrangements require transparent rules, auditable records, communication with communities and a clear reinvestment logic. Benefit-sharing also needs to be sufficiently visible so that guardian villages and local service groups understand how tourism contributes to livelihoods, site management and conservation.

During the CMP period, tourism finance should be managed as a governance issue as well as a revenue issue. The Park should strengthen transparent revenue-accounting arrangements, clarify local service-payment rules, widen opportunities for local residents and groups to participate in tourism-related services, and link tourism benefits more clearly to stewardship, site care and compliance with park rules. Tourism should remain an important component of

local economic development, but it should be treated as one part of a broader livelihood and sustainable-finance portfolio rather than as a stand-alone solution.

## 5.8 Cross-border tourism cooperation, destination linkages and conservation-compatible marketing

Hin Nam No now forms part of a transboundary World Heritage landscape shared with Phong Nha–Ke Bang National Park. Tourism cooperation across the border therefore forms part of the Park’s destination context as well as its broader conservation and partnership setting. Cross-border cooperation offers opportunities for linked visitor experiences, more coherent interpretation of the shared karst landscape, stronger guide learning, wider market visibility and more diversified local economic opportunities.

At present, however, cross-border tourism cooperation remains more promising than operational. Visitor use in Hin Nam No continues to be concentrated at a limited number of Lao-side sites, while joint destination framing, product compatibility, visitor information, marketing coordination and shared standards remain only partly developed. Cross-border cooperation should therefore be advanced through selective linked products, compatible interpretation, shared learning, coordinated visitor information and carefully managed destination promotion rather than through volume-driven marketing alone.

A stronger cross-border approach can help position Hin Nam No more clearly within the shared karst destination, but it must remain realistic in relation to border procedures, local capacity, conservation safeguards and site sensitivity. Joint marketing and branding should reinforce the identity of the transboundary karst landscape and shared World Heritage story, while remaining subordinate to carrying-capacity, safety, legal procedures and community benefit considerations.

## 5.9 Strategic management responses

The main body of the chapter should summarise the tourism responses, while full implementation matrices, budgets, milestones and risk-management detail remain in annexes and Chapter 10.

**Table 5-2. Strategic management responses**

| Strategic management response                                                                                       | Expected result by 2030                                                                                                                                    | Indicative headline indicators                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Align tourism vision, site selection and visitor use with OUV, integrity, zonation and the approved tourism plan | Tourism development and promotion remain consistent with OUV protection, integrity requirements and zonation rules across all priority sites and products. | Priority sites and routes screened and classified; unsuitable proposals modified, deferred or refused; tourism decisions recorded against site-suitability criteria. |
| 2. Strengthen site standards, visitor                                                                               | Priority visitor sites and tourism products operate under practical                                                                                        | Site-readiness checklist in use; minimum standards applied at                                                                                                        |

|                                                                                                               |                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| management and product quality                                                                                | standards that improve safety, cleanliness, interpretation quality and visitor experience while limiting avoidable impacts.                                                                                                                                                                      | priority sites; guides and service providers trained or refreshed; visitor satisfaction trend monitored.                                                                                                                                   |
| 3. Consolidate permits, codes of conduct and guide / CBT standards                                            | Permits, conduct rules and guide / community-based tourism standards are applied more consistently across promoted tourism sites and services.                                                                                                                                                   | Permit or operating records maintained; visible conduct guidance at priority sites; number of guides/CBT providers trained; service reviews completed.                                                                                     |
| 4. Apply integrated visitor safety and risk management for caves, trails and river-based tourism              | Priority tourism activities operate under a more reliable safety-management system that reduces avoidable incidents and improves preparedness for emergencies and seasonal risk.                                                                                                                 | Route-specific safety procedures adopted; guides oriented on safety and emergency response; incidents and near-misses recorded with follow-up; seasonal closures or restrictions applied as needed.                                        |
| 5. Manage carrying capacity and visitor impacts through monitoring and adaptive response                      | Visitor pressure, waste, disturbance and site-condition risks are monitored and managed at priority tourism locations so that impacts remain within acceptable limits.                                                                                                                           | Visitor-impact monitoring operating at priority sites; site-condition reviews completed; waste and disturbance issues tracked; adaptive measures applied when thresholds are approached or exceeded.                                       |
| 6. Strengthen benefit-sharing transparency and local economic participation                                   | Tourism-related revenues, service opportunities and local benefits are more transparent, inclusive and clearly linked to local participation and stewardship.                                                                                                                                    | Revenue-accounting arrangements clarified; local service participation increased; tourism-related payments or benefits recorded; community feedback on benefit-sharing reviewed.                                                           |
| 7. Promote conservation-compatible cross-border tourism cooperation, joint marketing and destination branding | Cross-border tourism cooperation between Hin Nam No and Phong Nha-Ke Bang functions in a practical, conservation-compatible manner with selected linked products, more coherent destination messaging and stronger coordination on standards, interpretation, marketing and visitor information. | Cross-border coordination meetings held; selected linked or complementary products piloted; shared or compatible visitor-information materials produced; guide or staff exchanges completed; pilot branding or marketing actions reviewed. |

### **5.10 Target outcome by 2030**

By 2030, Hin Nam No National Park should operate a stronger and more credible ecotourism and visitor-management system in which tourism remains clearly subordinate to OUV protection, ecological integrity, community rights and site safety. Priority visitor sites should operate under clearer standards, conduct rules, safety procedures and carrying-capacity discipline; benefit-sharing should be more transparent and locally meaningful; and cross-border tourism cooperation should be more practical, selective and conservation-compatible. The Park should also be better positioned to implement the approved tourism plan in a manner that protects sensitive cave and karst features while generating higher-quality visitor experiences and more reliable local benefits.

## **Chapter 6. INFRASTRUCTURE, FACILITIES AND ASSET MANAGEMENT**

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Infrastructure, facilities and asset management are enabling systems for protection, visitor management, staff welfare, community engagement, Nature Education delivery and accountable administration in Hin Nam No National Park. A protected area of HNN's scale and sensitivity cannot be managed effectively without fit-for-purpose offices, field accommodation, communications, transport support, visitor-facing facilities and basic service systems that are lawful, safe and maintainable. At the same time, poorly located or weakly managed infrastructure can create avoidable impacts on karst systems, habitat integrity, cultural sites, community relations and the credibility of the World Heritage property.

The 2026–2030 CMP therefore manages infrastructure as a regulated support function that remains subordinate to OUV, integrity, zonation, community safeguards, climate resilience and whole-of-life cost discipline. The chapter is also directly linked to the revised organisational model in Chapter 2, which confirms a headquarters-plus-field-stations operating system for HNN, and to the Hin Nam No National Park Tourism Management & Development Plan (2024–2030), under which visitor-related facilities must be developed selectively, lawfully and in line with site-readiness, safety and conservation requirements.

### **6.1 Infrastructure objectives and management principles**

Infrastructure during 2026–2030 should be guided by five management principles. First, investment should respond to real operational need rather than stand-alone construction opportunity. Second, all works should be screened for environmental, social, legal, UXO and World Heritage-sensitive risks before endorsement or implementation. Third, maintenance, utilities, staffing and custodianship should be considered from the start so that no asset is treated as complete at handover only. Fourth, visitor and education facilities should be improved only where site readiness, carrying capacity, safety and maintenance responsibility are sufficient. Fifth, infrastructure sequencing should favour upgrading and completing essential assets already in use before creating a large number of new facilities.

These principles imply a selective investment strategy. Priority attention should go to a functional headquarters and administrative platform; four Park field stations serving the four village-clusters; critical communications, power, water, WASH and transport systems that support patrols, outreach and emergency response; and a limited set of visitor, education and event facilities at legally permissible and environmentally suitable sites. In accordance with consultation outcomes, development of the designated 21 ha tourism area in the buffer zone may proceed only through phased, safeguard-compliant planning linked to the approved tourism development framework, site readiness and realistic operation and maintenance arrangements.

## 6.2 Priority operational, field and visitor infrastructure needs

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2026<br>Early phase<br><i>Assess / confirm / define</i>   | 2027<br>Consolidation<br><i>Upgrade / implement core</i> | 2028<br>Expansion / operational<br><i>Extend / apply / use routinely</i> | 2029<br>Refinement / scaling<br><i>Refine / consolidate / sustain</i> | 2030<br>Review / next-cycle<br><i>Review / update / carry forward</i> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1. Headquarters and administrative platform                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Assess needs and agree minimum functional package         | Implement priority upgrades and utilities                | Improve records, meeting and staff-welfare support                       | Refine remaining gaps and maintenance needs                           | Review headquarters functionality for next cycle                      |
| 2. Four Park field stations (Namchala + LangKhang first)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Assess station condition and confirm minimum standard     | Upgrade existing stations and assign custodians          | Establish / formalise two additional stations as feasible                | Consolidate station O&M and reporting routines                        | Review network functionality and next needs                           |
| 3. Standards, safeguards and UXO / World Heritage-sensitive screening                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Confirm screening checklist and approval file             | Apply checklist to priority works and access needs       | Track compliance and mitigation follow-up                                | Refine controls from lessons and incidents                            | Update screening package for next cycle                               |
| 4. Visitor, education and event facilities only where site readiness is sufficient                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Identify priority low-risk visitor / education facilities | Implement minimum improvements at ready sites            | Review site performance before scaling                                   | Refine facilities and maintenance routines                            | Carry lessons into next cycle planning                                |
| 5. Asset register, preventive maintenance and whole-of-life costing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Confirm asset categories, custodians and formats          | Use register and maintenance calendar routinely          | Track functionality and replacement needs                                | Integrate O&M and renewal into budgeting                              | Review system for next cycle                                          |
| <div>Current anchors from CMP:</div> <ul style="list-style-type: none"> <li>• Headquarters first</li> <li>• Namchala (BLF) and LangKhang (GIZ) upgraded first</li> <li>• Two additional stations only when lawful siting, staffing and O&amp;M logic are secured</li> </ul> <div>Minimum operating standard for a functional field station:</div> <ul style="list-style-type: none"> <li>• Safe drinking water &amp; sanitation • power &amp; lighting • communications • patrol / navigation support • first aid • basic living conditions • secure storage • outreach / meeting use</li> </ul> <div>Cost / control logic:</div> <ul style="list-style-type: none"> <li>HQ: USD 250k–700k</li> <li>Stations: USD 400k–1.2m</li> <li>Screening: USD 40k–120k</li> <li>Visitor / education facilities: USD 150k–500k</li> <li>Asset management system: USD 50k–180k</li> </ul> |                                                           |                                                          |                                                                          |                                                                       |                                                                       |

**Figure 6-1. Phasing of infrastructure and facility investments**

Phased infrastructure diagram showing headquarters improvements, existing field-station upgrades, planned station completion and minimum operating standards.

Hin Nam No currently operates with constrained infrastructure relative to the demands of protected-area management, World Heritage obligations and regulated tourism. Core functions such as administration, planning, patrol deployment, biodiversity monitoring, community engagement and visitor management still depend on limited office space, uneven field accommodation, incomplete storage and evidence-management systems, and variable communications and logistics support.

The first operational priority is a fit-for-purpose headquarters and administrative platform that supports finance, records management, staff coordination, visitor reception, meetings, training and secure storage. The second priority is the field delivery network. Four Park field stations should operate as decentralised branch offices and field support bases for the four village-clusters. Two stations already exist and should be treated as first-phase assets: Namchala, built with BLF support, and LangKhang, built with GIZ support. These two facilities should be upgraded and equipped first, while two additional stations are established or formalised later in the CMP period based on patrol-gap analysis, village-cluster need, lawful siting and budget availability.

The third priority concerns communications, transport, basic utilities and field-support assets. Radios, solar systems, charging points, safe drinking water, WASH, secure storage, first-aid equipment, basic accommodation and route-ready transport support are all necessary for routine patrols, outreach, village meetings, rescue referral and emergency response. The fourth priority concerns selective visitor, education and event facilities. Visitor use remains concentrated at a limited number of sites, especially Xe Bang Fai Cave, while several other locations still require minimum site-readiness conditions such as safe access, basic interpretation, sanitation, waste management, controlled entry points and clear maintenance responsibility. Infrastructure expansion should therefore be targeted and evidence-based rather than broad or speculative.

**Table 6-1. Priority infrastructure and asset needs summary**

| <b>Priority infrastructure / asset area</b>   | <b>Main purpose</b>                                                                                                | <b>Planning implication for 2026–2030</b>                                                                                                          |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Headquarters and administrative platform      | Supports leadership, planning, finance, records, meetings, training and basic visitor reception                    | Upgrade or complete minimum functional rooms, secure storage, utilities, ICT support and staff welfare systems before considering larger expansion |
| Field stations in four village-clusters       | Support patrol deployment, community outreach, reporting, basic accommodation, meetings and cluster-level presence | Upgrade Namchala and LangKhang first; phase in two additional stations subject to lawful siting, budget and operational need                       |
| Communications, power, water and WASH systems | Enable safe and functional operation of headquarters, stations and selected visitor sites                          | Treat utilities and WASH as core functionality, not optional add-ons, and link to minimum operating standards                                      |
| Transport, patrol and movable assets          | Support field deployment, supervision, emergency response and logistics                                            | Maintain asset register, named custodians, servicing schedules and replacement planning                                                            |
| Visitor, education and event facilities       | Support regulated tourism, interpretation, Nature Education and controlled public use                              | Improve only at priority sites with acceptable sensitivity, safe access, carrying-capacity control and maintenance responsibility                  |

### 6.3 Standards, safeguards and screening

Infrastructure and facility development in Hin Nam No should be screened before endorsement or implementation where proposed works may affect caves, karst hydrology, forest integrity, wildlife habitat, culturally sensitive places, community use, visitor safety or the wider setting of the World Heritage property. Site selection, design and construction standards should prioritise low-impact approaches, climate resilience, safety, maintainability and consistency with zonation and lawful land-use arrangements.

Ground-disturbing works should be subject to UXO screening and safe-implementation coordination in relevant areas. Community-facing works, access improvements and visitor facilities should also apply FPIC-consistent consultation where local access, land use, cultural sites, livelihood interests or other safeguard concerns may be affected. Inclusive design, staff welfare, adequate WASH, privacy, lighting and safe access for women and men should remain standard considerations for operational facilities, while visitor-facing facilities should apply culturally respectful messaging and site-specific safety controls.

World Heritage-sensitive screening should apply not only to works inside the Park, but also to related proposals in the wider zone of influence where plausible impacts on OUV, integrity, hydrology, caves, landscape setting or cumulative visitor pressure may arise. Infrastructure should therefore be managed as a controlled activity, not a neutral support function. This is especially important for works associated with cave tourism, river access, the designated 21 ha tourism area, and any proposals that may alter traffic, access pressure or the setting of sensitive karst landscapes.

#### **6.4 Operation, maintenance and asset-management system**

Asset sustainability depends less on construction alone than on custodianship, maintenance discipline and recurrent financing. Hin Nam No's infrastructure and facilities should therefore be managed through an operation and maintenance system that assigns clear custodians, keeps an up-to-date asset register, tracks functionality, and links repair and replacement needs to annual work planning and budgeting.

Operation and maintenance responsibilities should be differentiated by asset type. Headquarters systems, office equipment and core administration assets require routine management and financial oversight. The four Park field stations function as branch offices and therefore require named custodians, room-use rules, basic maintenance schedules, functionality checks and reliable provision for water, power, WASH, communications and sleeping space for field staff. Vehicles, radios, solar systems and field equipment linked to those stations also require clear custodianship and servicing routines. Visitor facilities require parallel attention to safety, cleanliness, interpretation upkeep, fee integrity and waste management, with responsibilities shared clearly between park management, guides, service groups or other authorised actors where relevant.

For planning purposes, a field station should be considered functional only when it meets a minimum operating standard covering: safe drinking water and basic sanitation; power and lighting; communications; patrol and navigation support; first-aid and emergency equipment; basic living conditions; secure storage and basic office support; and community meeting or outreach use. This minimum operating standard should be used in Chapter 6, Chapter 9 and Chapter 10 as the basis for planning, budgeting and functionality review.

No capital investment should be treated as complete at handover only. Each major asset or facility should be linked to minimum operating rules, maintenance arrangements, whole-of-life cost implications and review through the Park's regular management system. This protects government and partner investment, reduces deterioration and keeps infrastructure aligned with operational need, conservation safeguards and long-term affordability.

#### **6.5 Strategic management responses**

The main body of the chapter should summarise the infrastructure and asset-management responses, while detailed activity matrices, budgets and risk-management measures remain in annexes and Chapter 10.

**Table 6-2. Strategic management responses**

| Strategic management response                                                                                                 | Expected result by 2030                                                                                                                                                                          | Indicative headline indicators                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Establish a fit-for-purpose headquarters and administrative platform for protected-area management                         | The Park operates from a functional headquarters with reliable utilities, secure records and asset storage, and working space that supports coordination, reporting, training and staff welfare. | Minimum functional requirements confirmed; priority headquarters systems upgraded; secure storage and basic utilities operating; management and coordination sessions held in fit-for-purpose facilities. |
| 2. Operationalise four Park field stations as branch offices and field support bases, upgrading Namchala and LangKhang first  | Four field stations function more consistently as decentralised bases for patrol deployment, community outreach, reporting, meetings and basic accommodation.                                    | Namchala and LangKhang upgraded to minimum operating standard; two additional stations established or formalised; functionality checks completed; staff assigned to use the stations routinely.           |
| 3. Apply infrastructure standards, safeguards and UXO / World Heritage-sensitive screening consistently to all priority works | Priority works are selected, designed and implemented through consistent screening, consultation and risk management.                                                                            | Priority works screened for environmental, social, legal, UXO and heritage-sensitive risks; consultation records maintained where relevant; screening and approval files kept to standard.                |
| 4. Improve visitor, education and event facilities only where site readiness, safety and maintenance capacity are sufficient  | Priority visitor and education facilities improve regulated access, interpretation, safety and learning quality without creating unmanaged expansion.                                            | Priority sites using minimum standards for signage, sanitation, waste management and safe access; maintenance arrangements in place; site performance reviewed before scaling.                            |

| Strategic management response                                                                           | Expected result by 2030                                                                                                                                                   | Indicative headline indicators                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Operationalise an asset register, preventive maintenance system and whole-of-life costing discipline | Infrastructure and movable assets remain more functional because custodianship, maintenance scheduling and recurrent budget implications are managed more systematically. | Priority assets entered in asset register; named custodians assigned; maintenance schedules in use; quarterly functionality reviews completed; major investments linked to O&M implications. |

## 6.6 Target outcome by 2030

By 2030, Hin Nam No National Park should operate through a more reliable and better-maintained infrastructure and asset system that supports protection, field presence, community outreach, regulated tourism, Nature Education and accountable administration. A fit-for-purpose headquarters, a functioning four-station field network, better utilities and communications, clearer maintenance responsibility, and more disciplined screening of works should improve management effectiveness while keeping infrastructure subordinate to OUV, integrity, community safeguards, safety and whole-of-life affordability.

## **Chapter 7. SUSTAINABLE FINANCING, RESOURCE MOBILISATION AND PARTNERSHIP PROGRAMMES**

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Sustainable financing for Hin Nam No National Park is managed as a blended and disciplined system in which government budget remains the backbone for core staffing, protection, administration and minimum field presence, while partner support, tourism-related revenues and carefully staged innovative finance expand implementation capacity and long-term viability. The Park enters 2026–2030 with strong policy attention, World Heritage visibility and continuing partner interest. This creates an opportunity to stabilise recurrent support for the proposed 35-staff operating model, sustain four field stations serving the village-clusters, and finance the systems needed for conservation, safeguards, tourism, community engagement and implementation management.

Chapter 7 therefore applies a financing framework that links cost realism, annual prioritisation, transparent resource mobilisation, whole-of-life costing, auditable revenue handling and partnership discipline to long-term implementation of the CMP. The chapter also responds directly to the stakeholder consultation, which strongly supported government budget as the backbone of implementation, with partner support as a complementary source of co-financing and technical assistance. Resource mobilisation is consequently treated not as a substitute for public responsibility, but as a practical system for reducing critical gaps, sequencing strategic investments and sustaining management quality over time.

### **7.1 Financing principles, needs and cost structure**

Hin Nam No requires a financing structure that distinguishes clearly between core recurrent obligations, programme-delivery costs and capital investment with operations and maintenance implications. Core recurrent needs include salaries and allowances, patrol mobility, communications, utilities, basic office operations, safeguards, reporting and minimum support to community-facing governance. Programme-delivery costs extend to biodiversity monitoring, community engagement, tourism management, law-enforcement support, transboundary cooperation, MEL, communication and training. Capital and semi-capital costs include field stations, visitor facilities, vehicles, radios, solar systems, IT, rescue and monitoring equipment and other assets that generate continuing operation and maintenance liabilities.

The proposed 35-staff model and four field stations reinforce the need for phased expansion of recurrent government support. Field stations function as decentralised branch offices and require utilities, maintenance, equipment replacement, accommodation standards and supervision. Financing discipline therefore applies whole-of-life costing and does not treat infrastructure, equipment or staffing expansion as one-off investments. This principle is particularly important in Hin Nam No because several strategic priorities, including ranger support, tourism management, biodiversity systems and community-facing work, can deteriorate quickly if recurrent financing is weak even where initial capital inputs are available.

Financing during 2026–2030 should therefore follow four principles. First, core staffing, essential field operations, minimum safety arrangements, basic governance functions and urgent O&M obligations must be protected as Tier 1 priorities. Second, strategic expansion should be phased according to realistic absorptive capacity and management readiness. Third, partner funding should be matched to clearly defined priority bundles rather than fragmented stand-alone requests. Fourth, no new capital investment should be promoted without

identifying custodianship, maintenance responsibility, replacement implications and any linked safeguards obligations.

**Table 7-1. Indicative financing architecture and cost logic**

| Budget category                                                | Typical costs                                                                                                           | Preferred financing logic                                               | Key management implication                                                         |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Core institutional and staffing cost                           | Staff salaries, basic allowances, utilities, administration, minimum reporting and management review                    | Primarily government budget                                             | Must remain protected even under constrained funding                               |
| Field operations and enforcement cost                          | Patrol deployment, ranger support, communications, safety equipment, SMART operation and field logistics                | Government backbone with targeted partner supplementation               | High recurrent demand; directly linked to biodiversity protection and staff safety |
| Community engagement, safeguards and livelihood-interface cost | Consultation, grievance handling, inclusive participation, buffer-zone dialogue, outreach and selected village support  | Government plus partner co-financing                                    | Requires continuity and credibility, not short-lived ad hoc support only           |
| Tourism, visitor management and awareness cost                 | Site standards, visitor information, guide support, interpretation, impact control, hygiene and benefit-sharing support | Tourism revenue plus partner and project support, with public oversight | Revenue potential exists but remains limited and site-specific                     |
| Infrastructure, facilities and asset cost                      | Field stations, maintenance, vehicles, radios, solar systems, IT, visitor facilities and equipment replacement          | Blended financing with whole-of-life screening                          | No investment should proceed without O&M and custodianship logic                   |
| Strategic development and partnership cost                     | Research partnerships, fundraising support, transboundary cooperation, concept preparation, innovation and learning     | Mainly partner and programme finance                                    | Useful for scaling, but should remain aligned to core management priorities        |

## 7.2 Funding sources and financing mechanisms

State budget financing remains the primary and non-substitutable source of support for the Park. This includes the official management structure, public responsibilities for protection and

administration, and the minimum recurrent functions that cannot depend on short-term projects alone. During 2026–2030, public finance dialogue should therefore prioritise the phased staffing model, core field operations, four field stations, routine maintenance, and the minimum governance and safeguard systems required for lawful and effective park management.

Partner and donor finance remains essential for systems strengthening and programme expansion. Such support is particularly important for biodiversity monitoring, tourism standards, community engagement, infrastructure upgrading, field equipment, research partnerships, transboundary cooperation, learning functions and selected innovation. However, partner support should complement rather than distort the Park's management system. Projects should therefore be screened against the CMP, annual workplan, safeguard requirements and recurrent cost implications before acceptance.

Tourism-related income provides a realistic but still limited own-source stream through visitor fees, service charges, concessions, guiding, community-based service arrangements and other lawful site-based mechanisms. Tourism revenue should be managed through auditable procedures and transparent local benefit logic. It should be treated as one component of a broader sustainable-finance portfolio rather than as a stand-alone solution for long-term park financing. PFES and forest carbon finance should be treated as staged opportunities rather than immediate substitutes for core public finance because they depend on national policy, safeguards, MRV credibility, benefit-sharing rules and long preparation periods.

### **7.3 Resource-mobilisation pipeline, 3W+gap system and Annual Financing Package**

Resource mobilisation should be organised as a disciplined pipeline rather than through ad hoc funding requests. The Park should maintain a live 3W+gap approach that records who funds what, where, for how long, and what critical gaps remain unfunded. This tracker should be linked to annual workplanning so financing discussions are anchored in confirmed priorities, existing commitments, absorptive capacity and evidence requirements. In this way, resource mobilisation becomes a management tool rather than a separate donor-facing exercise.

A standard Annual Financing Package should be prepared for partner dialogue and government briefings. It should summarise the annual workplan, priority gaps, a small set of fundable bundles, safeguards conditions and a budget snapshot showing confirmed, pending and unfunded items. Priority bundles may include core protection and field operations, OUV-safe tourism, inclusive livelihoods, biodiversity knowledge systems, climate resilience, nature education and transboundary cooperation. A credibility filter should apply to all mobilisation: proposals requiring infrastructure, digital systems or revenue generation should advance only when custodianship, O&M, safeguards and management capacity are adequate.

The Park should also use a simple investment-pipeline discipline so that expressions of interest can be converted into agreed next steps, such as concept refinement, joint appraisal, technical review or proposal submission. This is consistent with the consultation outcome that fundraising and mobilisation events should be used to match priorities with potential supporters quickly and transparently.

## **7.4 Partnership modalities, ODA/INGOs funded projects, private sector engagement and partner governance**

Partnerships should be managed as formal implementation relationships rather than as informal goodwill. MoUs, partner workplans, due-diligence notes, reporting obligations and evidence-filing requirements should be maintained so that externally supported activities remain aligned with the CMP, the annual workplan and the Park's safeguard framework. This applies to government cooperation, donor-funded programmes, university and research partnerships, CSR/ESG engagement, selected private-sector participation and transboundary cooperation.

State budget financing remains the primary and non-substitutable source of support for the Park. The IUCN Technical Evaluation confirms that the State Party finances core operational costs and staff salaries and, in supplementary information, provided allocated budget information up to 2030 that appeared adequate for continued management. The same evaluation notes that additional staffing and technical capacity will still be essential to meet the needs of a property of this size and complexity.

Partner and donor finance remains essential for systems strengthening and programme expansion. World Bank (via Lao Landscape Livelihood project), GIZ (via ProFEB project), Grand Duchy of Luxembourg and Switzerland (via Local Development Programme (LDP LAO/338 2023–2027)) support up to 2027 is expected to be followed by UK Biodiverse Landscapes Fund support to 2030, creating a bridge rather than a permanent solution. Tourism-related income provides a realistic but still limited own-source stream through visitor fees, service charges, concessions and licensing where permitted. PFES and forest carbon finance are treated as staged opportunities, not immediate substitutes for core public finance, because they depend on national policy, safeguards, MRV credibility and benefit-sharing rules.

The consultation workshop specifically requested clearer recognition of stronger involvement of the private sector. Chapter 7 should therefore recognise both as practical partnership windows, while still applying the same governance discipline as for any other partner. ODA funding related opportunities should be linked to compatible local-development and community-resilience priorities. Private-sector engagement should focus on areas where responsible operators can add value without weakening conservation controls, such as tourism services, visitor facilities, local product development, logistics support, communications, interpretation, awareness campaigns, CSR/ESG co-financing, or selected equipment and infrastructure sponsorship.

Partnership governance for financing should be led through park leadership, the Planning, Finance and Internal Monitoring Unit, and the International Affairs and external-coordination functions defined in Chapter 2. This keeps financing dialogue anchored to the approved organisational structure rather than creating a parallel unit outside the CMP design.

## **7.5 Internship, volunteer and technical placement programmes**

Internship, volunteer and technical placement programmes can extend the Park's technical reach and learning opportunities, but they do not replace staffing obligations. Participation should therefore be limited to defined low-risk and supervised roles such as data support, communications, translation, visitor counting, biodiversity surveys, camera-trap support, trail condition checks, interpretation support, or selected analytical and educational tasks. Terms

of reference, supervision, safety, confidentiality, insurance or liability arrangements, data governance and mandatory output deposition should be established before placements begin.

Technical placements can be especially useful where they support biodiversity knowledge systems, tourism interpretation, communication products, translation, monitoring assistance or the emerging Nature Education Programme. However, placements should remain time-bound, clearly supervised and fully aligned to the Park's priorities. They should never be used to fill core law-enforcement, management or administrative posts that require permanent institutional responsibility.

## 7.6 Fundraising concept portfolio and mobilisation events

The Park should maintain a compact concept portfolio for fundraising and partner dialogue. The portfolio is not a substitute for annual planning or public budgeting; it is a mobilisation tool that translates CMP priorities into fundable, safeguard-ready concept packages. Full concept notes can be maintained in annexed or separate fundraising packs, while the main chapter retains only a strategic summary.

To support active mobilisation, Hin Nam No should periodically convene or join structured fundraising and partnership events. The purpose of these events is not general promotion alone. It is to present a credible investment pipeline, show current coverage and residual gaps, enable rapid partner matching and move promising concepts toward refinement, appraisal and submission. Such events are especially useful where the Park seeks blended support across government, donors, research bodies, CSR/ESG partners and transboundary actors.

**Table 7-2. Summary of the eight fundraising concept packages**

| Concept | Theme                                                                                            | Indicative budget (USD) |
|---------|--------------------------------------------------------------------------------------------------|-------------------------|
| 1       | Co-management systems, safeguards compliance and OUV-safe operational readiness                  | USD 1.29M–2.52M         |
| 2       | SMART-enabled threat reduction, enforcement effectiveness and community-linked safeguards        | USD 1.29M–2.45M         |
| 3       | Sustainable financing, safeguard-ready investment pipeline and long-term O&M viability           | USD 1.25M–2.60M         |
| 4       | Inclusive livelihoods and benefit-sharing to reduce pressure drivers in buffer-zone villages     | USD 1.61M–3.42M         |
| 5       | Biodiversity research, monitoring and knowledge management for OUV demonstration                 | USD 1.50M–3.03M         |
| 6       | OUV-safe nature-based tourism, visitor management and conservation awareness                     | USD 1.76M–4.06M         |
| 7       | Climate resilience, disaster risk reduction and nature-based solutions with community safeguards | USD 1.72M–3.72M         |

| Concept | Theme                                                                              | Indicative budget (USD)   |
|---------|------------------------------------------------------------------------------------|---------------------------|
| 8       | Transboundary cooperation model, joint systems and coordinated action for HNN–PNKB | USD 1.62M–3.44M           |
|         | <b>TOTAL AMOUNT</b>                                                                | <b>USD 12.04M–25.24M.</b> |

## 7.7 Strategic management responses

The main body of the chapter should summarise the strategic financing responses, while detailed financing matrices, annual budget assumptions and concept-note packages remain in annexes or supporting implementation tools.

**Table 7-3. Strategic management responses**

| Strategic management response                                                                                                       | Expected result by 2030                                                                                                                                                                                                 | Indicative headline indicators                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Secure a stronger and more predictable public-finance base for core staffing, field operations, field stations and essential O&M | Core recurrent financing covers a more stable minimum operating model for the Park, including priority staffing, field presence and essential operations.                                                               | Approved staff positions; annual recurrent allocation for core functions; share of field stations operating with assigned staff and basic utilities.         |
| 2. Diversify compliant funding sources while keeping governance, safeguards and whole-of-life costing ahead of scale                | The Park operates with a more diversified and better governed financing mix (including tourism, PFES/FES and carbon trade...) while new mechanisms remain safeguard-ready and compatible with OUV and community rights. | Number of revenue streams operating under documented rules; tourism revenue and benefit-sharing summaries produced; value of partner co-financing mobilised. |
| 3. Operate a disciplined resource-mobilisation pipeline through an Annual Financing Package and a live 3W+gap system                | Resource mobilisation is more predictable, better prioritised and more closely linked to the annual workplan, evidence requirements and absorptive capacity.                                                            | Annual Financing Package prepared; quarterly 3W+gap updates completed; number of fundable bundles advanced.                                                  |
| 4. Strengthen partnership governance, ODA/INGOs funding agencies and                                                                | Partnership programmes are better coordinated, less fragmented and more                                                                                                                                                 | Number of active MoUs/agreements; partner projects integrated into the                                                                                       |

| Strategic management response                                                                                                                                        | Expected result by 2030                                                                                                                              | Indicative headline indicators                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| responsible private-sector engagement, and align external support to the CMP                                                                                         | directly aligned with CMP delivery, fundraising and accountability requirements.                                                                     | annual workplan; partnership review meetings held; number of funding agencies or private-sector dialogues advanced.                                                                           |
| 5. Apply controlled internship, volunteer and technical placement programmes and use the concept portfolio and mobilisation events as active fundraising instruments | Placements contribute to Park priorities in a controlled manner, and the concept portfolio functions as an active fundraising and coordination tool. | Number of approved placements; number of concept reviews completed; number of fundraising meetings or workshops using the portfolio; number of concepts advancing to active engagement stage. |
| 6. Position Nature Education as a fundable flagship programme within the Park's partnership and financing architecture                                               | Nature Education receives structured support as an educational and conservation programme with local delivery value and wider replication potential. | Number of partners supporting Nature Education; amount of financing or in-kind support mobilised; number of programme outputs integrated into annual workplans.                               |

## 7.8 Target outcome by 2030

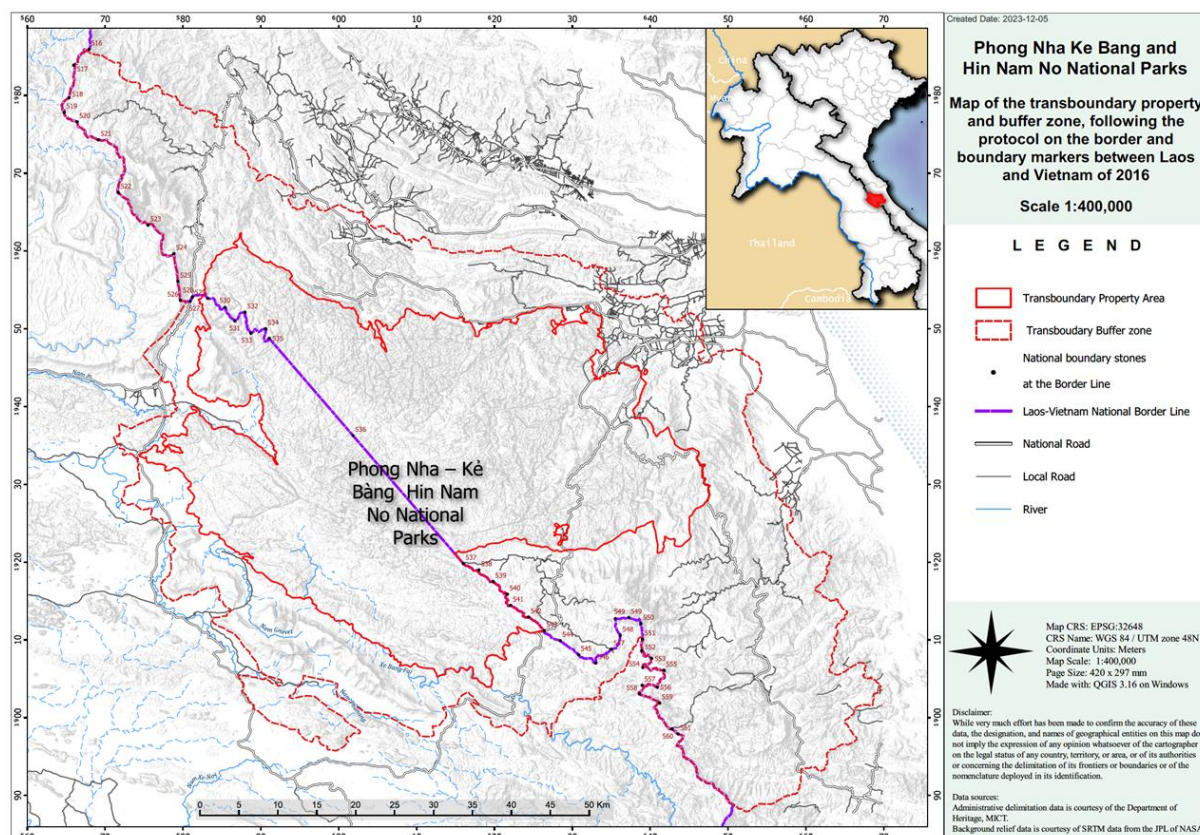
By 2030, Hin Nam No National Park should operate through a more stable, transparent and strategically managed financing system in which government budget secures the minimum operating platform, partner and programme finance expands priority implementation, tourism and other own-source revenues are handled under clearer rules, and fundraising is organised through a credible investment pipeline rather than ad hoc requests. The Park should also be better positioned to match financing source to financing need, protect public and partner investment through whole-of-life costing, and use partnerships more effectively to support conservation, community engagement, tourism, field operations, nature education and transboundary cooperation.

## Chapter 8. TRANSBOUNDARY CONSERVATION AND COOPERATION

Transboundary conservation and cooperation are managed in Hin Nam No National Park as core obligations of a single World Heritage property shared with Phong Nha-Ke Bang National Park. The transboundary dimension is not treated as an optional partnership layer or a stand-alone diplomatic exercise. It is part of routine management for Outstanding Universal Value, ecological integrity, threat response, tourism discipline, knowledge exchange, community safeguards and external development screening.

The 2026–2030 CMP therefore applies a practical transboundary management framework in which Hin Nam No maintains its national management responsibilities while working through the Transboundary Action Plan and related bilateral mechanisms on priorities that require both sides. Well-coordinated transboundary cooperation strengthens joint protection, reduces leakage of threats, improves learning, supports more coherent visitor and conservation messaging, and helps present the property as a credible model of shared karst conservation.

### 8.1 Rationale, legal basis and strategic alignment



**Map 8-1. Transboundary property and cooperation interface**

Transboundary property map showing Hin Nam No, Phong Nha–Ke Bang, the shared border and the main cooperation interface.

Transboundary cooperation is justified by the nature of the property itself. Hin Nam No and Phong Nha-Ke Bang form a continuous karst and forest landscape with shared Outstanding Universal Value, linked cave and hydrological systems, mobile wildlife populations, common climate and disaster risks, and long-standing social, cultural and tourism linkages. The World Heritage property is assessed internationally as a single entity, and concerns relating to

integrity, cumulative impact, major development pressure, biodiversity loss or reactive monitoring cannot be addressed effectively by one side alone.

The cooperation framework is aligned with the World Heritage Convention and its Operational Guidelines, the transboundary nomination dossier, the IUCN technical evaluation, existing bilateral and provincial cooperation arrangements, the TAP, and the wider governance, tourism, safeguards, climate and financing architecture of this CMP. In operational terms, this chapter provides the HNN strategic framework for cross-border cooperation while respecting Lao law, the authority of the HNN NP Management Board, and the implementation responsibilities of relevant national, provincial, district and village-level structures.

During 2026–2030, transboundary cooperation should remain practical and focused on areas where cooperation adds clear value; should complement rather than duplicate the TAP and other bilateral instruments; should respect lawful procedures, confidentiality needs and institutional mandates on both sides; should remain consistent with community safeguards, cultural respect and FPIC-style practice where local implications arise; should support adaptive management through regular learning and evidence exchange; and should remain financially and institutionally realistic so that cooperation commitments can actually be maintained over time.

## **8.2 Baseline, governance context and CMP–TAP clarification**

Transboundary cooperation between Hin Nam No and Phong Nha-Ke Bang already has a substantial foundation. Earlier bilateral arrangements, provincial and park-level cooperation, World Heritage nomination work, biodiversity exchange and updated cooperation understandings all provide an established basis for continued dialogue. The current baseline is therefore not one of institutional absence. Both sides recognise the shared values of the property and already have experience of working together on selected issues.

At the same time, the present system still shows important gaps. Cooperation is often stronger in principle than in fully operational annual delivery. Focal points, information flows, incident-notification routines, common review calendars, selected shared indicators, knowledge products and agreed follow-up pathways are not yet equally mature across all cooperation themes. Differences in administrative systems, staffing, budget cycles, language, consultation traditions, tourism development levels and enforcement procedures therefore require realistic and adaptive cooperation design rather than assumptions of full standardisation.

The CMP and the TAP have distinct but complementary roles. The CMP is the single five-year umbrella plan for Hin Nam No National Park. It defines HNN outcomes, thematic programmes, implementation logic, financing priorities and accountability on the Lao side. The TAP is the joint transboundary coordination instrument between HNN NP and PNKB NP. It focuses on cooperative objectives and actions that require both sides, such as shared threats, joint learning, coordination mechanisms and selected joint protocols. The TAP does not replace the CMP; it complements it for cross-border issues. Likewise, annual workplans, SOPs and thematic implementation tools operationalise the CMP and, where relevant, selected TAP actions.

Accordingly, this chapter states HNN strategic commitments, institutional arrangements and priority cooperation areas, while more detailed joint actions, operational protocols, annual work items and implementation arrangements are further developed through the TAP and related annual planning. Within HNN, transboundary cooperation should be anchored through the International Affairs function established under Chapter 2, with thematic support from

biodiversity, tourism, law enforcement, community engagement, finance and infrastructure-related units as required.

### **8.3 Priority cooperation domains, joint learning and community interface**

For 2026–2030, transboundary cooperation should focus on a limited set of domains where cooperation brings practical conservation and management benefit. These include institutional coordination and annual work planning; cross-border threat response and leakage reduction; biodiversity, cave, hydrology and climate-related knowledge exchange; conservation-compatible tourism coordination; community-facing safeguards and cultural respect; climate, disaster risk management and emergency communication; and selected partnership, fundraising and development-screening functions. This bounded approach keeps cooperation realistic while still addressing the most important shared management needs.

Joint monitoring and learning are essential because the property is judged internationally as a single World Heritage system. Cooperation should therefore include agreed priority themes, selected compatible indicators where useful, peer review of methods, annual exchange of lessons on enforcement, biodiversity, tourism, safeguards and restoration, and regular use of evidence in joint review. Where different monitoring systems remain in use, the two sides should prioritise practical compatibility rather than artificial uniformity.

The community interface is equally important. Cross-border cooperation can affect local people through tourism, information-sharing, enforcement communication, cultural recognition, livelihood opportunities and the handling of benefits or safeguards. Cooperation must therefore remain consistent with FPIC-style safeguards, culturally respectful engagement and clear communication to villages and community structures on issues that have practical local implications. Transboundary cooperation should not create parallel obligations that bypass Lao co-management systems; it should strengthen local legitimacy through better explanation, more predictable communication and more responsible follow-up.

A useful supporting area of cooperation during the CMP period is staff and practitioner learning. This may include exchanges on biodiversity monitoring, cave management, guide interpretation, ranger safety, tourism standards, communication methods and, where relevant, nature education approaches. Such exchanges should remain demand-driven and clearly linked to management needs rather than treated as ceremonial activities.

### **8.4 Strategic management responses**

The main body of this chapter summarises the strategic responses, while more detailed joint actions, operational protocols, milestones, annual work items and implementation arrangements remain in the TAP, annexed implementation matrices and related coordination tools. This approach keeps Chapter 8 aligned with the agreed CMP model format and avoids duplication between the CMP and the TAP.

**Table 8-1. Strategic management responses**

| Strategic management response                                                                                                                                | Expected result by 2030                                                                                                                                                                         | Indicative headline indicators                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Maintain a practical institutional architecture for transboundary cooperation linked to the TAP and HNN internal planning system                          | Routine transboundary cooperation operates through clearer focal points, more regular coordination and better follow-up of agreed priorities.                                                   | Focal points confirmed; regular coordination meetings held; annual transboundary priorities documented; follow-up records maintained.                                                         |
| 2. Strengthen joint threat communication, leakage reduction and selected enforcement cooperation across the shared property                                  | Cross-border threat response becomes more timely, practical and better coordinated, especially for incidents and recurring risks with transboundary implications.                               | Incident-notification system functioning; selected hotspot/leakage reviews undertaken; annual threat-coordination exchanges held; follow-up actions documented.                               |
| 3. Advance joint biodiversity, cave, karst, hydrology and climate-related knowledge cooperation through compatible monitoring and regular technical exchange | Shared values of the property are supported by better knowledge exchange, stronger technical learning and more compatible use of selected monitoring themes and methods.                        | Priority shared themes agreed; technical exchanges conducted; selected compatible indicators or methods used; annual knowledge notes or briefings prepared.                                   |
| 4. Promote conservation-compatible transboundary tourism cooperation, interpretation and destination communication                                           | Tourism cooperation supports destination integrity, visitor safeguards and more coherent interpretation without weakening OUV protection, carrying-capacity discipline or community safeguards. | Tourism coordination meetings held; compatible interpretation or visitor-information products prepared; selected joint product principles applied; tourism cooperation reviewed periodically. |
| 5. Maintain transboundary community engagement and benefit safeguards that remain FPIC-consistent and culturally respectful                                  | Cross-border activities with community implications are explained, communicated and followed up in ways that strengthen legitimacy and respect local safeguard requirements.                    | Community-facing transboundary processes documented; village updates provided where relevant; safeguard follow-up records maintained; concerns and grievances addressed.                      |
| 6. Strengthen joint climate, disaster risk management and emergency communication relevant to the transboundary property                                     | The two parks cooperate more effectively on shared climate, fire, flood, cave, river, tourism-safety and                                                                                        | Priority shared risk scenarios reviewed; emergency contact and communication arrangements maintained; preparedness exchanges                                                                  |

|                                                                                                                                           |                                                                                                                                                                      |                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                           | emergency issues with cross-border implications.                                                                                                                     | conducted; lessons captured in annual review.                                                                                                                                                               |
| 7. Use transboundary cooperation to strengthen partnerships, resource mobilisation and safeguard-aware screening of significant proposals | The transboundary framework supports stronger partner engagement and more disciplined handling of proposals or investments with possible property-wide implications. | Joint or coordinated partner dialogues undertaken; transboundary concept notes or funding discussions prepared; significant proposals flagged for coordinated review; annual partnership pipeline reviewed. |

### 8.5 Target outcome by 2030

By 2030, Hin Nam No National Park should operate a more practical, better documented and more strategically useful system of transboundary cooperation with Phong Nha-Ke Bang National Park. The cooperation system should support stronger joint protection of OUV and integrity, more reliable threat communication, better knowledge exchange, more coherent tourism and visitor messaging, more credible community safeguards, stronger climate and emergency coordination, and more disciplined partnership and investment dialogue. At the same time, HNN should retain clear national accountability for its own management responsibilities, with the TAP functioning as the complementary joint instrument rather than a substitute for the CMP.

## **Chapter 9. LAW ENFORCEMENT, RANGER SAFETY AND SMART OPERATIONS**

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Law enforcement, ranger safety and SMART operations are managed in Hin Nam No National Park as essential functions for safeguarding biodiversity, ecological integrity, community confidence and the credibility of the Park's conservation system. Hin Nam No covers a large, complex and partly remote karst landscape with multiple access points, transboundary interfaces, wildlife-trade risks, agricultural and forest-encroachment pressures, and operational constraints related to terrain, weather, distance and staffing. Effective conservation therefore depends not only on strong legal protection, but also on a disciplined field system that combines patrol planning, hotspot targeting, intelligence sharing, safe field deployment, reliable data flow, documented incident follow-up and effective coordination with district authorities, border units, village ranger structures and wider wildlife enforcement mechanisms.

The law-enforcement system in Hin Nam No has evolved substantially over time. Earlier community and village-based patrolling arrangements provided an important foundation, but current threats require a more integrated model based on mixed patrols, improved field supervision, stronger operational planning, clearer case follow-up and more systematic use of SMART and related monitoring tools. Long-term patrol and threat information indicates that enforcement is most effective when patrol effort, wildlife observations, threat records, site intelligence and community information are combined and regularly reviewed rather than treated as separate activities. The 2026–2030 CMP therefore treats law enforcement, ranger safety and SMART operations as one connected operational system that supports field response, strategic learning, inter-agency coordination and adaptive management.

Chapter 9 is also shaped by a wider legal and institutional framework. National protected-area, forestry, wildlife, criminal and environmental laws provide the legal basis for patrol authority, seizure, reporting, evidence handling and inter-agency cooperation. At operational level, joint patrolling arrangements with district military, public security, border army and village ranger units provide an important coordination basis for mixed patrol deployment, allowance arrangements and field reporting. At provincial and cross-sector level, the Khammouane Provincial Wildlife Enforcement Network strengthens the role of multi-agency coordination, confidential reporting, crime-information management and linked follow-up across the wildlife crime chain. The law-enforcement system in Hin Nam No is therefore implemented not as an isolated ranger function, but as part of a broader protection and enforcement architecture that links field operations, community intelligence, case handling, wildlife crime coordination and strategic threat reduction.

### **9.1 Operational model and patrol types**

Law enforcement in Hin Nam No should operate through a mixed patrol model that combines routine field presence, hotspot-focused patrols, rapid response capacity and inter-agency cooperation. Routine patrols provide regular presence in priority zones, maintain visibility of park authority, detect threats early, support wildlife and habitat monitoring, and sustain contact with village authorities and community rangers. Rapid-response patrols should be mobilised when urgent incidents, new intelligence, repeated encroachment, suspected organised hunting, wildlife trafficking movement or other high-risk situations require immediate action. This dual model allows the Park to maintain regular coverage while retaining flexibility to respond to emerging threats.

Patrol types should be deployed according to terrain, season, access routes, threat intensity and operational objective. Routine patrols generally focus on field presence, threat detection, boundary and zonation compliance, site-level observation and relationship-building with village actors. Hotspot patrols should focus on repeatedly affected areas where hunting, snaring, logging, encroachment, wildlife trafficking movement or other threats have been recorded. Rapid-response patrols should focus on time-sensitive action, including pursuit, interception, verification, incident confirmation or urgent support to mixed enforcement teams. Special joint patrols may also be organised for border-related concerns, seasonal threat peaks or coordinated operations involving district authorities, police, border army or other authorised actors.

The operational model should continue to rely on mixed teams where appropriate. Depending on the objective, patrol teams may include park rangers, village or community rangers, district co-management representatives, military or border units, public security personnel and other authorised personnel. This is particularly important in remote and high-risk areas where access, security, local knowledge and institutional authority need to be combined. It also strengthens legitimacy and field practicality, especially in areas where village-level knowledge, track recognition, seasonal movement patterns or cultural awareness are essential.

Field deployment should balance deterrence, coverage, intelligence value and staff safety. Patrol design should therefore take account not only of map coverage, but also of threat recurrence, wildlife sensitivity, access difficulty, staff fatigue, weather conditions, communication limitations and emergency response options. The operational model is not based on uniform patrolling across the whole Park. It is based on differentiated deployment according to conservation risk, operational feasibility and the need to protect both biodiversity and personnel.

## **9.2 Patrol planning, hotspot targeting and spatial coverage**

Patrol planning should be based on risk, evidence and operational practicality. Patrols should be planned using available information from SMART, past patrol records, wildlife observations, threat maps, encroachment reports, village information, seasonal patterns, cave and corridor sensitivity, and transboundary considerations. Planning should give priority to areas where threat recurrence, biodiversity sensitivity and operational opportunity intersect. This includes high-risk access routes, repeated hunting or snaring zones, wildlife corridors, cave and karst systems vulnerable to disturbance, areas with encroachment or fire history, and zones where weak field presence may create opportunity for illegal activity.

Hotspot targeting should therefore be a core principle of the law-enforcement system. Hotspots should be identified through repeated field evidence rather than one-off incidents only. Information from patrol trends, logging and hunting records, wildlife sign, camera-trap information, village intelligence and case history should be used to identify areas requiring increased patrol frequency, mixed-team deployment, rapid-response readiness or stronger intelligence follow-up. Hotspot maps and patrol-priority lists should be reviewed periodically and updated as threat conditions change.

Recent ranger-coverage analysis further reinforces the need for differentiated patrol planning. Coverage has not been even across village-cluster areas, with stronger patrol presence recorded in some southern and central sectors and weaker or more irregular reach in parts of the north-west and eastern interior. This pattern does not necessarily indicate poor performance in every low-coverage area, because terrain, access, seasonality and security

Patrol planning should also support preventive rather than purely reactive management. Visible field presence, repeated patrols in vulnerable corridors, patrol-linked outreach, and rapid follow-up on emerging signals should all be used to reduce opportunity for illegal activity. Enforcement therefore combines deterrence, intelligence gathering and adaptive targeting.

**HIN NAM NO NATIONAL PARK  
RANGER COVERAGE MAP**

Scale 1:300,000  
Created Date: 2025-10-16

Village Patrol Name: B.Nong Ma  
Average distance patrolled per year: 218 km

Data sources:  
Administrative delimitation data is courtesy of the Department of Heritage, MICT.  
Patrol Coverage data is the courtesy of HNNN database management unit, data extracted from SMART database  
Background relief data is courtesy of SRTM data from the JPL of NASA.  
River vector data is courtesy of the IWMI.

**Ranger Coverage Legend:**

| Ranger Coverage |
|-----------------|
| 0.6 - 0.79      |
| 0.79 - 1.25     |
| 1.25 - 3.33     |
| >= 4            |

**Map Symbols:**

- HNN Buffer Zone (Red dashed line)
- HNN Property Area (Red solid line)
- Guardian villages and Sub-villages (Green dot)
- Laos-Vietnam National Border Line (Purple line)
- Road copy (Grey line)
- National Road (Thick grey line)
- Local Road (Thin black line)
- Track (Dotted line)

**Villages and Distances (km):**

- B.Nong Ma: 218 km
- B.Thong Xam: 139 km
- B.Mang Sung: 82 km
- B.Pha Noi: 138 km
- B.Ban Nua: 172 km
- Saung & Nya Wai: 28 km
- B.Kuan Khanuom: 197 km
- B.Nong Brin: 205 km
- B.Nga Wet: 172 km
- B.Thap Lao: 175 km
- B.Nong Ma: 218 km
- B.La Boi: 19 km
- B.Yull: 98 km
- B.Ong: 241 km
- B.Vang Manier: 57 km
- B.Nong Boi: 113 km

**Scale:** 0 to 15 kilometers

Map showing ranger coverage, patrol gaps, field stations and the relationship to key biodiversity and access-risk areas.

The two existing stations at Namchala and LangKhang should be treated as first-phase law-enforcement assets to be upgraded and equipped to minimum operational standard. Two additional stations should then be established or formalised during the CMP period, with final siting confirmed through patrol-gap analysis, threat concentration, village-cluster needs and budget availability. The field-station network should support shorter mobilisation times, stronger routine presence, safer remote deployment and more regular engagement between rangers, village authorities and community ranger groups.

For law-enforcement purposes, each station should be able to support patrol preparation, overnight deployment, temporary holding of non-sensitive equipment, charging and communications, post-patrol reporting, first-aid response and routine coordination with cluster-level actors. The stations should also help reduce fatigue, improve emergency preparedness and support a more disciplined patrol rhythm in difficult terrain. Functional standards for water, sanitation, power, communications, safety equipment and basic living conditions should therefore be treated as part of enforcement readiness, not only as infrastructure requirements.

#### **9.4 SMART field operations, data flow and analysis products**

SMART should be used in Hin Nam No as a field-to-decision system rather than only as a patrol recording tool. It should support patrol planning, route tracking, threat recording, wildlife observations, incident documentation, hotspot analysis, reporting and management review. The value of SMART depends on disciplined use in the field, consistent data entry, basic quality control and regular interpretation for operational decisions. The system is most effective when field teams, data officers and management use it as part of one continuous process. Where lawful, practical and financially sustainable, selected technologies such as improved SMART mobile use, GPS support, camera systems, communications tools and other fit-for-purpose field equipment may be phased in to strengthen detection, documentation, analysis and patrol effectiveness. These should be treated as enabling tools within the existing enforcement system rather than as stand-alone strategic objectives.

Field data collection should include patrol tracks, threat records, wildlife signs and observations, encroachment indicators, confiscations, camp sites, traps, gun-related evidence, logging evidence, fire traces, infrastructure pressure and selected social observations relevant to management. Where appropriate, data from camera traps, biodiversity monitoring and patrol intelligence should be considered together to strengthen understanding of priority zones and operational needs. This is especially important in Hin Nam No, where wildlife presence, threat signs and patrol cover do not always overlap evenly.

Data flow should follow a structured sequence: field recording, post-patrol review, data entry, basic validation, map and summary production, management interpretation and operational follow-up. Delays or weaknesses at any step reduce the value of the whole system. SMART data therefore needs to be supported by simple discipline: timely submission, consistent coding, supervisory checking, correction of obvious errors, and routine generation of practical outputs. Data products are not generated for archive purposes only; they should be used to guide patrol deployment, identify persistent hotspots, compare effort and results, and support quarterly review.

Quarterly enforcement briefs should summarise patrol effort, key findings, hotspot evolution, notable incidents, wildlife observations relevant to enforcement planning, coverage gaps, case follow-up status and major operational constraints. Shorter hotspot notes should be prepared when recurrent threat concentration, wildlife sensitivity, access change, new intelligence or repeated incidents justify special attention. Data-integrity checks should be applied routinely to incomplete patrol logs, implausible coordinates, inconsistent coding, missing incident information, unusual effort patterns, repeated data-entry errors and unexplained anomalies between field notes and digital records.

SMART should also support transparency and learning within the Park. Patrol coverage, repeated threat patterns, wildlife records and field effort can be discussed more objectively when supported by mapped and summarised evidence. At the same time, sensitive

information, particularly intelligence linked to wildlife crime, organised actors or high-risk locations, must be handled with appropriate confidentiality and should not be disclosed widely through open consultation materials.

### **9.5 Ranger safety, welfare and predictable support mechanisms**

Ranger safety and welfare should be treated as operational priorities, not secondary staff matters. Hin Nam No patrol teams work in rugged karst terrain, remote forest areas, cave systems, hot conditions, heavy rain, difficult navigation settings and occasional security-sensitive zones. They may encounter armed actors, injured wildlife, hazardous terrain, dehydration risk, fatigue, storm exposure, UXO-related concerns in some areas, and emergency situations with limited immediate support. Field safety is therefore inseparable from enforcement effectiveness. Support to village and community ranger arrangements should focus on clear roles, training, safety preparation, predictable allowances or incentive mechanisms where lawful and feasible, and stronger integration with park reporting and patrol systems. The CMP does not assume a uniform salaried employment model for all community ranger arrangements unless such arrangements are formally approved and sustainably financed.

Safe field deployment should begin before patrols leave base. Team composition, route difficulty, weather, communication capacity, first-aid readiness, food and water, emergency contacts, evacuation feasibility and fatigue risk should all be considered in patrol preparation. Mixed patrols and remote deployments require especially careful planning. Staff cannot be expected to operate effectively if safety systems are weak, equipment is inadequate or support arrangements are unclear.

Ranger welfare also includes predictable operational support. Allowances, patrol support, food provision, emergency assistance, transport arrangements, basic equipment, sleeping arrangements for remote deployment and fair treatment of community rangers all influence field motivation and reliability. Payment mechanisms should therefore be timely, understandable and documented. Where mixed patrols involve multiple institutions or village participants, the basis for financial support and reimbursement should be clarified in advance.

Insurance and emergency support arrangements are important parts of the system. Staff and authorised field personnel operating in high-risk conditions require reasonable protection in the event of accident, injury or major incident. Emergency procedures should cover injury, severe illness, lost team members, extreme weather, animal attack, conflict risk and other field emergencies. Welfare also includes morale, recognition and workload balance. Sustained enforcement quality depends on staff who are trained, equipped, supported and treated as professionals.

### **9.6 Case follow-up and multi-agency coordination**

Effective law enforcement does not end with patrol detection. A functioning case chain is required from field observation or seizure through reporting, handover, investigation support, inter-agency coordination and, where relevant, prosecution or administrative action. Chapter 9 therefore treats case follow-up as an essential part of the operational system.

Case handling should begin with proper field documentation. This includes location, time, persons involved where applicable, evidence description, photographs or field notes where appropriate, confiscated items, witness information if available, and chain-of-custody

awareness. Rangers and mixed teams are not expected to perform all functions of formal investigation, but they are expected to document incidents sufficiently to support lawful follow-up.

Coordination with district authorities, public security, border units, military, prosecution-related authorities and Provincial Wildlife Enforcement Network mechanisms should be maintained according to case type and jurisdiction. Wildlife crime, trafficking, repeat offending, organised hunting, cross-boundary movement and serious logging or encroachment incidents may require broader coordination than routine field non-compliance. Information relevant to wildlife crime networks or repeated trafficking patterns should be handled with care and shared through appropriate channels.

The Khammouane Provincial Wildlife Enforcement Network strengthens this coordination environment by promoting multi-agency response, intelligence handling, periodic reporting and linked case attention. Hin Nam No's law-enforcement system should therefore operate not only through patrol action, but also through timely communication, referral and follow-up across agencies. This is especially important where offenders move across boundaries or where field teams alone cannot achieve meaningful deterrence.

Case follow-up is also part of management learning. Repeated failure to close cases, weak documentation, poor referral quality or low response from partner agencies can reveal structural gaps that need management attention. The Park should therefore review not only patrol outputs, but also the fate of serious cases and the effectiveness of coordination pathways.

## 9.7 Strategic management responses

| Strategic management response                                                                                         | Expected result by 2030                                                                                                                                                                      | Indicative headline indicators                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Maintain a mixed patrol model that combines routine field presence, hotspot deployment and rapid-response capacity | A mixed patrol model functions consistently across the Park, with routine patrol presence, hotspot-based deployment and rapid-response capacity used according to risk and operational need. | Patrol typology and deployment criteria in use; hotspot and rapid-response deployments documented; planned presence maintained in priority zones. |
| 2. Target patrol effort more consistently through hotspot analysis, corridor logic and threat-based planning          | Patrol deployment is consistently guided by updated hotspot and corridor analysis, with stronger alignment between field effort and priority threat areas.                                   | Hotspot reviews completed; patrol plans using updated hotspot priorities; recurrent hotspots receiving intensified attention.                     |
| 3. Use SMART as an operational field-to-decision system                                                               | SMART functions as a reliable field-to-decision system supporting patrol planning, threat analysis, reporting and adaptive management.                                                       | Timely patrol-data entry; quarterly SMART summaries produced; basic data-quality checks completed; management                                     |

| Strategic management response                                                                     | Expected result by 2030                                                                                                                                                 | Indicative headline indicators                                                                                                                            |
|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                   |                                                                                                                                                                         | decisions informed by SMART outputs.                                                                                                                      |
| 4. Strengthen practical data integrity, audit and analysis products                               | Law-enforcement data products are produced routinely and are sufficiently reliable to support operational review, hotspot adjustment and management decisions.          | Quarterly enforcement briefs produced; hotspot notes prepared; data-quality reviews completed; recurring errors corrected.                                |
| 5. Improve ranger safety, welfare, insurance and predictable support mechanisms                   | Field teams operate under safer, better supported and more predictable conditions, with stronger welfare protection and clearer emergency arrangements.                 | Minimum safety standards clarified; staff trained in field safety and first aid; emergency procedures applied; patrol support payments processed on time. |
| 6. Strengthen case follow-up and multi-agency enforcement coordination                            | Serious law-enforcement cases are more consistently documented, referred and followed up through stronger coordination with relevant agencies and enforcement networks. | Serious cases documented and referred; coordination exchanges linked to follow-up; priority cases with recorded status.                                   |
| 7. Integrate the four-field-station network into enforcement readiness and cluster-level presence | Field stations function as operational support bases that improve deployment, routine presence, staff safety and communications in priority village clusters.           | Two existing stations upgraded; four stations meeting minimum functional standard by end of CMP period; station functionality reviews completed.          |

## 9.8 Target outcome by 2030

By 2030, Hin Nam No National Park should operate a stronger, safer and more intelligence-led enforcement system that combines mixed patrols, hotspot targeting, effective use of SMART, stronger field-station support, improved ranger welfare, more reliable case follow-up and better coordination with district, provincial and wildlife-crime partners. Law enforcement should contribute more directly to biodiversity protection, ecosystem integrity and public confidence, while remaining consistent with safeguards, lawful process and adaptive management.

## Chapter 10. MEL SYSTEM, IMPLEMENTATION ARRANGEMENTS, TIMELINE AND BUDGET

The 2026–2030 Co-Management Plan is implemented through an integrated system of monitoring, evaluation and learning (MEL), delivery support, adaptive management, risk review and budget prioritisation. This system ensures that the CMP functions as a practical management instrument rather than a static planning document. The purpose of Chapter 10 is to connect the strategic responses, expected results, indicators, milestones, risks and indicative activities set out in Chapters 1–9 with the management arrangements required for implementation, review and adjustment over time.

The MEL system is designed to support both accountability and learning. It enables Hin Nam No National Park to track progress against priority outcomes, review whether activities are producing the intended results, identify implementation bottlenecks early, and adjust management action where circumstances change. It also creates a structured basis for communication with government authorities, co-management structures, partners, communities and transboundary counterparts. Quantitative indicators remain important for field effort, participation, staffing, finance, tourism or enforcement outputs, but qualitative indicators are equally important for assessing legitimacy, institutional performance, community confidence, visitor experience, coordination quality and effectiveness of safeguards.

Chapter 10 also defines the Park's internal implementation architecture. Delivery of the CMP requires clear routines for action tracking, decision logging, evidence filing, coordination across units, periodic review and follow-up on agreed actions. This is particularly important because the CMP is implemented across multiple thematic areas, different partner-supported activities, mixed staffing arrangements, village-cluster interfaces and transboundary cooperation commitments. The budget and timeline logic presented in this chapter is indicative rather than prescriptive. It supports sequencing, prioritisation and fundraising while recognising that annual allocations, donor cycles, government budget decisions, project approvals and emerging risks may require adjustment during implementation.

### 10.1 CMP results framework (outcomes → outputs → indicators)

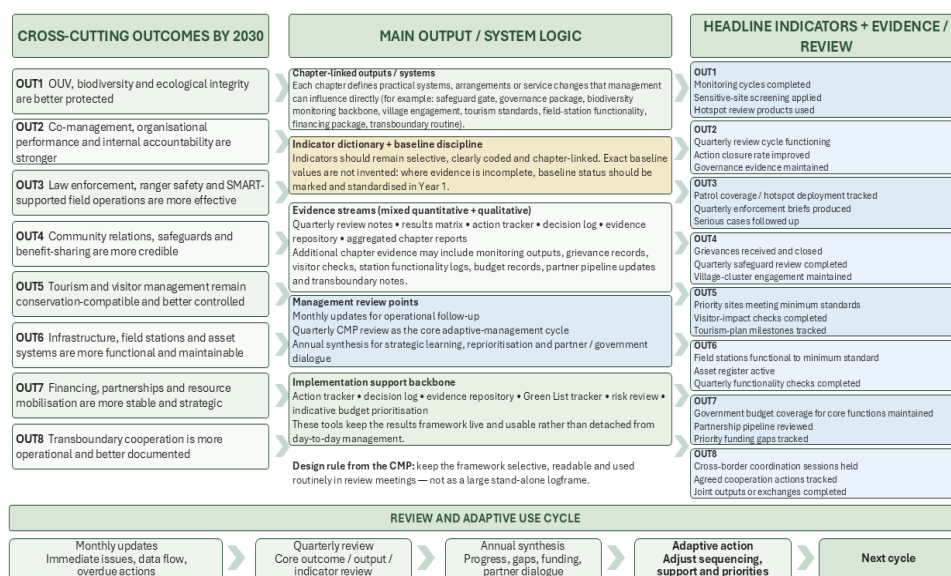


Figure 10-1. Results framework and indicator flow

Concise diagram linking outcomes, outputs, headline indicators, evidence streams and management review points.

The CMP results framework links the strategic direction of Chapters 1–9 to a practical management logic based on outcomes, outputs and indicators. Outcomes describe the higher-level changes that the Park seeks to achieve by 2030, including improved protection of OUV and biodiversity, stronger co-management and institutional performance, more effective law enforcement and SMART-supported field operations, more credible safeguards and community relations, more sustainable tourism and visitor management, stronger infrastructure and field-station functionality, more stable financing and partnerships, and more operational transboundary cooperation. Outputs describe the main systems, arrangements or service changes expected to contribute to those outcomes. Indicators provide the means to observe whether progress is taking place and whether adaptive action is needed.

The results framework is intentionally selective. It should not become a very large logframe detached from day-to-day management. Instead, the Park should maintain a chapter-linked results matrix that consolidates strategic management responses, expected results by 2030, qualitative and quantitative targets, indicators, milestones by year or phase, lead units and key evidence sources. This matrix should be treated as a live management tool that is reviewed and updated periodically rather than fixed once and then ignored.

At outcome level, the CMP should apply a manageable number of cross-cutting results that reflect the integrated nature of protected-area management in Hin Nam No. At output level, each chapter should define more specific products, systems or practices that are close enough to management control to be reviewed routinely. At indicator level, both quantitative and qualitative evidence are required. For example, field-station functionality, biodiversity monitoring cycles, grievance closure, visitor satisfaction, nature education reach, patrol follow-up and funding mobilisation each require a different combination of numerical and qualitative evidence.

**Table 10-1. Cross-cutting CMP outcomes and indicative headline indicators**

| Cross-cutting outcome by 2030                                                          | Main output logic                                                                                               | Indicative headline indicators                                                                                    |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| OUV, biodiversity and ecological integrity are better protected                        | Biodiversity safeguards, monitoring cycles, hotspot response and climate-aware field management are functioning | Priority biodiversity monitoring cycles completed; sensitive-site screening applied; hotspot review products used |
| Co-management, organisational performance and internal accountability are stronger     | Revised structure, reporting cadence, action tracking and decision logging operate routinely                    | Quarterly review cycle functioning; action closure rate improved; governance evidence maintained                  |
| Law enforcement, ranger safety and SMART-supported field operations are more effective | Mixed patrol model, hotspot deployment, data integrity and case follow-up are functioning more consistently     | Patrol coverage and hotspot deployment tracked; quarterly enforcement briefs produced; serious cases followed up  |

| Cross-cutting outcome by 2030                                                         | Main output logic                                                                                         | Indicative headline indicators                                                                                            |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Community relations, safeguards and benefit-sharing are more credible                 | FPIC-style practice, grievance follow-up, inclusive participation and buffer-zone dialogue are maintained | Grievances received and closed; quarterly safeguard review completed; village-cluster engagement maintained               |
| Tourism and visitor management remain conservation-compatible and better controlled   | Tourism standards, carrying-capacity control, safety procedures and site-readiness systems are applied    | Priority sites meeting minimum standards; visitor-impact checks completed; tourism-plan implementation milestones tracked |
| Infrastructure, field stations and asset systems are more functional and maintainable | Four field stations, priority facilities and asset-management routines are operational                    | Field stations functional to minimum standard; asset register active; quarterly functionality checks completed            |
| Financing, partnerships and resource mobilisation are more stable and strategic       | Core needs, co-financing windows and partner pipeline are clearer and more disciplined                    | Government budget coverage for core functions maintained; partnership pipeline reviewed; priority funding gaps tracked    |
| Transboundary cooperation is more operational and better documented                   | Joint planning, exchange, reporting and selective cooperation actions are maintained                      | Cross-border coordination sessions held; agreed cooperation actions tracked; joint outputs or exchanges completed         |

## 10.2 Indicator dictionary (summary) and baselines approach

The CMP should apply an indicator dictionary to improve consistency in how indicators are understood, measured and reported. The purpose of the dictionary is not to create technical complexity, but to ensure that the same terms are used consistently across units, chapters and review cycles. For each priority indicator, the dictionary should define the indicator name, its purpose, the unit of measurement, the preferred data source, the collection frequency, the responsible unit or focal point, and any important notes on interpretation. Data governance, routine QA/QC and management-ready analysis should be coordinated through the Planning, Finance and Internal Monitoring function in close collaboration with SMART, biodiversity monitoring and other evidence-holding units.

Indicators should be selected according to five practical criteria: they should be relevant to management decisions; feasible to collect using the Park's existing or realistically achievable systems; understandable to management staff and partners; useful for learning and adjustment rather than upward reporting only; and limited enough to avoid excessive reporting burden. These criteria are especially important because the CMP spans governance, conservation, tourism, community engagement, infrastructure, finance, partnerships and transboundary work.

The baseline approach should combine three situations. First, some baselines already exist and can be used directly, including staffing levels, patrol trends, SMART outputs, visitor figures, FPIC implementation reviews, infrastructure status and some finance records. Second, some indicators have partial information but require standardisation before they can function as reliable baselines, for example on partner coordination quality, case follow-up, SOP functionality, visitor satisfaction or asset condition. Third, where no reliable baseline exists, the first implementation year should be used to establish a practical starting point through simple management review, sample surveys or initial evidence capture rather than delaying implementation.

Table 10-2. Summary indicator categories and baseline approach

| Indicator category                       | Examples of priority indicators                                                           | Baseline status                           | Main source / method                                                  |
|------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------|
| Ecological and threat indicators         | Priority species monitoring cycles; sensitive-site screening; hotspot biodiversity status | Mixed: some existing, some to standardise | Camera traps, field monitoring, site inspections, SMART-linked review |
| Governance and institutional indicators  | Action closure rate; quarterly review functioning; governance evidence available          | Partial baseline                          | Management self-assessment, meeting records, decision log             |
| Enforcement and ranger-safety indicators | Patrol types; hotspot deployment; incident follow-up; safety preparation                  | Existing but needs standardisation        | SMART, patrol briefs, incident logs, safety checks                    |
| Community and safeguards indicators      | Grievance closure; participation quality; buffer-zone dialogue; FPIC follow-up            | Partial baseline                          | Village consultations, GRM files, FPIC reviews, co-management minutes |
| Tourism and visitor indicators           | Site-readiness status; visitor satisfaction; safety incidents; impact checks              | Mixed baseline                            | Visitor records, site inspections, guide/service feedback             |
| Infrastructure and asset indicators      | Field-station functionality; asset-register coverage; maintenance completion              | Existing but incomplete                   | Asset register, station functionality checks, maintenance logs        |
| Finance and partnership indicators       | Government budget coverage; funding gap tracking; partnership pipeline progress           | Partial baseline                          | Budget records, partner pipeline notes, annual review                 |
| Transboundary and learning indicators    | Cross-border coordination sessions; joint outputs; staff exchanges                        | Low baseline                              | Coordination records, joint notes, exchange reports                   |

| Indicator category                   | Examples of priority indicators                                     | Baseline status                   | Main source / method                          |
|--------------------------------------|---------------------------------------------------------------------|-----------------------------------|-----------------------------------------------|
| Implementation management indicators | Timeliness of reporting; evidence filing; decision-log completeness | To be established or standardised | Monthly and quarterly delivery-support review |

### 10.3 Data integration and reporting cycle (monthly / quarterly / annual; adaptive actions)

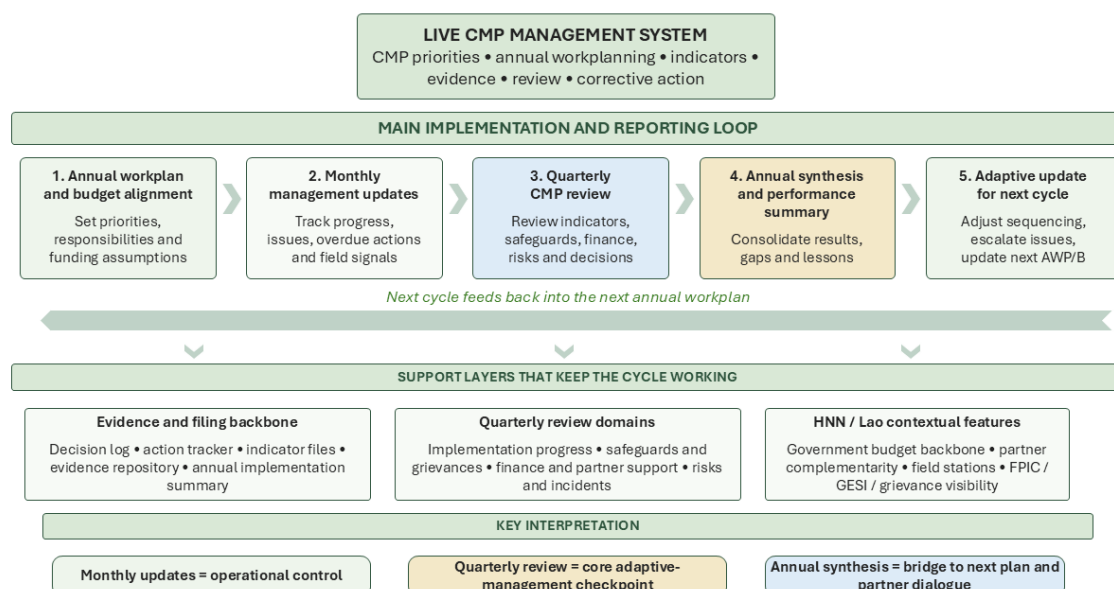


**Figure 10-2. CMP implementation and reporting cycle**

Diagram showing annual planning, implementation, quarterly review, annual synthesis, partner coordination and adaptive management feedback.

The CMP should apply a regular reporting cycle that links field data, management review and adaptive action. The system should be structured around monthly, quarterly and annual functions, with immediate reporting where serious incidents or urgent decisions require faster response. This staged cycle is intended to support operational management without creating an excessive administrative burden.

Monthly reporting should focus on operational management. It should provide concise updates on field deployment, major incidents, tourism and visitor issues, community-facing processes, infrastructure or asset concerns, staffing and logistics issues, finance or procurement bottlenecks, and other matters requiring management attention. Quarterly reporting should remain the core review cycle of the CMP, bringing together chapter-level indicators, progress on strategic responses, safeguards and grievance updates, financial issues, partnership developments, field-station functionality, biodiversity monitoring updates, and priority risks. Annual reporting should provide the strategic summary for internal leadership, co-management structures, partner dialogue and external reporting as required.

Adaptive action should be applied across all three levels. Immediate adaptive action is used where serious field incidents, safety failures, community tensions, infrastructure breakdown or urgent opportunity windows require prompt response. Quarterly adaptive action is used where

implementation patterns indicate the need to adjust deployment, coordination, sequencing or support. Annual adaptive action is used for broader reprioritisation, budget adjustment, milestone review and strategic refinement. Data integration does not require one complicated software platform; it requires that key information from biodiversity, patrols, tourism, community engagement, infrastructure, grievance handling, finance and transboundary work be brought together periodically in a management-usable form.

**Table 10-3. Reporting cycle and core management products**

| <b>Review rhythm</b>             | <b>Main contents</b>                                                                                                                       | <b>Lead / support</b>                                                           | <b>Key outputs</b>                                                                    |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Monthly operational update       | Field deployment, incidents, tourism issues, safeguards concerns, asset problems, logistics and finance bottlenecks                        | Lead units with consolidation by Planning, Finance and Internal Monitoring Unit | Brief internal update; overdue action flags; urgent follow-up points                  |
| Quarterly CMP performance review | Indicators, chapter progress, field-station functionality, biodiversity monitoring, grievance status, partnership pipeline, priority risks | Park leadership with all relevant units and support function                    | Quarterly review note; action tracker update; hotspot notes / thematic briefs         |
| Annual strategic review          | Results framework progress, major achievements, unresolved constraints, budget and funding issues, lessons and next-year priorities        | Park leadership with co-management and key partners as appropriate              | Annual CMP implementation report; next-year priorities; budget and fundraising update |
| Immediate incident reporting     | Safety incidents, major wildlife crime cases, serious grievance escalation, infrastructure failure, urgent screening issues                | Relevant lead unit with immediate escalation to management                      | Incident note; decision log entry; corrective action or referral                      |

#### **10.4 Implementation arrangements (delivery support cell / action tracker / decision log)**

Implementation of the CMP should be supported by a practical internal coordination mechanism referred to here as the delivery support system. Its purpose is to ensure that the Park can follow through on actions, decisions, reporting and cross-unit coordination without losing continuity between planning and implementation. It is not intended to create a large new bureaucracy. It should operate as a small but disciplined support function anchored within the Planning, Finance and Internal Monitoring Unit and supervised through park leadership.

The delivery support system should include at least four linked tools. The first is an action tracker that records agreed actions, responsible units or focal points, expected timing, current status and follow-up notes. The second is a decision log that records significant management

decisions, their date, responsible authority, conditions and required follow-up. The third is an evidence repository or filing system that keeps key documents, review notes, screening files, SOP updates, risk notes, and partner or field products accessible for management use. The fourth is a concise Green List readiness tracker that organises evidence and follow-up actions under the four Green List components: Good Governance, Sound Design and Planning, Effective Management, and Successful Conservation Outcomes. This tracker should not replace the CMP results framework; it should help ensure that relevant evidence is organised and periodically reviewed.

Implementation arrangements should also define responsibility at three levels: lead responsibility for delivery, support responsibility for coordination or technical assistance, and review responsibility for management oversight. This helps clarify who is expected to act, who is expected to assist, and who is expected to review and escalate if action is delayed or ineffective. The four field stations should report into this system through monthly functionality checks, basic issue logs and periodic staffing and equipment review, so that decentralised field operations remain connected to park-wide management review.

**Table 10-4. Delivery support tools and implementation roles**

| <b>Tool / arrangement</b>       | <b>Main purpose</b>                                                                                 | <b>Lead responsibility</b>                                                  | <b>Review use</b>                                                   |
|---------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------|
| Action tracker                  | Maintain continuity on agreed actions, deadlines and follow-up                                      | Planning, Finance and Internal Monitoring Unit with all lead units updating | Monthly and quarterly review; overdue action follow-up              |
| Decision log                    | Record significant management decisions and conditions                                              | Park leadership with support-function maintenance                           | Quarterly and annual review; institutional memory                   |
| Evidence repository             | Maintain accessible filing of key documents, notes and supporting evidence                          | Support function with chapter lead units                                    | Quarterly and annual reporting; audit and partner dialogue          |
| Field-station functionality log | Track status of water, power, communications, WASH, equipment and staffing support at four stations | Law Enforcement, SMART and Field Operations Unit with station custodians    | Monthly operational review; quarterly infrastructure and O&M review |
| Green List readiness tracker    | Organise evidence and follow-up under four Green List components                                    | Assigned focal point under park leadership with support from relevant units | Quarterly review and periodic external preparation                  |

## **10.5 Risk register summary and mitigation approach**

The CMP should apply a practical risk framework to reduce avoidable implementation failure and improve readiness for uncertainty. Risk management should not be treated as a separate exercise detached from operations. It should be integrated into planning, quarterly review,

annual adjustment and decision-making. The purpose of the risk register is to identify significant threats to implementation, assess their implications, and define proportionate mitigation responses.

Institutional risks may include staff turnover, weak coordination, role confusion, delayed approvals, low follow-through on decisions or weak documentation. Financial risks may include reduced public budget support, delays in donor funding, dependence on short project cycles, limited recurrent financing, or cost escalation for priority infrastructure and field operations. Operational risks may include safety incidents, equipment failure, weak patrol readiness, data-quality breakdowns, infrastructure damage or failure of field-station support systems. Social and safeguard risks may include weak participation, grievance escalation, mistrust, inequitable benefit-sharing or culturally inappropriate engagement. Environmental and external risks may include fire, extreme weather, disease events, infrastructure pressure, illegal activity surges, tourism incidents or transboundary tension.

The main mitigation approach applied in the CMP should be based on six principles: early identification, proportionate response, clear ownership, practical documentation, integration into review cycles, and learning from repeated problems. The risk register summary in the main text should remain concise, while the fuller risk table is maintained in annex form or as part of the implementation matrix.

**Table 10-5. Summary risk categories and mitigation approach**

| <b>Risk category</b>       | <b>Illustrative risks</b>                                                                 | <b>Main mitigation approach</b>                                                          |
|----------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Institutional              | Role confusion, staff turnover, delayed decisions, weak follow-through                    | Clear structures, action tracking, decision logging, induction and SOPs                  |
| Financial                  | Reduced budget, donor delay, limited recurrent financing, cost escalation                 | Tiered prioritisation, diversified pipeline, phased investment, recurrent-cost screening |
| Operational and safety     | Patrol incidents, equipment failure, weak station support, data-quality breakdown         | Safety preparation, preventive maintenance, station functionality checks, QA/QC routines |
| Social and safeguards      | Weak participation, grievance escalation, inequitable benefit-sharing, poor communication | FPIC-style practice, inclusive facilitation, GRM follow-up, transparent review           |
| Environmental and external | Fire, extreme weather, disease events, tourism incidents, transboundary tension           | Preparedness, climate-aware planning, incident reporting, periodic scenario review       |

## 10.6 Indicative budget structure and prioritisation logic

The indicative budget structure of the CMP is designed to support planning, sequencing, fundraising and management choice rather than create a false impression of rigid financial certainty. The Park's financing environment combines public budget allocations, project and donor support, tourism and other earned income, and potential future financing streams such

as environmental service payments, conservation partnerships or carbon-related mechanisms. At the same time, several management functions require predictable recurrent financing, especially staffing, field operations, infrastructure maintenance, safeguards implementation, basic governance functions and core monitoring systems.

The budget structure should therefore distinguish between categories of expenditure and between different levels of priority. It should also reflect the agreed principle that government budget remains the backbone of implementation, while partner support is complementary and should be directed especially toward strategic strengthening, innovation, pilot work, capacity development and co-financing of priority investments. Budget management should distinguish between start-up costs, recurrent costs and periodic replacement or renewal costs, especially for field stations, vehicles, radios, solar systems, visitor facilities and core monitoring systems.

Prioritisation should follow a three-tier approach. Tier 1 priorities are essential functions that must be maintained even under constrained funding. Tier 2 priorities are important strategic investments that strengthen effectiveness and resilience but may be sequenced or phased according to financing availability. Tier 3 priorities are desirable but more opportunity-dependent activities. This logic helps the Park and its partners make realistic financial choices without losing strategic coherence, and it provides a clearer basis for matching financing source to financing need.

Table 10-6. Indicative budget structure and priority logic

| Budget category                                                | Examples of cost items                                                                                   | Likely funding logic                                              | Priority emphasis |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------|
| Core institutional and staffing cost                           | Core staff, office operations, field-station basics, management review, records and reporting            | Primarily government budget; partner support only where justified | Tier 1            |
| Field operations and enforcement cost                          | Patrol deployment, ranger support, safety equipment, SMART operation, case follow-up and communications  | Government backbone with selected partner co-financing            | Tier 1            |
| Community engagement, safeguards and livelihood-interface cost | Consultation, grievance handling, buffer-zone dialogue, awareness, selected livelihood-interface support | Mixed: government, project and donor support                      | Tier 1–2          |
| Tourism, visitor management and awareness cost                 | Site management, visitor information, standards, signage, carrying-capacity control, education support   | Tourism revenue, government support, partner co-financing         | Tier 2            |
| Infrastructure, facilities and asset cost                      | Field-station rehabilitation, headquarters systems, equipment replacement, WASH, solar, maintenance      | Mixed: government capital budget and partner support,             | Tier 1–2          |

| Budget category                            | Examples of cost items                                                                                         | Likely funding logic                                | Priority emphasis |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------|
|                                            |                                                                                                                | subject to O&M screening                            |                   |
| Strategic development and partnership cost | Research support, transboundary cooperation, concept preparation, fundraising support, innovation and learning | Primarily partner support and targeted co-financing | Tier 2–3          |

**TABLE INDICATIVE BUDGET FOR OPERATION OF THE CMP 2026-2030**

| Chapter             | Financing-window name                                              | Sub-total indicative budget range (USD) |
|---------------------|--------------------------------------------------------------------|-----------------------------------------|
| Ch1                 | Compliance, safeguards and planning support                        | USD 270,000–810,000                     |
| Ch2                 | Institutional strengthening and staffing                           | USD 1,115,000–2,885,000                 |
| Ch3                 | Biodiversity protection and knowledge systems                      | USD 640,000–1,970,000                   |
| Ch4                 | Community livelihoods, buffer-zone management and nature education | USD 690,000–1,970,000                   |
| Ch5                 | Sustainable tourism and visitor services                           | USD 520,000–1,600,000                   |
| Ch6                 | Park infrastructure and field operations support                   | USD 890,000–2,700,000                   |
| Ch7                 | Financing, partnerships and resource mobilisation                  | USD 1,045,000–2,860,000                 |
| Ch8                 | Transboundary cooperation and joint coordination                   | USD 250,000–880,000                     |
| Ch9                 | Patrol, enforcement and ranger support                             | USD 920,000–2,340,000                   |
| Ch10                | Monitoring, review and implementation support                      | USD 180,000–550,000                     |
| <b>TOTAL AMOUNT</b> |                                                                    | <b>USD 6,520,000–18,565,000</b>         |

(\*) The **indicative minimum and maximum cost ranges** for each chapter and then calculated the grand total. Detailed indicative budget and potential funder is described in Annex 4.

### 10.7 Target outcome by 2030

By 2030, Hin Nam No National Park should operate a practical and disciplined MEL and implementation system that links the CMP's strategic responses to routine management review, adaptive action, evidence use, risk reduction and realistic budget prioritisation. The Park should be able to track progress more consistently, connect headquarters and field-station information more effectively, organise Green List-relevant evidence more reliably, and use annual and quarterly review to improve delivery rather than only report on it.

## FINAL NOTE ON IMPLEMENTATION AND USE OF THE CMP

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The Hin Nam No National Park Co-Management Plan 2026–2030 should be used as the Park's single five-year umbrella management instrument. It brings together the legal, policy, conservation, governance, safeguard, tourism, financing, implementation and transboundary considerations that must be managed in an integrated way during the 2026–2030 period. It is therefore intended not only as a reference document, but as a practical tool for management decisions, annual prioritisation, partner coordination and adaptive review.

This CMP period is especially important because it is the first full management cycle to be implemented in the context of Hin Nam No's World Heritage status as part of the transboundary property shared with Phong Nha–Ke Bang National Park. The years 2026–2030 should therefore be treated not only as a planning period, but as a practical test of whether World Heritage recognition is matched by credible protection, effective governance, safeguard-consistent implementation and disciplined management in practice.

Implementation of the CMP should remain anchored in several core principles. Protection of Outstanding Universal Value, ecological integrity, biodiversity, cave and hydrological systems, and associated cultural and community values must remain the primary reference point for management. Government budget should remain the backbone of implementation, while partner support should be used in a complementary and disciplined way to strengthen delivery, fill priority gaps and build long-term capacity. All community-facing work should remain culturally respectful, safeguard-consistent and FPIC-informed. Implementation should also be evidence-based and supported by regular review, clear documentation and timely follow-up.

The CMP should be used together with its supporting instruments. Annual workplans and budgets should operationalise the Plan year by year. The annexes should provide the technical detail and implementation tools needed for delivery. The Transboundary Action Plan should continue to guide joint cross-border action where required, while the approved tourism plan should guide tourism development within the wider conservation and safeguard framework established by the CMP.

The success of this CMP will depend not only on the quality of the document itself, but also on the continued commitment and coordinated contribution of the responsible government authorities, the Hin Nam No National Park Management Board and staff, co-management structures, local communities, international and national organisations, development partners and other relevant stakeholders. Government leadership remains fundamental, but effective implementation will also depend on aligned technical support, responsible financing, practical cooperation and shared commitment to the long-term protection and sustainable management of Hin Nam No National Park. If used in this way, the CMP can help strengthen management quality, improve accountability and coordination, align support more effectively, and ensure that World Heritage recognition is matched by credible and effective management in practice.

## LISTS OF ANNEXES AND APPENDIX

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- Annex 1 - Integrated Implementation Matrix
- Annex 2 - Indicator Dictionary, Baselines and Means of Verification
- Annex 3 - CMP Timeline and Phasing Matrix 2026-2030
- Annex 4 - Indicative Budget and Potential Funders Matrix
- Annex 5 - Risk Register and Mitigation Matrix
- Annex 6a - Proposed re-organisational Structure and indicate core mandates - task and functions.docx
- Annex 6b - Concept note for technical assistance for functional re-organisation and operational strengthening of The Hin Nam No National Park.docx
- Annex 6c - Indicate notes for Terms of Reference.docx
- Annex 7 - CMP Tourism Plan TAP and Other Instruments Clarification Note.docx
- Annex 8 - Safeguards FPIC GESI and Grievance Operational.docx
- Annex 9 - Annual Workplan and Quarterly Review Templates.docx
- Annex 10 - Compliance and Evidence Navigation Crosswalk.docx
- Annex 11 - SEDP Alignment Skeleton\_Lao National SEDP - Khammouane Provincial SEDP - Boualapha District SEDP.docx
- Annex 12 - Integrated Legal Regulatory and Policy Architecture Note.docx
- Annex 13 - Master Legal Regulatory and Policy Reference Register.docx
- Annex 14 - Proposed framework of Environmental Education (NES EDU) for Hin Nam No National Park.docx
- Annex 15a\_WORKSHOP\_Two-Step\_Funding\_Mobilisation\_Concept\_Note\_HNN\_NP.docx
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