

Vietnamese – German Technical Cooperation

On behalf of the Deutsche Gesellschaft für Technische Zusammenarbeit



REPORT OF THE PROJECT PROGRESS REVIEW

of the

Project

Sustainable Management of Natural Resources in Central Vietnam (SMNR - CV)



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Dr. Rita Gebert, Mission Leader
Mr. Nguyen Tri Thanh
Mr. To Ngoc Anh
Ms. To Thu Huong
Mr. Tran Trong Tung

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Executive Summary

The SMNR - CV is a Vietnamese – German Technical Cooperation Project. It is now in the second year of its first three year phase and has a total implementation period of six years. The current phase comes to an end in March 2007. The project supports activities in four main result areas: local planning, agriculture and extension, community forestry and income generation. The project has underscored all the results with capacity building at different levels (provincial, district, commune staff plus villagers). Therefore, capacity building measures form the most significant product of the project to date. As the project was planned in 2001 (“pre-AURA”), it has many indicators which do not provide an adequate impact orientation for the project (quite a number of them are identified at what would now be considered the “uses” level in the impact chain), while its purpose and goal are ambitiously formulated in accordance with the ZOPP norms of the time.

The project addresses such specific provincial priorities as poverty reduction, diversification of income sources and economic development, more sustainable use of natural resources, and the promotion of grassroots democracy. So far, owing mainly to the short duration of project implementation, project impacts in these areas in Quang Binh Province are limited primarily to the adaptation of already existing concepts in key areas such as VDP/CDP, PLUP/FLA, FPDRs, CBFM, PAEM (all based on participatory methodologies—abbreviations spelled out in footnote below),¹ Value Chains (VC) and Local Economic Development (LED). Being able to build up from the experiences of the previous IFSP, the current project has been able to make good progress in VC development for two income generation activities: beekeeping and silkworm rearing. Direct impacts are observable in VC in terms of increased incomes for participating households. The project under review has also benefited from the above-mentioned concepts having been implemented in two other GTZ-supported technical assistance projects: SFDP and RDDDL.²

The approval of VDP/CDP for district-wide application (both Tuyen Hoa and Minh Hoa which form the core of the project area, plus the district of Bo Trach) and its likely approval for province-wide application later this year, is also an impact of the project (achieved with assistance from AP 2015). The participatory methodologies, and VDP/CDP in particular, do also promote the strengthening of grassroots democracy. At the same time, however, the province has not so far allocated any significant budgetary resources to village planning priorities or for the participatory methodologies mentioned above.

In view of the short duration of the project, it is too early to analyze sustainable impacts of project activities towards poverty reduction of the target groups; recent surveys indicate that villagers do feel there has been improvement in their living conditions in the last couple of years. It is also too early to assess to what extent the project will induce impacts regarding sustainable natural resources management (NRM) in the project areas although improved forest quality through improved forest management is a potential impact. The project has not yet put enough emphasis on the interlinking of its four result areas, meaning that the work on improving farmers’ economic situation (whether through agriculture or specific income generating measures) is not closely enough related to sustainable NRM.

¹ Village Development Planning/Commune Development Planning, Participatory Landuse Planning/Forest Land Allocation, Forest Protection and Development Regulations, Community Based Forest Management, Participatory Agriculture Extension Methodology.

² Social Forestry Development Project, Song Da (completed in 2004) and Rural Development Dak Lak (ongoing).

Capacity building has already started to show impacts during this first phase of SMNR - CV, particularly at district and commune levels. Staff at all levels have gained a deeper understanding of participatory approaches by their direct involvement in the promoted methodologies and through the supporting training measures. Different government staff are gaining in awareness and acceptance of participatory approaches. This does not, however, represent an impact achieved by SMNR - CV alone. Other projects which have worked, or continue to work, in Quang Binh have also made contributions to establishing participatory approaches. This includes, for example, the earlier GTZ-supported IFSP project starting in 1996 and Asian Development Bank (ADB) CACERP, International Fund for Agricultural Development (IFAD) Agricultural Resources Conservation and Development Project and ADB CRLIP.³ In this respect, the work of SMNR - CV helps to consolidate the contributions of various projects into the impacts observed.

An expected impact of SMNR - CV's capacity building programme is that it should lead to a more effective upscaling of methodologies within the two districts with dissemination to other rural districts in the province during the next phase. An important potential impact of a TA project like SMNR - CV is that government staff at all different levels are provided with the skills and tools to implement piloted methodologies relevant to much larger scale financial assistance projects. In this case, however, there are FA projects being implemented concurrently with SMNR - CV in the same districts. Therefore, an important factor playing a role in the impacts, or potential impacts, this project may achieve relates both to past TA projects that have been implemented in the two districts and to ongoing financial assistance (FA) projects (funded by ADB and IFAD respectively). The two FA projects have a much huger volume of funds than SMNR-CV and it will therefore be difficult to assess the impact of the latter project by the end of its second phase without considering the investments of the other two.

The PPR Mission recommends that the SMNR - CV be extended, as originally planned, for one more phase of three years. Rather than four result areas, however, it recommends to consolidate these four into three: Decentralized Planning, Agriculture and Income Generation, and Community Forestry. The Mission hopes that through this consolidation the project will be to create greater synergies among the three result areas and bring together a closer relationship between improved living conditions and sustainable natural resources management. Regarding cooperation with the other two provinces of Quang Tri and Thua Thien Hue, the Mission recommends that the SMNR – CV continues to share its experiences with the respective Departments of Planning and Investment via networking and workshops.

³ CACERP is Capacity Building for Poverty Reduction in Central Region, CRLIP is Central Region Livelihoods Improvement Project.

List of Abbreviations

ADB	Asian Development Bank
AES	District Agricultural Extension Station
AURA	<i>Entwicklungspolitischer Auftragsrahmen</i> (Development Policy Commission Framework)
BMZ	German Ministry for Economic Cooperation
CACERP	Capacity Building for Poverty Reduction in Central Region
CBFM	Community-Based Forest Management
CDP	Commune Development Plan
CEW	Commune Extension Worker
CP	Counterpart
CPC	Commune People's Committee
CPRGS	Comprehensive Poverty Reduction and Growth Strategy
CRLIP	Central Region Livelihood Improvement Project
CRS	Catholic Relief Services
CTA	Chief Technical Adviser
DARD	Department of Agriculture and Rural Development
DED	Deutscher Entwicklungsdienst (German Development Service)
DONRE	Department of Natural Resources and Environment
DPC	District People's Committee
DPI	Department of Planning and Investment
DPRPR	Decentralized Programme for Rural Poverty Reduction in Ha Giang and Quang Binh Provinces
DST	District Support Team
FA	Financial Assistance
FDSD	Forest Development Sub-Department
FPDR	Forest Protection and Development Regulations
FPD	Forest Protection Department
FPU	Forest Protection Unit
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Agency for Technical Cooperation)
ha	hectare
HH	Household
IFAD	International Fund for Agriculture Development
IFSP	Integrated Food Security Programme
IPM	Integrated Pest Management
KfW	<i>Kreditanstalt für Wiederaufbau</i> (Bank for Reconstruction)
LED	Local Economic Development
M&E	Monitoring and Evaluation
MARD	Ministry of Agriculture and Rural Development
MDG	Millennium Development Goals
MOLISA	Ministry of Labour, Invalids and Social Affairs
MPI	Ministry of Planning and Investment
n.a	not applicable
NGO	Non-Governmental Organization
NTFP	Non-Timber Forest Products
ODA	Official Development Assistance
OVI	Objectively Verifiable Indicator
PAEM	Participatory Agriculture Extension Methodology
PLUP/FLA	Participatory Landuse Planning and Forest Land Allocation
PMU	Project Management Unit
PPC	Provincial People's Committee
PPM	Project Planning Matrix
PPP	Public Private Partnership

PPR	Project Progress Review
PRA	Participatory Rural Appraisal
RDDL	Rural Development Dak Lak
REFAS	Reform of the Forest Administration System (GTZ-supported project)
SDC	Swiss Development Cooperation
SEDP	Socio-Economic Development Plan
SFDP	Social Forestry Development Project Song Da
SFE	State Forest Enterprise
SME	Small and Medium Enterprise
SMNR – CV	Sustainable Management of Natural Resources – Central Vietnam
SRV	Socialist Republic of Vietnam
SSP	<i>Sektorschwerpunktpapier</i> --Sector Strategy Paper
TA	Technical Assistance
T.T. Hue	Thua Thien Hue (name of province)
TOT	Training of Trainers
VC	Value Chain
VDP	Village Development Plan
VND	Vietnamese Dong
ZOPP	<i>Ziel Orientierte Projekt Planung</i> (Goal-Oriented Project Planning)

Exchange Rate (May 2006): 1.00 Euro (€) = 20,315 VND

Table of Contents

Executive Summary	i
List of Abbreviations	iii
Tabular Overview of Project	vi
A Note on Lessons Learned for GTZ Products	ix
1. Introduction	1
1.1 Mission Terms of Reference and Activities	1
2. Framework Conditions	2
3. BMZ- and GTZ-Related Findings	3
3.1 Findings Related to BMZ Contract (<i>Angebot</i>)	3
3.1.1 <i>Impacts of the Project</i>	4
3.1.2 <i>Cost-Effectiveness of the Project</i>	5
3.1.3 <i>Cross-Cutting Issues</i>	6
3.2 Project-Specific Issues	7
3.2.1 <i>Relevance and Suitability of Project Concepts</i>	7
3.2.2 <i>Project Monitoring System</i>	8
3.2.3 <i>Project Integration in Partner Structures</i>	8
3.2.4 <i>Project Cooperation with Other Projects and Donors</i>	9
3.3 GTZ Corporate Issues	10
3.3.1 <i>Support for Sustainable Processes</i>	10
3.3.2 <i>Learning Processes</i>	11
3.4 International Evaluation Criteria (n.a)	11
4. Status of Implementation: Specific Results and Impacts	11
4.1 Present Status of Project Results	11
4.2 Support for Local Development Planning	13
4.2.1 <i>Achievements (Products, Users, Benefits)</i>	14
4.2.2 <i>Constraints and Challenges</i>	16
4.2.3 <i>Impacts</i>	17
4.3 Support for Agriculture and Participatory Extension	17
4.3.1 <i>Achievements (Products, Users, Benefits)</i>	18
4.3.2 <i>Constraints and Challenges</i>	20
4.3.3 <i>Impacts</i>	22
4.4 Support for Community Forestry: PLUP/FLA, FPDR and CBFM	22

4.4.1	<i>Achievements (Products, Users, Benefits)</i>	23
4.4.2	<i>Constraints and Challenges</i>	25
4.4.3	<i>Impacts</i>	26
4.5	Support for Local Economic Development	27
4.5.1	<i>Achievements (Products, Users, Benefits)</i>	28
4.5.2	<i>Constraints and Challenges</i>	29
4.5.3	<i>Impacts</i>	30
5.	Recommendations	31
5.1	For the End of Phase I	31
5.2	For Phase II	33
6.	Lessons Learned	35

List of Annexes

Annex 1:	Terms of Reference	37
Annex 2:	Mission Schedule	44
Annex 3:	Persons Met and Main Documents Consulted	47
Annex 4:	Agreed Minutes on PPR Mission and Workshop Results	49
Annex 5:	e-Val Interpretation Report	54
Annex 6:	Project Planning Matrix for Phase I	56

Overview of SMNR – CV

Current Phase	Recommended for Next Phase ⁴
Project Name	
SMNR – CV	Same
Counterpart	
Provincial People's Committee of Quang Binh	Same
Implementing Organizations	
Primarily DPI and DARD (and associated departments and sub-departments, plus FPD) at provincial level, and DPCs assisted by District Support Teams at District level	Same
Timeframe	
3 years	3 years (final phase)
Target Groups and Local Implementers	
Rural (partly food insecure) poor in the two districts of Tuyen Hoa and Minh Hoa, including upland farmers and/or ethnic minority groups. Local implementers are Village and Commune Management Boards, CPCs and CEWs, relevant mass organizations (esp. Women's Union and Farmers' Association)	Same.
Project Relation to Aggregated Development Goals [Entwicklungspolitische Einordnung]	
In accordance with SRV and FRG development planning priorities in terms of poverty alleviation and sustainable management of natural resources (BMZ AP 2015). Contribution toward achievement of MDGs ((MDG 1 on poverty alleviation, and 7 on sustainable use of natural resources).	Same.
Impact Chains	
"Pre-AURA" planned project, so didn't develop "impact chains."	Complex project with many impact chains of varying length, and involving different stakeholders: impact chains have been identified in the following 3 Working Areas: Decentralized Planning, Agriculture and Income Generation, Community Forestry. (See Agreed Minutes of Planning Workshop at Annex Four.)
Goals and Indicators	
see PPM ("pre-AURA" planned project) attached at Annex X.	<p><u>Goal for 2010:</u> Strategic and participatory planning for socio-economic development, participatory agricultural extension and value chain development, as well as community forestry are implemented by all stakeholders in the project region.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> By 12/2009 participatory planning processes are conducted in 100% of rural communes and districts in Quang Binh Province

⁴The recommendations on the right side of the matrix represent the results of the AURA planning workshop held with counterparts in Dong Hoi City, Quang Binh Province on 16 – 17 May 2006.

	<ol style="list-style-type: none"> 2. By 12/2009 Commune Management Boards in 100% of rural communes in Quang Binh Province are operationalized to monitor SEDPs. 3. Strategic planning processes for local economic development (LED) are applied in Tuyen Hoa and Minh Hoa districts as of 12/2009. 4. The additional net income of households applying sustainable farming techniques and that of households participating in Value Chain development increases by at least 5%/year (Reference Data available from 2005). 5. By 12/2009 PAEM is developed and integrated into a revised Provincial agricultural extension strategy. 6. Community forestry development piloted by the project are approved for application in all of Quang Binh province (FPDR by 10/2007, PLUP-FLA by 4/2008 and CBFM by 04/2009). 7. The forest quality (improved economic potential, density, diversity) in the project CBFM pilot communes is increased after 3 years (Reference: Forest Inventories in 2005 and 2006)
Project Products and Services (Leistungen)	
<p>pre-AURA planned project. See Major Activities acc. to PPM (attached at Annex X)</p>	<p>Work Area 1: (Decentralized Planning)</p> <ul style="list-style-type: none"> • Adapted training materials for TOT on participatory planning for commune, district and provincial staff; • An M&E indicator system for monitoring of commune and district SEDPs; • Database (socio – economic data) for commune and district planning and monitoring; • Manual on formulation and operation of Commune M&E Boards; • Software for provincial SEDP database; • Data management training manual and training package (TOT, curricula) • TOT for Provincial and District planning staff; • “Lessons Learned” workshops at district and provincial levels on VDP – CDP; • Procedures, protocols, forms and indicator system for VDP – CDP in line with SEDP. <p>Work Area 2: (Agriculture and Income Generation)</p> <ul style="list-style-type: none"> • Training needs assessments for different stakeholders (households, SMEs, CEWs) are made available; • Simple training materials (on PAEM/ Value Chains/Marketing) for stakeholders are published and disseminated; • Training programmes (especially TOT) are conducted for stakeholders; • Demonstration models on PAEM/Value Chains are developed, tested and documented in pilot communes; • Guidelines for the establishment and functioning of “producer associations” are established for other sub-sectors/localities; • Lessons learned are documented from pilot PAEM/Value Chains;

	<p>Work Area 3: (Community Forestry)</p> <ul style="list-style-type: none"> • PLUP-FLA, FPDR and CBFM methodologies documented; • CBFM demonstration models (agro-forestry) established in selected pilot communes; • Market information system on forest products, including NTFPs (outputs and inputs) established; • Provincial Forestry Consultative Group (FCG) established and supported
<p>Cooperation with other Development Partners</p>	
<p>GTZ-supported project AP 2015, GTZ-supported project RDDDL, DED</p>	<p>GTZ Forestry Programme, GTZ-supported project RDDDL, GTZ – KfW-supported project Phong Nha Ke Bang National Park, DED, GTZ SME, ADB CRLIP.</p>
<p>Contributions for Project</p>	
<p>German Project Contribution: up to 1.5 million Euro, including management fees (GTZ overheads), staffing, programme and administration costs plus 1 DED Adviser.</p> <p>Vietnamese Contribution: One full time project director, 2 part time District Support Teams each consisting of 5 technical staff, and 8 staff to work in the Project Management Unit in Dong Hoi; office space in Dong Hoi including utilities (except for telephone) plus office space in Dong Le including all utilities; additional contributions from Vietnamese programmes and/or projects carried out in the project area.</p> <p>Other: Funds available under AP 2015 and from DED (PPP South)</p>	<p>German Project Contribution: up to 2.0 million Euro, including management fees (GTZ overheads), staffing, programme and administration costs. 1 DED Adviser.</p> <p>Vietnamese Contribution: One full time project director, 2 part time District Support Teams each consisting of 5 technical staff, and 8 staff to work in the Project Management Unit in Dong Hoi; office space in Dong Hoi including utilities (except for telephone) plus office space in Dong Le including all utilities; additional contributions from Vietnamese programmes and/or projects carried out in the project area.</p> <p>Other: Contributions from other sides will be actively pursued during project implementation</p>
<p>Risks</p>	
<p>No specific risks mentioned in Phase I Contract (Angebot)—only that the project generally has a minor risk.</p>	<p>Medium Risk because of potential difficulties in institutionalizing project-developed models and procedures, and ongoing difficulties in achieving broader impacts owing to budgetary and other constraints among the CPs.</p>
<p>BMZ Development Codes (for Contract)</p>	
<p>G1 UR 2</p>	<p>PPP-1 PD/GG-2 SUA UR-2 G-1 K-0</p>
<p>Implementing Modality</p>	
<p>Advisory project providing products and services in 4 Results (acc. to ZOPP planned PPM): Local Planning, Agriculture, Community Forestry, Income Generation. Implementation carried out by project teams consisting of CP and hired technical staff and consultants.</p>	<p>Advisory project providing products and services in 3 Working Areas: Decentralized Planning, Agriculture and Income Generation and Community Forestry, Implementation carried out by project teams consisting of CP and hired technical staff and consultants.</p>

A Note on Lessons Learned for GTZ Products:

No briefing has been provided to the PPR Mission on what are the relevant GTZ products in terms of the project under review, nor what would be of interest for GTZ “Product Managers.” Therefore, there are no specific “lessons learned” provided here for the aggregated GTZ products as mentioned in the GTZ internal document entitled, “*Gesamtproduktliste aller LSP – Stand 30.03.2006.*” A summary of lessons learned is, however, provided under Section 6 of this report pertaining to the planning and implementation of the project under review.

There are, nonetheless two points which the Mission would like to raise:

1. Integrated Food Security Projects (IFSP) are often followed by technical assistance (TA), most often in the form of rural development projects. When the follow-on projects have far less financial resources than their predecessors this may cause serious disappointment and lack of interest among the counterparts as they have already become used to the “generosity” of an IFSP. The re-orientation of the partners from an IFSP type project to a much less endowed TA project is often a lengthy process fraught with difficulties with, in the worst case, the partner organizations never fully accepting the TA project.
2. Despite the large amount of training/capacity building being carried out by the different TA projects, there is no relevant GTZ product on capacity building in rural development or natural resources management (only health and public financial management). Considering that training/capacity building is most often the “core business” of TA projects, this seems to the Mission to require correction.

1. Introduction

1.1. Mission Terms of Reference and Activities

A Project Progress Review (PPR) of the “Sustainable Management of Natural Resources Central Vietnam” (SMNR - CV) was commissioned by the German Agency for Technical Cooperation (GTZ) and conducted in the Socialist Republic of Vietnam (SRV) from 2 to 19 May, 2006. Overall responsibility for the project on the German side lies with GTZ in Hanoi, while on the Vietnamese side it is with the Ministry of Planning and Investment (MPI). The counterpart agency on provincial level is the Provincial People’s Committee (PPC) of Quang Binh.

The SMNR - CV is a Vietnamese – German Technical Cooperation Project. It is now in the second year of its first three year phase and has a total implementation period of six years. The current phase comes to an end in March 2007. The SMNR – CV was planned in 2001 as a direct follow-on from the earlier GTZ-supported Integrated Food Security Project (IFSP) Quang Binh (1996 – 2002). Nonetheless, it did not begin until April 2004. This is both the first PPR held in the project and its first planning workshop following AURA (*Entwicklungspolitischer Auftragsrahmen*). Being planned according to the AURA format and guidelines will lead the new project framework to have an enhanced impact orientation.⁵

The PPR team comprised the Mission Leader and five members, of whom only the mission translator was available for the full time of the Mission. The other four members were assigned to work only part time for the Mission; in retrospect, it would have been better had all four members been assigned to work full time with the Mission.

- Dr. Rita Gebert, Mission Leader, Institutional and Community Development Specialist;
- Mr. Nguyen Tri Thanh, Mission Member, Rural Economy;
- Mr. Pham Quynh Sam, Mission Translator
- Mr. To Ngoc Anh, Mission Member, Village Development Planning;
- Mrs. To Thu Huong, Mission Member, Forestry and Landuse Planning;
- Mr. Tran Trong Tung, Mission Member, Agriculture.

The main objective of the mission was to assess the first phase performance of SMNR - CV based on the GTZ guidelines for project progress reviews⁶ and the specific terms of reference prepared for the mission. The complete Mission Terms of Reference are provided at Annex One.

During its two day stay in Hanoi, the Mission had briefing meetings with Dr. Rietmacher, head of the GTZ Office and with Dr. Laszlo Pancel,⁷ the project-responsible person (with *Auftragsverantwortung*) in Vietnam. A meeting was also held with the CTA of the Tam Dao National Park and Buffer Zone Development Project, Herbert Christ. On the partner side in Hanoi, the Mission held discussions with Mr. Hoang of the Ministry of Planning and Investment (MPI), and with Mr. Ngo Dinh Tho from the Department of Forest under the Ministry of Agriculture and Rural Development (MARD). The mission schedule is at Annex Two. A list of persons met and their organizations, including other reference sources for this report, is provided at Annex Three.

⁵ The main elements for Phase II of the project are outlined in the Minutes of Agreement resulting from the planning workshop held in Dong Hoi on 16 and 17 May. See Annex Four.

⁶ The Mission was provided the new GTZ “Handreichung für die Projektsfortschrittkontrolle (PFK)” which came out in April 2006, and is unfortunately not yet available in English.

⁷ Chief Technical Adviser (CTA) of the GTZ-supported project, Support for the Reform of the Forest Administration System (REFAS).

In Quang Binh Province, the Mission was able to hold briefing and debriefing meetings with the project holder, the PPC of Quang Binh, and to hold meetings with other relevant department representatives. The Mission carried out field visits over a period of four days in the two districts of Tuyen Hoa and Minh Hoa during which discussions were held at district, commune and village levels. District and Commune People's Committee (DPC/CPC) representatives and members of the District Support Teams (DST) provided the mission with their thoughts and opinions, based on direct implementation experience since 2004. The Mission also had a brief opportunity to speak with DPI representatives in the neighbouring provinces of Quang Tri and T. T. Hue, as these provinces are also included in the project concept in terms of concept dissemination.

The Mission presented its findings and recommendations to partner agencies in Dong Hoi on 16 May. This presentation immediately preceded a Planning Workshop to plan the second phase of the project according to AURA requirements. The Minutes of Agreement between the Mission and PPC of Quang Binh resulting from the Workshop are at Annex Four.

2. Framework Conditions

Since initiating a massive programme of economic reform in 1986 under the name of *doi moi*, there have been impressive economic achievements in Vietnam. There have been major reductions in the incidences of poverty throughout the country, with poverty having been reduced by 50% during the decade 1991 - 2000.⁸ Nonetheless, there is a persistence of rural poverty, particularly in the remoter, hilly and mountainous areas of the country, and it is estimated that some 90% of the country's poor live in rural areas. In addition to the at times physical remoteness of the poor, there is also a socio-cultural remoteness of ethnic minorities living in upland areas. In Quang Binh, however, ethnic minority villages are mostly found in the less densely populated upland communes bordering the Lao People's Democratic Republic.

Despite SRV support for decentralization, a more market-oriented planning system, and public administration reform including "one stop shops," state plans and policies are still implemented to a large extent in a top-down target-oriented way. Measures are planned in the districts, but with budgetary limitations and inflexibility (budgets being earmarked for certain purposes from higher levels). It still poses challenges to implement activities which are well-harmonized with the local people's highest development priorities.

There is now, however, a strong momentum in the country for the decentralization of budgets and planning. Since the late 1990s, two prime ministerial decrees and a resolution have been issued in this regard: the first was Decree Number 29 issued in May 1998 on promulgating regulations on the exercise of democracy in communes, with a revision—Decree Number 79—having been issued in July 2003. In this respect, the commune is explicitly mentioned as the grassroots planning unit, and is the "last" official level in the Vietnamese administrative structure. Government Resolution Number 8⁹ urges that administrative decentralization be intensified to meet the urgent demands of local authorities.

Land and forest laws have also been amended in Vietnam and continue to undergo changes. The laws governing forest tenure have progressively allowed the allocation of forest land use rights to wider groups. With the latest revision of the Forest Development and

⁸ The Ministry of Labour, Invalids and Social Affairs (MOLISA) has changed the income poverty line in 2005. This means that there is a sudden spiking of poverty in the country because of the changes introduced. As of 2006, the new values lie at VND 200.000/capita/month (previously at only 80.000). Despite this major increase, it remains much lower than the international standard of roughly 450.000 VND/capita/month or 1USD/capita/day.

⁹ No. 08/2004/NQ-CP on "intensifying administrative decentralization between the central and provincial governments."

Protection Law of December 2004, households, groups of households, forest user groups, villages and organizations such as State Forest Enterprises, are allowed the formal allocation of forest land use rights). There is ongoing discussion at the highest level on maximizing benefits for recipients of forest land use rights. The Land Law of 1993 has also been revised (latest revision in 2003, ratified by Parliament in 2004) and now makes provision for the inclusion of both husband's and wife's names on land use certificates which was not previously the case.

The frame conditions for decentralized planning and thus for more participatory approaches in general, including land use planning and forest management in Vietnam continue to change positively, even since the project started in 2004. The PPC of Quang Binh, for example, has declared its strong commitment to the decentralized planning policies of the SRV, mentioning that village-level planning should take place throughout Quang Binh next year. Therefore, it may be expected that the general framework conditions will continue to change positively despite some ongoing difficulties related to decentralization of budgetary processes.

3. BMZ- and GTZ-Related Findings

3.1 Findings Related to BMZ Contract (*Angebot*)

As mentioned above, the project under review was planned in 2001. Therefore, the contract between BMZ and GTZ does not conform to the present-day AURA format with its limited number of “binding elements,” and there were no ‘impact chains’ developed for the project’s first phase. It will be imperative for the Project Management Unit (PMU) still within the current phase to develop a set of simple impact chains, plus an impact matrix (Wirkungsgefüge) which should serve then as primary inputs for the SMNR – CV’s operational planning and its monitoring system in Phase II. This would help the project focus more on the impacts it is trying to achieve, rather than on the many activities it is carrying out.¹⁰ The project will also have to modify its monitoring system in order to highlight issues related to the different impact chains.

The project has been planned and commissioned in line with the Country *Sektorschwerpunktpapier* (Sector Strategy Paper: SSP) on “Resource Protection/Resource Management.” SMNR - CV remains consistent with the stated priorities of the SSP under the focus area Environmental Protection and Sustainable Use of Natural Resources.¹¹ It is also consistent with BMZ priorities related to the Aktionsprogramm 2015 (AP 2015) on poverty and natural resources, and to the SRV’s poverty-related goals as expressed in the Comprehensive Poverty Reduction and Growth Strategy (CPRGS).

3.1.1 Impacts of the Project

As mentioned, the project was planned in 2001. Therefore, it has many indicators which do not provide an adequate impact orientation for the project (quite a number of them are identified at what would now be considered the “uses” level in the impact chain), while its purpose and goal are ambitiously formulated in accordance with the ZOPP norms of the time

The project addresses such specific provincial priorities as poverty reduction, diversification of income sources and economic development, more sustainable use of natural resources, and the promotion of grassroots democracy. So far, owing mainly to the short duration of project implementation, project impacts in these areas in Quang Binh Province are limited primarily to the adaptation of already existing concepts in key areas such as VDP/GDP,

¹⁰ See further discussion on Project Planning Matrix (PPM) indicators under Section 4 below.

¹¹ Umwelt Schutz und nachhaltige Nutzung der natürlichen Ressourcen

PLUP/FLA, FPDRs, CBFM, PAEM (all based on participatory methodologies—abbreviations spelled out in footnote below),¹² Value Chains (VC) and Local Economic Development (LED). Being able to build up from the experiences of the previous IFSP, the current project has been able to make good progress in VC development for two income generation activities: beekeeping and silkworm rearing. Direct impacts are observable in VC in terms of increased incomes for participating households. The project under review has also benefited from the above-mentioned concepts having been implemented in two other GTZ-supported technical assistance projects: SFDP and RDDL.¹³

The approval of VDP/CDP for district-wide application (both Tuyen Hoa and Minh Hoa, plus the district of Bo Trach) and its likely approval for province-wide application later this year, is also an impact of the project (achieved with assistance from AP 2015). The participatory methodologies, and VDP/CDP in particular, do also promote the strengthening of grassroots democracy. At the same time, however, the province has not so far allocated any significant budgetary resources to village planning priorities or for the participatory methodologies mentioned above.

In view of the short duration of the project, it is too early to analyze sustainable impacts of project activities towards poverty reduction of the target groups; recent surveys carried out by the project indicate that villagers do feel there has been improvement in their living conditions in the last couple of years (the survey methodology requires improvement, however). It is also too early to assess to what extent the project will induce impacts regarding sustainable natural resources management (NRM) in the project areas although improved forest quality through improved forest management is a potential impact. The project has not yet put enough emphasis on the interlinking of its four result areas, meaning that the work on improving farmers' economic situation (whether through agriculture or specific income generating measures) is not closely enough related to sustainable NRM.

Capacity building has already started to show impacts during this first phase of SMNR - CV, particularly at district and commune levels. Staff at all levels have gained a deeper understanding of participatory approaches by their direct involvement in the promoted methodologies and through the supporting training measures. Different government staff are gaining in awareness and acceptance of participatory approaches. This does not, however, represent an impact achieved by SMNR - CV alone. Other projects which have worked, or continue to work, in Quang Binh have also made contributions to establishing participatory approaches. This includes, for example, the earlier GTZ-supported IFSP project starting in 1996 and Asian Development Bank (ADB) CACERP, International Fund for Agricultural Development (IFAD) Agricultural Resources Conservation and Development Project and ADB CRLIP.¹⁴ In this respect, the work of SMNR - CV helps to consolidate the contributions of various projects into the impacts observed.

An expected impact of SMNR - CV's capacity building programme is that it should lead to a more effective upscaling of methodologies within the two districts with dissemination to other rural districts in the province during the next phase. An important potential impact of a TA project like SMNR - CV is that government staff at all different levels are provided with the skills and tools to implement piloted methodologies relevant to much larger scale financial assistance projects. In this case, however, there are FA projects being implemented concurrently with SMNR - CV in the same districts. Therefore, an important factor playing a role in the impacts, or potential impacts, this project may achieve relates both to past TA

¹² Village Development Planning/Commune Development Planning, Participatory Landuse Planning/Forest Land Allocation, Forest Protection and Development Regulations, Community Based Forest Management, Participatory Agriculture Extension Methodology.

¹³ Social Forestry Development Project, Song Da (completed in 2004) and Rural Development Dak Lak (ongoing).

¹⁴ CACERP is Capacity Building for Poverty Reduction in Central Region, CRLIP is Central Region Livelihoods Improvement Project.

projects that have been implemented in the two districts and to ongoing financial assistance (FA) projects (funded by ADB and IFAD respectively). The two FA projects have a much huger volume of funds than SMNR-CV and it will therefore be difficult to assess the impact of the latter project by the end of its second phase without considering the investments of the other two.

3.1.2 Cost-Effectiveness of the Project

The time provided for the PPR Mission was too short to undertake any detailed cost-effectiveness analysis of the project. Nonetheless, several comments may be made in this regard. One important point is that the PMU has had very limited budget available for implementation. Of the total of up to €1.5 million for this phase, €120,000 is available for local programme costs, while another some €50,000 is budgeted for counterpart training. In this respect, the project has had to work with limited funds. Additionally, however, the German side is funding up to 108 months of long term Vietnamese technical experts and up to 36 months for an international CTA plus, of course, short term experts. Equipment purchases have been limited to three vehicles (the minimum required for staff to be able to travel to the two districts and other locations) and necessary office equipment.

Given the small amount of funding available for the project to conduct field activities, optimizing cost-effectiveness becomes a particularly high priority. Therefore, the use of existing concepts and procedures and adapting them (rather than developing such concepts from “scratch”) was a good approach to take, as was the further application of proved technologies from the IFSP (such as beekeeping and sericulture). Furthermore, the training of trainers (TOT) methodology—given adequate counterpart (CP) commitments to maintain a trainer pool—is also more cost-effective, in that the project need “only” train a more senior pool of trainers who in turn may train a much larger group of facilitators and grassroots trainers. The project has used training needs analyses to determine farmers’ real needs for agricultural training; this also helps to focus limited resources.

Despite the project’s limited resources, a general complaint made to the Mission by various provincial counterparts about the different official development assistance (ODA) projects was that there has been some wasting of resources in the two districts. This was alleged to have come about through overlapping of resources between the SMNR – CV and either the ADB- CRLIP or perhaps the IFAD project DPRPR¹⁵ (mentioned by DPI Director that SMNR - CV and one of the two other projects had carried out similar training on similar topics in similar areas). This speaks, then, for a stronger coordination mechanism to be operating in the province, not only to avoid overlapping between ODA projects, but also to ensure that there are greater positive synergies between them. This would entail, however, that province and district authorities play a stronger coordinating role than they have to date.

An additional comment made by provincial authorities was that certain trainings had been offered by the SMNR – CV which had not been of a high priority for the farmers. This entails an “unoptimized” use of resources as well if the trainees do not subsequently apply what they have learned in a course. Yet another comment in terms of cost-efficiency made by the Province authorities was that the project should wherever possible use province- and district-based staff as its consultants and trainers, thus making the best use of local knowledge (presumably also at lower cost than if the expertise were hired from outside the province). It seems, however, that the project has already involved local experts—especially in agriculture—to quite a great extent.

The SMNR – CV was successful in mobilizing additional external funds for implementing certain activities, especially those related to decentralized planning (VDP/CDP). This came largely in the form of additional funds from the GTZ-supported AP 2015 (ended in 2005). It was of critical importance to have the AP 2015 funds to support the extension of SMNR - CV

¹⁵ Decentralized Programme for Rural Poverty Reduction in Ha Giang and Quang Binh Provinces

implementation to the provinces of Quang Tri and T. T. Hue; this would have otherwise been impossible with the limited implementation funds and staffing available to the project. AP 2015 funds were also used for extending VDP/CDP to an additional district (Bo Trach) in Quang Binh. Therefore, the efforts made to secure AP 2015 funds (total: €34.000) were handsomely repaid. The project was also successful to gain an additional €10.000 via the Deutscher Entwicklungsdienst (DED) for a Public Private Partnership (PPP).

3.1.3 Cross-Cutting Issues

Poverty alleviation, including living condition improvement and environmental stabilization and/or improvement are major priorities of the SRV. Although the project does not have very specific poverty reduction measures, the two districts, are classified as the poorest in Quang Binh. The SMNR - CV has been involved in the identification and implementation of economically and ecologically appropriate livelihood improvement activities involving both male and female community members. Moreover, the activities of the SMNR - CV have also been geared towards assisting different agencies and local authorities in adjusting and applying tools for different participatory methodologies. The promotion of self-help is largely included under the project's support for village development planning. The project, through AP 2015, has contributed to the integration of the CPRGS into the provincial five year socio-economic development plan (SEDP), thus serving important national government objectives on poverty reduction. It is also in line with the Government's Agenda 21.

Strengthening grassroots democracy is a stated priority of the Government of Vietnam, and the project is contributing to the implementation of the Decree on Democracy in Communes through promoting the VDP/CDP methodology. The project also has a major focus on capacity building for government partners on provincial, district and commune levels. The aim of the Vietnamese government is also to improve staff capacities at all levels, especially including local levels. Poverty alleviation, natural resources management, the promotion of women, of self-help, and capacity building are fully in line with the objectives of German Technical Cooperation and BMZ objectives. Both governments fully support the targets as provided in the Millennium Development Goals, and the project is contributing in this regard in terms of poverty reduction and ecological sustainability.

As mentioned above, the project has had an indirect focus at field level on alleviating poverty in the two districts in the sense that both the districts are poorer than the provincial average of 32% according to the new MOLISA classification.¹⁶ Since MOLISA raised the income level for defining the poverty line last year, the poverty rates in the two districts shot up dramatically: 50% in Tuyen Hoa and 69% in Minh Hoa. There is a correlation between ethnicity and poverty in Minh Hoa. It is the poorest district in Quang Binh and at the same time has the highest percentage (15%) of ethnic minorities (largely concentrated in hilly border communes). Ethnic minority households are included in project activities in a general way, but there should be more systematic analyses of their differing needs and/or priorities. In Tuyen Hoa, with its small ethnic minority population of less than 1%, such an analysis would not be justified, although it would be in Minh Hoa. The Mission was not made aware that the project's monitoring system (judging from the PPM indicators) monitors the participation or level of benefits accruing to poor and/or ethnic minority families.

Women must participate actively in land and forest use and village development planning for successful, and sustainable project impacts. Although the concept of gender and development is relatively well-known in Vietnam, change agents are still required to provide further, practical guidance in supporting the important role of women in the development process. Women are being invited to participate in project-supported activities, and the project is active in monitoring their involvement. Overall, women have been included in

¹⁶ The previous provincial average was 11.8% while for Tuyen Hoa it was 18.1% and Minh Hoa, 32%.

different project activities, although at a somewhat lower rate than for men (particularly noticeable in forestry training where women's participation has been low). The quality of women's participation has not been measured.

3.2 Project-Specific Issues

3.2.1 Relevance and Suitability of Project Concepts

The concepts in use by the SMNR - CV are both relevant and suitable for the conditions under which the project must operate. The main methodologies in use—VDP/CDP, PAEM, PLUP/FLA, CBFM, FPDRs, VCs and LED—have already proved their utility in other areas of Vietnam.¹⁷ However, as provinces have significant decision-making autonomy as to what they implement across their districts, it is imperative for projects to create practical models within the individual provinces. If the provincial authorities are convinced of the models' utility they will be approved for province-wide application. Therefore, the SMNR - CV is correctly involved in a process of model development based on the concepts and methodologies mentioned above. The models are all based on the use of participatory methods. While these are in line with the SRV's own policies on decentralization and grassroots democracy, there are ongoing constraints involved in terms of adequate budgeting needed to implement the concepts, and ODA projects still provide much needed budgets for different participatory methodologies in Vietnam. In this respect, the question of sustainability comes to the fore even though the concepts in and of themselves are both suitable and compatible with SRV objectives.

3.2.2 Project Monitoring System

SMNR - CV has a detailed monitoring system, comprising several monitoring mechanisms, but since it was developed according to the Project Offer of 2001, and also partly built up from the comprehensive data base developed during the IFSP, it is not yet adequately impact-oriented. At the same time, however, it is possible to gain much information from the project's data base. The project has several monitoring instruments which are in use. The most inclusive of these are the regular meetings held among PMU staff plus DSTs. Such meetings take place on a monthly basis, with more "detailed" meetings taking place on a quarterly and half-yearly basis. While the meetings largely serve the purpose of reporting on activities, the half-yearly meetings also discuss the fulfilment of indicators in the PPM. There is also a reporting system followed in the project to ensure that all provincial partners are informed on a regular basis as to the project's activities and progress. Commune Monitoring Boards also report to the PMU (especially on VDP).

The project also has forestry baseline surveys in the form of forest inventories which have been carried out in the four communes where it is conducting CBFM. These will be essential in determining impacts later in the project's life. The project has also recently conducted soil surveys to use as a baseline for measuring maintenance, improvement, or decline in soil fertility over the life of the project.¹⁸ Otherwise, the project has not yet done enough monitoring of its training courses besides keeping a record of the number of attendees. In agriculture, there has not been systematic follow-up of who is applying the practices learned in the training. The CEWs have also not yet received enough training on how to conduct more appropriate, impact-oriented monitoring.

While joint monitoring of the project's progress does take place in the form of the meetings mentioned above, the partners on provincial level have their own monitoring and reporting

¹⁷ Among others, in the provinces of Son La, Lai Chau, Dien Bien and Dak Lak. Participatory agriculture extension methodologies have been supported in further provinces, with different names and by different donors including the Swiss Development Cooperation (SDC) and IFAD.

¹⁸ As there are no clear impact chains leading to soil fertility, the Mission is not so clear as to why the project is monitoring this variable.

system which seems to yield different results than the project's. For the next phase of the project, it will be imperative to ensure that there is a more collaborative impact monitoring of the project's agreed upon impact chains.¹⁹

3.2.3 Project Integration in Partner Structures

As mentioned above, the PPC of Quang Binh is the partner organisation of the project. SMNR - CV also works with the DPCs of Tuyen Hoa and Minh Hoa Districts. The Province, represented by the Provincial People's Council and Committee, has autonomy to make decisions on the province- and district-wide implementation of models, methodologies and policies. The project is loosely linked with the PPC partner structure via a fulltime Project Director appointed by the PPC, but given the position of the PPC in the province it cannot be expected that the project would become closely integrated with it.

DPI has a crucial mandate in the province to plan, monitor, steer and coordinate all development planning, including the five year SEDPs. The districts also have a planning section (but not the communes), answerable to the DPC and responsible for the District SEDPs. It is therefore appropriate that SMNR – CV works with DPI on local level planning. Given that SMNR-CV will work more closely on decentralized planning in line with DPI's mandate, it will have to establish an even closer working relation with key, senior managers of DPI to support their key planning, monitoring and development coordination tasks. The SMNR – CV also has a looser cooperation with the DPIs of both Quang Tri and T.T. Hue in terms of VDP.

Besides DPI and the district planning sections, SMNR - CV must work closely with DARD (and related sub-departments), the Provincial Agriculture and Forestry Extension Centre (PAFEC) and the Forest Protection Department (FPD) to ensure the successful application of concepts related to agriculture and community forestry. If there is forest land allocation taking place an important partner is the Department of Natural Resources (DONRE). Until now, however, SMNR - CV has not had such a close working relationship with DARD, but the impression given the Mission is that both partners are willing to rectify this in the second phase.

Relevant partner structures for the application and upscaling of methodologies developed under the project are available in Quang Binh: for example, DPI for local development planning, the Sub-Department of Forestry Development under DARD for CBFM, the FPD for FPDRs, PAFEC for PAEM, and DONRE for PLUP/FLA. In this respect, the project is in the process of establishing the necessary links with all CPs at provincial level but would need to strengthen these links for the second phase, if the required upscaling of approved methodologies should occur. In terms of the VC and LED methodologies, the responsible partners are less clearly defined, but certainly include the DPCs and respective planning sections on district level, and DPI on provincial level.

SMNR - CV should also maintain its cooperation with the national Community Forestry Working Group to exchange experiences of interest to both sides. The National Working Group on Agricultural Extension is also functioning, and would be useful for SMNR - CV to cooperate with as well, as the project would maintain access to the latest information on policies in support of participation extension methodologies. Until last year, when AP 2015 funds were still available, the project contributed inputs to the VDP Working Group in Hanoi.

3.2.4 Project Cooperation with Other Projects and Donors

¹⁹ The results of the e-Val from May 2005 show some dissonance between partners' and GTZ's views of the project. See Annex Five.

The SMNR - CV has networked or coordinated with a number of other relevant GTZ- and other donor- (particularly ADB) supported projects. Concretely, the ADB-CRLIP which works in the three provinces of Quang Bing, Quang Tri and T.T Hue has already drawn on the VDP planning methodology which SMNR - CV has adapted for application in Quang Binh. Unfortunately, however, the NGO tasked with conducting the VDP exercises in Quang Binh²⁰ was requested by ADB to conduct the planning exercises in all the same villages where SMNR - CV had already conducted them less than one year previously. In this, as with other inter-project cooperation possibilities, it would be desirable if the two sides could establish a cooperation with a more systematic division of work.

The SMNR - CV is integrated in the GTZ-supported Forestry Programme, thus giving strong cooperation possibilities between the components. The CTA is a member of the GTZ-sponsored "Green Group," which gives additional opportunities to interact with other German-supported projects and programmes in the green sector on a regular basis. SMNR - CV has cooperated closely with the GTZ Rural Development in Dak Lak (RDDL) project in extending and sharing expertise on VDP/CDP. A newly planned national park buffer zone project (Phong Nha-Ke Bang. KfW and GTZ) is expected to start in Quang Binh in 2007 and would also offer close cooperation possibilities. The project is also expected to continue to exchange experiences with the SME Project regarding VCs and LED. The project is also a member of the GTZ Sector Network – Rural Development (Asia). Last but not least, the SMNR – CV will continue its fruitful cooperation with DED in having a forestry adviser assigned to work with the project.

3.3 GTZ Corporate Issues

3.3.1 Support for Sustainable Processes

During the first phase of project implementation, the main aim has been to pilot models of different kinds which would be taken over and implemented by the different partner agencies in the province of Quang Binh (and to a lesser extent in the neighbouring provinces of Quang Tri and T.T. Hue). In so doing, the project has been looking at sustainability initially from the point of view of process orientation, in that it is testing models and procedures which relate to participatory methodologies. To a certain extent, with its initiation of the VC methodology in respect of two agricultural products, the project is also looking at sustainability from the point of view bringing together state – social – market economy actors for greater positive economic impacts. The LED planning methodology also follows the same logic.

Therefore, SMNR - CV has made progress in developing some of the project products required for the achievement of its purpose and goals. It is nonetheless too early to conclude that the adapted methodologies are ready for broad scale application in Quang Binh. The requisite skills and, to a large extent, the requisite budgets (without ODA support) are not available to ensure this application. Nonetheless, SMNR - CV's involvement with the relevant technical sections and district authorities in testing the methodologies in Quang Binh will lend itself to their greater acceptance by authorities at all levels, and thus to greater sustainability.

In the next phase, with more focus on institutionalization of project concepts, models and procedures, their sustainability will be more assured. The adoption of project concepts involving participatory processes will also be a support to good governance and grassroots democracy (involvement of civil society in local planning and decision-making). The partner organisations are quite well involved in the processes supported by the project, but this has taken place more at district and commune levels until now. The next phase of the project will

²⁰ Catholic Relief Services (CRS).

therefore see more involvement of provincial actors who have greater decision-making power in disseminating concepts and making budgets available for them.

3.3.2 Learning Processes

Learning processes in the context of the SMNR – CV are taking place at different levels and to different degrees. At a basic level, learning takes place through a process of capacity building supported by the project (field level training courses and TOT, for example)—this learning is supported primarily for villagers and local counterpart staff. Follow-up to find out about the effectiveness of such learning, and whether changes are required in capacity building strategies, will need to be strengthened in the rest of this phase and during the coming phase. The next level of whether there is a process of a more analytical, reflective and self-generated learning taking place among key stakeholders (with a constant production of “lessons learned” which enable stakeholders to change course as necessary) was difficult to assess given the severe time limitations imposed on the PPR Mission.

The project itself, consisting of its PMU (fulltime staff) and two DSTs (part time staff) is moving towards being a “learning organization.” The processes required to reflect on, and learn from, experiences (whether successes or failures) need to be further strengthened so that all those directly involved in planning and implementing the project become more involved in learning from the different experiences—and at different levels—generated by project planning, implementation and monitoring. The project regularly holds “Lessons Learned” Workshops with different stakeholders which is one suitable tool to promote learning from experiences.

3.4 International Evaluation Criteria (n.a)

According to the new PPR Guidelines, these criteria in the form of a matrix would be tested in 10 PPRs in the course of 2006.²¹ The current PPR Mission was not requested to use such a matrix, nor to apply the OECD/DAC evaluation criteria.

4. Status of Implementation: Specific Results and Impacts

4.1 Present Status of Project Results

The overall structuring of the sections under Chapter Four reflect the current result areas of SMNR - CV in Phase I. The project has underscored all the results with capacity building at different levels (provincial, district, commune staff plus villagers). Therefore, capacity building measures form the most significant product of the project to date. Brief overview discussions on the Objectively Verifiable Indicators (OVIs) for the different results are also included below. The discussion below on results and impacts follows from the planning context of SMNR - CV. That is, it has been planned according to the ZOPP logical framework rather than AURA. Nonetheless, wherever possible, comments will be made as to the project’s products, uses, beneficiaries, benefits and impacts.

The four PPM Results are as follows:

Result 1:

- Support for development planning, especially VDP integrated with sustainable NRM;

Result 2:

²¹ See Footnote 3 of the Handreichung für die PFK.

- Support for more productive and ecologically sustainable farming systems through participatory extension methods (PAEM), including various agriculture-related training needs assessments and training (farmers and CEWs); also production of manuals and handbooks;

Result 3:

- PLUP/FLA, and piloting CBFM planning activities and support for FPDRs;

Result 4:

- Income generation from processing and marketing of both agricultural and Non-Timber Forest Products (NTFPs), including value chain development (on api- and sericulture) and LED Workshops (province and Tuyen Hoa District); small-scale PPP.

The project has made noticeable progress in implementing the activities and sub-activities outlined under the four Results of the PPM. Through the implementation of these activities in the two districts the project has established good working relations with district partners, even if the activities in and of themselves have yet to bring major changes for local farmers (an exception here is the households which have been able to benefit from income generating activities; the Minh Hoa DPC is particularly appreciative of the support its farmers have received on apiculture). The good relations will provide a solid foundation for further cooperation during the rest of this phase and for the next phase, when the project will have to support upscaling and institutionalizing of the different methodologies. As mentioned, the provincial level is, however, not as closely involved as it might be in *cooperatively* monitoring or assessing project progress in the two districts together with the SMNR - CV.

SMNR - CV is dedicated to the capacity building of partner agency staff and of villagers; and the project has made some important contributions in this regard. The project has made various and systematic efforts in capacity building, including training needs assessments, individual training courses and the application of TOT training packages (VDP training packages adapted from SFDP Song Da and RDDDL, for example). TOT approaches are stressed. However, the attendant skills required to implement and monitor the promoted methodologies are not yet at a sufficient quality or quantity for broad scale application of the methodologies. The promotion of VDP/CDP in all communes of the two districts last year proved somewhat beyond existing capacities, in that the number of district and commune facilitators sufficiently skilled to lead VDP exercises proved too few.²² In this respect, a constraint is that the project itself is rather under-resourced in terms of professional training capacity.

Through the testing of the different methodologies together with counterparts in the two districts,²³ the partners on district and commune levels seem convinced of both the utility and feasibility of the methodologies and models, and are appreciative of them. They do point out, however, ongoing difficulties with mobilizing adequate budgets to carry out the methodologies, VDP and PAEM being cases in point. The Mission got the impression that the provincial level departments are not as well familiar with SMNR - CV's work as they might be for the effective upscaling of the methods and models within the province. That is, they may be in favour of a particular methodology but are not yet so clear regarding the implications of upscaling and dissemination. This may be partly to do with ownership issues in both the agriculture and forestry sectors. It may also be partly related to their involvement with other ODA projects which have much larger budgets for similar activities. For VDP, however, the work has closely involved DPI, and has also included dissemination via the DPIs of Quang Tri and T.T. Hue.

²² DPI 2005 Evaluation Report.

²³ VDP/CDP (all communes), PLUP/FLA and CBFM including FPDRs (four communes), PAEM (seven communes but not overlapping with the community forestry communes) and Value Chains (several communes each in Tuyen Hoa—mostly sericulture, and Minh Hoa—mostly apiculture). The SMNR - CV (with support from DED) has also had a small scale PPP with a piggery cooperative in Tuyen Hoa District.

4.2 Support for Local Level Planning (VDP/CDP)

Decentralized planning, primarily in the form of VDP, has high recognition in Quang Binh, and is almost like a “trademark” for the SMNR – CV. The project has also supported CDP, but this has been in the context of aggregating VDPs to determine prioritized activities at village level—mainly for ODA project funding but also for self-help activities. Village development planning has found quite a high level of positive feedback among government staff at all levels in Quang Binh. At the same time, however, the village is not a recognized administrative unit, meaning that *officially* the commune is considered as the grassroots level for planning. Given the high commitment expressed in Quang Binh vis-à-vis local planning, planning and budgeting will surely become more decentralized and more devolved to the commune. Therefore, as was also recommended by the PPR Mission for the RDDI in 2005, the SMNR - CV should test mechanisms which will help to bring the villagers’ prioritized needs to the commune level but without detailed VDP exercises.²⁴ The point of the exercise should be to optimize citizen participation in the development planning process but without allowing it to become either too detailed or requiring too many resources to implement.

In the context of decentralization, villages and communes are expected to mobilize their own resources more and more effectively. This may be well-served by VDP when, as under SMNR – CV, it also emphasizes villagers’ self-help activities and their contributions (such as labour and inputs in kind) to activities implemented in their villages. Of course, this also means that the local government staff must be in a position to facilitate planning exercises which bring out “doable” activities, a part of which villagers can implement themselves and a part of which require external funding or services. It is also important that there be more transparency in budgeting and decision-making for effective local planning to take place.

OVI and Assumption

Result One on community-based development planning including sustainable NRM has a total of four result indicators of greater and lesser impact orientation. The assumption that “policy conditions and the planning authorities ... remain supportive” has been met. The crucial need for institutionalizing decentralized planning, (VDP) is reflected in the result, as it reads that VDP should be an “officially recognized planning method.” The attendant indicator (1.3) says that VDP is proposed as the official method for all districts of the province; DPI had already done this by May 2005 (but was not accepted at that time by the PPC). After gaining more VDP implementation experiences in 2005, the DPI plans to resubmit its proposal for province-wide implementation in 2006 and has already conducted an independent evaluation of it.

The indicator (1.2) on integration of women’s priorities could be clearer in its formulation and is not an impact indicator as such—the indicator seems to say that 30% of implemented activities “are given to women’s priorities,” which is actually on the low side. Project monitoring data indicate that women participate in VDP exercises, but the data don’t reveal to what extent women’s priorities (separately defined from those of men) are actually included in the plans.²⁵ At the least, one could involve the Women’s Union in monitoring the VDPs and CDPs. The quantitative indicator on VDP (1.1) is fulfilled, but without reference to the qualitative aspect (the “quality standards” of the provincial VDP working group). With regard to VDP investment needs being submitted (1.4) (not an impact indicator), the NGO

²⁴ There would then be opportunities for the two projects to share experiences in decentralized planning.

²⁵ The question shown regarding women and VDP in the project’s village data base is: “Percentage of women involved in VDP implementation,” which is more easily interpreted as their labour contribution rather than as a statement of whether their priorities are implemented.

contracted by ADB redid all the VDP exercises in the two districts in 2006 thus updating them for the ADB-CRLIP. This must be confusing for the villagers, and one hopes that closer coordination with the CRLIP PMU would avoid this type of excessive overlapping in future.

A point missing in the VDP result area—but of crucial importance for the project as a whole—is the connection with sustainable NRM. There is no indicator in this regard, and it is not clear from any documentation how the link is made clear at any level of facilitation. The Results on Agriculture and Community Forestry should also be linked with the VDP Result area through indicators (to highlight the link with NRM), but are not done explicitly.

4.2.1 Achievements (Products, Users, Benefits)

Project “Products”²⁶ and Their Users

Government, including commune, staff are the main “user group” of the project’s VDP support package. A significant number of them have been exposed to new ideas and skills from VDP training and facilitation (of course, some had already been exposed to village planning via other projects, including the IFSP). Both technical and management staff at commune, district and to a lesser extent at province level, have received workshop training, on-the-job training, thereby becoming more qualified with the skills required to apply the tested methodologies. Just as the SMNR – CV has conducted training needs assessments related to farmers’ needs, it should also conduct such an assessment related to the overall TOT/facilitator needs for VDP (or CDP) in the province. As decentralized planning methodologies are approved for wider scale application, the project should assist DPI to assess what number of trainers would be adequate to meet the demand, and where they might be available (from government departments and Vocational School, for example).

SMNR – CV has adapted a series of manuals, guidelines and forms for VDP, including a TOT Manual and Coaching Guide, which were originally developed under the SFDP in Son La Province and further adapted under the RDDL. Both district and commune staff have moderated VDP or CDP and some of them are able to moderate VDP/CDP processes independently (have participated in both VDP TOT Modules). The project has cooperated closely with the Provincial Working Group on VDP set up under DPI (with assistance from the project and AP 2015, plus ADB-CACERP) to study and make recommendations to the PPC on the broader scale application of VDP in the province. There is also VDP database management software in use.

While it may seem like “reinventing the wheel,” (because of existing experiences on village planning in Vietnam in general and in Quang Binh in particular) SMNR - CV’s methodology of piloting VDP and commune-level VDP aggregation (CDP) in Quang Binh has proved relatively efficacious in terms of counterpart acceptance so far. DPI has quite clear ownership of this methodology, which is reflected in DPI’s interest in modifying and harmonizing the different VDP methodologies which are in use in the province. As mentioned, DPI’s support for VDP has led in turn to its proposal to PPC approval for VDP province-wide application in 2005 (not approved). In this connection, SMNR - CV also provides support to Provincial VDP Working Groups, primarily in Quang Binh (established November 2004) and to a lesser extent in Quang Tri and T.T. Hue (established in February 2005).

Generally speaking, SMNR - CV could still do more to improve its training products through a training monitoring system which allows, for example, course participants to rate both

²⁶ The German word used in the AURA terminology is “*Leistung*.” This has been translated as “Output.” However, English logframe terminology refers to project outputs as the results level in the PPM. Therefore, to avoid confusion, the word “products” is used here as a short hand for “goods and services.”

courses and course facilitators/trainers, and which also provides follow-up on the extent to which course contents continued to be applied (this would be true for the training provided in all fields—it would improve both content and methodology).

Immediate Beneficiaries/Benefits

Beneficiaries of VDP fall into several categories. First, the formal village leadership (such as Village Management Board members) who have learned new skills as a result of participation in and training on, the VDP process. Secondly, women would also be direct beneficiaries of the project, although it cannot be said with any great certainty to what extent. They have been involved in VDP exercises where they have been given an opportunity to mention their needs. The level of direct involvement of poorer families in VDP exercises is not known, although they are not excluded. The extent to which activities implemented under a VDP exercise benefit poorer households is also not clearly known.

The project M&E system is tracking information on VDP implementation and changes in villagers' livelihoods in a general way, but so far there are not adequate comparable data available to show what the real impacts might have been from conducting the VDP process so far. SMNR - CV's VDP survey results seem rather positively biased, however, in that 116/135 villages (more specific data unavailable) overwhelmingly (86%) state significant improvements in living conditions (despite short project implementation time and often only having had minor activities carried out in the particular village). It doesn't seem that SMNR - CV surveys explicitly poll villagers on their ownership of plans and activities, and whether women and men do feel that their views and wishes are directly reflected in Village Development Plans. Nonetheless, this does seem to be the case as it has been reported informally that there is a relatively high share of villagers' contributions in implementing activities, primarily in the form of labour inputs.

If the VDPs are well-facilitated, and there is adequate participation of different livelihood groups in the planning process (there has not been a concerted effort to date to ensure a cross-section of households participate in the "core" planning exercise), then more equitably arrived at village priorities will be reflected in the plans, including the CDPs. When these priorities are made clear to the authorities and district technical sections, then they will be able to respond better to them, thus leading to improved harmonization between different villages' priorities and available government services. This would be potentially a significant impact of SMNR - CV.

4.2.2 Constraints and Challenges

While the policy environment has become much more favourable for grassroots planning in Vietnam, there are still many constraints in implementing and upscaling a participatory, local development planning approach which incorporates the bottom-up articulation of needs. That there are constraints is understandable, as such an approach is still relatively new in Vietnam. Necessary planning skills may not be available at all the administrative levels, and particularly at commune level where there may be no planning staff at all.

An ongoing problem is that government budgets are not yet devolved enough to be truly responsive to locally expressed needs. Transparency in the budgeting process is also not yet sufficient. Therefore, communes and villages receive district orientation plans, but without indicative budgets. The commune cannot, therefore, provide instructions or guidelines to the villages as to how much to plan for. This gives rise to the risk of villagers "over planning" activities, whereby they prioritize activities which cannot then be funded. They may then lose confidence in local planning processes and withdraw their active

participation, turning them into *pro forma* exercises. This has happened to a certain extent in the two districts, in that it was expected that the ADB-CRLIP would be ready to provide small scale infrastructure based on villagers' expressed priorities, but implementation delays have left CRLIP still in its village planning stage (seems just completed during the Mission's stay in Quang Binh).

SMNR - CV has not been designed to include institutional development strategies with its implementing partners in the province(s). Rather, it has concentrated more on TOT and training measures for the application, and eventual upscaling, of methodologies tested by the project in Quang Binh (and more indirectly in Quang Tri and T.T. Hue). While it is beyond the capacity of the project to undertake institutional development with partner agencies in the province, it is also a design shortcoming. In fact, without institutional development, the institutionalization of various methodologies may not have the expected impacts.

The implementation of village planning in the project areas has only taken place over a maximum of two seasons, so it is too early to ascertain farmer interest in NRM activities which could be included under VDP. As mentioned, there seems as yet not to be a clear connection between VDP and NRM. These are both areas which the project with its partners will have to monitor much more carefully. In terms of poverty, the main forum for the poor to give voice to their concerns is the village meeting to which all heads of household are generally invited to attend. Whether this is a forum in which the poor will be able to give *effective* voice to their concerns (without skilful moderation and facilitation) is unsure.

SMNR - CV's main focus has been on *Village Development Planning*. While there is an undoubted need for VDP to assist villagers prioritize their needs and mobilize their own resources, the commune needs much support to be strengthened as the main reference point for local planning; a major constraint still lies in the insufficient planning, budgeting and monitoring skills at the commune level. The project has started support at commune level with Commune Monitoring Boards. The commune is an appropriate level at which to aggregate villagers' priorities, but there are also different types of activities which would be more effectively and efficiently planned at commune level. A greater distinction needs to be drawn between activities which can be most effectively planned and implemented on village level, and those which should be planned and implemented on commune level. This would have to be an area of product development for the project in Phase II, with lesser focus on VDP. An additional reason is that the ADB-CRLIP will begin to roll out its village and commune-based activities, which will include another round of "full coverage" VDP exercises in the two districts. There will also be communes where the IFAD DPRPR will have planning and implementation in similar fields.

Regarding capacity building there are several possible constraints to consider for the medium and long term. Future replication of project methodologies would have to rely on decentralized structures, and especially the decisions and commitments of the provincial governments. In this respect, the budgets required for maintaining training programmes to apply the different methodologies need to be made available by the province. An established training pool is a great resources for the province, and it is been explicitly stated by DPI that more efforts will need to be made to maintain such a training pool via the Vocational School.

Trained staff are also subject to transfers and receive promotions—inevitably some of the skills they have gained cannot be applied anymore if there is no systematic transfer of skills within an organization. This is an ongoing dilemma: how will institutions ensure adequate provision is made for transfer of skills *within* the organization as project-trained persons leave their positions? In many instances, no such mechanism exists, and the knowledge and skills the person has simply move with him/her. This is also a constraint in Quang Binh which has

been explicitly mentioned in an independent VDP evaluation by DPI.²⁷ Following from the lessons of SFDP, those agencies making staff available to be trained as trainers should guarantee that the particular staff member will be allowed to continue to provide training.

4.2.3 Impacts

SMNR - CV has achieved both direct and indirect impacts with its local development planning activities. First and foremost, VDP/CDP has made, and continues to make, a contribution to the implementation of grassroots democracy in Quang Binh. It is a potential tool to democratize decision-making processes in villages and communes, thus also strengthening democratic processes at the commune level. On village level, the Mission concludes that active participation in VDP has the potential impact of increased villager ownership of activities (including assets created) which are implemented in the village. Another important impact in terms of VDP is the more effective mobilization of local resources, such as villager contributions for the implementation of activities being carried out in their villages. This impact would also lead potentially to more effective use of resources made available from the State, as they are optimized through being combined with villagers' contributions and through their allocation to areas where they have been prioritized.

The implementation of VDP, including an equitable and transparent aggregation of village priorities at commune level, may have another potentially important impact—it may create greater trust between the villagers and local authorities. This would allow for more open dialogue between villagers and service providers which, again, would lead to better and more effective use of limited state resources.

4.3 Support for Agriculture and Participatory Extension

SMNR - CV was designed as a rural development project, thus implicitly recognizing the close connection between sustainable natural resources management *and* sustainable agriculture. In this respect, the project is making a positive contribution to the further testing and application of participatory extension methodologies with a strong focus on training. Following on from its predecessor project, it is supporting some environmentally friendlier techniques such as Integrated Pest Management—IPM. The links between agriculture and sustainable NRM are, however, not yet explicit enough, and will need to be a focus of project work in Phase II.

OVIs

The result on agriculture and participatory extension has five indicators which are well on the way to being met before the end of the phase. They are, however, partly activity-oriented (as often the case at Result level for ZOPP PPMs), although two on income increase and on soil fertility may be seen as impact indicators. To a certain extent the indicators are not defined clearly enough (ex. 2.2 “relevant partners have been trained in PAEM” does not indicate who these relevant partners are, nor how many should have been trained; 2.3 doesn't specify the number of pilot communes, although it says that it should be 30% of households applying sustainable farming techniques.) It is too early to say (2.4) whether participating households have any increases in their net incomes from farming, and it is also too early. Soil fertility (2.5) is an impact indicator, but there is not a clear enough impact chain leading to this (potential) impact.

4.3.1 Achievements (Products, Users, Benefits)

²⁷ Evaluation Report: VDP/CDP Results in Quang Binh Province in 2005 authored by Le The Luc of Quang Binh DPI.

Project Products and Their Users

The implementation of simple, adapted agricultural technologies²⁸ in the two project districts has resulted in several achievements. These relate primarily to the extensive capacity building (SMNR - CV's major product under the result) undertaken by the project, and focussed on the CEWs (the main users). The project has produced and/or adapted training modules for different subjects on PAEM including, very importantly, on communication skills for the CEWs. Most of the developed modules (15) have been produced in cooperation with provincial agriculture staff, thus lending more PAFEC ownership to this product.

The CEWs are also being supported to have a support group of their own where they can regularly exchange experiences and lessons learned. Although the CEWs have all been trained, and courses have been conducted by CEWs in 17 (of 36) communes of the two districts, the project is focussing on 7 pilot communes (4 lowland or midland communes plus 3 upland communes in Minh Hoa with larger ethnic minority populations) for this result. Therefore, in the non-pilot communes there would be rather little follow up of training. Unfortunately, the project's monitoring system does not show so clearly what uses have been made of the many training events which have been carried out so far (a study in this regard is planned for end 2006).

That the project's capacity building products are fulfilling a felt need in the project areas is shown by the high attendance at the different training events. The PAEM methodology has the potential to mobilize farmers to change their practices, but not necessarily through one-day courses on a particular topic (most of the courses seem to last only one day, but do take place in the villages rather than in the commune centre which is appreciated by the farmers).²⁹ Certainly, some of the training courses would have to be repeated in order to ensure an adequate number of adopters (a critical mass, as it were) of the technologies.

There have been some 60 government staff from the Province, two target districts and all their communes who have been trained via PAEM TOT. SMNR - CV has arranged training workshops on different crops, crop technologies and animal husbandry, for CEWs and for farmers. The project has arranged some six TOT courses for CEWs and district staff, although the immediate impacts of these courses could not be determined, as a specific training monitoring system is not yet in place. The CEWs then conducted 55 training courses for farmers which have included around 1500 participants, of which 39% were women (seems to have been higher percentage in Tuyen Hoa than in Minh Hoa). It is noteworthy that the project's training methodology has explicitly included training needs assessments (which CEWs have been trained to conduct on their own) to find out where male and female farmers' training interests lie.

The project has also conducted several studies, either by its own staff or by consultants, in order to gain clearer directions in farming systems development and agriculture extension. The users of such study results, besides the project PMU, would be DARD/PAFEC and district agriculture staff. It was not so clear to the PPR Mission as to what practical use had been made of these studies as the PMU indicated that it was in favour of changing the approach in the agriculture sector to focus more exclusively on participatory extension methodologies rather than farming system development. In this respect, the Mission also notes that the PMU lacks highly skilled agriculture technicians, as both of its technical staff

²⁸ PAEM training modules are available on rice, maize, peanut, green bean, cassava cultivation (plus IPM for rice, maize and peanut) and pig- and cattle-raising plus simple veterinary practices. Additional modules are available on "household economics," (although this one seems not to be so popular so far), fodder cultivation, communication skills and SALT.

²⁹ According to project staff the CEWs receive VND 509.000 from the project for nine days per PAEM course, broken down as follows: Training Needs Analysis: 2 days; Course Preparation: 4 days; Actual Course: 1 day; Reporting: 2 days.

are very young and while enthusiastic and undoubtedly competent, still in a learning phase in terms of their own career development. The SMNR - CV will have to find some solutions as to how to strengthen its cooperation with PAFEC in Phase II.³⁰

A needed project product would be a CEW-based (with assistance from District agriculture staff as applicable), agricultural M&E system which could cover two aspects. The first would be on the immediate impacts of training courses conducted, and the second would be to learn from farmers what are the tangible impacts occurring from changes in their production techniques. This would necessarily include yields and (net) income. The project has started in this direction in the form of “household economy” training and distribution of household income booklets to 40 households, but judging from the feedback, it doesn’t seem to have been so popular among farmers so far (perhaps because they feel their household turnovers aren’t great enough to warrant introducing simple accounting, even if it is a sensible thing to do). In this regard, it may be easier for the project to turn toward various small scale trials in order to introduce the monitoring idea to farmers and CEWs.

It should be noted here that there are several activities included under result four on income generation which may also be seen as belonging to the agriculture sector: beekeeping, sericulture, pig-raising and mushroom raising (the latter an activity involving very few people so far). These activities have also included training for CEWs, and are discussed under result four.

Uses and Immediate Benefits/Beneficiaries

The main beneficiaries of PAEM are the male and female farmers who have been able to receive PAEM-type training. As mentioned above, some 1500 have been trained. So far, however, PAEM trials have not been conducted which the project should urgently consider introducing. It is too early to say whether the immediate benefit of participating in a PAEM training would lead farmers to continue to use the method(s) taught for their own processes of adaptation and innovation, although it is very unlikely to come about as a result of a one day course. In terms of gender, the partner agency staff have been encouraged to include women in trainings provided. As noted above, SMNR - CV and its partners have made consistent efforts in maintaining a gender balance under PAEM which reflects the strong role of women in agricultural operations in Quang Binh.

The project has conducted special training courses on Sloping Agriculture Land Technology (SALT) for ethnic minority villages (about 150 farmers) in three communes where there is a predominance of upland, rotational agriculture. It is too early to say, however, whether this technique will bring much economic or ecological impacts in the project area, as it is not yet being practiced and is rather unlikely to be taken up on more than a very limited scale. (See challenges below.)

4.3.2 Constraints and Challenges

There are two main constraints associated with the successful implementation of PAEM. The one constraint relates to available government budgets, and the other relates to the skills of the available District AES staff and CEWs. While the CEWs have the advantage of being from the communes where they are posted, a disadvantage is that many of them have no formal training in agriculture. District AES staff are too few to be able to be directly involved directly in many PAEM training courses and the required follow-up. The Mission’s discussions with PAFEC directors and staff in the province and from the District Agricultural Extension Stations (AES) showed that there is acceptance of PAEM as an extension

³⁰ A more intensive cooperation with RDDDL may be possible; including hiring their part time international Agriculture Adviser as consultant.

methodology, although there is still a relatively high commitment to larger scale trials (not the least because more state budgets are provided for these).

The regulations governing the financing of agriculture extension activities result from the 1993 Decree 13 on extension. These regulations do not stress monitoring of trials, rather they give more importance to input provision (such as seeds). Therefore, the more intensive monitoring associated with participatory methodologies like PAEM is not easily financed, and the province would need to make extra budget allocations available. SMNR - CV would have to discuss this issue more extensively with the PAFEC in the near future in order to try to find out if provincial budgets (related to farmer training, perhaps) may be allocated for monitoring visits. There is a tendency for the agriculture extension services—given their budgetary limitations—toward larger size, but far fewer, demonstration models.

As mentioned above, the extension workers, and particularly those at commune level, lack many of the required skills to facilitate PAEM. The CEWs themselves may be unable to answer the farmers' most pressing questions which could make the farmers lose confidence in the services. While the CEWs have gained some basic technical and facilitation skills, they also need more training and extension materials (in very simple language and including illustrations wherever possible) to support their work. In order for PAEM and similar participatory extension methodologies to flourish, local extension workers will require training and coaching on a longer term basis. That the project is looking into the issue of "Master Trainers" is a step in the right direction to relieve a shortage of adequately trained trainers.³¹

In the project's approach to agriculture development so far it has not introduced small scale trials which could be planned and implemented by farmers. As far as the Mission understands it, establishing farmer-led trials is at the core of PAEM.³² Therefore, the SMNR - CV should establish such trials as a matter of priority in the remaining part of this phase and for Phase II. When trials have been conducted with "normal" farmers under "normal" field conditions, other farming households are also more likely to adopt the new technologies, as they see that they would be able to adopt them as well.

In the course of participating in a PAEM trial, the male and female participants will also directly gain new skills (including the participating CEW), and through these skills there should be a broader application of the new technologies. In other words, the project concept of agriculture extension should be more oriented towards the strong correlation between farmers' adoption of new agricultural technologies and their earlier involvement in testing and implementing these same technologies. So far, SMNR - CV has been providing training to farmers on changing (modernizing) existing crop or livestock-rearing technologies without actually involving them in developing the technologies in small, farmer-managed trials.

The project has not yet offered suitable models which distinguish between subsistence-oriented upland farming and more market-oriented mixed farming in less remote and lower lying areas. The primary concept promoted for the upland areas, SALT, is faced with three challenges: first, it is beyond the analytical capacity of the CEWs to facilitate (i.e., where to apply it, to what extent, when not to apply it, etcetera). Second, the implementation of SALT in other areas of Vietnam with sloping agriculture has not shown a great deal of promise.³³ With the relatively high amount of labour required to establish SALT plots (locating contour lines, seedbed preparation, selecting and planting leguminous trees and shrubs, trimming hedgerows, etc.), and considering that labour is most often in short supply in the upland

³¹ In this respect, the project could establish contacts with the SDC-supported Helvetas-implemented project on Extension and Training Support, as it works exclusively on agriculture extension. It has had some cooperation with the RDDDL in Dak Lak.

³² See for example the SFDP PAEM Manual (2003, p. 4) where it states: *One of the most important activities in participatory extension is to support farmers in setting up trials, and facilitate the M&E of the trial.*

³³ Personal observations in northern highland villages.

farming system, the adoption rate will be predictably low. Third, SALT is most suitable for upland plots which are under continuous cultivation, which doesn't seem to be the case in Minh Hoa. While SALT has proven to be an effective technology under limited conditions in Asia, there may be other technologies more suitable for the local agro-ecological conditions which would result in more benefits for poor, upland farmers. The project should, perhaps, look into simpler erosion control measures, intensification of fallows, increased forages combined with livestock rearing, and the like. In this respect the project should use the PAEM methodology (including the training needs analysis) to find out more about upland farmers' potentials and constraints and conduct training accordingly.

The result on agriculture is not yet integrated closely enough with the result on community forestry. The links between agriculture and sustainable NRM should be made more explicit both in concept and in practice. Another issue which the Mission Team would like the project to reconsider is the use of a soil fertility indicator for households taking up new farming techniques. The reason for this is that the techniques promoted have—on the face of it—rather little to do with soil fertility (no direct impact chain). Indeed, the promotion of cassava could have very negative impacts on soil fertility. Otherwise, the continuous application of chemical fertilizers, as required by the hybrid maize and rice varieties promoted by the extension services, may also have a negative effect on soil structures and innate soil fertility. Aside from the hedgerows associated with SALT, the Mission was not made aware of other soil conservation measures (such as promoting ploughing along contour lines, contour trenching in critical areas, etc.) undertaken by the project. Organic means to improve soil fertility don't seem to have been tested under the SMNR - CV.

For the next phase, more specified impact chains will need to be defined for the operational plans. Moreover, the PMU would need to decide for Phase II as to whether it is going to maintain the farming systems aspects of the originally defined result, or focus more exclusively on extension methodologies. Although the project has commissioned studies on local farming systems, the approaches taken so far (evidenced from the training modules produced for PAEM) relate more to helping farmers to apply improved techniques for individual crops. Also, there may be greater clarity needed in defining ecologically sustainable methods and income-generating farming which is not necessarily ecologically "friendly." The extension staff (primarily the CEWs) will certainly need ongoing support, including coaching, to be able to work more effectively, as rather few of them have professional training as agricultural extensionists. They therefore may not be well-versed in technical issues related to the crops/livestock they are promoting.

4.3.3 Impacts

As the project has primarily strived to develop training modules and conduct initial rounds of TOT, the impacts cannot yet be measured clearly, although immediate benefits in the form of both better trained CEWs and farmers may be observed at present. Importantly for the CEWs, and the effectiveness of extension work, is the improvement made in their communication skills. Farmers who have participated in some of the courses, such as on hybrid maize or on pig-rearing, have also made some changes in their practices. Of course, more direct involvement in participatory training methodologies, helps the partner staff to gain more awareness and acceptance of them. Provincial staff who have been involved in producing the PAEM modules have also gained additional skills. The awareness, knowledge and skills gained by agriculture staff at different levels and by farmers will lead to many more impacts in the coming implementation phase of the project.

If small scale trials are included in the project's programme of activities in future, it may also help the partner agency staff to see the efficacy of such trials in comparison with the large scale trials they normally favour. This could also lead potentially to much greater impacts.

4.4 Support for Community Forestry: PLUP/FLA, FPDR and CBFM

Legalized land use status, with recognition given by the State to the interests of local groups, is an essential precondition for local populations to have secure livelihoods. There should also be a balance between protection forest and “production” forest where people can collect firewood and harvest timber and NTFPs. Natural forests have a potentially high ecological but also economic value. While doing CBFM, these aspects have to be carefully considered in order to optimize the various forest functions and to ensure that the required government extension services are provided. In terms of forestry, the project area of Tuyen Hoa and Minh Hoa Districts are in an excellent position in that they have about 71% forest cover. Therefore, it certainly not need be an attempted impact of the project to increase forest cover in the project area as the percentage is already so high.

Community forestry includes PLUP/FLA (which has to have taken place *before* CBFM), FPDRs and CBFM Planning. In large parts of the two districts, forest land allocation had taken place under the IFSP at a time when such allocation could only be to individual households (during the IFSP 42,000 ha. were distributed to 11,000 households).

OVI and Assumption:

Result Three has four OVIs which, according to Mission observations and the SMNR - CV team’s own assessment, have largely been met with reference to the four pilot communes.³⁴ None of them are impact indicators. The first indicator (3.1) on the application of PLUP/FLA is met for the four pilot communes. For 3.2, two of the communes (one per district) have submitted the FPDRs and CBFM Plans to the district authorities and have had them approved. As mentioned in the project documentation, however, it is not sure at this point whether these FPDRs and CBFM Plans also require provincial approval (based on experiences in other provinces, it is most likely that both DARD and the PPC would need to approve them). Indicator 3.3 on CBFM demonstration plots has been partly fulfilled in that two of the four pilot communes has one demonstration plot of 4 ha. each (not clear from indicator if “selected” communes means two or four in this instance). Manuals on PLUP/FLA and FPDRs are completed and ready for printing (3.4), although they also require approval from DARD for province-wide application. In that there is an ongoing reclassification of forest land in Quang Binh which will most probably lead to more production forest land available for allocation, the assumption for this result will most probably be fulfilled.

4.4.1 Achievements (Products, Uses, Benefits)

Project Products and Their Users

For all three forest-related methodologies, SMNR - CV has aimed to support the piloting of measures in a limited number of communes. At district and commune levels the partner institutions and main users of project products include the respective District and Commune People’s Committees, the Forest Protection Units (FPU) the district economic and cadastral sections. In this way, the experiences at field level may be summarized and submitted initially to district authorities for approval. The districts are giving high support to the methods. The ultimate aim, however, is province-wide application of the methods. The main users of these technologies are FPU staff and the forest responsible staff at the district economic sections.

SMNR – CV has also been working to establish a Provincial Forestry Consultative Group in Quang Binh. While this has been possible informally, DARD has not yet approved the

³⁴ The indicator is not so clear in this regard is that it gives only percentages rather than absolute figures in terms of the project area for community forestry—the absolute figures could have been added in the PPM revision exercise of Sept. 2005.

official establishment of such a group, saying that it would overlap too much with DARD's own advisory functions vis-à-vis the PPC. Nonetheless, by the end of the PPR Mission, DARD had expressed greater willingness to approve such a Consultative Group. As there will be other, forthcoming GTZ- and KfW-supported forestry and national park-related activities³⁵ it would be worthwhile to establish one provincial group for all the forestry related activities.

The project's practical experiences with the PLUP/FLA methodology³⁶ have been relatively limited so far, as so much land had already been allocated under the previous IFSP. Therefore, the amount allocated in two communes (five villages) totals 4.550 ha which have been allocated both to individual households and to groups of households (total of 310 HHs). The project could also support land allocation regrouping from individual households to groups of households (this took place in 13 villages). CBFM demonstration plots of 4 ha. each have been started in two villages in December 2005 (in the communes of Dong Hoa and Hoa Hop), while CBFM plans and the FPDRs have been developed and are being implemented in 18 villages. CBFM has been implemented with forest inventory in the pilot communes—all four communes are fortunate to have relatively rich natural forest cover (little to no barren land included). The introduced inventory method is simple and seems well enough adapted to the local situation (farmers can do it).

It is too early to conclude as to significant achievements made under these methodologies, as they are clearly in a piloting phase in the project areas. An important point to mention here, however, is that the FPDRs have been formulated in such a way as to allow villagers to collect "compensation" for forest violations (ex. if free-grazing cattle destroy seedlings, the cattle owner should pay for the damage caused). This is a landmark change introduced, as it is not allowed under law for villagers to collect fines for forest violations.

Obviously, clear and secure forest land use rights are a precondition for the success of long term forest management. This is because long term forest management involves investments which often pay back only after many years. Another very important issue is that of "benefit-sharing." The farmers will also hesitate to make significant investments in forest land, if they do not believe they will later have major benefits. In this respect, the project's work on benefit-sharing regulations at provincial level has been important, including its invitation to Mr. Ngo Dinh Tho from the National CBFM Working Group to present the institutional and political framework for CBFM at a provincial CBFM workshop in 2005.

Immediate Beneficiaries/Benefits

The immediate benefits based on FPDRs in the four pilot communes are as follows:

- Regulations have been made by the villagers. They are the ones who have actively participated in the discussions and meetings and then implement and enforce these rules themselves. Therefore, regulations are relevant to the condition of the individual villages;
- The regulations are concise, easy to understand and take into account the forest protection and management capacity of the village realistically.

The villagers will be able to benefit from FPDRs they themselves have drafted. One example of this is if they enforce the FPDRs and collect compensation from violators. Until now the benefits of FPDRs are clearer than for CBFM, as the latter requires a much longer

³⁵ Phong Nha Ke Bang National Park (KfW and GTZ) and GTZ-supported Forestry Programme (marketing and trade component).

³⁶ There are seven steps in the PLUP-FLA process i) preparation; ii) field assessment of current situation; iii) development of commune land use plan; iv) village FLA planning; v) FLA in the field; vi) compilation of cadastral documents and vii) appraisal and issuance of red book certificates.

“gestation period.” If villagers see they are able to collect compensation from violators then they will also be more active to ensure the FPDRs are closely followed.

As there is denser natural forest available in both Tuyen Hoa and Minh Hoa, NTFPs may play a potentially more important role in improving rural households’ livelihoods. NTFPs, for example, can be used both for subsistence and to generate some cash income. It seems that households, perhaps in interest groups, could be supported in rattan production in Quang Binh, although rattan would have to be reintroduced in some areas, as too little is left due to over-exploitation in the past.³⁷ There is still some knowledge on medicinal forest plants and even if they don’t have a market potential, they could prove useful for home use. Potentially, poorer ethnic minority households in Minh Hoa could benefit the most from both PLUP/FLA and NTFPs, but they have limited forest access in the border communes because of legal/security reasons.

4.4.2 Constraints and Challenges

As with the other participatory methodologies which SMNR - CV is piloting or otherwise supporting, the question of costs arises in terms of the limited available budgets on the Vietnamese side. For example, the comparative costs of the essential participatory exercises for PLUP/FLA (ex. conducting village meetings over several days, creating maps, etc.) are normally higher (at least 75,000 VND/ha) than the budgets available (VND 50,000/ha) under current Vietnamese budget regulations. If DARD approves the PLUP/FLA methodology as described in the project-produced manual, then it would also have to consider what kind of budget would need to be made available. This is an issue which the project would have to discuss with its counterparts at both the DPCs and DARD. The methodology of participatory elaboration of FPDRs at village level faces similar challenges when they go beyond the initial pilot areas; in that it also requires higher short term costs for facilitators’ time, training for the larger number of staff who would be involved in upscaling the methodology and for printing the regulations, all of which need to be budgeted for.

Even though the CBFM methodology which has been applied by SMNR - CV is straightforward, it also requires systematic training for both villagers and local forest officials. This is particularly the case in terms of natural forest management, as little extension information is available regarding, for example, stand improvement in terms of different forest products. It may be asked whether FPU staff could be trained in a new role geared to supporting people’s involvement in forest development.

There is still a risk of forest land allocation occurring with too little genuine participation (when upscaling for example). The danger of forest land allocation being carried out with too little participation is that it causes farmers to have no clear idea of the plot which they’ve been allocated. In such cases, adequate forest protection will also not take place. Another issue which arises is conflict when there is too little clarity as to who is entitled to use what parcel of land. The rapid process of land allocation under the IFSP did result in some conflicts (when people gained awareness of the potential value of forest land), but these have been satisfactorily settled in the meantime. As mentioned, there may, however, be further opportunities in forest land allocation in the province, in that there is currently a process of forest reclassification going on. It is expected that this will result in more forest land being reclassified from protection to production forest, meaning there will also be more available for PLUP/FLA.

A challenge in CBFM planning and implementation is the consideration of gender interests. A constraint in the CBFM process so far is that women have been involved, but not yet adequately (they have received rather little training compared with men, for example). Given the close association which women may have with forest in order to secure their livelihoods

³⁷ The Mission met farmers who had already started planting rattan.

(ex., gathering different types of NTFPs, firewood), this is a shortcoming which should be rectified in future. Women do have different interests in different forest products compared with men's (example: firewood above timber wood) so it is imperative that these interests are also reflected in CBFM Plans.

Benefit-sharing mechanisms to help forest users invest in the early stages of forest development are not yet clear in Vietnam, and are one important subject of the national working group on Community Forestry. This is a constraint for community forest management and need to be revised to take different forest and user types into account. Benefit sharing between the State and communities for different forest types and products are in the process of being clarified such that forestland Red Book holders may end up with 100% of benefits (but most probably depending on the type of forest land, whether subsidies from the state have been received, etc.).

On the institutional side there still seems to be a lower than desirable support on CBFM from DARD and the Forest Development Sub-Department (FDSD). DARD will need to be more greatly involved in the assessment of the methodologies and current guidelines so that they provide their full support in requesting approval for the scaling up of the different forest-related methodologies in the province.

4.4.3 *Impacts*

As work in the forestry sector is of necessity long term, impacts also make themselves felt slowly. At present it is not possible to say that either FPDRs or CBFM are having a significant or measurable impact on people's livelihoods, as the period during which the CBFM methodology has been applied is far too short. However, the fact of households or groups of households having received Red Book Certificates through PLUP/FLA causes a positive impact through more secure land tenure. Therefore, there are significant potential impacts which may arise from the community forestry processes initiated by the project. Impacts which may already be observed at some level or other in the villages are as follows:

- Villagers' increased awareness on the potential forest value, including their own possibilities to benefit;
- Villagers' greater confidence (sense of ownership after PLUP/FLA) that they will be able to have more benefits from forest (therefore, greater interest in the plots they have been allocated);
- Improved forest protection through active implementation of FPDRs;
- Some spontaneous tree planting after FLA (rattan also);
- Household's increased access to formal credit because of Red Book Certificate;
- Greater cooperation among households, including division of labour, which have decided to group together to manage forest land;
- Well-implemented PLUP/FLA may help prevent or resolve landuse conflicts among and between communities as decisions on landuse would be made more transparent to all stakeholders;
- Better forest management practices, including forest protection, will eventually result in improved quality of the forest. This is an indirect impact, influenced by many other factors beyond the control and/or scope of the project.

When people have greater confidence in their land use rights, then they are also more likely to make the longer term investments which are required for sustainable natural resources, and especially forest, management. This in turn would lay the foundation for sustainable community-based forest management and improved forest protection. For maximum impact, FPDRs should be implemented in a package with PLUP/FLA and CBFM although they may be carried out without CBFM. When the villagers understand the opportunities to benefit

from forest through CBFM plans, there would be more effective incentives for them to protect the forest as well, thus reducing the risks from spontaneous and planned illegal logging.

4.5 Income Generation

The support for income generating measures for project area farmers is a very important aspect of SMNR - CV's overall work. It is all the more important because of the limitations in larger parts of the project districts in terms of agricultural income earning possibilities (limitations on arable land) from annual cropping and horticulture. In many of the project area villages, working age people, men more than women, are already leaving the villages to find seasonal labour in urban areas. Therefore, there is an increasing interest among the people to have new and/or off-farm income generating opportunities in their villages. The other issue is that if people are able to intensify income-earning opportunities from activities which require less land (such as beekeeping, for example), it will also serve a positive function in terms of natural resources use. Another positive aspect is that if beekeeping is an important source of income, farmers will reduce their use of pesticides (which kill bees).

OVI's and Assumption:

There are three OVI's and one assumption for this result. The assumption is about mass organizations such as the Women's Union and Farmers' Association participating effectively in project implementation, and while it has not been fulfilled so far, there also doesn't appear to be a major need for it to be fulfilled. The mass organizations participate on a needs-related basis at local levels, which seems to suffice. The three OVI's are well on the way to being achieved; two of the three may be seen as impact indicators. In terms of 4.1, the number of households participating in income generation activities is at around 2100, or 8% of the total households in the two districts, meaning that the target of 10% is already almost met. In terms of 4.2 (10% increase in annual incomes), the households participating in sericulture have already achieved this increase while some (exact data n.a) have also achieved this for beekeeping. The only issue of concern regarding these two indicators is that it refers to households in general, without reference to poverty indicators (i.e., that a certain percentage of poor or ethnic minority households should be participating and gaining certain income increases). The third indicator on income distribution within the household is difficult to measure in practice; in gender terms, it may be of greater importance to know whether women's priorities for the uses of the additional incomes are being met (this could include, for example, children's schooling, improved healthcare, purchase of small livestock, etc.).

4.5.1 Achievements (Products, Uses, Benefits)

Project Products and Their Users

The project has many achievements under this result. There are good potentials for higher impacts during the remaining, and next, phase. The primary project product under this result, as with the others, is capacity building but other products include assessment surveys for particular income generation activities (sericulture, apiculture, mushroom cultivation) and workshops on LED. The project has also introduced the adapted VC methodology in regard to honey and silk cocoon production. The main users have been provincial and district staff, but also CEWs, a silk reeling factory in Tuyen Hoa and a piggery cooperative. The project, with support from DED ("South PPP" €10.000), has cooperated on a small PPP on pig-raising with the Co Cang Cooperative (a piggery) in Mai Hoa Commune, Tuyen Hoa District. This PPP, although minor, may be seen as a product in and of itself. The users are agriculture extension staff and the Co Cang Coop itself. As with the other result areas, the project has documented its methodologies—in this case, VC and LED, so that it is possible

to consider them for wider spread application in the province. An additional product in terms of apiculture is farmer-to-farmer extension via the Beekeeping Associations (also established with assistance of the project). Unlike the other result areas, the government partners are less clearly defined, but would certainly involve DARD, DPI, the DPCs, the AES, the CPCs and perhaps the Department of Industry.

The project made a right selection of activities to promote for income generation and VC promotion (apiculture and sericulture) based on market research and analysis: these are two significant products to help people increase incomes and alleviate poverty.

Immediate Beneficiaries/Benefits

There have been 2,471 households which have actively participated in income generation activities (primarily apiculture and sericulture), in which 1,193 women are directly involved. In terms of training, 731 people have attended technical training workshops delivered by the project. In terms of gender issues, while sericulture involves more women than men, men are largely responsible for beekeeping. Nonetheless, in beekeeping households women also participate in extracting honey. The PPP benefits and/or beneficiaries extend primarily to the farmers living in the vicinity of the piggery. Some 120 local farmers, including women, have received training on stall-based pig-rearing and received piglets. Given the high interest in pig-raising in the area, there are potentially high impacts possible from this activity given also the high seasonal demand for pork (at Tet, but also for other special occasions).

At the meso level, the project has intervened to support the establishment of Apiculture Associations (to organise beekeepers in each district for better coordination in exchanging technical skills, product sales, marketing, quality control, etc.). With the presence of these associations and the large number of participating households, it has also been more easily possible to expand this activity to more households. In Minh Hoa, the DPC is so convinced of the usefulness of beekeeping that it financed the training of 100 ethnic minority households to become beekeepers.

Participating households have gained technical support that is necessary for them to improve both quality and productivity: they are, for example, learning how better to take care of bees/silk worms by taking disease avoiding measures (such as keeping cocoons housed separately from the family's living quarters). They are also learning how to make more efficient use of inputs and reduce waste in each step of the process in which they are involved. They realize that they can then have higher productivity, higher value and consequently higher incomes for their family.

The economic calculation of mulberry plantation and silkworm rearing shows that it is more profitable than many other crops; therefore people with suitable (and adequate) land would be willing to change other crops to mulberry - this would allow an expansion of plantation area and increase in cocoon production. (No quantitative data available on this.) Clear promotion strategies and comprehensive action plans based on findings of constraints and opportunities have been formulated for sericulture development in Tuyen Hoa District where high attention is paid to sericulture and its income generating potentials.

The LED planning just started by the project at the end of 2005 is perceived by participating DPC members (Tuyen Hoa and Minh Hoa) as a comprehensive approach to strategic planning (and later implementation) with participation of different stakeholders, including the private sector. This potentially encourages high consensus and commitment in implementation. For the first time, the districts were able to develop a vision up to 2020 (in the LED Workshop) as having the potential to become "rich and industrialized." The process of objective prioritization was also comprehensive so that the district authorities could develop more understanding as to what is important to focus on. Making use of different data/statistics for the LED planning process in a logical and inter-related way, encourages the inclusion of a diversity of information which also helps to analyze different aspects of the district's competitive advantages.

4.5.2 Constraints and Challenges

PPP for remoter areas seems limited at present, but could be explored more in depth. The lack of appropriate marketing channels for agricultural and off-farm products as well as for NTFPs poses a constraint for the farmers in more remote areas where merchants may not go to purchase their products. PPP may be able to bring a solution for higher demand agricultural and NTFPs, but is likely to do so for remoter areas. In the same vein, there is limited potential (so far) for marketable products from remoter areas. The project would still have to conduct studies to assess the potentials in remoter areas.

Even though apiculture contributes significantly to poverty alleviation in the two districts the involvement of local authorities—especially at commune level—is limited by their own resource shortages: therefore, beekeepers cannot ask for much support from local authorities, although the Minh Hoa DPC is trying to support new entrants to beekeeping. More specifically, the communes (and to a lesser extent, the districts) haven't enough resources to support CEWs and key farmers to conduct further training (although this may be partly taken care of by the beekeeping associations). Some CEWs who have been trained on either sericulture or apiculture have not enough real experience with the activity so it is difficult to train others in their commune or to deal with farmers' pressing problems when they arise.

The training needs analyses for apiculture or sericulture, to the extent conducted, has not revealed clearly enough if the trainees would have a real interest in the activity or perhaps just a "passing curiosity." Therefore, some trainees have participated in training but without applying what they learned afterward, or even not taking up the activity in earnest. Additionally, project follow-up and monitoring activities are still limited for the newly established activities. For example, the VC workshop report on sericulture, including detailed action plans, was sent to all relevant communes but it seems there was little follow-up to check if the action plans are being implemented.

With regard to the LED Workshops which were held, the participation and involvement from the districts' top leaders was limited, thus raising questions as to their interest and commitment. LED has not yet been carried out in a process-oriented way, with there not being clear enough capacity building objectives for it. The participants actively participated in the planning workshop but without further support from the project, they would not be able to conduct such strategic planning workshops on their own, nor would they be able to follow up the conclusions from the LED Workshop they attended. At this point, the LED has more of a "one off" character which, although it is conceptually important, would limit its potential impact. Finally, an important issue is the lack of integration between VDP/CDP and LED strategic planning into the SEDP. They are being carried out as three parallel plans, and means would have to be found to ensure that all relevant planning is dovetailed into the SEDPs.

4.5.3 Impacts

Part of the observable impacts under this result is owing to the support which the IFSP had provided apiculture and sericulture activities in the past. This is something the SMNR - CV could take full advantage of. The most important impact of this result, which would have the widest potential impact, is the big change in awareness of both participating households and local authorities in terms of awareness on market-oriented planning. Through the VC concept, village producers understand better the relationship between quality and price (local authorities have also increased their awareness on this point). This also helps to improve the cooperation along the VC (e.g. contract between Tay Truc Silk Reeling factory and producers; or the relationship between honey producers and honey traders). Capacity building has increased skills of both producers and extension workers. TOT trainings

delivered by the project have helped beekeepers train new entrants which is also important to maintain the latter's interest in the activity.

As many households have been able to earn more income, from honey and silk cocoons, it has helped to encourage more new households to join these income generating activities. Of course, in this regard, there should also be care taken that not too many new producers lead to supply outstripping demand. The number of households participating in beekeeping increased from 850 households in 2004 to more than 1200 households in both districts in 2006 (in Minh Hoa - from around 50 households in 1998 to more than 500 households in 2006).

In Minh Hoa, there are beekeepers who could reach an income level of around 50 million VND per year (equivalent to €2,500). The district average household income (assuming five person household) is only some 10 million VND (equivalent to €500) per year. This is very significant for farmers in such a district. With high quality honey, the honey price at the Dong Hoi trade fair held in January 2006 went up to 70,000 VND per kilo, higher than that for honey from other provinces (average 45,000 VND) and much higher than the world market price.

Participants in VC analysis have gained a better understanding and clearer overview of the whole VC, so they can define strategies and actions to create more value for their part of the VC (they have learned the value of each step in the process and know how each step is inter-related with other steps so that the final products also have greater value). The LED has had some limited impact as well, in that it helped participants have a different "vision" for their locales than they'd had before; they were able to see more potentials than they realized were possible. They also gained new concepts so that they could understand the advantages that specific economic sub-sectors or products could bring for their localities and help improve local economic conditions.

5. Recommendations

There is some overlap between recommendations under 5.1 and 5.2. This is because many of the recommendations for Phase II need to have the groundwork laid for them before the current phase ends in March 2007. Moreover, the reader will see that many recommendations for Phase I, say only to “begin” with a particular activity.

5.1 For the End of Phase I

Project Management

1. Project management with its respective tools, (ex. Monitoring and Evaluation system, Operational Plans), should be geared toward impact orientation prior to the beginning of Phase II. In particular, more target group specific indicators have to be defined and the impact of project measures on the specific target groups need to be better assessed and analyzed. Provincial partners should be more actively involved in the monitoring;
2. The PMU should seek more involvement of DARD in the design and steering of project activities to increase the latter’s sense of project ownership;
3. Cooperation with the ADB CRLIP (and the IFAD DPRPR) should be further clarified to avoid overlapping and repetition of activities in the same areas. The PPC, however, should call for greater coordination and collaboration between ODA projects and programmes to eliminate overlapping of activities;
4. Following the recommendations of the PPC, the project should establish a province-based (Quang Binh) consultant register to be able to draw more extensively on locally based technical experts;
5. The PMU should consider more closely how to develop closer inter-linkages among its existing result areas for better synergies and especially for better interlinking between livelihood improvement and sustainable NRM;
6. The PMU should discuss the membership of the District Support Teams, so that they are strengthened technically by including members of the respective Agriculture Extension Stations.

VDP/CDP

7. Continue the work with DPI to simplify VDP/CDP procedures and reduce the number of planning days from three to one at village level; all with a view to having VDP done to the greatest extent by villagers on their own and as preparation for CDP;
8. The project should start to reorient itself toward supporting the communes (including Commune Monitoring Boards) for decentralized planning focussing on CDP exercises (not in sense of aggregating VDPs, rather as spatial planning exercises based on the commune as a unit, but which include villagers’ priorities);
9. Specifically in relation to CDP and together with DPI:
 - The target system in CDP should be changed to be in greater accordance with MPI’s planning guidelines;
 - Depending on the size of commune (i.e. number of villages) the number of planning days at commune level needs an element of flexibility (number of villages per commune in the two districts varies from only two up to 16!);

- Begin to simplify and update CDP training materials with respect to the revision of the methodology, including a consolidation of capacity building for the Commune M&E Boards (DPI and district planning sections);
 - Steps should be taken for the legal recognition of Commune Monitoring Boards in the form of official decisions from district level;
10. DPI should draft a revised VDP/CDP procedure and get consensus among DPI departments and other related departments on the new procedure. It should then resubmit its proposal to PPC before the end of 2006 for official recognition of the VDP/CDP methodology to make it legal for province-wide application. This should include budget estimates for VDP/CDP elaboration.
 11. DPI, with the project, should begin to develop TOT programmes to be prepared for the revised procedures (implementation during Phase II);

Agriculture and Income Generation

12. (For provincial level stakeholders--i.e. PAFEC, sub- Department of Animal Health, sub- Department of Plant Protection) the project should discuss continuously with PAFEC to increase their involvement as master trainers to strengthen the process of coaching and supervision activities after training delivery to CEWs;
13. The project should begin to consider where it could provide more support on value chain development in other communes in order to help farmers there improve their livelihoods;
14. A two-day workshop should be organized for revising all sets of training manuals/modules to make them easier for local level users, whether CEWs or farmers. The training manuals should be simplified as much as possible, the more illustrations the better;
15. SMNR – CV should begin to look (with urgency) into the issue of piloting small on-farm trials on specific cropping or animal husbandry technologies with the CEWs and farmers;
16. Further document lessons learned from pilot VC projects in order to start disseminating the VC model and conduct capacity building for the relevant partners at provincial level, who will then be the primary disseminators of the model;
17. Begin to establish a monitoring system to measure the implementation of VC plans, including training local people on performance appraisal and “effectiveness evaluation.”

Community Forestry

18. The project should support the developed work plans for FPDR and CBFM so that the stakeholders’ capacities are strengthened through TOT with real case practices. At the same time, the project should phase out its direct involvement in further plan development by 2007;
19. The project should start to organize TOT training on PLUP-FLA (using the available manual) for the project’s intermediaries and stakeholders to be prepared to deal with this issue after completion of the three forest types reclassification;
20. With the time remaining in this phase, the project should start to disseminate best practices and achievements obtained from its other result areas to the pilot forestry communes in order to support improved living conditions of the local people.

5.2 Recommendations for Phase II

Note: The following recommendations for Phase II have been presented at the AURA Planning Workshop in April.

A few recommendations marked ** have not been presented at the Workshop.

General Recommendations

1. SMNR-CV should be planned for another 3 year phase;
2. SMNR-CV should focus on same areas of work but in 3 components to improve synergies and achieve greater impacts:
 - Decentralized Planning
 - Agriculture and Income Generation
 - Community Forestry
3. Important for project to continue to have effective coordination mechanism at provincial level with support of all partners;
4. No expansion of area coverage for model development/adjustment (look at possibilities for broader range of activities in same areas);
5. Do TOT for replication of all approved models and methodologies (within Quang Binh province and not below district level);
6. All relevant local training and extension materials and/or formats should be simplified, with visualization wherever possible and practical;
7. **Further on capacity building:
 - Training needs analyses should also be used to select appropriate trainees for different types of training, from field level to TOT to ensure that those who are really interested in the topic get the training they need;
 - Conducting regular evaluations of results after every workshop – follow-up support in technical issues should be arranged according to need through local extension services, and monitoring of training application done with an eye to adjusting training courses as necessary.
8. Continue cooperation for dissemination of project concepts to Quang Tri & T.T. Hue provinces through networking and workshops;
9. Ensure close integration of project with partner agencies at provincial level for model adjustment and institutionalization of respective guidelines, manuals and/or procedures;
10. Maintain contacts with relevant national working groups and networks (ex. national CBFM Working Group, Extension Working Group) and cooperate with existing, relevant Provincial Consultative or Advisory Groups;
11. Stronger impact focus needed in M&E, and ongoing adjustment of planning/models according to impacts.

Decentralized Planning

12. DPI should be assisted to steer, coordinate and monitor socio-economic development planning (including more strategic economic development planning and incorporating bottom-up planning mechanisms and procedures);
13. District planning sections should also be similarly assisted (in two districts initially, then dissemination to others);
14. Increased focus on capacity building for commune staff tasked with planning & monitoring (but avoid overlap with other projects);
15. The project should look more closely at the overall decentralized planning system; assist to incorporate different planning tools (VDP/CDP and LED) and mechanisms into district and commune SEDPs;
16. **CDP piloting as of 2007 should be done at the same time as the government planning process (“planning season”) in at least two districts (Tuyen Hoa and Minh Hoa);

Agriculture and Income Generation

17. Identify new opportunities for income generation/value chains, especially for remoter areas in existing project area (include NTFPs) (**Must keep in mind, however, factors like “comparative advantage” and Vietnam’s accession to the World Trade Organization);
18. (Related to point above) Based on both market study and local conditions support animal husbandry (ex. pig, cattle with fodder) for income generation (check on what others are supporting!);
19. Identify gender-based needs and interests in agriculture and income generating activities and conduct training accordingly;
20. **In order to strengthen the project’s work on agriculture, considering hiring as short term consultant the part-time agriculture adviser from RDDL;
21. **The SMNR-CV should integrate its technical supports on cropping and animal husbandry in models funded either by the ADB-CRLIP or IFAD-DPRPR or from the National Extension Program for increased impacts of technical training the SMNR-CV has supported;
22. If adequate number of HHs become involved in an income generating activity, support establishment of producer association (such as Beekeeper Association). **At the same time, however, ensure that local authorities are involved to the maximum extent possible to coordinate extension and other support services for the activity/VC.
23. Ensure institutionalization and dissemination of participatory extension via PAFEC/DARD (participatory extension as part of overall extension approaches);
24. Improve training cycle approach in PAEM so that more follow-up of farmers’ application of new techniques is integrated in the cycle (to improve courses);
25. Explore more farmer-to-farmer extension approaches which require low external resources (**and which take advantage of more experienced farmers compared with inexperienced CEWs in some cases). At
26. **If LED Planning is continued to be promoted, it would have to be done with top leadership of districts and with provincial level CPs (DPI); it should be as closely

integrated as possible with the SEDP and it should include TOT and other capacity building measures, so that the possibilities for expansion to other districts are kept open.

27. **Seek other financial sources from either public or private (PPP) sector to follow up and monitor action plans after each VC workshop – this should help to measure results and assist key stakeholders in implementing their action plans;

Community Forestry

28. Work closely with DARD for the institutionalization (official approval) of FLA, FPDR & CBFM by provincial authorities;
29. Focus on further CBFM Plan implementation in existing pilot communes rather than further elaboration of CBFMs in other communes;
30. Identify potential commitments and contributions of all relevant stakeholders in CBFM implementation (communities, FPU, CPC, DPC);
31. The links between Community Forest Management and shorter term livelihood improvement need to be made stronger (ex. income from NTFPs—relate to Work Area Two);
32. Conduct further TOT on FLA, FPDR & CBFM Plan development and implementation.

6. Lessons Learned

1. Careful consideration is required when following up a better funded IFSP with a lesser resourced TA project. CP expectations are high, and it may be difficult to help them understand why there are less ODA resources available than before (particularly in Vietnam the expectation is FA follow-on from TA).
2. Budget intransparency of German-supported TA projects may cause some misunderstandings with CPs regarding what type of funds are really available for various types of activities.
3. The commitment of provincial departments and authorities is a precondition for the institutionalization and upscaling of methodologies, as is also the commitment of the top leadership in the districts. Likewise, it is important for them to be fully involved in monitoring (including impact monitoring) of activities.
4. Field level pilot measures which are well-linked into the administrative system (so that they receive attention on higher levels) are important for the development of approved guidelines on provincial level, and even on national level.
5. Local level planning such as VDP is a useful tool to encourage the participation of villagers (increase civil society participation) in overall socio-economic planning processes.
6. If a project has a particular target group focus (examples are: ethnic minorities, poor, women), this focus must be reflected clearly in impact indicators on all levels.
7. Intended activities and impacts on the national level, and cooperation with other donors, must be included explicitly in a project's planning framework and operational plans, so that sufficient attention is paid to these issues.

8. It is important for TA projects which focus on CP training to ensure that sufficient monitoring accompanies the training to make it more process-oriented.
9. Caution is required when providing per diems for trainees (at any level). There is always the risk that the trainees attend the training because of the per diem and not because of genuine interest in the training content.

Annex One:

Terms of Reference

Project Progress Review: Sustainable Management of Natural Resources in Central Vietnam (SMNR-CV) Phase I (04/2004 to 03/2007)

GTZ Project No. 2000.2267.3-001.00

Proposed Period: 17.04 -05.05.2006

1 Project Background

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 remaining key problem is the lack of awareness as well as the lack of knowledge and techniques of the local population and other stakeholders (government institutions and mass organizations) to manage their scarce natural resources in a sustainable way. Consequently, the project purpose and the intended key impact of the project is focused on capacity building, namely that the stakeholders in the project region are able to sustainably manage their natural resources.

The project is planned for a total implementation period of 6 years and is – at the time of the review mission - about two thirds through the implementation of the 1st phase (04/04 to 03/07). The local project owner is the People’s Committee of Quang Binh province. Target group is the poor, food-insecure population in the rural mountainous areas of Quang Binh, and for the dissemination of successfully tested models, similar areas in the provinces of Quang Tri and Thua Thien Hue. The German contribution to the project includes technical advisory by international and domestic advisors, training, local grants and equipment. The total costs of the German contribution is envisaged to be about 3.5 million Euro, of which about 1.5 million Euro have been committed for the ongoing 1st phase.

The project was initially planned in August 2001 in line with conventional planning procedures of the German development co-operation. Consequently, the technical proposal to BMZ was not based on the new AURA format, which uses a different terminology and is focused on project impacts. Over the first two years of implementation, the implicit assumptions of the original project concept have been interpreted as a chain of impacts on different levels:

- Beyond its immediate objective (purpose), the project aims at a contribution to the improvement of the living conditions of the local population. In view of the available project resources, this intended final impact can only be achieved in collaboration with other stakeholders, projects and local institutions. A key strategic element of project implementation is therefore the intense networking with these institutions to harmonize concepts and approaches, and – wherever possible – collaborate in a complementary way towards the same overall goal.
- Since the project region is in a remote area in the mountains along the border to Laos, there is little alternative for the rural population but to make the best use of natural resources, such as agricultural and forest land, irrigation water, etc. Improved livelihoods can only be achieved and maintained on the longer term, if the ecological aspects are not

neglected, and any intensified economic use of the resource base is practiced in an ecologically sustainable way (key impact).

- Instrumental to achieving the desired impacts on higher levels are certain preconditions which include the ability of the local stakeholders to assess the potentials of their resource base, plan, implement and monitor improvements and articulate the need for outside support. For the local context, the project has opted for “Village and Commune Development Planning” (VDP-CDP) as the most appropriate tool. Other preconditions include the ability of rural households to combine intensified farming and forestry methods with longer term ecological goals. Supported by public and private service providers, the dissemination of sustainable farming systems by participatory agricultural extension services and community-based forestry are the approaches chosen. The options to intensify farming and forestry in a sustainable way are, however, limited. Additional income generation from downstream activities (processing and marketing) is an indispensable further precondition to ensure any significant impact on the improvement of livelihoods. The project implementation, therefore, focuses on four major results, namely:
 1. Community-based village development planning (VDP), including sustainable natural resources management, is implemented and monitored by the stakeholders and officially recognized as a planning method.
 2. Partner organizations and target groups are supported in the development, application and dissemination of more productive and ecologically sustainable farming systems by the application of participatory methods of agricultural extension.
 3. Participatory allocation of barren and forestland as well as the development and application of sustainable, community-based forestry are supported.
 4. Income opportunities from the processing and marketing of agricultural and non-timber forest products are supported, providing equal opportunities for men and women.

2 Objectives of the Mission

The objective of the project progress review (PPR) is to evaluate the project’s achievements and impacts.³⁸ Based on an assessment of the project implementation so far, recommendations will be made for preparing the project’s second phase with regard to its conceptual focus and main areas of intervention.³⁹ The PPR mission will base its assessments on relevant project planning documents, project progress and technical reports to GTZ and BMZ, and on other documented project outputs as well as on direct discussions with all major stakeholders at central, provincial and local levels. In addition, all relevant guidelines and strategy documents by GTZ, BMZ and the Vietnamese government are to be taken into account.

The project progress review will focus on the following key aspects:

- What are the main products and services provided by the project and how are these received and used by the project partners and target groups?
- What are expected and real outcomes and impacts of the project?

³⁸ See GTZ recommendations for impact-oriented progress reviews. New guidelines for project progress reviews are being elaborated by GTZ headquarters and will be available as from March 2006. Major new issues are an even stronger emphasis on the **monitoring of impacts**, and the compulsory use of the results of a previous **e-VAL**.

³⁹ The **AURA** format is to be applied throughout the process, including the draft for the technical proposal of Phase II.

- What are the main changes in the working and living conditions of the project partners and target groups, and in how far are these changes caused by or can be attributed to the project?
- Which external factors influence these changes and how?
- Are observed changes and expected impacts of the project monitored with indicators and are these indicators sufficient to describe the expected changes?
- What are/should be the lessons learned and how should these lessons be documented and disseminated?
- Is the project making good progress towards its objectives and what should be done to increase its effectiveness?

The mission will assess the above aspects, using available data sources and own observations and will draw conclusions and make recommendations aiming to:

- Define the strategic orientation of the project for the future
- Increase project effectiveness
- Improve the project's orientation on expected impacts

A project planning workshop will conclude the project progress review. During this workshop, key project partners will discuss the findings of the review mission and agree on an outline for the future orientation of the project (project objective, key result areas and indicators). Following the workshop, the appraisal mission will prepare Minutes of Agreement which will be signed by representatives of the Vietnamese and the German partner agencies.

3 Review Mission Team

To execute the mission, GTZ intends to engage a team on international and national consultants. The review mission team will be comprised of the following experts:

- One International Consultant (Mission Leader and expert on project evaluation)
- Four National Experts, each covering one of the above mentioned major result areas of the project, with complementing expertise in the areas of
 - 1) participatory planning at local level (VDP-CDP), socio-economic development planning, poverty reduction strategies (CPRGS roll out)
 - 2) agricultural economics, farming systems development, participatory agricultural extension method (PAEM)
 - 3) social forestry, participatory land use planning and forest land allocation, forest protection and development, community-based forest management (CBFM)
 - 4) rural economist, off-farm income opportunities, processing and marketing, local economic development, value chain management
- One Workshop Moderator and one Co-moderator (who will also perform as an interpreter)

In addition, the Vietnamese project owner, the People's Committee of Quang Binh, will second at least two local experts from technical departments to join the team.

In close collaboration with the responsible person for the commission at the GTZ (Auftragsverantwortlicher) and the CTA of the project, the mission leader of the PPR will revise the specific Terms of Reference for the four national experts in the team, and will assign specific additional responsibilities during the mission, according to needs.

4 Tasks of the Review Team

The assignment will involve an initial orientation for the mission leader and part of the review team in Hanoi in order to facilitate an overview of the current development efforts with regard to natural resource management, rural development, poverty reduction strategies and the overall relevance of the project approach in the context of Vietnam. This will include discussions with the national project partner, the Ministry of Planning & Investment (MPI), the GTZ office, the German Embassy, as well as with other German and internationally funded projects. In-depth assessment of project performance and planning of phase II will take place at the core project location in Quang Binh province, including visits to the target project areas in the districts of Tuyen Hoa and Minh Hoa, and eventually short visits to partners in the neighbouring provinces of Hue and Quang Tri. Based on their findings and recommendations, the review team is expected to facilitate a planning workshop for phase II with participation of the major project stakeholders. The results should finally be consolidated according to the GTZ formats for the documentation project progress reviews.

The assignment specifically covers the following fields:

I. Relevance of project concept and planning framework:

- Review of project planning framework in terms of quality of developed plans and the involved planning processes before and since commencement of phase I
- Orientation of the planning framework towards impacts of project interventions as anticipated by:
 - the partner organisation(s) in Quang Binh
 - target groups
 - national strategies, e.g. the National Hunger Eradication and Poverty Alleviation Program, eg. the Comprehensive Poverty Reduction & Growth Strategy (CPRGS), and
 - the BMZ and GTZ regional and sector strategies for South-east Asia and Vietnam
- Integration of the project in national programmes and donor harmonization and coordination efforts
- Review of the project to be covered in the light of limited project resources
- Adaptation of the planning matrix in line with changing framework conditions, project cycle management
- Orientation of the planning framework towards structural and institutional impacts

II. Project Performance:

- Status of project implementation
- Provision of technical assistance
 - provided inputs
 - achieved results (as per indicators in the PPM)
- Integration of the project into the partner institutions
- Organisation and management of project implementation
 - project management and efficiency of project implementation
 - involvement of partner organisations
 - relevance for target groups

- Project monitoring & evaluation
- Cooperation with other projects of GTZ and of other development agencies

III. Project-induced impacts

- Degree of institutional integration of introduced processes and procedures
- Anticipated impacts and direct benefits of project intervention in terms of:
 - institutional impacts at the various intervention levels (government institutions, social and community organisations)
 - socio-economic impacts on the target groups
 - improvement of framework conditions for the sustainable management of natural resources in the project area
- Unintentional positive and negative impacts of project intervention
- Aggregated development impacts
 - poverty alleviation and gender equality
 - promotion of grassroots democracy
 - sustainable management of natural resources
- Contribution to the development objectives of Quang Binh Province and Vietnam
- Changes of framework conditions and assumptions

IV. Lessons learned

V. Recommendations

- Issues remaining to be addressed by the project until the end of phase I
- Possibly required adjustments in the planning and M&E framework, including recommendations for the future monitoring of impacts, which would allow:
 - a more consistent monitoring of project interventions and impacts taking into account the actual project M&E system
 - a more direct orientation of project planning and implementation towards the anticipated impacts
 - an enhanced orientation towards structural and institutional impacts
 - an enhanced integration into national programmes and/or donor harmonization efforts
- Issues concerning project organisations and management:
 - possibilities to further improve efficiency of project implementation
 - further strengthening of involvement of partner organisation
 - contribution of the project
- Design of project phase II (starting 04.2007):
 - technical fields of intensified project intervention
 - clear definition of regional coverage of the project area in the light of limited project resources
 - issues to be specifically addressed in planning and implementation
 - required inputs (personnel and finances)

VI. Facilitation of planning process for phase II and preparation of draft proposal

- Preparation and facilitation of planning workshop at the end of the assignment at project location
- Summary of workshop results and preparation of Minutes of Agreement to be signed by PPC of Quang Bing, GTZ and CTA
- Preparation of a note of results to GTZ (Ergebnisvermerk) in **AURA**-format

- Preparation of an agreement on the implementation of the phase II (Durchführungsvereinbarung) the required documents for the partner institution MPI (to be elaborated by the responsible person in GTZ headquarters)
- Preparation of an outline with the main points (in English language) for a draft proposal for project phase II (**AURA format**); discussion of the draft proposal during a one-day meeting in GTZ headquarters in Eschborn. The detailed proposal (in German language will be elaborated by the responsible person in GTZ headquarters). During the elaboration and editing of the proposal, the mission leader will support the responsible person in GTZ headquarters upon request by telephone and/or e-mail communication.

5 Expected Outputs

The consultants are expected to produce the following outputs:

- Four short technical reports of the National Experts, each covering the findings for their respective field of responsibility (in English and Vietnamese)
- A report summarising the findings from the assessment of project performance as well as the recommendations and proposed planning framework for phase II (in English and Vietnamese)
- Documentation of planning workshop results (in English and Vietnamese)
- A note of results (Ergebnisvermerk) in AURA-format to GTZ to be forwarded to BMZ (in German)
- A filled project assessment form (Projektbeurteilungsbogen) in German
- Signed Minutes of Agreement between PPC of Quang Binh, GTZ, CTA, and the review team on the planning results for phase II including a tentative estimate of required inputs and the required documentation for the partner institution MPI (in English and Vietnamese)
- Outline with the main points (in English) for a draft proposal for project phase II (AURA format);

6 Reference Documents

Taking into account respective strategies and review guidelines by BMZ, GTZ, and the Government of Vietnam, the mid-term review will be based on the project planning documents, the project progress and technical reports to GTZ and BMZ as well as on direct discussions with all major stakeholders at central, provincial and local levels. The following reference documents will be provided by GTZ:

- a) BMZ
 - BMZ Action Plan 2015
 - BMZ Asia Concept
 - BMZ concept for Rural Development
 - BMZ Sector Concept Forestry
 - Draft Sector Paper (“Schwerpunktstrategiepapier”) for the focal area “Environmental Policy, Protection and Sustainable Use of Natural Resources”
- b) GTZ
 - GTZ Guidelines for Sustainable Development – action oriented framework
 - GTZ Sector Concept Regional Rural Development
 - GTZ Sector Concept Forestry

- GTZ Forestry and Nature Conservation - indications for gender orientation
 - GTZ impact assessment and impact evaluation
 - Internal Analysis of Project Progress Reviews (English version)
 - GTZ guidelines for the Economic Assessment of TC projects
 - GTZ guidelines for the elaboration of project tenders to BMZ (AURA)
 - GTZ cross cutting tasks – gender, poverty alleviation and environment
 - GTZ Draft Implementation Strategy for Rural Development and Natural Resource Management Asia (“STRATHEM”)
- c) Relevant Vietnamese Sector Documents
- Comprehensive Poverty Reduction & Growth Strategy (CPRGS)
 - Vietnam Agenda 21
 - Socio-economic Development Plans of Quang Binh
- d) Project Documents
- GTZ tender documents to BMZ for phase I (provided by GTZ)
 - Project Planning Matrix (original and up-dated versions)
 - Annual plans of operation and quarterly work plans (provided by SMNR-CV)
 - Project progress reports (provided by GTZ)
 - A list with all relevant technical reports and other project outputs (to be prepared before commencement of PPR), print outs or soft copies on request (provided by SMNR-CV)

Annex Two:**Evaluation Mission Schedule**

Date/time	Venue	Tasks	Participants
Tue, May 2			
12.30pm.	Hanoi	arrival Mrs. Gebert at Sunway Hotel	Mrs. Gebert
17.00 pm	Hanoi	meeting CTA, Mrs. Gebert	CTA
Wed, May 3			
8:30 - 11:30am	Hanoi	inception meeting in GTZ office	all members of RMT, CTA, moderator
11:30 - 12:30am	Hanoi	briefing GTZ office	GTZ country director (Mr. Riethmacher), Mrs. Gebert
14:00 14:30 p.m.	Hanoi	Mr. Laslo Pancel, GTZ-AV	Mrs. Huong, Mrs. Gebert, CTA
14:30 - 15:30	Hanoi	Mr. Ngo Dinh Tho, national working group on CBFM	Mr. Tho, Mrs. Huong, Gebert, CTA
18:30 – 20.30 pm		meeting with Mr. Herbert Christ, CTA Tam Dao, cooperation with PNKB park project	Mr. Christ, Mrs. Gebert, CTA
Thu, May 4			
6:00 - 7.00am	flt: HN to Hue		CTA,Mrs.Gebert,N.Anh, Sam
10.00-11.30am	DPI Hue	Meeting with DPI Hue,	RMT, Mr.Khanh,
7:30 a.m.	Dong Hoi	arrival of Mr. Thanh (Res.4),	Mr. Thanh
1.00-2.00pm	Hue-Dong Ha	Travel to Dong Ha-Quang Tri	CTA,Mrs.Gebert,N.Anh, Sam
2.00-3.30pm	DPI Q.Tri	Meeting with DPI Try,	RMT, Mr.Suu,
4.00pm	Q.Tri-D.Hoi	Travel to Dong Hoi	RMT
Fri, May 5			
7:30 - 9.00am	SMNR office	RMT meet project director and team	Technical project staff, RMT
9.00-10.00am	QB PPC	Meeting with PPC to introduce RMT, PPC assign 1-2 officers to accompany mission	Mr.Hoai, Kien, RMT, PMU
10.00-11.00am	QB DPI	Meeting with QB DPI to introduce RMT	Mrs.Tuyen, Mr. Phuc, Luc, Dan, RMT,PMU,R1 staff
1.00-3.00pm	D Hoi-D. Le	Field visit	RMT,PMU,R1+R4
3.00-5.00pm	Dong Le	Joint meeting with TH DPC, DST, Eco + Planning Division	RMT,PMU,R1+R4
Night-time	Dong Le	stay overnight in Tuyen Hoa	
Sat, May 6			
		Field visit in Tuyen Hoa to R1+R4 models	Split into 2 groups R1+R4
8.00-11.30am	Mai Hoa	R4: Visit Tay Truc sericulture enterprises, sericulture households,	Tay Truc,Mrs.Gebert, Thanh

Date/time	Venue	Tasks	Participants
	Phong Hoa	R4: Visit Sericulture households,	Thanh
	Mai Hoa	R1: visit VDP/CDP villages, work with Mr. Hong-Chairman of CPC	Chairman of CPC, village heads, Gebert, N.Anh
1.30-5.00pm	Mai Hoa	R4: visit Co Cang pig raising (DED/PPP)	CoCang, Thanh
	Le Hoa	R4: visit bee-keeping models in Le Hoa	Mr. Huong-TH Assoc
	Tien Hoa	R1: visit VDP/CDP villages	CPC, village heads, Mrs. Gebert, N.Anh
		R4: Talk with participants of LED/VC workshop	
Night-time	Dong Le	overnight in Tuyen Hoa	
Sun, May 7		Field trip to Minh Hoa district	
7:30-8.30am	D Le-Minh Hoa	Travel to Minh Hoa district, continue field visit	
9.00-10.30am	Minh Hoa com	R1: visit VDP/CDP villages	CPC, village heads, Mrs. Gebert, N.Anh
9.00-11.00am	Xuan Hoa	R4: visit bee-keeping models and mushroom growing	Mr. Long-MH beekeepers Association, Thanh
1.00-3.00pm	Thuong Hoa	R4: visit ethnic beekeepers, delivery of new bee-hives	Phu Minh village, All
3.30pm	M. Hoa-D Hoi	Return to Dong Hoi	Whole team
Mon, May 8			
8.00am	Sun Spa	arrival of Mr. Tung for R2, Mrs. Huong for R3	Tung, Huong
8.30-11.30am		Team meeting of RMT	Mrs. Gebert, Tung, Huong, Thanh, N.Anh
14.00	PAFEC office	R2: Joint meeting PAFEC, Vet, Plant Protection Dept,	Tung, Dept leaders, R2
13.00	DARD office	R3: Meeting with DARD leaders	Huong,
15.00	DPI QB	R1: Meeting DPI	Mrs. Gebert, N.Anh
8.00pm	D Hoi-Hanoi	N.Anh and Thanh back to Hanoi	
Tue, May 9			
8.00--9.00am	FPD office	R3: Meeting with FPD, FIPI	CTA, Huong, Rita, R3
9.30-11.00am	DFP office	R3: Meeting with ForestDev't Dept	CTA, Huong, Rita, R3
1.00-3.00pm	D Hoi-Q. Dat (MH)	Field visit to Minh Hoa district	RMT, PMU, R2+R3
3.00-5.00pm	MH DPC office	Team meet DPC, DST, DONRE, Eco+Planning Div	RMT, PMU, R2+R3
Night-time	Quy Dat	Team stay in Quy Dat	

Date/time	Venue	Tasks	Participants
Wed, May 10			Split into 2 groups R2+R3
8.00-9.30am	Office of AE station	R2:Meeting with Minh Hoa AE Station	PMU, Tung, Gebert R2
8.00-11.30am	Hoa Hop	R3:FPDRs,signboards,CBFM plans+model	Huong, PMU, R3
9.30-11.30am	Dan Hoa	R2:Visit Ha Vi village for seeing AE training for ethnic people	Tung, R2, Gebert
1.00-5.00pm	Thanh Thach	R3:FLUP-FLA, CBFM plan and model	Huong,R3, Gebert
	Lam Hoa	R2:Visit Cao village,AE training for ethnic people	Tung,
Late afternoon	Dong Le	Travel to Dong Le and stay overnight	Whole team
Thu, May 11			
8.00-9.30am	Dong Le	R2: Meeting vs Tuyen Hoa AE Station	Tung, Head of AE Station, Gebert
	Kim Hoa Duc Hoa	R2: Meeting with CEWs team	Tung (Gebert to Duc Hoa)
	Dong Le	R3:Meeting with Tuyen Hoa Eco Div,DONRE,FPU	RMT,PMU, R3
3.00pm		Return to Dong Hoi	Whole team
Fri, May 12			
a.m.	Dong Hoi	Meet CRS (ADB CRLIP)	Gebert, CTA
p.m	Dong Hoi	Meet FDSD	Gebert, Huong, CTA
Sat, May 13			
	Sun Spa	RMT meeting and report writing	
Sun, May 14	Sun Spa	RMT internal meeting and meeting w. CTA & Krause	
Mon, May 15			
	SMNR office and Sun Spa	Preparation for the workshop, meeting with PPC on provisional results of mission	RMT,project team
Tue, May 16	Sun Spa	Planning Workshop	
Wed, May 17			
8.00-12.00am	Sun Spa	Planning Workshop	team members, SMNR-CV provincial and district staff, invited participants (see the list of participants)
20:00 p.m.	Dong Hoi-Hanoi	Moderator and local consultants back to Hanoi by train	
Thu, May 18			
	PPC	Draft Project Memo for 2nd phase: Signing at PPC	

Date/time	Venue	Tasks	Participants
20.00pm	Dong Hoi-Hanoi	RMT check out Sun Spa and travel to Hanoi	Gebert, CTA, Krause, Sam
Fri, May 19			
14:00 - 15:00	Hanoi	Debriefing with MPI- ICD	Mr. Hoang, Mr. Pancel, Mrs. Gebert, CTA
19:00	Hanoi	Gebert depart for Germany	

Annex Three:**Persons Met by the Evaluation Mission⁴⁰
And Main Documents Consulted**

NAME	ORGANIZATION	POSITION
In Hanoi:		
Dr. Günther Rietmacher	GTZ Office	Country Director
Dr. Laszlo Pancel	GTZ REFAS	CTA
Mr. Herbert Christ	GTZ Tam Dao	CTA
Mr. Pham Ngoc Linh	GTZ Office	Programme Coordinator
Mr. Nguyen Huy Hoang	MPI	Director of German Cooperation Division
Mr. Ngo Dinh Tho	DOF	Head of National Working Group on CBFM
In Quang Binh Province		
Mr. Nguyen Huu Hoai	PPC	Vice-Chairman
Nguyen Van Hoa	Vice Head of Administrative Office	PPC
	Head	DPI
Mai Van Nhi	Deputy Director	DPI
Le The Luc	Executive Director	Center for Consultancy and Investment Promotion
Tran Trai	Head of Planning Section	DARD
Le Hong Vien	Director	PAFEC
Pham Hong Son	Vice Head	Sub-Department of Veterinary
Dang Van Tu	Vice Head	Sub-Department of Plant Protection
Nguyen Viet Nhung	Director	Sub-FPD
Phung Van Bang	Head of Forest Protection and Management	Sub-FPD
Nguyen Thanh Binh	Director	Center for Forest Inventory and Planning
Cesar		CRS
Gia		CRS
Tran Chi Phuong	Head	Technical Section
Nguyen Huu Han	Technician	Sub-DFD
Minh Hoa District		
Tran Bach Viet	Vice Chairman	Sub-FPD
Nguyen Van Long	Head	Economic Department
Truong Anh Hung	Vice Head	Economic Department
Dinh Huu Nien	Head	District DONRE
Bui Anh Tuan	Vice Head	Finance and Planning Section
Dinh Quy Nhan	Head	Administrative Office
Cao Ngoc Uyen	Chairman	Minh Hoa CPC
Cao Thi Tuyen Dao	Staff in charge of Statistics	Minh Hoa CPC
Cao Thanh Chinh	Staff in charge of Cadustrial, Construction and Planning	Minh Hoa CPC
Cao Van Tinh	Accountant	Minh Hoa CPC
Truong Thi Lien Huong	Secretary of Communist Party	Minh Hoa Village
Cao Tien Kha	Village leader	Minh Hoa Village
Truong Ngoc Luu	Police	Minh Hoa Village
Tran Cuu Long	Vice Village Leader	Minh Hoa Village
Cao Van Phiem	Head of the Elderly Union	Minh Hoa Village

⁴⁰ Not including names of project staff and advisers, all of whom were met. List is otherwise not complete, as many more people have been met in the communes—too numerous to list here. Apologies to all those not included in the list who have been met by the Mission!

NAME	ORGANIZATION	POSITION
Dinh Nho Vien	Head of Extension Station	Extension Station
Dinh Long	Bee-keeper	Ba Nuong Village
Tuyen Hoa District		
Nguyen Thi Tien	Vice Chairman	DPC
Nguyen Dinh Mao	Head of Administrative Office	DPC
Le Nam Giang	Head of Economic Section	DPC
Pham Thanh Hong	Head of Finance and Planning Section	DPC
Pham Duc Hoai	Director	Silk factory
Hoang Xuan Hai	Vice Chairman	CPC
Tran Van Qua	Agriculture Extensionist	CPC
Tran Thanh Binh	Secretary of Village Communist Party	Dong Thuy Village
Nguyen The Luc	Village Leader	Dong Thuy Village
Vo Quang Hoa	Vice Village Leader	Dong Thuy Village
Cao Vu Dang	Head of Station	Extension Station
Pham Thanh Long	Staff	Extension Station
Tran Van Tan	Vice Chairman	CPC
Doan Xuan Nhon	Vice Chairman	CPC
Nguyen Thi Hanh	Extensionist	CPC
Doan Thi Mai	Project trained villager	Duc Hoa Commune
Nguyen Thi Hoa	Chairman	Women's Union
Pham Thi Minh	Project trained villager	Duc Hoa Commune
Tran Thi Ninh	Vice Chairman	Farmers' Union
Nguyen Quang Tuynh	Chairman	People's Council

Main Documents Consulted:

- BMZ Action Plan 2015
- Draft Sector Paper (“Schwerpunktstrategiepapier”) for the focal area “Environmental Policy, Protection and Sustainable Use of Natural Resources”
- GTZ guidelines for the elaboration of project tenders to BMZ (AURA)
- GTZ guidelines for PPRs (April 2006)
- GTZ tender documents to BMZ for phase I
- Project Planning Matrix (especially updated version)
- Annual plans of operation and quarterly work plans (provided by SMNR-CV)
- Latest project progress report
- List of Project Products – Results 1 – 4
- 6 – Month Progress Report, Period 09/05 – 03/06 (Results 1 – 4)
- Project Village Data Base
- PPR Reports/Final Report for RDDDL/SFDP

Annex Four: Agreed Minutes on PPR Mission and Workshop Results

Vietnamese-German Technical Co-operation

Minutes of Agreement

On the Review Mission and Workshop Results for the Project

“Sustainable Management of Natural Resources – Central Vietnam” (Phase II)

The two parties signing hereunder declare herewith that they agree with the summary report on the review mission recommendations and workshop results for the second phase of a Vietnamese-German Technical Co-operation Project, “Sustainable Management of Natural Resources – Central Vietnam.”

The summary workshop results, based on the findings and recommendations of the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH project progress review mission, and as discussed at the planning workshop held at the conference facilities of the Sun Spa Hotel, Dong Hoi City, Quang Binh Province 16 – 17 May 2006, is attached as Annex One to this document. A summary of the review mission’s specific recommendations is also attached as Annex Two. A detailed GTZ mission report will be made available by 16 June 2006.

This summary report on workshop results shall serve the GTZ as the basis for preparing a proposal (project offer) to the German Federal Ministry for Economic Co-operation and Development (BMZ) for consideration and approval.

6 copies of the agreed minutes are made in English and Vietnamese with 3 copies each of equal validity.

Dong Hoi, 18 May 2006

Mr. Nguyen Huu Hoai

Vice-Chairman
Provincial People’s Committee
Quang Binh Province

Dr. Rita Gebert

Team leader of the GTZ Mission
Deutsche Gesellschaft für Technische
Zusammenarbeit (GTZ)

Annex One of Agreed Minutes: Summary Report of the Results of the Planning Workshop held in Dong Hoi City, Quang Binh Province on 16 – 17 May, 2006

1. Project Title:	Sustainable Management of Natural Resources in Central Vietnam (Phase II)
2. Central Problem:	The mountainous population has limited knowledge and technologies to optimize the use of their scarce natural resources for sustainable livelihoods. This has led to ongoing poverty in rural, mountainous areas. The planning and service delivery systems at different levels in the province(s) don't yet apply participatory approaches to determine the needs of the local, rural population, and there are major deficiencies in service delivery in poor communes.
3. Phase Objective (2010):	Strategic and participatory planning for socio-economic development, participatory agricultural extension and value chain development, as well as community forestry are implemented by all stakeholders in the project region.
4. Indicators for Phase Objective	<ol style="list-style-type: none"> 1. By 12/2009 participatory planning processes are conducted in 100% of rural communes and districts in Quang Binh Province 2. By 12/2009 Commune Management Boards in 100% of rural communes in Quang Binh Province are operationalized to monitor SEDPs. 3. Strategic planning for local economic development (LED) are applied in Tuyen Hoa and Minh Hoa districts as of 12/2009. 4. The additional net income of households applying sustainable farming techniques and that of households participating in Value Chain development increases by at least 5%/year (Reference Data available from 2005). 5. By 12/2009 PAEM is developed and integrated into a revised Provincial agricultural extension strategy. 6. Methodologies for community forestry piloted by the project are approved for application in all of Quang Binh province (FPDR by 10/2007, PLUP-FLA by 4/2008 and CBFM by 04/2009). 7. The forest quality (improved economic potential, density, diversity) in the project CBFM pilot communes is increased after 3 years (Reference: Forest Inventories in 2005 and 2006).
5. Direct Benefits, Outputs and Uses:	<p>Work Area One: Decentralized Planning (LED/SEDP/CDP)</p> <p>DIRECT BENEFITS</p> <ul style="list-style-type: none"> • Participatory planning approach is officially applied in SEDP system in the whole province. • Improved, more systematic M&E of SEDP implementation at district and commune levels. <p>OUTPUTS (Project Products and Services)</p> <ul style="list-style-type: none"> • Adapted training materials for TOT on participatory planning for commune, district and provincial staff; • An M&E indicator system for monitoring of commune and district SEDPs; • Database (socio – economic data) for commune and district planning and monitoring; • Manual on formulation and operation of Commune M&E Boards; • Software for provincial SEDP database; • Data management training manual and training package (TOT, curricula) • TOT for Provincial and District planning staff; • “Lessons Learned” workshops at district and provincial levels on VDP – CDP;

	<ul style="list-style-type: none"> • Procedures, protocols, forms and indicator system for VDP – CDP in line with SEDP. <p>USES:</p> <ul style="list-style-type: none"> • Villagers implement self – help activities of their VDPs, especially including women’s priorities; • Province and District line agencies and authorities use database as input for their planning; • Planning staff at district and commune levels manage and update socio – economic database; • DPI uses adapted training materials to train district and commune planning staff; • DPI presents lessons learned on VDP – CDP in Quang Binh to MPI; • “Investors” (public, private, ODA) use VDP – CDP data to inform their decision- making on economic resource allocation; • District and commune planning staff apply revised VDP – CDP procedures; • DPI manages SEDP database and makes it available on web site; • District and Commune authorities use Commune M&E Board manual to establish and support Commune M&E Boards. <p>Work Area Two: Agriculture and Income Generation (PAEM and Value Chain Development)</p> <p>DIRECT BENEFITS</p> <ul style="list-style-type: none"> • Increased capacity of stakeholders/households/SMEs/CEWs in agriculture production/marketing/processing; • Increased incomes for households/SMEs through higher agriculture productivity and involvement in Value Chain development; • Improved service delivery of agriculture extension service and better organization of value chains (product production and marketing). <p>OUTPUTS (Project Products and Services)</p> <ul style="list-style-type: none"> • Training needs assessments for different stakeholders (households, SMEs, CEWs) are made available; • Simple training materials (on PAEM/ Value Chains/Marketing) for stakeholders are published and disseminated; • Training programmes (especially TOT) are conducted for stakeholders; • Demonstration models on PAEM/Value Chains are developed, tested and documented in pilot communes; • Guidelines for the establishment and functioning of “producer associations” are established for other sub-sectors/localities; • Lessons learned are documented from pilot PAEM/Value Chains; <p>USES</p> <ul style="list-style-type: none"> • Relevant local authorities and agriculture extension services conduct training needs assessments of various stakeholders (households, SMEs, CEWs); • Stakeholders (local authorities and extension services) use guidelines on producer associations to establish and support new associations as relevant; • Local stakeholders (local authorities and extension services) communicate the results of successful demonstration models to higher authorities and PAFEC for possible wider dissemination in the province;
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	<ul style="list-style-type: none"> • Households use training materials and apply them in production/ marketing and processing; • CEWs use training materials for further trainings, technical assistance; • PAFEC and other relevant institutions use the results of lessons learned and successful demonstration models to support the replication of PAEM/Value Chains in other districts; • Associations use relevant training and technical materials to provide information and technical assistance to households, mass organizations. <p>Work Area Three: Community Forestry (FPDR, PLUP-FLA, CBFM)</p> <p>DIRECT BENEFITS:</p> <ul style="list-style-type: none"> • The methodologies introduced by the project (PLUP-FLA, development of FPDR and CBFM) are applied in the implementation of the provincial forestry development strategy; • Increased incomes of households implementing CBFM. <p>OUTPUTS (Project Products and Services)</p> <ul style="list-style-type: none"> • PLUP-FLA, FPDR and CBFM methodologies documented; • CBFM demonstration models (agro-forestry) established in selected pilot communes; • Market information system on forest products, including NTFPs (outputs and inputs) established; • Provincial Forestry Consultative Group (FCG) established and supported; <p>USES:</p> <ul style="list-style-type: none"> • The FPD uses the methodology of FPDR development in providing guidelines to the development of FPDRs in the provincial area; • The villagers in the province apply the methodology of FPDR development in the development of FPDRs for their villages; • DPCs apply the PLUP-FLA methodology in carrying out PLUP-FLA; • DoNRE applies the PLUP-FLA methodology in providing assistance and guidelines for forest allocation; • DPCs (of Tuyen Hoa and Minh Hoa) apply the CBFM methodology in providing guidelines for elaboration of CBFM plans in the district areas; • DARD applies the CBFM methodology in providing guidelines for implementing CBFM; • Local people use market information for their forestry activities; • DPCs, CPCs provide the received market information to the villages in the area; • The Provincial Forestry Consultative Group uses project support to conduct a number of studies on relevant community forestry issues; • Field experiences in Quang Binh are considered by national level forest programmes.
<p>6. Target Groups</p>	<p>Target group: Poor, food insecure rural population in project area (project area defined under 9. below).</p> <p>Intermediaries: Village Management Boards, Commune People's Committees, Women's Union (commune level), Farmer's Union (commune level), District People's Committees and district sections (Planning, Economics, Agriculture Extension, Environment), Forest Protection (district and province), Provincial People's Committee and provincial departments DPI, DARD, FPD,</p>

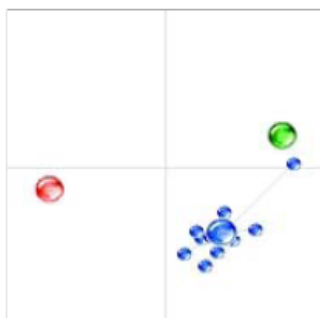
	DFD Sub-Department, PAFEC, Veterinary Services and Plant Protection Departments
7. Partner Organization:	Provincial People's Committee of Quang Binh
8. Project Duration:	Phase II: 04/2007 – 03/2010 (3 years)
9. Project Location:	Implementation of pilot measures in selected communes of the two districts of Tuyen Hoa and Minh Hoa in Quang Binh Province. Upscaling and institutionalization of accepted measures in six rural districts of Quang Binh. Dissemination of selected project concepts to the neighbouring provinces of Quang Tri and T.T. Hue.
10. Financial Contributions (second phase):	German Project Contribution: up to 2.0 million Euro, including management fees (GTZ overheads), staffing, programme and administration costs. Vietnamese Contribution: One full time project director, 2 part time District Support Teams each consisting of 5 technical staff, and 8 staff to work in the Project Management Unit in Dong Hoi; office space in Dong Hoi including utilities (except for telephone) plus office space in Dong Le including all utilities; additional contributions from Vietnamese programmes and/or projects carried out in the project area. Other: Contributions from other sides will be actively pursued during project implementation; Vietnamese project owner requests a substantial increase in the percentage of project budget available for the implementation of project activities.
11. Project Organization:	In Phase I, project steering coordination via the Vice-Chairman of PPC; in Phase II to be so continued but also with annual coordination meetings presided over by the Vice-Chairman of the PPC of Quang Binh, and including representatives of DPI, DARD, FPD, DFSD, PAFEC, Veterinary Services and Plant Protection Departments, DPC Tuyen Hoa, DPC Minh Hoa, Dept. of Finance and Project Director. Project Management Unit consisting of Project Management Board (full time national project director, Chief Technical Adviser and DED Adviser) and other staff members consisting of 8 counterpart staff and 3 national long term technicians and 5 support staff.

Annex Two of Agreed Minutes: Recommendations of Review Mission for Phase II

Not repeated here, as they are found in the main text of this report under Section 5.2.

Annex Five: e-Val Report on SMNR - CV from May 2005

2000.2267.3 Nachhaltiges Management natürlicher Ressourcen in Zentralvietnam



Name	Nachhaltiges Management natürlicher Ressourcen in Zentralvietnam
Period	2004
State	current
Size	
Sector	Forestry development
Country	Vietnam
Area	Department 2
Region	Asia

Interviews	Count	Ø Pair	Char.
GTZ	4	8.25	1.94
Counterpart	4	7.75	1.78
Target group	4	7.00	2.09

Success of project today	Success	Var.
Overall	61	17
view of GTZ	71	21
view of the counterparts	59	11
view of the target group	53	12

Expected future success	Success	Var.
Overall	73	6
view of GTZ	71	6
view of the counterparts	74	7

As the e-Val report is only available as a PDF file, it seems the only way to insert it in this Word document, and maintain its format, is to cut and paste it page by page. Therefore, only two pages are provided here. If the reader has greater interest in looking at more of this e-Val report, he/she should request the PDF file from the GTZ Office, Hanoi. Otherwise, it may be available on the GTZ Intranet.

2000.2267.3 Nachhaltiges Management natürlicher Ressourcen in Zentralvietnam

Process success (view of GTZ)	Suc.	Rel.
Cooperation	46	19%
Management	4	14%
Advisory services	100	4%
Needs based intervention	29	3%
Material support	0	3%
Target group orientation	100	3%
Participation	100	3%

Process success (view of the counterparts)	Suc.	Rel.
Advisory services	26	14%
Cooperation	26	13%
Target group orientation	84	12%
Participation	100	7%
Help towards self-help	100	5%
Needs based intervention	100	3%
Minimum intervention	0	2%
Flexibility	29	1%

Process success (view of the target group)	Suc.	Rel.
Advisory services	5	11%
Target group orientation	100	8%
Participation	100	7%
Help towards self-help	100	6%
Monitoring/Evaluation	0	3%
Diversification	0	3%
Ownership	100	2%
Material support	0	2%
Cooperation	100	2%
Needs based intervention	0	2%

Impacts (view of GTZ)	Suc.	Rel.
Broad impact(s)	100	13%
Capacity Development	39	11%
Poverty reduction	100	10%
Sustainability	38	7%
Environmental protection	100	3%

Impacts (view of the counterparts)	Suc.	Rel.
Broad impact(s)	14	9%
Environmental protection	44	8%

Sustainability	16	6%
Capacity Development	0	6%
Poverty reduction	100	3%
Economic efficiency	29	2%

Impacts (view of the target group)	Suc.	Rel.
Education and training	27	13%
Sustainability	26	7%
Broad impact(s)	40	5%
Gender	32	5%
Poverty reduction	0	5%
Economic efficiency	100	4%
Capacity Development	100	3%

Annex Six: SMNR – CV Project Planning Matrix (Revision from September 2005)

Summary of objectives	Indicators	Source/Mean of Verification	Assumptions
<p>Overall goal</p> <p>The living conditions of the local population in the mountainous areas of the project region are improved in accordance with a stabilization of the ecology</p>			
<p>Project Purpose</p> <p>The stakeholders in the project region manage their natural resources in a sustainable way.</p>	<ol style="list-style-type: none"> 1. By 03/2006, at least 50% of the stakeholders, including women and ethnic groups (Kinh and ethnic minorities) at village, commune and district level indicate that their livelihood has substantially improved. 2. Three years after completion of land use planning and land allocation, the forests under “Community-based forest management” (CBFM) have improved in terms of quality (increased diversity of useful species, economic value). 3. The poverty rate in all communes of the project area decreases steadily. 4. By 03/2005, the dissemination of selected project concepts has effectively started in the neighboring Provinces of Quang Tri and Thua Thien Hue (in short: Hue) on the basis of agreements with the relevant authorities. 5. By 03/2010, the project implementation partners (technical services on provincial, district and communal levels, mass organizations, private sector organizations, etc.) are sufficiently qualified and experienced to render efficient services to target groups. 	<ul style="list-style-type: none"> - Socio-economic Surveys, baseline and annual representative checks - Project M&E, impact monitoring - CBFM plans, regular forest inventories - DOLISA poverty statistics - Workshop documents, Project Agreements, M&E - Qualification of staff, capacity statements 	<ul style="list-style-type: none"> - The political framework conditions will continue to favor decentralization, economic liberalization and environmental concerns. - No major natural calamities - Authorities and relevant institutions in neighbouring Provinces express their demand for dissemination activities by the project.

Summary of objectives	Indicators	Source/Mean of Verification	Assumptions
<p>Result No 1</p> <p>Community-based village development planning (VDP), including sustainable natural resources management, is implemented and monitored by the stakeholders and officially recognized as a planning method.</p>	<ol style="list-style-type: none"> 1. By 10/2004, 50% of the project villages have elaborated or updated VDP, and by October each of the following years, 90% of the project villages have elaborated or updated VDP according to the quality standards defined by the provincial VDP working group. 2. At least 50 % of the planned activities are executed by self-help efforts and/or with external support, thereof at least 30% are given to women's priorities. 3. By 03/2005, VDP is proposed as the official planning method for all districts of the province. 4. The investment needs expressed in VDP/CDP are annually submitted to relevant authorities and respective donors, including the ADB-CRLIP project. 	<ul style="list-style-type: none"> - Project M&E, VDP Reports - Project Documents - Project Documents 	<p>The policy conditions and the planning authorities (MPI, PPC, DPI, DPC) relevant to participatory planning approaches remain supportive.</p>
<p>Result No 2</p> <p>Partner organizations and target groups are supported in the development, application and dissemination of more productive and ecologically sustainable farming systems by the application of participatory methods of agricultural extension.</p>	<ol style="list-style-type: none"> 1. Based on an analysis of existing farming systems and training needs, appropriate training modules, based on the "Participatory Agricultural Extension Method" (PAEM), have been developed by 03/2005. 2. By 03/2006 relevant partners have been trained in PAEM and start to apply participatory training methods with farmer groups in selected pilot communes. 3. By 03/2007, at least 30% of the households in the selected pilot communes have started to apply sustainable farming techniques. 4. Participating households, applying sustainable farming techniques, have an increase of net income from farming of at least 5% per year. 5. The soil fertility of the agricultural land belonging to participating households is improved or at least maintained on the level before introducing new farming techniques. 	<ul style="list-style-type: none"> - Project Documents - Project M&E, Reports - Household Books, Representative Surveys - Simple Soil Fertility Tests, Baseline and Regular Checks 	

Summary of objectives	Indicators	Source/Mean of Verification	Assumptions
<p>Result No 3</p> <p>Participatory allocation of barren and forestland as well as the development and application of sustainable, community-based forestry are supported.</p>	<ol style="list-style-type: none"> 1. By 03/2005, the methods of participatory forestland use planning (PLUP) and of forestland allocation (FLA) are applied in selected communes in the project area: (by 03/2005: 40%, by 03/2006: 60%, by 03/2007: 80% and by 03/2007: 100%). 2. Selected project communes that have elaborated the Forest Protection and Development Regulations (FPDR) and Community-based Forestry Management Plans (CBFMP) in a participatory way, have submitted them to authorities for approval. 3. Selected project communes have at least one demonstration plot to show sustainable forest land use options for further dissemination. 4. Based on field implementation in selected communes, procedures and methods of PLUP, FLA, FPRD and CBFM are documented and ready for replication and up-scaling by 03/2007. 	<ul style="list-style-type: none"> - Cadastral Registration, Red books, Project Reports - Documents of FPDR and CBFM plans - Project M&E, Documents 	<p>Relevant authorities further increase the forest area that can be allocated to private households, user groups or communities.</p>
<p>Result No 4</p> <p>Income opportunities from the processing and marketing of agricultural and non-timber forest products are supported, providing equal opportunities for men and women.</p>	<ol style="list-style-type: none"> 1. By 03/2007, at least 10% of the households in the project region effectively participate in income generating activities. 2. Among the participating households, the additional income increases by 10% annually. 3. The additional income is distributed about evenly among men and women. 	<ul style="list-style-type: none"> - Baseline and Annual Surveys, Project M&E - Annual Surveys, Project M&E 	<p>Mass organization (WU, FU, etc) participate effectively in project implementation.</p>

Activities		
<p>Major Activities of Result No. 1:</p> <p>1.1 Support stakeholders to elaborate community-based VDP/CDP with orientation to natural resources management.</p> <p>1.2 Support stakeholders to implement and monitor elaborated VDP/CDP.</p> <p>1.3 Support stakeholders in evaluating VDP/CDP implementation and VDP/CDP establishment for the following year.</p> <p>1.4 Support relevant organizations in VDP/CDP institutionalization.</p> <p>1.5 Disseminate VDP/CDP method to other provinces.</p> <p>1.6 Extract from VDP/CDP village investment proposals and submit them to financing institutions, including the ADB project.</p>	<p>Major Activities of Result No. 2:</p> <p>2.1 Assess and categorize existing farming systems, including gender-specific tasks and roles.</p> <p>2.2 Carry out and analyze training needs assessment.</p> <p>2.3 Develop appropriate PAEM training materials and carry out TOT with partners on all levels.</p> <p>2.4 Support relevant partner organizations in the training of target groups on PAEM and monitor application by farmers.</p> <p>2.5 Develop and implement specific strategy for ethnic minority communes.</p>	<p>Major Activities of Result No. 3:</p> <p>3.1 Support the application of participatory forestland allocation (FLA) and participatory land use planning (PLUP) methods.</p> <p>3.2 Support villages in the participatory elaboration of Forest Protection and Development Regulations (FPDR) and Community Based Forestry Management (CBFM) plans..</p> <p>3.3 Support villages in the implementation of developed CBFM plans.</p> <p>3.4 Test and document technical options for forest land utilization on demonstration plots and develop them for further application.</p> <p>3.5 Discuss with provincial stakeholders and document the procedures and methods for PLUP-FLA, FPDR and CBFM planning for further dissemination and replication.</p> <p>3.6 Support the establishment of an interdepartmental provincial forestry consultative group</p>
<p>Major Activities of Result No. 4:</p> <p>4.1 Conduct survey on identification of households income in the project area (income sources, structure)</p> <p>4.2 Support local economic development (LED).</p> <p>4.3 Support for promotion of business knowledge and skills of local entrepreneurs</p> <p>4.4 Provide training for project staff and staff of local partners</p> <p>4.5 Support for value added through processing and marketing of agricultural products and non-timber forest products</p> <p>4.6 Facilitate the access of participating households to credit and inputs from ADB-VBARD and other sources.</p> <p>4.7 Support the dissemination of tested production and marketing methods to other districts and provinces.</p> <p>4.8 Conclude “lessons learnt of Result 4”</p>	<p>General Activities in all Results Areas:</p> <p>1. Establish/operate a flexible and cost-effective organizational and management structure.</p> <p>2. Exchange and disseminate experiences and know-how in the region.</p> <p>3. Collaborate with other projects/programs and relevant authorities.</p> <p>4. Develop/implement an overall training approach and strategy based on expressed demand of partners and target groups.</p> <p>5. Incorporate project concepts and tools into national/provincial structures.</p> <p>6. Develop and implement an overall monitoring and evaluation system (M&E) which includes and emphasizes ecological aspects.</p>	

