



***Darwin Initiative for the Survival of Species***

***Annual Report***

**2002-2003**

***RESEARCH, SURVEY AND BIODIVERSITY  
PLANNING ON THE TIBET-QINGHAI PLATEAU,  
CHINA***

A Project Undertaken By Fauna & Flora International



## 1. Darwin Project Information

Project title	<i>RESEARCH, SURVEY AND BIODIVERSITY PLANNING ON THE TIBET-QINGHAI PLATEAU, CHINA</i>
Country(ies)	<i>China</i>
Contractor	<i>Fauna and Flora International</i>
Project Reference No.	<i>162/10/009</i>
Grant Value	<i>£162,647</i>
Start/Finishing dates	<i>April 2001-March 2003 (extension to end 2003 granted)</i>
Reporting period	<i>April 2002-March 2003</i>

## 2. Project Background

The project is located in the Soujia township of Qinghai Province, in the heart of the Qinghai-Tibet Plateau. It aims to train local institutions and NGO's in the survey of critical habitats and species, and through participatory techniques will provide training in biodiversity conservation and planning. The Qinghai-Tibet plateau is a unique global environment with a wide range of endemic habitats and species under severe pressure. There are few established methodologies in the region for the assessment of biodiversity resources and the planning of their conservation. The project will develop a conservation model within the 15,000 km<sup>2</sup> Yangtze headwaters project area, an area that exemplifies both the range and diversity of habitats and the problems it faces. The model can then be applied across the plateau. The methods used will include capacity building and training in both a formal and on the job contexts.

## 3. Project Objectives

The objectives and purpose of the project are provided in the Log Framework, Appendix 1.

The objectives are the same and the operation plan is also similar. However, it has been necessary to add additional tasks, in particular a summer field trip this reporting year to provide additional biodiversity data.

## 4. Progress

### 5. 4.1 General Progress

6. The project arose following a workshop on the conservation of the Tibetan Antelope, a key species in the project area. FFI made contact with the two project partners, the Upper Yangtze Organisation (an NGO from the project area whose membership is drawn from local Tibetan herders) and the Environmental Protection Bureau of Qinghai, the Chinese Government department that co-ordinates biodiversity work at the provincial level. The concept of developing a biodiversity conservation

project was discussed, and later, a short workshop to develop a problem analysis was held. From this, the log framework was developed and the application to the Darwin Fund made. The award was made and the project commenced in 2001. Progress for 2001-2002 is described in the previous Annual Report.

There have been two main tasks completed in this project year:

- The range of studies and data collection have been completed, including collection of field data, and collated into a single report.
- A Co-Management Plan has been developed with the project partners for the project area, and a draft concept for implementation developed.

### *Completion Of Studies*

The previous year saw a winter field trip and training session and the collection of some basic data by the partner organisations. Although good progress was made, there were significant gaps and there was a clear need to supplement the data with an additional, longer summer field trip. Further data had also been collated by the project partners and we wished to compile all data into a single reference source.

Consequently, a field trip to Soujia was organised in July and August 2002. This was led by David Mallon, FFI specialist in biodiversity survey, who was assisted by Nasan Bayar, FFI specialist in socio-economic studies and stakeholders analysis. The main working partners were the UYO who supplied guides, logistical support and survey assistants.

The field trip was successful in completing a wide range of studies of the habitats, species and social and economic situation of the local population. The UYO members and committed local Government officers were provided in biodiversity survey and conservation.

A separate Report<sup>1</sup> summarises the field trip and its results. A copy is supplied to the Darwin Fund. It is hoped to publish a summary of the findings.

The Field Trip and collated data now provide an excellent baseline description of the project area. The information collected was fed into the management plan and will hopefully be supplemented by additional studies and research in the future.

The report also incorporates the specified outputs in the Log Framework (Appendix 1) that relate to socio-economic, stakeholders and protected areas reviews.

### *Development of the Co-Management Plan*

All of the stakeholders or their representatives came together to in January 2003 for a workshop to develop the co-management plan, held in the provincial capital of Xinning.

A summary of the outputs from the workshop are provided in Appendix 2.

The workshop was conducted in Chinese and was facilitated by Prof. Deng Weijie from Sichuan. Prof. Deng has facilitated a number of similar workshops in Sichuan. Representatives from the project were funded to attend some workshops in Sichuan to understand the process of an openly developed co-management plan. This had never been attempted before in Qinghai province and there was some nervousness among Government officials. The exchange, and the fact that the Soujia Management Plan workshops were facilitated by Chinese workers with FFI observing, gave much

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<sup>1</sup> Mallon, D and Bayar, N (2002) *Field Trip and Training Workshops, July-September 2002*. Report to FFI Cambridge, UK

greater ownership of the process to local people and the discussions were consequently much more open and productive.

We believe that this method is much more beneficial than a foreign-led workshop, and is one of the keys to the success of the workshop.

The first workshop provided the bones of the Management Plan but the detailed compilation could not be undertaken at this stage.

A second stage was undertaken. The specification for this is provided in Appendix 3. Again, Prof. Deng Weijie co-ordinated, this time utilising a small working group of the main Government and Tibetan herder stakeholders. Together they compiled the detailed Management Plan.

The Plan is provided as a separately bound volume.

We are pleased with the Plan. Although we have some reservations about a few of the projects, these are minor details. If implemented the plan should secure the conservation of the project area and provide an excellent pilot for the rest of the Plateau area.

#### *Alternative Incomes For Local People.*

The Management Plan, together with the biological survey report, include most of the outputs from the Logical Framework table that relate to the development of alternative income streams.

This has been an especially difficult area to address. There are so few resources in the project area, it is so remote and the habitats and environment so fragile, that few alternatives could be identified that would not in their own right have significant environmental impact. Eco-tourism is often cited as a panacea for such areas. However, Soujia is too remote and accessible only at limited times of the year that it is likely to only sustain very limited tourism related to the most hardy adventure travellers. Upgrading transport and facilities could have significant environmental costs.

Our main conclusion therefore is that enhancing values of traditional products (mostly from animal husbandry) and improving trade in added value goods, including local handicrafts, provides the best opportunity for improving incomes while maintaining environmental values.

Of course, maintaining a sustainable pastoral system within the project area remains essential in underpinning the long-term reliability of income from pastoral traditions and would be the foundation of any added value activities.

#### *Public Awareness*

The Upper Yangtze Organisation, as the NGO based in the project area, have been undertaking most of the public awareness work associated with the project.

A variety of techniques have been used. They have produced a range of materials mostly in Tibetan but with some translated into Chinese.

There have been articles in the local press and on the radio, although the reach of the former into Tibetan herder communities is relatively limited. Unfortunately media activities have not been documented and therefore could not be included in the project output tables.

The tent schools in the project area (not funded by this programme) provide a forum for environmental education, with UYO helping develop activities/information which the teachers then use in the classroom.

By far the most effective method, and the one that UYO have concentrated upon, is word of mouth. They have disseminated the need for biodiversity conservation, the methods that will promote this (e.g. protected area establishment), and much of the training we have undertaken together, through inter-personal discussions. They have also liaised with local units of the Soujia Government who have now become involved with the project.

### *Overall*

Most of the objectives and tasks of the project have now been fulfilled.

Progress within China was slowed very significantly in 2003 by the SARS virus outbreak. This prevented completion of some of the outputs for projects within the current reporting year. They are now finished.

There are still some loose ends to be tied up before the end of the project, which has been extended by agreement with the Fund until end of December 2003. These include distribution of final outputs and reports, closure meetings and developing the exit to the project. The latter will include proposals for implementation (the next stage of the project). We would be interested in discussing with the Darwin Fund the possibility of assistance with this through the follow-on initiative.

## **4.2 Research, Training and Technical**

The training element of the project is based on participation in workshops, with practical learning between times. The details are provided in the attached documents but may be summarised as:

- Project Planning Workshop, March 2002
- Workshop to Progress Research and Survey Topics: June 2002
- Field Trip and Training Workshop: July-September 2002.
- Workshop to Develop Co-Management Plan: January 2003
- Workshop to Compile Co-Management Plan: March 2003.

Participants were selected by the partners following discussion with FFI. The criteria included some relevant background or experience in the subject matter, commitment to conservation in the project area, and availability throughout the project period. The latter was difficult for both partners to commit to because of requirements that could be placed upon them by higher levels of the Chinese Government. So far, however, all participants have maintained their involvement.

Results have been very encouraging. The UYO in particular have shown great enthusiasm, commitment and ability in all aspects of the work.

The EPB, based in the provincial capital, have had problems in committing to long-range field-work, and this element has therefore not been well accomplished. They have however taken well to the planning elements, which are more suited to their situation and skills.

## **4.3 Significant Difficulties**

Two main significant difficulties remain the same as reported last year, namely:

- Working in the project area has proved to be logistically more difficult and much more costly than was envisaged. The area is 1000km from the Provincial town of Xining, over un-metalled roads. In winter, the area is bitterly cold but frozen. In summer, the climate is more congenial but roads are boggy and rivers difficult to cross. Long periods are required to achieve useful work and

the altitude (4,500m) and extreme remoteness (at least 4 days in a 4WD) present health and safety difficulties. There were not sufficient funds prior to project submission to accurately assess the costs of working in this area. This aspect has therefore been grossly under-funded and under-resourced. A comprehensive field trip would be beyond the scope of this or any Darwin project that had a wide range of conservation objectives. It was a testimony to the field trip participants in summer 2003 that so much could be achieved with the limited time and resources available. Mounting an expedition which would collect detailed and comprehensive data would be an expensive and long term goal, but would yield much valuable data.

- When the project started, our partners were the EPB. Since then, the project area has been designated a protected area of some 150,000km<sup>2</sup> (reduced from the original proposal of 300,000km<sup>2</sup>!). This has provided a number of difficulties, because management responsibility for such areas *normally* passes to the Forest Bureau. Government departments have a poor record of working together, especially on international projects where jealousies over budgets and kudos arise. One of the major tasks for this reporting year of the project was to square this diplomatic circle. This was extremely difficult as the culture of Government workings is entirely closed to non-Chinese (and to many local people). However, both Bureaus did participate in the development of the Management Plan and we have succeeded in bringing them together to work closely, at least while the project is running. Tensions remain however, which will only be overcome by continued partnership working.

#### 4.4 Workplan for 2003 to December

Activity	Quarter			
	1	2	3	4
<i>1. Completion of Project Outputs. Final project meetings, hand over of remaining project documents.</i>				✓
<i>2. Development of Exit Strategy. Stage 2, Implementation, needs to be developed and funding sourced.</i>				✓
<i>3. Implement Exit Strategy. FFI team to develop funding proposals for the Exit Strategy and Stage 2 and to promote to donors.</i>				✓

#### 7. Partnerships

In general the partnerships have continued to work well. There were initial difficulties between the UYO and the EPB, but over the two years of the project they have developed a good working relationship. Certainly it is the first time that local Tibetan herder groups have worked closely with Provincial Government on a joint project. The presence of a third neutral party (in this case FFI) has been essential to this process.

We have continued to involve the Inner Asia Studies Institute, part of Cambridge University, in the social, economic and stakeholders aspects of the work. They will provide some academic stiffening to the project where the partnership is weakest,

have provided advice to Nasan Bayar (FFI specialist), and undertook some editing of the socio-economic contents of the Field Trip report.

We have continued our links with Kevin Stuart, a teacher at the Qinghai Normal University. Kevin teaches languages to Tibetan and other minority students. His department has provided much need translation and assistance on the summer Field Trip this year.

FFI is also undertaking a management planning project in Sichuan. The workshops have been led by Dr. Deng, professor in the local Agricultural University. As reported above, Prof. Deng was instrumental in co-ordinating the management plan process and much of the credit for the success in this area is due to him. Establishing cross-project links has been an important spin-off of the project.

Finally, and perhaps most importantly of all, we have initiated working partnerships between the Provincial Government Bureaus. All of the main players in the project area were involved in the management plan process and worked co-operatively and productively, perhaps for the first time. Maintaining this partnership working will be an essential element in the Exit Strategy and in the development of the Implementation phase of the project.

## **8. Impact and Sustainability**

The project continues to have a good profile within China. It is familiar to the participants of the Biodiversity Working Group, a panel of international NGOs and Chinese experts. The BWG secretariat has been actively involved in the co-ordination of the project.

The interaction with other FFI projects elsewhere in China has been referred to.

We have an increasing network of partners in the Province and outside related to the project. Vice-Minister Zhu, a senior official in the Beijing Government, is aware of the project as it is within his Environment Department's responsibility. FFI hosted a UK Study Day for the Vice Minister in April 2002.

The project has featured on local press and TV within Qinghai province. This is not an area that has received much attention in the past. The current activity is developing interest in biodiversity, both in Government Sectors and in local communities.

The project exit strategy is to develop an implementation phase, where recommendations of the final management plan workshop are put into practice. An outline has been developed (see Appendix 4). A funding proposal will be developed at the end of the project.

## **9. Outputs, Outcomes and Dissemination**

The outputs are summarised in Table 1. They are similar to those suggested in the application. Code 3 is additional; outputs for codes 6B and 8 exceed the proposal. Note that outputs related to press and publicity have not been enumerated as this aspect was not recorded by the implementing partner.

**Table 1. Project Outputs (According to Standard Output Measures)**

<b>Code No.</b>	<b>Quantity</b>	<b>Description</b>
3	6	Additional computer training for members of the UYO
6A	12	Members of the UYO and EPB were trained in survey and biodiversity planning skills during 2002/2003, via workshops, field trips and supplementary activities.
6B	136	Person-weeks. 6 participants from project partners were involved in the field trip for 12 weeks.  8 project partner staff involved in 8 weeks training each, through project workshops management plan writing and specific training.
8	47	Person-weeks. FFI staff (2) spent a total of 16 weeks on the summer field trip.  FFI staff (2) spent a further 10 weeks on Report compilation etc.  FFI staff (3) spent a further 21 weeks on general project development work.
9	1	Co-management Plan for Soujia.
14A	2	January and March 2003 Management Plan Workshops
14B	2	January and March 2003 Management Plan Workshops

**Table 2: Publications**

<b>Type *</b> (e.g. journals, manual, CDs)	<b>Detail</b> (title, author, year)	<b>Publishers</b> (name, city)	<b>Available from</b> (e.g. contact address, website)	<b>Cost</b> <b>£</b>
Report	Mallon, D, and Bayar, N (2002) Field Trip and Training Workshops, July-September 2002	Fauna and Flora International, Cambridge	FFI, Great Eastern House, Tenison Rd, Cambridge CB1 2DT	£20



## 10. Project Expenditure

Spending on the project has been similar to that suggested in the year budget with minor over- and under-spends in each budget.

Several categories have under-spent very significantly. This is due to the need to carry forward some activity to the 2003-2004 financial year when these sum will be spent.

**Table 3: Project expenditure during the reporting period**

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Item	Budget	Expenditure
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By letter of 25 June 2002, The Fund offered grant of £82,594 for this financial year. A total of £62,594 has been claimed and paid from the Darwin Fund against this expenditure.

It was agreed that £20,000 of Darwin funding could be carried over to 2003/4 for completion of the project (Table 4).

Please contact us if you need to discuss this budget further.

**Table 4: Project Expenditure, Predicted Until Project Completion**

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Item	Budget	Predicted Expenditure
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## **11. Monitoring, Evaluation and Lessons**

Project monitoring is undertaken by the project manager. Indicators are largely taken from the original project specification submitted with the grant application. The above review demonstrates that the project has achieved most of its original aims and objectives.

Outputs for the project have a direct bearing on the project purpose. The studies we have undertaken are an essential first step in establishing a scientific understanding of the resource itself and the issues it faces.

The Management plan provides a sound basis for the sustainable and integrated management of the project area. While it does contain some actions which we would not support, its great strength is that was written jointly by all of the stakeholders of the project area and therefore should enjoy support from all those it effects. This will be a first for the province of Qinghai.

Another key output of the project, although impossible to quantify, is the bringing together of the UYO and EPB as a partnership of the two key stakeholders – the indigenous Tibetan herders and the Chinese Government. This has not been achieved previously and the dissipation of traditional antipathies between these sectors will be one of the key achievements of the project.

One of the principle lessons from the project is that no matter how carefully the budget is drawn up, unless there is direct field experience of the project area, this will be at best insecure. Because of the costs of accessing Soujia township, it was not possible to visit the area and provide meaningful estimates for field trips. In addition, the vagaries of plateau weather mean that even closely specified budgets need a heavy contingency.

The second lesson learned is that inter-governmental politics and rivalry between sectors can conspire to cause significant problems within the project. This is something that is difficult to predict and difficult to manage. What was a biodiversity survey and planning project has turned out to have a strong component of diplomacy and politics!

## **12. Author(s) / Date**

**Mike Harding, Project Manager, FFI, 18 July 2003**

## Appendix 1: Log Framework for Sustainable Management of the Grasslands and Wetlands of the Yangtze Headwaters Area

Project summary	Measurable indicators	Means of verification	Important assumptions
<p><b>Goal:</b> To assist countries rich in biodiversity but poor in resources with the conservation of biological diversity and implementation of the Biodiversity Convention.</p>	<p>China will have a model on which it can base institutional capacity building and conservation projects elsewhere in similar circumstances.</p>	<p>End of project report.</p>	<p>Assumes China has insufficient resources (capacity and finance) to undertake such a project.</p>
<p><b>Purpose:</b> The project will assist the rural communities of Yushu prefecture in southern Qinghai to manage sustainably the habitats of the high Tibetan plateau.</p>	<p>By the end of the end of the project, the stakeholders and principal organisations will have gone through all of the critical stages in planning the conservation and management of a key biological resource.</p>	<p>End of project report</p>	<p>Habitat condition is directly related to socio-economic processes.</p> <p>External processes (e.g. climate change) can be accommodated through amended rangeland management.</p>
<p><b>Outputs:</b> The Project will:</p> <ul style="list-style-type: none"> <li>• Develop a detailed understanding of the link between the socio-economic condition of the rural communities and the management of the rangelands.</li> <li>• Provide an assessment of the current condition of the plateau habitats and key species within the project area, identifying priorities for restoration of damaged areas.</li> <li>• Improve awareness among stakeholders of the economic and biological benefits of sound rangeland management.</li> <li>• Increase the institutional capacity for the survey, monitoring and management of the biological resources in the plateau area.</li> <li>• Provide a 1<sup>st</sup> stage landscape level management plan through a</li> </ul>	<p>A single report will summarise the findings of the stakeholder and socio-economic analyses.</p> <p>A report will be produced that will provide an assessment of key habitats and wildlife populations, their condition, extent, location, management data, restoration requirements, and their ecological relationship with other habitat units. Data presented will be map based where possible.</p> <p>By the end of the project, key messages will be relayed to the 5,000 residents and key stakeholders in the project area, using the methods developed during the project.</p> <p>By the end of the first year to have undertaken training in biological survey, monitoring and management of rangeland habitats and wildlife for 4 key staff in each of the partner organisations. Production of summary manual.</p> <p>By the end of the project, to have gone through a participatory planning workshop involving all of the key stakeholders and</p>	<p>Survey reports and materials. Stakeholders Analysis Report.</p> <p>Survey of the biological resources of the project area.</p> <p>Copies of the public awareness strategy and any materials produced.</p> <p>Summary report of the implementation activity.</p> <p>Training course materials, including manual.</p> <p>Workshop materials. Summary report on the planning</p>	<p>The socio-economic conditions of local communities can be significantly influenced by local institutions and personal choices.</p> <p>There are sufficient networks and means of communication among the rural stakeholders to allow effective public awareness programmes.</p> <p>The size of the project area and the difficulties of access to key areas still allow meaningful surveys to be made.</p> <p>Local communities have the desire to protect their biological resources and to diversify their income streams away from traditional pastoralism.</p>

<p>participatory planning process.</p> <ul style="list-style-type: none"> <li>Identify potential protected areas and specify management structures for them..</li> <li>An assessment of alternative income streams for rural communities to relieve pressure on biological resources.</li> </ul>	<p>organisations and compiled a landscape level management plan for the project area.</p> <p>To produce a protected areas Report by the end of year 2.</p> <p>By the end of the second year, provide a feasibility study for alternative income sources that assesses impacts and provides an outline development plan.</p>	<p>workshop.</p> <p>Copy of Management Plan.</p> <p>Copy of the protected areas report.</p> <p>Feasibility Study and Ecological Impacts Assessment for alternative incomes.</p>	
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<p><b>Activities:</b></p> <p>Undertake a Stakeholder Analysis for the project area.</p> <p>Analyse the link between traditional rangeland management, the needs of the rural communities and recent changes. Link this to ecological condition of the plateau habitats. Combine information from the project area and the whole plateau.</p> <p>Undertake documentary research and field survey of the key plateau habitats.</p> <p>Compile map of habitat type and condition, and location of key wildlife populations.</p> <p>Undertake training of key institutions in ecological survey techniques, including rapid assessment.</p> <p>Identify priority areas for restoration management.</p> <p>Assess the most appropriate public awareness methods for stakeholders.</p> <p>Identify key messages and develop awareness materials and implement programme.</p> <p>Provide necessary equipment for key institutions to build capacity for management of the project area.</p> <p>Undertake audit of skills in key institutions.</p> <p>Using a participatory workshop, develop a preliminary landscape level management plan, which integrates the needs of all stakeholders and maintains the biological resource of the protected area.</p> <p>Review the protected areas network. Compare with ecological survey and make recommendations for extensions/additions/zoning of</p>	<p>Analysis of the social and economic conditions of stakeholders using a minimum 5% sample of each stakeholder sector.</p> <p>Provide a report summarising what is known of the link between socio-economic needs of rural communities and the condition of the biological resources, by end of year 1.</p> <p>Provide a report on the key habitats and wildlife populations of the project area by the end of year 2.</p> <p>By the end of year 1 to have undertaken training in survey and monitoring for 4 staff members each from the key organisations in the project area.</p> <p>Produce a map and list of areas that are a priority for restoration management by the end year 2.</p> <p>Produce a range of public awareness methods for use in the project area by the end of year 1.</p> <p>Provide computer equipment, software and survey equipment for key institutions in project area.</p> <p>Produce summary of current skills and future requirements by the end of year 1.</p> <p>Hold 4-day participatory workshop in Golmud in developing the landscape management plan in year 1.</p> <p>Produce a landscape management plan by the end of year 2.</p> <p>Produce review of protected areas by the end of year 2.</p>	<p>Stakeholder Analysis Report</p> <p>Section of the Stakeholder Analysis Report providing socio-economic context for the project area.</p> <p>Biological Survey Report.</p> <p>Training course materials and summary report.</p> <p>Map (in Biological Survey Report) of key areas for restoration management.</p> <p>Copies of public awareness materials. Report summarising public awareness programme.</p> <p>Invoices for equipment. Photos of equipment in use. Skills Audit report.</p> <p>Workshop materials. Workshop Report.</p> <p>Photographs of the event.</p> <p>Finalised Landscape Management Plan.</p> <p>Protected Areas section in Biological Survey Report</p>	<p>Access to the area is possible at the times when the activities need to be undertaken. Physical access during summer required for field survey (thawing of frozen ground can make access difficult and expensive).</p> <p>There is sufficient institutional will in key organisations to ensure full co-operation, and that this will be maintained.</p> <p>Other controlling Government sectors will not impede progress of the project with beaurocratic impediments, or changes of policy that affect either the project area or co-operation with external organisations.</p> <p>Suitable maps and baseline information is available and not restricted, and that access to local people and to survey areas is unrestricted.</p>
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management.

## **Appendix 2 : Summary of Outputs From The Management Plan Workshop, January 2003, Xinning.**

Prof. Deng Weijie

### • ***Background and Objectives***

Based on the FFI project plan of Research, Survey and Biodiversity Planning on the Qinghai-Tibet Plateau", the Workshop for the Development of a Co-Management Plan for the Protection of Wildlife and Local Livelihoods in Suojia Township, Qinghai-Tibet Plateau was held in Xining, Qinghai province in 15-17 Jan 2003. As the last but most important activity in the first stage of FFI project in Qinghai province, the objectives of the workshop includes sharing and learning the historic and current situation of biodiversity in Suojia Township such as the Problems and Strategies Analysis as well as the associated Action Planning for Co-management by learning among the key stakeholders of the biodiversity conservation in Suojia Township. For achieving those purpose, one more small workshop had been hosted by FFI in Xining in 21-22 Nov 2002, Dr. Mike Harding and Dr. Bill William Bleisch from FFI, Mr. Zado from UYO, Mr. Mei Jieren from Qinghai EPB as well as Dr. Nasan Bayar and Prof. Deng Weijie were involved in this process and all key issues of the workshop had been confirmed including Time, Venue, Agenda and Participants.

Thanks a lot to Darwin Fund for funding this workshop, many thanks to Dr. Mike Harding, Dr. Bill Willan Bleisch and Dr. Ms Zhang Yingyi from FFI for their wonderful cooperation and organization of the workshop. The same thanks to Dr. David Mallon and Dr. Nasan Bayar for their fruitful survey on biodiversity and social economics in Suojia Township as well as their contribution in the workshop. I want to thank Mr. Mei Jieren, the official of Qinghai EPB who provided the workshop with excellent service including logistics. Never forget the participants from UYO and communities in Suojia Township for their interest and love to biodiversity conservation in the plateau as well as their brilliant contribution to the workshop. Lastly, I would like to thank the interpreters who keeping the communication between Tibetan participants and others during the workshop.

### • ***Topics and Process***

The topics of the workshop were proceed as followings:

- Briefly introduction about Suojia Township as the project area: those introduction includes the projects which conducted by FFI, Environmental Protection Bureau, Forest Bureau, Bureau of Animal Husbandry and Bureau of Land Use Planning at provincial level. UYO, the local NGO also introduced the basic information of Suojia Township;
- Summary introduction of Biodiversity and Social & Economic Survey in Suojia Township, hosted by Dr. Nasan Bayar and Dr. David Mallon, the project specialists of FFI;
- Problem and Strategy Analysis on Biodiversity Conservation as well as associated action Planning in Suojia Township, including the Key Stakeholders Analysis, Problem Analysis, Strategy Analysis and Action Planning. As the key part of the workshop, Prof. Deng Weijie, the project specialist of FFI facilitated those processes.

Finally, the Working Group for Management Planning in Suojia Township has been developed and confirmed for Management Plan Writing as one of the follow up of the workshop.

- ***Main outcomes***

All the expected outcomes of the workshop have been developed by sharing the topics and key issues on biodiversity conservation in Suojia Township among the key stakeholders during the workshop, and the main outcomes includes the Key Stakeholders and Their Role in the Process of Biodiversity Conservation, The Key Problem and the Causes, The Key Solutions as the Strategies as well as the draft Action Plan, the Working Plan for Management Plan Writing in particularly.

It is consistent that Local Communities in Suojia Township, UYO, Zhiduo County Government and some of other organization or agencies are the key stakeholders of biodiversity conservation, and Local Communities in particularly, and all of those key stakeholders should play the key role in the process of biodiversity conservation especially the involvement on decision-making as well as benefiting in the process. No doubt that the key problem on biodiversity in Sanjiangyuan district is Continuing Degradation of Most Biodiversity and Most of Sensitive Area but the key causes is so completed including Lack of Income Diversification for Local Communities, Poor Awareness on Biodiversity Conservation, Poor Capacity on Integrated Conservation and Development Planning and Implementation as well as Cooperation Institutionally and the Lack of Resources and Experience on Biodiversity Conservation. Based on those consistence, the strategies for better management of biodiversity conservation in Suojia Township have been developed by groups discussion among the participants who come from local communities, local government, provincial government agencies, universities and institutes during the workshop and most of those have been illustrated as following:

- Increasing the cash generation of local communities by promoting the marketing of livestock rather than breeding only through demonstrative families;
- Income diversification by developing Tibetan traditional handcraft industry and eco-tourism in project area, local communities could generate more income through the families hotel;
- Improving the educational situation in Suojia Township by integrated planning of existing three primary schools based on the cooperation between local people and outsiders. Meanwhile, the awareness promotion of local herders should be strengthened;
- Promoting the local capacity building by training local people and fetch in resources persons for better planning and implementation of biodiversity conservation at provincial level;
- Confirm the community-based protected areas of Suojia Township at policy and legal level for financial support from local government and ensure the validity of community-based biodiversity conservation in Suojia Township;
- Follow the traditional anomalism of local herders but promote the voluntary immigration and young one in particularly;
- Controlling the degradation of grassland by implementing Grazing Ban in degraded areas;
- Promoting the public awareness on biodiversity conservation by providing booklet as well as informing by radio and TV stations;
- Establish and enhance local institutions especially the existing herders committee in Suojia Township for better conservation and development at community level;

It is obviously that the effective conservation of biodiversity in Suojia Township could be promoted by increasing income of local communities, extension of biodiversity conservation and improving local capacity of governmental agencies on integrated conservation and development planning.



- ***Main findings***

The observation during the workshop has shown that:

- The provincial agencies in Qinghai province have paid high attention to the workshop and most of key stakeholders participated the whole process of workshop including governmental agencies, institutes and universities. It was noted that as more as 36 participants have being participated the workshop;
- The participants from UYO and local communities in Suojia Township have shown their high interest and expectation to the workshop through their active participation during the workshop in case of influent communication with others (Non-Tibetan). It was impressed that those participants always try their best to finish group work until next early morning, and also indicated the impact of UYO to local communities;
- Some of provincial agencies are not so clear about FFI project including the objectives of the workshop that only few of participants as the representatives even though high quota of people required before the workshop;
- Some of key officials did not participate the workshop because of the provincial meeting of parliament during the workshop including the one from Provincial Forestry Bureau and Sanjiangyuan Protected Area Administration;
- It is so sad the governors of Zhiduo County did not participate the workshop except the opening ceremony in case of wonderful preparation of workshop including financial support from FFI;
- The analysis of Problem and Strategy as well the draft action plan on Biodiversity Conservation in Suojia Township is quite practical and specific;
- Some of key stakeholders are not confident of FFI project because Suojia Township might be selected as the part of pilot project of Grazing Ban by provincial government and the C0-Management Plan might be useless in case of immigration of local communities in Suojia Township.

Definitely, the organization and facilitation of the workshop was done well and all the objectives and expectation have been achieved.

- ***Recommendations***

Most of important outcome of the workshop is the Working Group for Management Plan Writing that composed of representatives from Qinghai EPB, Forestry Bureau, Bureau of Animal Husbandry, Zhiduo County and UYO. In case of the potential impact of Grazing Ban to FFI project including the Management Plan Writing in Suojia Township, some recommendations need to be considered in the future:

- Provide the Working Group with continuing facilitation service including Management Plan Writing to ensure all the data, information and ideas confirmed in the workshop to be incarnated in the Management Plan;
- Qinghai EPB should keep in touch closely with other key stakeholders especially FFI and monitor the implementation of Grazing Ban in Suojia Township for necessary judge and adjustment if needed;
- The Management Plan in Suojia Township should be consistent with the governmental plan of Sanjiangyuan Protected Area so that some negotiation between FFI and Qinghai provincial government agencies especially EPB, Forestry Bureau and Bureau of Animal Husbandry should be conducted by FFI.

- *Attachments*

- *Itinerary*

<i>When</i>	<i>Where</i>	<i>What</i>	<i>Who</i>
12 Jan	Dujiangyan-Chengdu-Xining	Travel and discussion with EPB for workshop	Mr. Deng Weijie, Mr. Mei Jieren, Mr. Wei and Dr. David Mallon
13-14Jan	Jiaying Hotel/Meeting Centre	Preparation of workshop	Mr. Deng Weijie, Mr. Mei Jieren, Dr. David Mallon
15-17 Jan	Meeting Centre	Conduction of workshop for problem and strategy analysis as well as action plan.	Mr. Deng Weijie, Dr. Mike Harding, Dr. Bill William Bleisch, Dr. Zhang Yingyi, Dr. David Mallon, Dr. Nasan Bayar, Participants
18 Jan	Xingning-Xi An-Chengdu-Dujiangyan	Travel	Mr.Deng Weijie
19-25 Jan	Dujiangyan	Report writing	Mr.Deng Weijie

o *Agenda*

<i>Date</i>	<i>Content</i>	<i>Organizer</i>
15 <sup>th</sup> In the morning 9:00	<ul style="list-style-type: none"> <li>• Commencement</li> <li>• Introduction of participators</li> <li>• Greetings --- vice-director of Provincial EPB, Mr. Zhao Haoming</li> <li>• Background and goal of project --- by Bill Bleisch, FFI</li> <li>• The role and government departments played in this project and their activities--- by Mr. Mei jiereng, EPB</li> <li>• The current and past environment protection activities in project area --- by the director of UYO, Mr. Zhaxiduojie</li> <li>• General Information of construction of San Jiang Yuan NR --- by the director of this NR, FB</li> <li>• Protection and rehabilitation of natural pasture (Grant to Grass Project )in San Jiang Yuan District --- by the director of provincial Animal Husbandry Bureau, Mr. Arwangjiancuo</li> </ul>	Zhao Haoming
12:00	Lunch	
15 <sup>th</sup> In the afternoon	<ul style="list-style-type: none"> <li>• Biodiversity status in project area --- by David Mallon</li> <li>• General socio-economic information of Suojia Project Area --- by Nasan Bayar</li> <li>• Stakeholder analysis --- Training and Discussion</li> </ul>	Deng Weijie
16 <sup>th</sup> In the morning	Identification of main ecological and social problems	Deng Weijie
12:00		
16 <sup>th</sup> In the afternoon	<ul style="list-style-type: none"> <li>• Discussion on the problem analysis in project area</li> <li>• Counter-measures analysis</li> </ul>	Deng Weijie
17 <sup>th</sup> In the morning	<ul style="list-style-type: none"> <li>• Discussion: Preliminary action plan and the duty of different governmental sections in co-management plan based on the counter-measures analysis</li> <li>• Environmental protection considerations of different institutions (EPB, FB, UYO,</li> </ul>	

	AHB)	
12:00	Lunch	
17 <sup>th</sup> In the afternoon	<ul style="list-style-type: none"> <li>• Objectives of co-management plan</li> <li>• Assess the needs of training of main stakeholders based on the objectives</li> <li>• The outline of co-management plan</li> <li>• Assignment and schedule of making the co-management plan</li> <li>• Closure</li> </ul>	

## **Appendix 3 : Specification For Working Group To Write The Soujia Co-management Plan**

### **1. Introduction**

This note summarises the method whereby the Co-management Plan will be written in order to complete the Darwin project.

The Plan must sit within the context of the San Jiang Yuan Protected Area and its Master Plan. It cannot be outside the framework for the PA, and must not be perceived to be driving the development of the whole PA. Soujia and its Co-Management Plan must be developed as a pilot or experimental project within the PA.

The process will be co-ordinated by Mr. Deng Weijie.

### **2. Objective**

Assist Government Departments and local communities to produce a Co-Management Plan for Soujia Township, within the context of the San Jiang Yuan Protected Area.

### **3. Participants**

A working group will be formed. This could be the first meeting of the Leading Group of the SJY PA as proposed by the Director of the Nature Reserve, supplemented by towns people from Soujia and co-management planning advisors.

- UYO: Zhaduo and Du Jiang Tse?
- Environmental Protection Bureau: 1 person from leading group.
- Forest Bureau: 1 person from leading group.
- Bureau of Animal Husbandry: 1 person from leading group.
- Bureau of Land Use Planning: 1 person from leading group.
- Provincial EPB: Mr. Mei?
- Zhiduo County Government: 1 representative
- Deng Weijie (Facilitator)
- FFI representative (Observer/advisor)

Total number: 10 persons.

It may be appropriate for the Vice-Governor or their direct representative to chair the Leading Group.

### **4. Location**

Meeting to take place in Xining.

### **5. Brief For Facilitator**

Mr Deng Weijie's role as facilitator will consist of:

- Preparation and co-ordination (Chengdu)
- Training workshop on Co-Management Planning (Xining, 1 day)

- Workshop to develop plan (Xining, 3 days)
- Collate Plan sections from participants, edit into single document (Chengdu)
- Liaise with Zhang Yingyi (FFI) re: translation.
- Circulate for comments (Chengdu)
- Finalise and distribute (Chengdu).

Facilitation must ensure that all parties have an equal input into the development of policies within the Co-Management Plan, and that the views of all are fairly reflected in the final document.

## 6. Time Scale

Hold Workshop:	1 <sup>st</sup> half of March
1 <sup>st</sup> draft of plan in Chinese ready	end of March
Final version complete and translated	end of April

## 7. Key Issues

The Plan will cover all of the issues relevant to sustainable management of the plateau and the improved livelihoods of local people. The following issues and topics *must* however be addressed or incorporated into the plan:

- The Plan must sit within the context of the San Jiang Yuan Protected Area and its Master Plan. It cannot be outside the framework for the PA, and must not be perceived to be driving the development of the whole PA. Soujia and its Co-Management Plan must be developed as a pilot or experimental project within the PA.
- The Plan must address the impacts of fencing of rangeland.
- The Plan should also address impacts of settlement and changing patterns of pastoral management.
- The issue of designation of core areas and the movement of local people must be resolved.
- Management of grazing pressure and development of sustainable grazing patterns should be included.
- The practise of Pika poisoning should be avoided, and alternative management practises that reduce the perceived problem should be adopted, e.g. reduced grazing pressure.
- The Plan should identify how local culture in Soujia should be maintained.
- Alternative incomes that can be developed for local people should be identified. This should include identification of employment opportunities for townspeople through the SJY nature reserve (e.g. patrolling, monitoring).
- Opportunities for state subsidisation of environmental measures (reduced grazing pressure, species protection etc) should be examined.
- Improvements to education and awareness of sustainable management, and provision of training and capacity building for key management agencies (including the local community) should be identified.

## 8. Ratification of the Co-Management Plan

If the Plan is to be effective, it must be formally ratified and adopted by Government from provincial level down.

This should be achieved through the Leading Group. The Plan should be disseminated to all stakeholders and ratified by the Vice Governor.

**9. Budget**

*Total*

**33,900**

**Mike Harding  
January 2003**

## **1. PROJECT TITLE**

Research, Survey and Biodiversity Planning on The Tibet-Qinghai Plateau. Stage 2: Implementation in the Pilot Project Area

## **2. BACKGROUND**

The project area is Soujia Township, an area of around 15,000km<sup>2</sup> near the border of Tibet in the headwaters of the Yangtze, Mekong and Yellow Rivers. The area is seen as a priority for conservation as it supports a wide range of globally threatened endemic species (e.g. snow leopard, Tibetan antelope, black necked cranes) and also includes a wide range of typical plateau habitats in good condition. The area will be a prime demonstration site for biodiversity conservation on the Plateau, as it exemplifies a range of problems such as climate change and the interface between poverty alleviation and biodiversity conservation. Desertification, caused by overgrazing and changes to traditional management practises are additional critical issues although happily the extent of degraded land in Soujia is limited. Finally, few international NGOs are working on the plateau and the need for assistance is great.

Between 2000 and 2003, FFI led a Darwin Fund project to undertake basic biodiversity research and survey, coupled with similar studies on stakeholders and socio-economic conditions in the project area. Fieldwork in summer and winter confirmed the importance of the project area for biodiversity and characterised the economic and social condition of the stakeholders. A participatory co-management plan followed, which balanced the needs of the internationally important wildlife and local ethnic Tibetan herder communities. The Darwin project was Stage 1 of a conservation intervention originally conceived in three stages. Stage 2, the subject of this PCN, will involve implementing the co-management plan in the pilot project area (Soujia) and trialing management techniques including restoration of degraded habitats. Stage 3 envisages rolling out the methods and techniques developed in Stage 2 to the whole of the headwaters area, which has now been designated the San Jiang Yuan Protected Area, totalling 158,000km<sup>2</sup>.

The main partners in Stage 1 were the Qinghai Provincial Environmental Protection Bureau (EPB) and the Upper Yangtze Organisation (UYO). The former is the relevant Government Agency, the latter an NGO whose membership is mostly Tibetan herders from Soujia. A wider stakeholder group is envisaged for inclusion in the partner group for Stage 2.

## **3. Objectives**

Overall, the aim of the project is **to conserve internationally important species and habitats in the project area through sustainable management of the rangeland and local community development**. There are the following objectives:

- To put in place mechanisms to conserve the habitats and species of the project area.
- To provide sustainable improvements to the livelihoods of local communities.



- To protect and enhance local ethnic culture within the framework of the national Chinese Government.
- To develop a Demonstration Project that provides a model for co-operative working, integrating provincial Government Bureaus, local Government units, local NGOs and local people.

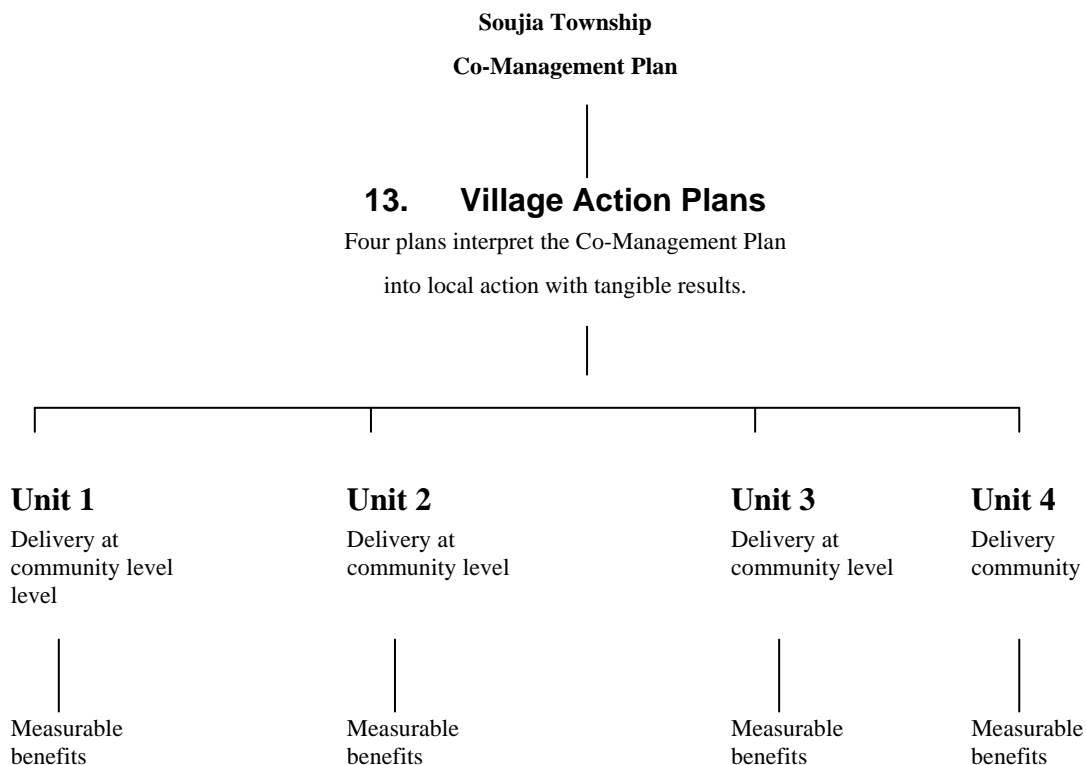
Objectives 1, 2 and 3 are inextricably linked. Biodiversity will not be conserved without alleviation of local poverty and sustainable development of herder livelihoods. Local ethnic culture is sympathetic to wildlife conservation and can be harnessed through education programmes to promote biodiversity. Positive outcomes for an individual objective thus promote benefits to the others.

## 4. Project Description

### 4.1 Overall Project Concept

The Co-Management Plan developed during Stage 1 provided an outline strategy for sustainable management of the rangeland. This needs to be broken down into manageable units (most probably village-level) and translated to action on the ground. If tangible benefits are to accrue, emphasis must be moved from working in Xining on project planning to working in the project area on practical implementation. Figure 1 summarises the scheme. It is extremely simple conceptually, although of course practical delivery will be dependent on institutional effectiveness (see Section 6 below).

**FIGURE 1 : SUMMARY OF CONCEPT FOR STAGE 2**



## 4.2 Delivering Through Village Action Plans

The main method of delivery will be Village Action Plans in the four units of the project area. Each plan will be developed from the Co-Management Plan through workshops which involve villagers, the UYO, County and Prefecture Government officials and Provincial Bureaus. Each Plan will define a series of actions that fulfil project objectives under a series of headings. These might include the following:

- Wildlife Protection: including designation and management of local protected areas, monitoring and survey, patrolling and poaching control etc.
- Habitat Protection: including sustainable grazing management, fencing and pika control policy, rehabilitation of degraded areas, works to mitigate global climate change etc.
- Development of sustainable livelihoods: including development of alternative livelihoods, promotion of added value activities for grazing products etc.
- Education programmes: including development of school curricula to strengthen environmental education, training programmes for UYO and teachers, direct training of local communities and provision of necessary materials.

Each Plan will be specific to the needs of the village and therefore may include additional actions than those listed, or omit some depending on local need.

As a fuller picture of the condition and needs of each village is required, and the full participatory process to compile the plans, more specific information on outputs cannot be supplied at this stage.

## 4.3 Balancing Empowerment of Local Communities with Government Management

Development of the Village Action Plan is at the core of the project. It is the only way to ensure that the Co-Management Plan is translated into action at the local level. It is also the mechanism which will enable local communities to implement their own programmes. Provincial partners will play a key role in the process. It will be their task to set strategy and provide the Governmental framework for local action. Provincial and Prefecture authorities will provide their bureaucratic support that enables the programme to progress smoothly. Delivery will be through local communities, however, which is the only effective mechanism in a project area that is 1000km from the Provincial city.

Partnership working from Provincial agencies is also essential to integrate higher level plans<sup>2</sup> into the Village Action Plans. This will prevent Provincial initiatives from cutting across local action and will help mitigate impacts of infrastructure and development projects such as the Lhasa-Golmud Railway.

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<sup>2</sup> These include EPB's Eco-Functional Area Plan for the Headwaters Area, Forest Bureaus Master Plan for the Protected Area, Bureau of Animal Husbandry's plans for the plateaux and present and future initiatives within the Great West Development Plan.

#### **4.4 Providing The Necessary Capacity at All Levels**

The project will require capacity building in the partner organisations, provision of capital equipment, technical assistance across all programmes, capital works to support habitat management and strong administrative support. Networking between staff, both with related projects working on the Plateau, and with participatory community projects elsewhere in China and perhaps abroad, will be a strong feature of the programme.

#### **4.5 Ensuring Delivery Through Tight Project Management**

The project will need to be developed through a series of key project milestones which have tangible and measurable results and benefits at all stages. Release of funds for the next stage should be directly linked to achievement within the particular partner unit and we should be prepared to cut from the programme any units that lack due diligence within their competency.

### **5. IMPLEMENTATION SCHEDULE**

The project is seen as a 3-year intervention, broadly programmed as follows:

- Project initiation: developing administration system, MOUs and project partnerships. Putting in place staffing and basic equipment needs and undertaking training requirements audit. Months 1-6.
- Capacity building: Throughout project but front end loaded. Months 1-12.
- Development of Village Action Plans: Months 6-12.
- Implementation of Plans: Months 12-30.
- Review and planning of Stage 3: Months 30-36.

### **6. INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS**

#### **6.1 Project Overview**

The method of delivering the project has to balance simplicity (for effective delivery) with taking account of the complexity of Chinese Government. The project structure will need to provide for effective action at the local level, while ensuring full buy-in at the County, Prefecture and Provincial Government level. Provision must be made for the international component in a way which is supportive and provides direction but does not take ownership. Figure 2 shows the proposed delivery structure.

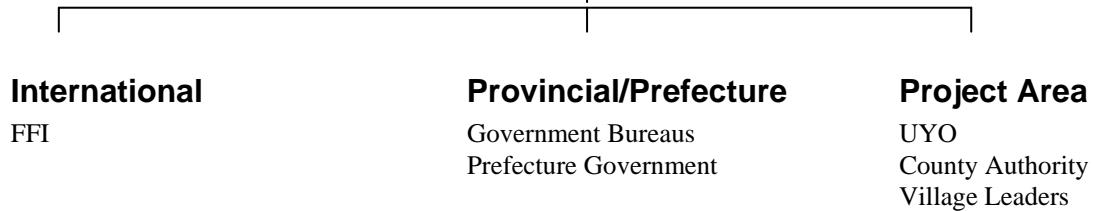
**14. FIGURE 2 : SUMMARY OF INSTITUTIONAL STRUCTURE TO DELIVER PROJECT**

**15. Steering Group**

Steer project and ensure project delivered to programme and budget.  
 Monitor project against agreed milestones and measurable outputs.  
 Oversee performance of work units.  
 Consists of key partners including Bureaus, UYO, FFI  
 Chaired by Vice Governor (?) who manages secretariat.

**16. Project Management Unit**

Each Work Unit has:  
 Project Manager: Oversee work of unit  
 Project Co-ordinator: Day to day management of work unit tasks  
 Project team: 4-5 workers to undertake implementation.  
 Work Units arranged as:



**6.2 Key Project Partner Institutions**

The main Provincial-level Bureaus would be the Environmental Protection Bureau, Forestry Bureau and Bureau of Animal Husbandry. There will be others but they are likely to have a smaller role perhaps related to specific issues and would not require a specific Project Management Unit. The need for their involvement would be decided by the Steering Group.

The equivalent Prefecture-level institutions would also be involved but again they will not require Project Management Units. It will be the task of the Provincial units to keep the Prefecture Bureau on line.

In the Project Area, the UYO will provide a critical local role and will require a full Project Management Unit, as will the County Authority. This is a new Government structure formed by unifying all of the Bureaus into a single management entity. This provides an ideal, unified mechanism for delivering activity at the local level. The UYO with support from FFI would provide co-ordination between the four village units and help maintain momentum when enthusiasm flags. Village leaders will need to be

integrally involved, overseeing works within their jurisdiction and with the UYO providing the link with individual herder families.

### **6.3 Providing an Effective Co-ordination and Management Group**

Co-ordination between Units would be provided by the Steering Group. This would consist of the Project Manager and Project Co-ordinator from each key institution and is responsible for overall strategy and delivery of the project and to ensure each unit delivers its commitments to deadline and budget.

The Bureau system in China is both complex and divisive; both problems must be overcome. It is suggested therefore that there will be no lead Provincial Bureau. To control in-fighting among the main partners listed above, it is suggested the Steering Group be chaired by a senior cross-governmental figure such as a Vice-Governor (?), who would also manage the secretariat. This will also provide senior political motivation. This has proved an effective mechanism for the Dujiangyan BSAP process.

### **6.4 Implementation Through The Project Management Units**

The system is reliant upon the basic management unit for each main partner institution. This involves:

- Project Manager: overall direction of the unit and responsible for ensuring delivery.
- Project Co-ordinator: Responsible for day to day project implementation.
- Project Team: Mix of 4-5 technical and administration staff who, under the direction of the Co-ordinator, implement the works.

The unit collectively is responsible for delivery of the partner's roles and responsibilities. These would be laid out in the Project document.

### **6.5 The FFI Project Management Unit**

Assuming the funding flows through FFI, a strong Unit will need to be identified. Project management could be provided by either Bill Bleisch (Country Programme Manager) or Mike Harding (Country Technical Specialist, Project Manager for Stage 1), depending on resources available and other Country activities. David Mallon, who has already worked on Stage 1, would be an ideal Project Co-ordinator if he had the time. The Co-ordinator would need to spend considerable time in the project area and the Provincial centre. The project team should consist of Chinese nationals and should ideally include Yingyi Zhang from the Beijing Office and Nasan Bayar, the anthropological specialist from Stage 1. Additional administration staff would be needed.

### **6.6 Technical Assistance**

The project should also make provision for technical assistance from outside of the named work units. Such assistance can be foreign or preferably Chinese, and can operate at all levels and for all task types (scientific, stakeholders, workshops etc).

## **7. OUTPUTS**

Outputs cannot be precisely defined until completion of the Village Action Plans but would include the following by the end of the project:

- Development of a project management model which has a track record of delivering community level projects, for use on other community environmental programmes.
- Four Village Action Plans.
- Practical implementation of a programme of works to enhance local biodiversity.
- Strengthening of local protected area management.
- Development of techniques for remedial treatment of degraded rangeland habitats.
- Improved local livelihoods for herder communities in the project area.
- Identification and development of new income and development opportunities for herder communities.
- Training in key project areas for partner institutions and local communities.
- Production of a range of training and public awareness materials.

## **8. BUDGET**

Much development work will need to be done to provide a budget profile but it is expected the budget for the project would be in the region of \$1-3 million.

Funders would mostly likely be bi-lateral donors. The GEF position is still poor in China and would not be the preferred route without direct intervention from Implementing agencies pressuring the MoF.

**Mike Harding**  
**FFI China Programme Technical Specialist**