

Workshop Report

On Strategic Planning for Local Economic Development (LED) in Tuyen Hoa District, Quang Binh Province

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1. BACKGROUND AND SUMMARY

Based on the achievements of the “Integrated Food Security Program” (IFSP) which was supported by GTZ from 1996 to 2002 in the pilot districts of Minh Hoa and Tuyen Hoa of Quang Binh province, the follow-up project “Sustainable Management of Natural Resources in Central Vietnam” (SMNR-CV) pursues the overall goal of improving the living conditions of the local population in the mountains areas of the project region, in accordance with a stabilization of the ecology. The project purpose and the intended impact of the project is focused on capacity building, namely that the stakeholders in the project region are able and effectively manage their natural resources in a sustainable way.

The general implementation strategy is to consolidate the achievements of the IFSP and develop its outputs further in the fields of i) community-based village and commune development planning (VDP), ii) the application of appropriate farming systems, iii) community-based forest management (CBFM), and iv) the promotion of alternative income opportunities from the marketing and processing of agricultural and non-timber forest products (NTFP). Incorporating the lessons learnt from other donor financed projects, notably those supported by GTZ, the methods and models tested and adapted to local conditions by the SMNR-CV are to be disseminated, depending on the demand expressed by stakeholders in neighboring provinces in Central Vietnam.

In the implementation strategy, MA&D and other tools continue to be applied. While this is seen as sufficient to formally fulfill the respective indicators, the overarching concept of “Local Economic Development” (LED) was introduced and tested in March 2005 with the organization of Provincial Workshop on Strategic planning for LED. LED workshop has been organized by the project in Dong Hoi city, from 10-12/3/2005 with more than 40 participants from different local authorities, technical departments, mass organizations, NGO, SOEs, private sector and co-operatives. The results were encouraging, and will be used – at least in part – by the authorities to supplement the long-term socio-economic strategic plan of Quang Binh Province.

In order to continue introduction and implantation of LED strategic planning at local levels, the SMNR-CV has organized another workshop on LED at Tuyen Hoa District from 9-10 Aug, 2005. Main objectives of the workshop are as follows:

- Introducing and presenting a strategic planning tool at district level, opening the floor for more participative and coordinated planning of different key stakeholders in the district, and conveying basic knowledge about the LED method and its value for economic development of Tuyen Hoa.
- Building socio-economic development strategy of Tuyen Hoa in which focus on solutions for economic development. Analyzing and integrating strategic ideas and solutions to socio-economic development planning period 2006-2010 of Tuyen Hoa
- Withdrawing experience for applying LED in other districts and having supplementary for implementation strategies_for relevant results of SMNR-CV.

After two day working, with the participation of more than 30 people, the workshop has gained significant achievements. Participants have been introduced about LED strategic planning, major issues of Tuyen Hoa socio-economic development and stakeholder assessment. And through group discussion, exchange of ideas in the workshop, participants have built a “vision” and prioritized 3 objectives for LED which are based on SWOT analysis of socio-economic development of the district. Participants also elaborated respective action plans for implementation to achieve those objectives through group discussion. Finally, participants highly appreciate the new approach of LED and results which the workshop achieved. Those approach and results could be added and combined with socio-economic development strategy of Tuyen Hoa based on its current resources.

2. PRE-WORKSHOP ACTIVITIES

The project staff and national consultant have tried their best for the success of the workshop. Basic documents and works which prepared for the workshop are as follows:

1. LED strategic planning guide document (this paper was prepared since previous workshop at provincial level)
2. Preparation of PowerPoint of LED strategic planning. This document was distributed to all participants.
3. Preparation report of socio-economic development of Tuyen Hoa. This report was prepared based on different reports and documents of local authorities and statistic handbook. The report is important material to help the participants understand clearly about situation of socio-economic development of Tuyen Hoa and be base for them to discuss during the seminar. Thus, the report was sent to local authorities of Tuyen Hoa to get comments and contribution ideas on it before workshop beginning¹ ([See appendix 1](#)).
4. Preparing analyzing all relevant stakeholders. That was important tool to consider their joining abilities and concerns in LED strategic planning process.
5. Organizing a meeting to exchange and discuss important issues of LED and concerning information at the office of Tuyen Hoa people's committee with participation of representatives from local authorities, people's committee, mass organizations and different enterprises of Tuyen Hoa district. In this meeting, some definitions and new approach of LED was presented. All participants have analyzed and assess interest concerns and potential contribution of stakeholders preliminarily in LED strategic planning².
6. Preparing logistics and workshop program and participant list ([see appendix 8 and 9](#))

3. WORKSHOP CONTENT

The workshop took place in 2 days 09-10/08/05. The morning was from 7.30 to 11h, the afternoon was from 13.30h to 17h. Specific contents of the workshop include:

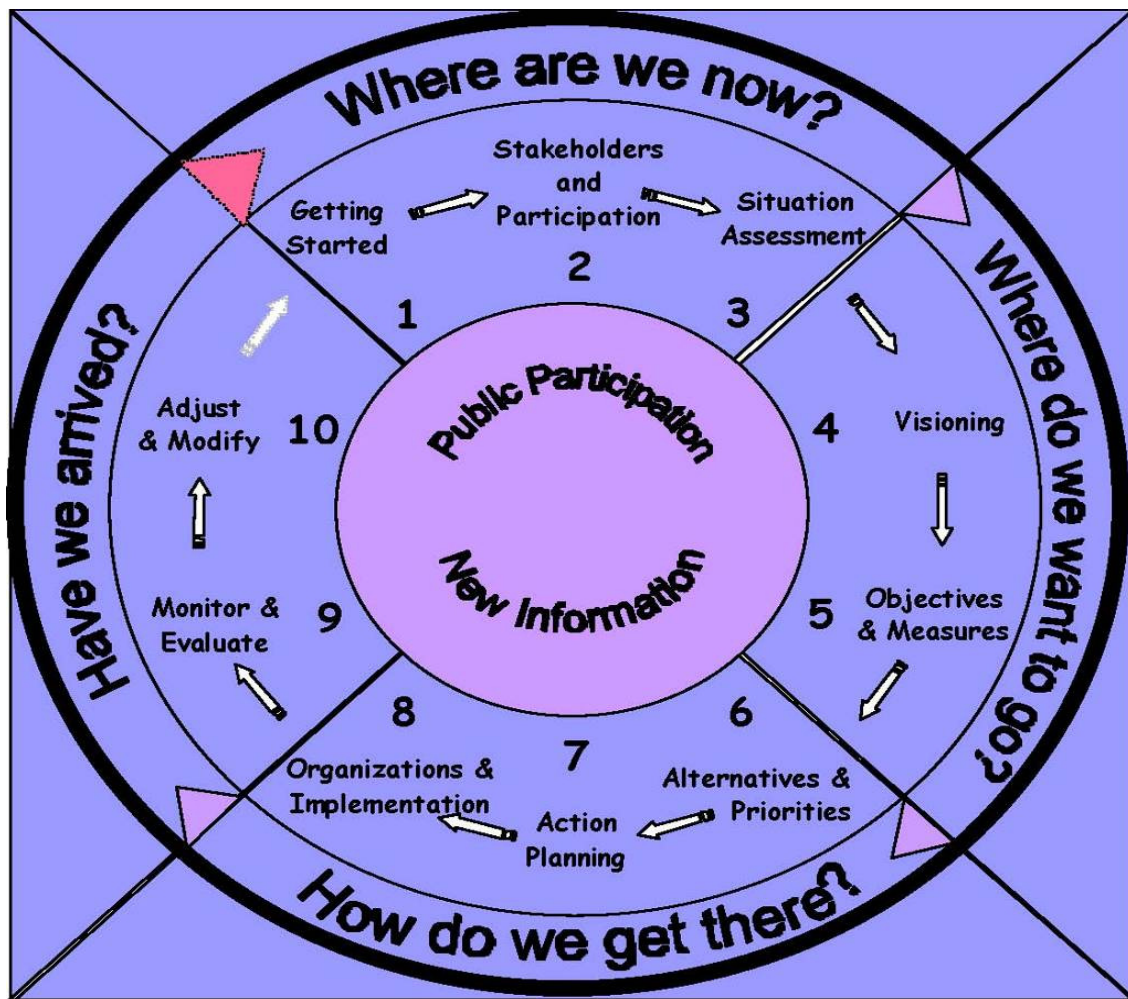
The first day

* Performing of national consultant expert about basic issues of LED strategic planning. What was LED, LED plan, solution and process of LED strategic planning. LED cycle including 10 steps is as follows:

LED strategic planning cycle

¹ Full version is available at the project's office

² For more information about the meeting are available at the office of project



Local economic development (LED) is a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized. LED strategic planning process answering for 4 basic questions:

1. Where are we? Analyzing situation of local economic, stakeholder assessment.
2. Where do we want to go? Building vision and making specific targets for LED.
3. How do we get that? Finding alternatives and action plan, end then implementation process.
4. Have we arrived? Supervising and valuing aim at over-seeing, assess and adjust it to fit with the fact.

* After coordinators guided creative games, consultant continuously stated importance and method of analyzing relevant stakeholder assessment as well as preliminary result of analyzing relevant stakeholders through the meeting with all sides had organized before. Then, the coordinator divided the workshop into 3 groups representing 3 areas to discuss about the interest issues and potential contribution of stakeholders: local authorities group; enterprises and association of enterprises group; and mass organization group. Other members of projects were joined different groups. The result of discussion show major interesting things and contribution ability of relevant stakeholders in LED strategic planning process ([see appendix 2](#)). After presentation of each group, some representatives gave supplemental ideas and share there thought. All groups understand clearly about their interest concerns and shown up what they can contribute for LED process.

* Coordinator guided everybody play the game "Who am I?" to make more friendly and openly atmosphere among participants; help them feel more interested in the workshop. The special challenge of bringing people into a participatory planning effort requires some ice braking and

unbalancing exercise in the beginning. The “creative game”³ served well in this function and motivated participants to open and to persevere; creative to resolve problems while lacking resources and information

* Consultant expert presented “Assessment on major issues of Tuyen Hoa socio-economic development-situation”.

Its content mentioned basic issues in socio-economic growth process, from socio-economic achievements, chances and resources could be exploited as well as challenges. Summarily, primary resources for Tuyen Hoa economic development was divided into 4 resources are as follows:

- Social and human resource capital
- Natural resource capital
- Manufacturing and Physical capital
- Financial capital

The situation assessment shows up substantial and quantitative information to be processed into subsequent topics. All information relies on secondary data and figures are for some years only, result in limited objectiveness. For next workshop, it is better if the situation assessment paper would be prepared by some survey, interviews and longer period figures. That will make all participants easier to understand about the real picture of socio-economic development of the district.

After presentation, the workshop was divided into 3 groups to discuss on socio-economic development of Tuyen Hoa by evaluating and grade for 16 issues. This is results integrated from 3 groups ([see appendix 3](#))

No	Evaluating criteria	1	2	3	4	5	6	7	8	9	10
1.	Formal economic role						x				
2.	Informal economic role				x						
3.	Participation of minority ethnic groups			x							
4.	Cooperative spirit between local authorities and other organizations							x			
5.	Optimistic with future								x		
6.	Local relies on itself resources					x					
7.	Local has strategic plan independently					x					
8.	Local has growth economic plan								x		
9.	Participation of objects in growth socio-economic plan						x				
10	Diversified labor forces										x
11	Almost enterprises is Tuyen Hoa's possession							x			
12	Local aware advantage competition				x						
13	Coordinating opportunity with community						x				
14	Finding force to overcome week points						x				
15	Educational support							x			
16	Organizations co-ordinate to resolve issues						x				

³ Game named Building Towers in which participants are faced with the challenge of creativity to resolve problems in the context of lack of resources and compete with other groups.

From results of group discussion on grading socio-economic development, comments were given are as follows:

- We can see a general picture of Tuyen Hoa socio-economic situation at above average level. 11/16 indexes had higher mark than medium level, the highest is labor index (9 marks), local has economic growth plan and optimistic with future indexes had 8 marks. 5 indexes are under medium level, in there participation of minority ethnic group's index is lowest (3 mark).
- Local stakeholders are not aware of their competitive advantages, relative neighbouring districts and communes. There is needs to carry out researching task, analyzing growth economic situation of district as well as neighbor districts and provinces to discover its advantage competition, strengths, weaknesses, opportunities and threats (SWOT) in socio-economic growth process.
- Disadvantage group and minority ethnics in area had joined at low level.
- Believing in the future optimistically of local (8 marks) has asserted relying on high growth level every years (7.4%).

* Continuously analyze Tuyen Hoa socio-economic situation as a basic for LED strategic planning, workshop was divided into 3 groups to discuss on local strengths, weaknesses, opportunities and threats (SWOT) in socio-economic growth process. Results are integrated as follows ([see appendix 4](#)):

1. Strengths: basic and primary strengths of local are confident and enthusiasm leaders; plentiful unskilled labor and hard working people.
2. Weaknesses: Lacking of skilled labor, low awareness of people have been low, approaching science ability hasn't been high, still having conservative thought, having been difficult in accepting new things. Attracting talents policy hasn't been specific. Mechanism and managing ability at basic levels is weakness and shortcoming.
3. Opportunities: Being one of poorest province in Vietnam so that Tuyen Hoa has chance to receive many aids resources from government and international organizations such as poverty reduction project of ADB, SMNR-CV and so on. Those projects also give chances for the district to approach new technology and improve human resource.
4. Threats: Environment is polluted; forest is destroyed, the gap between the rich and the poor is wider, social evils increased...

The second day

** Building "Vision" for LED*

National consultant introduced the method of determining the vision in the process of LED strategic planning.

- Why must a vision be built? The vision answers the question: where do we want to go to? Allows us to foresee future we want to be; Helps us concentrate on important issues to get there.
- A vision must ensure basic demands such as: describing what desirable future is; a vision no need to show steps to get future; Represent strengths and essentials of local
- Constructing vision must base on results of analyzing SWOT of socio-economic development; how local future become and what important economic issues in the future are like job, income, poverty and so on.

After that, the workshop was divided into three groups to discuss on building vision for LED ([see appendix 5](#)).

Visioning seemed to be a pointless exercise but contributed a lot to the agreement on a mutual and overall development idea which integrated by the workshop are as follows:

"Till 2020, Tuyen Hoa will become an industrial, commercial and service center of the province; building the economy of district becomes one of the wealthiest districts in the province".

** Determining objectives*

The workshop was divided into three groups to discuss about LED objectives. Each group gave maximum 5 specific objectives ([See appendix 6](#)). The results of group discussion were collected by Pareto method (voting to find out the most ballot objectives). Three target groups were selected for continuing to discuss as follows:

1. *The first target group: Economic growth 10%, moving economic structure according to ratio of agriculture 33%, industry 27%, service 40%.*
2. *The second target group: Speeding up process industry of forest and agriculture products.*
3. *The third target group: Planting, managing and using forest resources more effectively and solidly*

** Action plan*

Basing on 3 target groups were unanimously chosen, workshop was continually divided into 3 groups to discuss on finding solutions to achieve those targets. An action plan for each above target group was produced by group discussion ([See action plan at appendix 7](#)). The action plan includes a lot of specific and practical projects with time frame and resources as well as whom in charge to implement. However, time frame of almost projects is not specific and role of local authorities here some time is not classified for which levels and which offices.

4. WORKSHOP RESULTS AND LESSONS LEARNT

The workshop is considered as a new contribution of the project to LED strategic planning of the district. Some results and lesson learnt after workshop.

1. Nearly 30 representatives coming from various concerned sides joined the LED planning workshop together in 2 days uninterruptedly. They participated, offered suggestions actively during the workshop, especially in discussing groups.
2. The time of a standard workshop is prepared in 4 days. However, based on considering local conditions, the workshop was organized in 2 days. Thus, besides cutting some given tools, the representatives and seminar runners had to work more intensively to ensure process of plan executed completely with joining of all relevant sides.
3. New methods of LED strategic planning was presented and discussed carefully in the workshop. Being different from making plan by concentrating method of local authorities so far, the new methods pay attention on special importance to the participation of relevant sides (such as interesting issues and what their potential contribution is) on the first step of planning process.
4. The workshop has analyzed and assessed stakeholders; analyzed situation of socio-economic development of Tuyen Hoa by 2 tools: SWOT and graded by 16 criteria (as mentioned above). Since then, the workshop built a vision and determined targets for LED strategic planning. At last, an action plan with many specific ideas was brought out aim at achieving those targets and visioning.
5. The action plan was relatively concrete, but fully ambitious. Hence, to enforce it continuously, we have had engagement of all relevant sides, especially from the local authorities at district level who has role of creating favorable climate for business and foreign organizations, NGOs and other projects in the first stage because they have ability to bring and support capital and new technology to implement those projects of the action plan.
6. Participants highly appreciated new approach of LED strategic planning and results gained of the workshop. Those results of the workshop should be continuously considered and adjusted to submit to local authority. The workshop with this new approach should be spread and applied in other districts of the province.

5. APPENDIX

Appendix 1: Introduction and Summary of Situation Assessment of Tuyen Hoa

1. Introduction

Sustainable Management of Natural Resources in Central Vietnam (SMNR-CV) project applying the approach of “Local economic development strategy planning-LED” in Quang Binh province has carried out its initial activities at provincial level as discussed with stakeholders in the workshop organized in March. With the purpose of providing support at district level applying LED in building development targets (focusing on economic development) and through its activities, adding strategy for implementing results of the project in district area, the SMNR-CV has decided to continuously implement LED strategic planning activities in Tuyen Hoa district since June 2005. Primary assessment of the existing local situation is one of the important parts in the process of LED strategic planning. It provides information and data as basic inputs to concerning bodies for the implementation of the next steps.

Primary situation assessment is done applying the basic method of using information and secondary data from the reports and existing resources such as general report on the implementation of socio-economic plan of the period 2001 -2005 of the district and technical agencies, other reports. After collection of information, the issues of interest are taken into consideration and assessment. As local economic development strategy planning approach requires the participation of different groups, the results of the assessment is carefully discussed and analyzed in the following meetings and workshops. The information and data collected by surveys or direct interviews is not used in primary assessment on the local socio-economic development situation. Information and data is collected, analyzed and arranged in 4 sources as follows:

- Human and social capital.
- Financial capital
- Manufacturing and Physical capital
- Natural Capital

2. Executive summary

Tuyen Hoa is a mountainous district located in the North West of Quang Binh province. It was formed in 1989 after the division of mountainous district of Tuyen Minh. It has the natural area of 1.149,41 km², the population of 79.581 people¹ and 17.770 households. There are 20 administrative units including 19 communes and 1 township in the district. Beside King people as the majority, the ethnic minorities of Ma Lieng, Sach, May, Arem and Muong with the total population of 584 people live mainly in mountainous communes of Thanh Hoa and Lam Hoa.

Following the national policy of socialist oriented market economy, the district has carried out the renovation and gained significant results during the process of socio-economic development, living standards of people have been improved. The growth rate of the economy is rather high. The average growth rate of the period 2001 – 2005 was 7,4%⁴ (completing 98% of the planed targets), economic structure was shifted in the tendency of reducing the proportion of agriculture, forestry and fishery sectors and increasing that of industry, construction and commerce - tourism. The income/capita has been continuously increased. In 2004 it was 2.136.000VND, it is expected to be 2.380.000VND in 2005 (in 2000 it was 1.690.000VND)⁵. Hunger eradication and poverty reduction is focused on and gains productive results. The poverty rate was reduced from 42.3% in 2000 to 18.2% in 2004 and expectedly to be 13% in 2005)⁶. People’s life has been improved in terms of different aspects. Electricity serving consumption and production demands are available in all the communes. All the commune have completed education compulsory at primary level and illiteracy eradication, 18 out of 20 communes completed education compulsory at secondary level. All the communes have health care stations meeting basic demands of treatment for local people. The rate of malnutrition in

⁴ Statistic notebook 2003

⁵ Report on Socio-economic development Strategy 2001-2005

⁶ As above

children has been reduced considerably. At present malnutrition children accounts for 20 - 25% in the district. Population and family planning is considered as an important work, propaganda is carried out widely, so the rate of natural population increase is considerably decreased from 1.55% in 2000 to 1.35% in 2004.

Beside its strengths and achievements, Tuyen Hoa has some certain shortages and limitations compared to other localities. The economy is at low point; production values of economic sectors are limited. The average income per capita is 78% compared to it is of the whole province (the average income per capita of the province was 3,650,000VND in 2004 while it was 2,136,000 VND of the district). The economy has not been developed in a sustainable way with the practices of self-production self supply and slow economic structure shifting.

Due to limited qualification and skills of producers and inappropriate application of science and technology, products are not rich in samples and types, the competitiveness is low. The local authority and some technical agencies lack of management capacity, dynamism, creativeness in consulting the planning and production execution. Hunger eradication and poverty reduction is focused on and has good results but in fact many households come back to their previous poverty situation, the distance between central and remote areas is rather big.

In the coming time socio-economy of Tuyen Hoa district will develop with certain opportunities and potentials. The party and local authorities at different levels keep providing policies on encouraging every sector to mobilize all resources for investment and development of goods production development. The qualification and skills as well as the proactiveness and capacity of using internal resources of local people have been improved. The transportation network has been completed, ensuring the exchange of goods, the contact between the province and other provinces as well as other countries of Laos, Thailand (the national route 12A, throughout Asia road, Ho Chi Minh road and North – South railway. Other infrastructure facilities such as electricity, telecommunications have been set up and provide wide services to people. With kind assistance and support by the central government and province ODA, NGO projects, technical support programs implemented in the district will help enhance the capacity of people, improve rural infrastructure, transfer and apply science and technology in production, reduce poverty and improve living standard of people, take part in changing the face of the district.

Appendix 2. Interest concerns and major contributions of stakeholders.

First group. Local authorities and some projects.

Stakeholders	Interest issues	Major contributions
Economic-Finance Division	<ul style="list-style-type: none"> - Building the most effective LED plan - Managing finance and budget effectively 	<ul style="list-style-type: none"> - Making plan - Managing budget
Infrastructure Division	<ul style="list-style-type: none"> - traffic net of countryside 	Investment planning, local force mobilizing, outside investment projects calling
Environment and Natural resources Division	<ul style="list-style-type: none"> - Managing using land - Managing resource, mineral 	<ul style="list-style-type: none"> - Using land planning - protecting, using, exploiting resources planning
Agriculture Division	<ul style="list-style-type: none"> - Developing agriculture economic and countryside - Developing small scale industry 	Advising implementation economic development plan
SMNR - CV	Effective contribution in building workforce at various levels and improving people's life	Supporting technology (making growing plan in Agriculture, Forestry, non-timber forest...)

Second group: Enterprises, households and association

Stakeholders	Interest issues	Major contributions
Enterprises	<ul style="list-style-type: none"> - Need supporting capital from authority to extend and develop business - Create favorable condition for enterprise having land to build factory - Training courses for business management skills 	<ul style="list-style-type: none"> - Create jobs for labor force in the district - Increasing income for households - Exploit sustainable natural resources
Households	<ul style="list-style-type: none"> - Invest and develop some pilot projects in agriculture. - Master plan on seeds and plant with small scales. - Building favorable mechanism for production like interest, encourage policies... 	<ul style="list-style-type: none"> - Protect environment and ecosystem - Contribute in the period of implementation of LED plan

Third group: Mass-organizations and projects

Stakeholders	Interest issues	Major contributions
Tuyen Hoa' forestry co-operatives	Protection, management and development forest	Empoving knowledge in forest protection
Women Association	Improving education and income for women in the district	Participate into LED; contribute staff and experts
SMNR – CV (agriculture component)	<ul style="list-style-type: none"> Improving living standard of citizen sustainable Develop agriculture in minority area 	<ul style="list-style-type: none"> Technical assistance, training and consulting Capital and technical
DPI	Balance resources, priority for development investment aim at sustainable achievements	Building mechanism, solution and policy for implementation

Appendix 3: Assessment on Tuyen Hoa Socio-economic development by graded

Group 1:

No	Evaluating criteria	1	2	3	4	5	6	7	8	9	10
1.	Formal economic role						x				
2.	Informal economic role				x						
3.	Participation of minority ethnic groups			x							
4.	Cooperative spirit between local authorities and other organizations							x			
5.	Optimistic with future								x		
6.	Local relies on itself resources					x					
7.	Local has strategic plan independently					x					
8.	Local has growth economic plan								x		
9.	Participation of objects in growth socio-economic plan						x				
10.	Diversified labor forces									x	
11.	Almost enterprises is Tuyen Hoa's possession							x			
12.	Local aware advantage competition				x						
13.	Coordinating opportunity with community						x				
14.	Finding force to overcome week points						x				
15.	Educational support							x			
16.	Organizations co-ordinate to resolve issues						x				

Group 2:

No	Evaluating criteria	1	2	3	4	5	6	7	8	9	10
1.	Formal economic role						x				
2.	Informal economic role		x								
3.	Participation of minority ethnic groups	x									
4.	Cooperative spirit between local authorities and other organizations									x	
5.	Optimistic with future									x	
6.	Local relies on itself resources					x					
7.	Local has strategic plan independently				x						
8.	Local has growth economic plan								x		
9.	Participation of objects in growth socio-economic plan								x		
10.	Diversified labor forces									x	
11.	Almost enterprises is Tuyen Hoa's possession										x
12.	Local aware advantage competition						x				

Appendix 4: SWOT analysis

Strengths	Weaknesses
Enthusiastic leadership	Unskilled workers and Low educated citizen
Abundant common laborforce	Citizen is conservative and hard to accept new things
Hard working laborforce	Economic management at grassroot level is still low
Diversified traffic systems (rainway, road, marin...) for trading development	Sub-contracting industry has not developed
A large forest area for forestry development	Goods trading market has not developed
Diversified rivers and streams to create favorable conditions for household and farmhouse development.	There is not attracting talent policy
	Limitation in applying new technology to production
	Lack processing factory for raw materials
	Complicated administrative and hard to access loans
Opportunities	Threats
There are a lots of natural resources	Environment pollution, land-over exploited
There are lots of projects sponsored by government and international organizations.	Abundant labor force, especially unskilled workers, results in social evils increased
Wide forestry area is very good condition for non-timber product development.	Forestry destroy is out of control
Favorable business mechanism and encourage policy of provincial authority.	Increasing gaps between the rich and the poor
	Natural calamity, backward in socio-economic development

Appendix 5: Visioning

Group 1:

To 2020 Tuyen Hoa uses well natural resources to develop industry-home scale industry and services, bring district's economy to be the riches in the province.

Group 2:

To 2020 Tuyen Hoa will become a sustainable economic development center equally with other districts in the province; is attractive destination for ecological tourism.

Group 3:

To 2020 Tuyen Hoa will be a sustainable economic development center of northeast area of Quang Binh; is an area for construction material and forestry development in the province

Appendix 6: Results of group discussion on determining objectives

Group 1: GDP growth is 10%, economic structure mobilization is: Agriculture: 33%; Industry: 27% and Services: 40%.

- Apply new technology in agriculture aim at increasing productivity
- Develop construction material factories.
- Develop trade villages
- Pushing up construction progress on Ho Ho and Rao Tro hydroelectricity, and Gianh river cement factory.
- Infrastructure network development
- Upgrade market system and building 3 business centers (Dong Le, Tien Hoa and Bac son)
- Looking for markets, helping household assesses credits
- Helping enterprises to have land and premises for production

Group 2:

- Trade and services accounted for 40% in GDP by developing industrial zones at Tien Hoa and Dong Le. Create favorable business condition for service development.
- Industrial and home-industrial accounted for 27%
- Agriculture accounted for 33% in which pay attention on applying new technology to increase productivity.
- Afforestation is about 300ha per year.
- Income per capita is about VND 5million.

Group 3:

- Economic structure mobilization is: Agriculture: 30%; Industry: 30%; and Trade and Services: 40%.
- Afforestation and manage, develop and protect forest; increasing coverage of forestry
- Increasing local budget to 15-17%
- Income per capita is about VND 6 million

Appendix 7. Action plan

The first target group: Economic growth 10%, moving economic structure according to ratio of agriculture 33%, industry 27%, service 40%.

Activities	Time	Resources	Responsibility	Other supports from related organisations, projects
Applying new science and technology to agriculture in order to increase productivity/area unit	2006 – 2010	Budget of state , contribution of farmers, the aids of enterprises	Government of province, district, commune; encouraging agricultural expansion society and farm household	
Developing construction material firms	2006 – 2010	Enterprises, co-operatives, the support of the state	Owners of enterprises, the government at various levels	
Restoring traditional villages	2006 – 2007	Enterprises, co-operatives, support of the State	Owners of enterprises, the government at various levels	
Accomplishing Hô Hô, Rao Trô hydroelectric plants, Gianh river cement manufactory	2006 – 2010	Investment of the State	Ministry of industry, Cosevco.	
Upgrade and improve infrastructure network in the district	2006 – 2010	The Investment of State, contribution of people, the aid of enterprises	The State, enterprises, the project	
Consolidating, upgrading market system; Building 3 commercial centers: Dong Le, Tien Hoa and Bac Son	2006 – 2008	The State, the people	The government various at levels, Enterprise-households	
Finding markets for products	2006 – 2010	The State, the people	The government at various levels, households	
Creating favorable conditions for Enterprises, households to access credit system	2006 – 2010	The State and citizen	The government at various levels	
Creating premises condition for enterprises	2006 – 2010	The State, the people	The land office, People committee at various levels	

The second target group: Speeding up development of industry processing of forest and agriculture products.

Activities	Time	Source	Responsibility	Other supports from related organisations, projects
Expanding and developing silk production and processing enterprises	2006 – 2008	Enterprises, The government and aid organizations	Owners of enterprises	
Strengthening and speeding up bee keeping club	2006 – 2010	Enterprises, The government and aid organizations	Enterprises, President of associations	
Opening 3 wood material processing company to provide for industrial areas	2006 – 2010	District government, contribution of individual	People committee at various levels, Economic infrastructure office, Service of industry	
Processing agriculture products to supply food for raising (widening scale)	2006 – 2010	Investment of individual, support of the state	Household owners	
Seed incubator development to afforest.	2005 – 2006	Investment of individual, support of the state	Household owners, encouraging agriculture expansion society	
Expanding bamboo and rattan processing machinery to supply demand of market	2005 – 2006	Investment of individual	Enterprise owners	
Restoring and establishing traditional villages to serve tourists visiting Cha Lo border gate	2005 – 2006	Investment of individual, Support of the government and projects	The people committee of communes, co-operatives, Enterprises	
Training knowledge of management, marketing for fresh entrepreneur	2005	The government and projects	The project and the association	

The third target group: Planting, managing and using forest recourse solidly.

Activities	Time	Source	Responsibility	Other supports from related organisations, projects
Planting 3000ha forest include acacia and some kinds of native trees	2005 – 2006	The state, the people, the projects in area	The Service of economics, forestation, the government at various levels	
Handing over land, forest to each households, household groups and organizations	2006 – 2007	The state, the people, projects in area	The Service of the Environment and Resource, the people committee at various levels, the warden of forest, projects	
Curling to raise and protect existent forest area (planting forest, protective forest, natural forest)	2006 – 2010	The state and projects,	The forestation, the people committee at various levels, the warden of forest	
Changing some squares of protective forest into manufactory forest	2006 – 2007	Projects and local people	The Service of the Environment and Resource, the people committee at various levels, the warden of forest	
Deploying managing forest plan rely on community	2006 – 2010	Projects and local people	Local people, the warden of forest	
Deploying the execution of 178 th decree of administration and managing and protecting law	2006 – 2010	Handed land and forest household	The government at various levels, households, local gardening forest	
Continuing carrying out 145 th decision and direction of administration	2006 – 2010	Whole the people	The government at various levels, the office of gardening forest, households	

Appendix 8. Workshop agenda

Day 1					
Start	End	Duration	Activity	Responsible	Remarks
7:30	8:00	0:30	registration		
8:00	8:15	0:15	opening speeches	DPC; HJW	define who, brief speakers
8:15	8:35	0:20	presentation of participants	Hong/Tuong	
8:35	8:45	0:10	workshop program and objective	Hong	
8:45	9:15	0:30	LED introduction and overview	Hong	PowerPoint
9:15	9:30	0:15	coffee break		
9:30	9:35	0:05	use of metaplan cards	Hong	
9:35	10:00	0:35	innovation exercise	Hong/Tuong/Quoc	
10:00	10:30	0:30	Stakeholder analysis	Hong	prepare: stakeholder table and power field chart
			1. importance of stakeholders and participative approach	Hong	
			2. results of stakeholder assessment	Hong	
10:30	10:40	0:10	Guiding group work on key interests and key potential contributions	Tuong	Stakeholder groups: committee, techn. deptm. enterprises
10:40	11:20	0:40	3. group discussion on key interests and key potential contributions of stakeholders	Hong/Tuong/Quoc	Stakeholder groups: committee, techn. deptm. enterprises
11:20	11:30	0:10	Summary what we learnt during morning session	Hong	
11:30	1:30	2:00	Lunch break		
1:30	1:35	0:05	Ice breaking exercise	Hong/Tuong	
1:35	2:05	0:30	Present results of group discussion	Representative of each group	About 10 minutes for each group
2:05	2:10	0:05	summary of Group discussion	Hong	
2:10	2:40	0:30	Situation assessment of Tuyen Hoa	Hong	PowerPoint presentation
2:40	2:55	0:15	Coffee break		
2:55	3:30	0:35	Group discussion on Situation assessment	Hong/Tuong/Quoc	group work with moderator for each group
			a. local area assessment overview	Hong	tool 3 b
			b. competition and collaboration analysis	Tuong	manual page 23
			c. market and supply chain analysis	Quoc	tool 3 d and page 34 f.
3:30	4:15	0:45	Preparation and comments on results of group discussion	each group	still group work
4:15	4:25	0:10	introduction into SWOT tool	Hong	
4:25	5:00	0:35	group work		
			~ strengths	Hong	

			~ weaknesses	Tuong	
			~ opportunities	Quoc	
			~ threats	Luong	
5:00	5:05	0:05	Summary of afternoon session	Hong	
Day 2					
7:30	7:40	0:10	Summary what we learnt from first day	Representative from participants	
7:40	8:10	0:30	Present results of group discussion (SWOT)	Representative from each group	
8:10	9:10	1:00	opening a vision		tool 4 / vision can be left out if time lacks
		0:10	1. short introduction about vision	Hong/Tuong	Tuong brings pictures / how to build a vision
		0:30	2. group work vision	Hong/Tuong/Quoc/Luong	4 groups
		0:20	3. Presentation	Representative of each group	5 minutes for each group
9:10	9:15	0:05	Combine for final proposal of a vision	Hong-Setting up a task group from 4 groups	4 people for this group
9:15	9:25	0:10	explain "issues - alternatives - actions"	Hong	
9:25	9:45	0:20	plenary brainstorm list of issues in LED	Hong/Tuong	much shorter than tool 5 a
9:45	10:00	0:10	Coffee break		
10:00	11:00	1:00	setting objectives		
		0:15	1. explain "objective" and SMART	Hong	
		0:30	2. group work on objectives	Tuong/Hong	4 groups; each group find out maximum 5 objectives
		0:15	3. matching objectives in plenary	Hong	only inside group; all objectives were similar and generalalistic
11:00	11:20	0:15	presentation and short discussion of the "vision"	task group; Hong	
11:20	11:30	0:10	Summary Morning session	Tuong/Hong	
11:30	1:30	2:00	Lunch time		
1:30	1:40	0:10	Ice breaking		
1:40	2:55	1:15	setting actions / sub-objectives / "projects"		
		0:30	1. Group discussion for setting actions/projects	Hong/Tuong	03 groups
		0:20	2. Presentation of action plan	Repf of Each group	
		0:10	3. plenary brainstorm of possible actions / "projects"	Hong	recall action list
		0:15	4. Pareto: prioritization - 5 objectives / "projects"	Tuong/Hong	

2:55	3:10	0:15	Action planning	Hong	
3:10	3:25	0:15	Coffee break		
3:25	3:45	0:20	agreement of next steps	Hong	
3:45	3:55	0:10	Summary of two day workshop	Hong	
3:55	4:15	0:20	Comments and feedback from Participants	All participants	
4:15	4:30	0:15	closing words	DPC, HJW	
4:30	4:45	0:15	group photo	all	

Appendix 9. List of participants

No	Participants	Organization
1	Nguyen Thanh Hong	Planning-financing division
2	Le Thanh Phu	As above
3	Tran Xuan Hoai	As above
4	Nguyen xuan Vu	As above
5	Cao Xuan Tin	As above
6	Le Minh	President of Le Hoa commune
7	Nguyen Hai Quang	Official of Le Hoa commune
8	Dang Hien	Dong Le ward
9	Le van Giang	Economic division
10	Nguyen Huu Quynh	As above
11	Tran Duc Nam	Natural resources and Environment Div
12	Doan Thanh Hai	District office
13	Nguyen Thanh Trung	As above
14	Tran Trong Kinh	Tay truc company
15	Tran Thi Huong	Women Association
16	Nguyen Thi Ly	Business lady
17	Dinh Thi Phuong	Phuong Bac Company
18	Ngo Nu Quynh Trang	DPI
19	Le Man	ADB poverty reduction project
20	Nguyen Quang Thanh	Forestry co-operative
21	Tran Qua	Tien Hoa
22	Nguyen Anh Quoc	Nge An environment project
23	Nguyen Thi Lan	People's council of Tuyen Hoa
24	Nguyen Minh Tan	Head of Economic Div
25	Nguyen van Luong	Farmer association
26	Mr. Wiemer	CTA- SMNR-CV
27	Doan Ngoc Luong	SMNR-CV project
28	Trang Hieu Tuong	SMNR-CV project
29	Pham van Hong	National consultant
30	Ms. Mariana	SMNR-CV project