

## **CHAPTER 3      PRIORITY PROGRAM AND PROJECTS**

### **3.1      JUSTIFICATION OF PRIORITY PROGRAM AND PROJECTS**

The priority program proposed for the Social Development Sector is an "Integrated Rural Community Development Program by People's Participation" with twenty pilot projects which comprises several projects of different types.

#### **3.1.1    Integrated Rural Community Development by People's Participation**

The Integrated Rural Community Development Program shall be carried out by the application of a participatory approach. The basic idea of the participatory approach is that the main body of the project planning, implementation, management, operation, and maintenance is the people of the commune assisted and funded by external sources.

The program requires the assistance of and coordination with several government authorities such as Department of Agriculture and Rural Development, Department of Education and Training, Department of Public Health, Department of Industry, Department of Labor, War Invalids and Social Affairs, Department of Transport and Communications, Board for Ethnic Minorities and Mountainous Areas, Board for Protection and Care of Children and so forth.

##### **1)      Justification for Formulation of the Program**

Major justifications for formulating an Integrated Rural Community Development Program by People's Participation are as follows.

##### **(1)    The Poorest People**

The focus of rural development should be placed on the ethnic minorities in the mountainous regions who are composing a majority of the poorest group. These people have also the least access to various resources, social infrastructure and social services. Ethnic minority groups are the people who most need assistance for development. Governments too are concerned about the socioeconomic development of these people because governments are well aware that unless the living standards and economic situations of these people are improved, the national goal of alleviation of poverty cannot be achieved.

Thus, the selection of the communes in the mountainous region, particularly ethnic minorities as the target group for rural development, also meets with the government development policy and plan of socioeconomic sector.

It is estimated that presently approximately 280,000 ethnic minorities of several different groups of people live in the mountainous regions of four provinces. And, these people are economically the poorest and socially the least privileged people who have to be assisted.

The largest proportion, nearly 11%, of ethnic minorities among the four target provinces against the total population live in the Quang Ngai Province, accounting for approximately 127,000 people. They are mostly Hre people of 95,000, followed by 20,000 of Co people. Most of these people are inhabitants of the mountainous regions of Tra Bong, Son Ha and Ba To Districts.

In Quang Tri Province, more than 8% of the population is estimated as ethnic minorities, that is, mostly the Bru-Van Kieu who accounts for 32,000, then, 8,000 of Pa Co-Ta Oi people.

This is the second largest proportion in the four provinces. Almost all Van Kieu people live in the mountainous District of Huong Hoa.

The Quang Nam-Da Nang Province has the second largest number of minority groups composing about 4.6% of the population. The total number of the minority people is 90,000. Of whom the largest group is the Co-Tu, 38,000 and the second is 27,000 of Xo-Dang people, and the rests are smaller numbers of Co and Gie-Trieng people. Those ethnic minorities are inhabitants of mountainous regions of Hien, Giang, Tra May and Phuoc Son Districts.

Ethnic minorities in the Thua Thien-Hue Province constitutes the smallest proportion and the smallest number among the four provinces. Roughly 3.3% of the total population, and 33,000 people are estimated as ethnic minorities. Of whom, the largest is 20,000 of Pa Co-Ta Oi people, followed by the Co Tu people who accounts for 10,000, and a small number of Van Kieu people.

## (2) Necessity of Integrated Development Plan

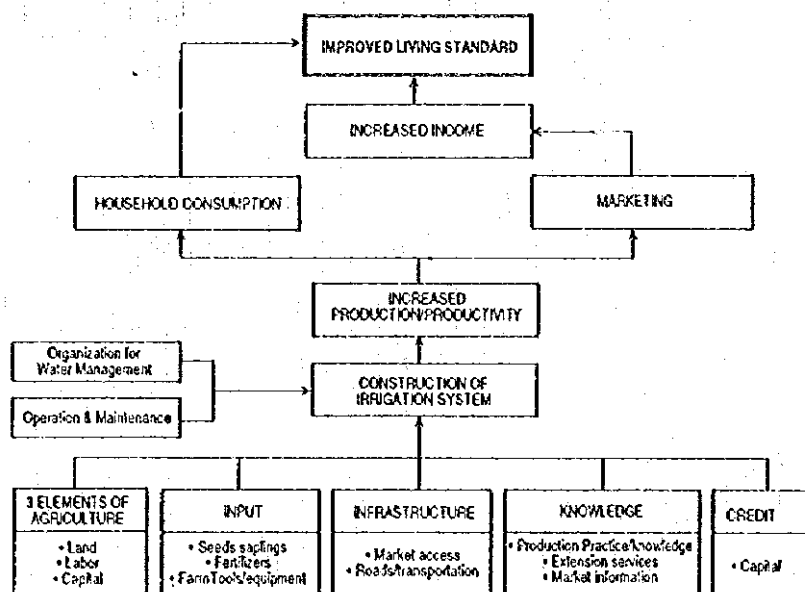
The severity of poverty in the communities in the mountainous regions is so great and so vast that any simple project, such as a road construction project, irrigation project, school construction project separately cannot produce favorable results because various problems are linked and intertwined each other.

For instance, expansion and improvement of farm production require capital, production knowledge, land, fertilizer, labor, irrigation in some cases, market, means of transportation and access road, etc. These are all necessary to produce the expected results of expanding production, that is, to obtain increased incomes from the production, because they are all linked. The present conditions of these poor people allow them to have the least access to these resources.

Likewise, the low school attendance among ethnic minorities is linked to poverty of the people and lack of school facilities, or poor road conditions. The lack of school is caused by shortage of budget and poor roads.

Thus, the formulation of an integrated, comprehensive, or multi-sector program, such as the expansion of production basis accompanied by construction of various infrastructure and provision of public services and credit loans, is a "necessity" to bring about truly effective development.

Figure 3.1 Various Aspects Related Irrigation Construction



An example of how development should be considered in linkage and comprehensive manner, and that one thing is related to others and why simple project alone cannot bring the expected results is shown in the Figure 3.1, "Various Aspects Related Irrigation Construction."

The diagram indicates the relations of various different aspects surrounding agriculture and irrigation to increase productivity and incomes. Construction of irrigation system is one of the most favored projects of agricultural development. However, unless all these thoughts are given, in addition to the construction of irrigation and the environment surrounding the construction of irrigation are appropriately arranged, the expected results from such a system, and income increase which is the ultimate objective of the irrigation construction cannot be achieved.

Further, an irrigation system requires good operation and management of the system. A certain type of irrigation system requires the payment of electric charges and water. That requires an organization to manage the system, such as water management union, and people's consent that they are willing to pay for them.

### **(3) A Commune As One Community**

A commune is the smallest administrative unit in Viet Nam as previously described. For the purpose of convenience, the commune shall be considered as one community because this is an existing solid unit, and the size of a commune is suitable for a comprehensive program that shall require good coordination among community people, between many interest groups, and different organizations and government authorities.

Generally, a commune in the mountainous regions of the target area consists of 1,500 to 1,700 people and roughly 310 households in average. Larger than this size shall delay the progress of various procedures and coordination, but a unit smaller than a commune shall be too small to mobilize the participants.

### **(4) People's Participation**

People's participation is essential in carrying out a program for rural development, particularly with this plan.

- To give income opportunities to the community people
- The people of the community know best about their problems and requirements
- People's awareness of own "development" is necessary and can be enhanced
- Available local resources have to be utilized
- The people of the community can learn the skills and knowledge of project planning, implementation and management
- The people of the communes are the beneficiaries

By participating in the decision making, planning, or implementing, the people shall take responsibility for operation and maintenance of the facilities, and thus the projects shall be sustainable

There are a plenty of examples in the world that projects are left alone and facilities and equipment are rotting after the construction has completed and project teams left the site. Major reasons for these results are that the people were not consulted, not involved, or have not participated in the decision making for own matter, and they were not trained for operation and maintenance.

In order to bring effective results of the program and to sustain it, the participation of the expected beneficiaries in the program is imperative.

### 3.1.2 Criterion for Site Selection

The pilot project sites be selected in consideration of the focuses of the social sector, which are aimed at poverty alleviation, eradication of illiteracy, reduction of child malnutrition and provision of social infrastructure and services. Thus, the target for selection shall be the communes where the needs for assistance are the greatest, that is, the communes in the mountainous regions of ethnic minorities, but where:

- the income of majority of the population of the commune is very low
- the number and proportion of ethnic minority people are larger
- potentials for other industries than agriculture are low
- the rate of illiteracy among the people is high
- provision of social infrastructure and social services are low
- but communes are not too far from national roads and accessible by a vehicle
- certain degree of positive impacts of the projects can be expected
- local government authorities and commune people are eager
- good leadership exists

### 3.1.3 Beneficiaries of the Program

The first beneficiaries of this Program shall be the people of three communes of Huong Hoa District where the first pilot projects shall be carried out, Huong Tan Commune, Huong Phung Commune and Huc Commune. Huong Tan Commune's population is 1,618 and 307 households. The population of Huong Phung Commune is 1,348 people and 322 households. The Huc Commune has the population of 2,101 and 388 households. Thus, the first group of the Program will benefit roughly 5,000 people and 1,000 households.

The second group of beneficiaries shall be the people of the rest 17 communes that shall be selected by each Province. The average population and the households number of mountainous communes of four provinces is 1,755 people and 310 households. Therefore, the implementation of the projects in the rest 17 communes shall benefit approximately 30,000 people and 5,200 households.

When the Program is expanded to the entire four provinces, the number of beneficiaries is expected to be 200,000. This is calculated from the approximate total number of ethnic minorities in the target area, that is 280,000. The Program expected to cover 70% of the total ethnic minorities of the four provinces, the number of beneficiaries comes out as 200,000.

### 3.1.4 Implementing Body

The Program shall have Steering Committees formed at central, provincial and district levels, by the support of the Ministry of Agriculture and Rural Development and its Department.

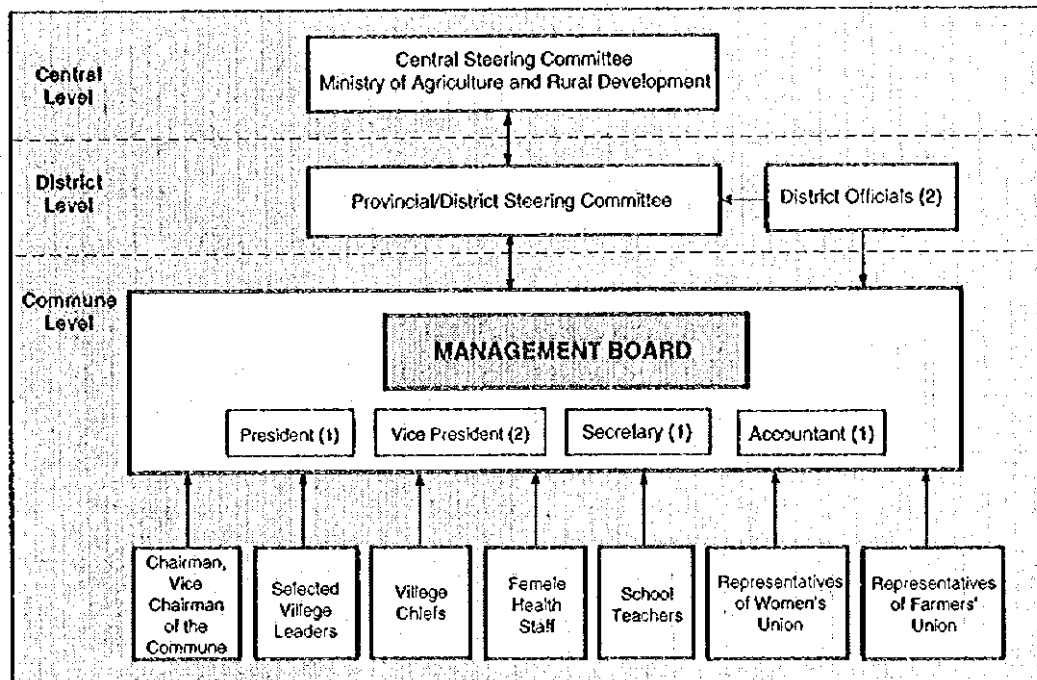
At the commune level, a Management Board shall be organized by the representatives from the District, Chairman and Vice Chairmen of the People's Committee of the Communes, 1 representative from the Farmers' Union, 1 representative from Women's Union, 1 school teacher from the Commune and 1 female health staff. Two to three village chiefs, and 5 to 6 village project leaders who are relatively young and who can actually carry out the projects, shall be selected from each village.

The total number of the Board Members should not exceed 15 people because a too large board shall not allow smooth and timely call of a meeting, and decision making procedures become difficult. More than half Board members should be ethnic minorities in the communes where the Kinh are cohabiting, and at least 2 to 3 members should be women regardless of their educational attainment.

All Board members shall be trained at the initial stage of the project for the "Community Development course", and learn the goals, purposes, methods, operation, management of the project. The Board shall meet at least once per month.

The Management Board shall require one president, two vice presidents, one secretary and one accountant for the smooth operation of the Board.

**Figure 3.2 Implementing Organization**



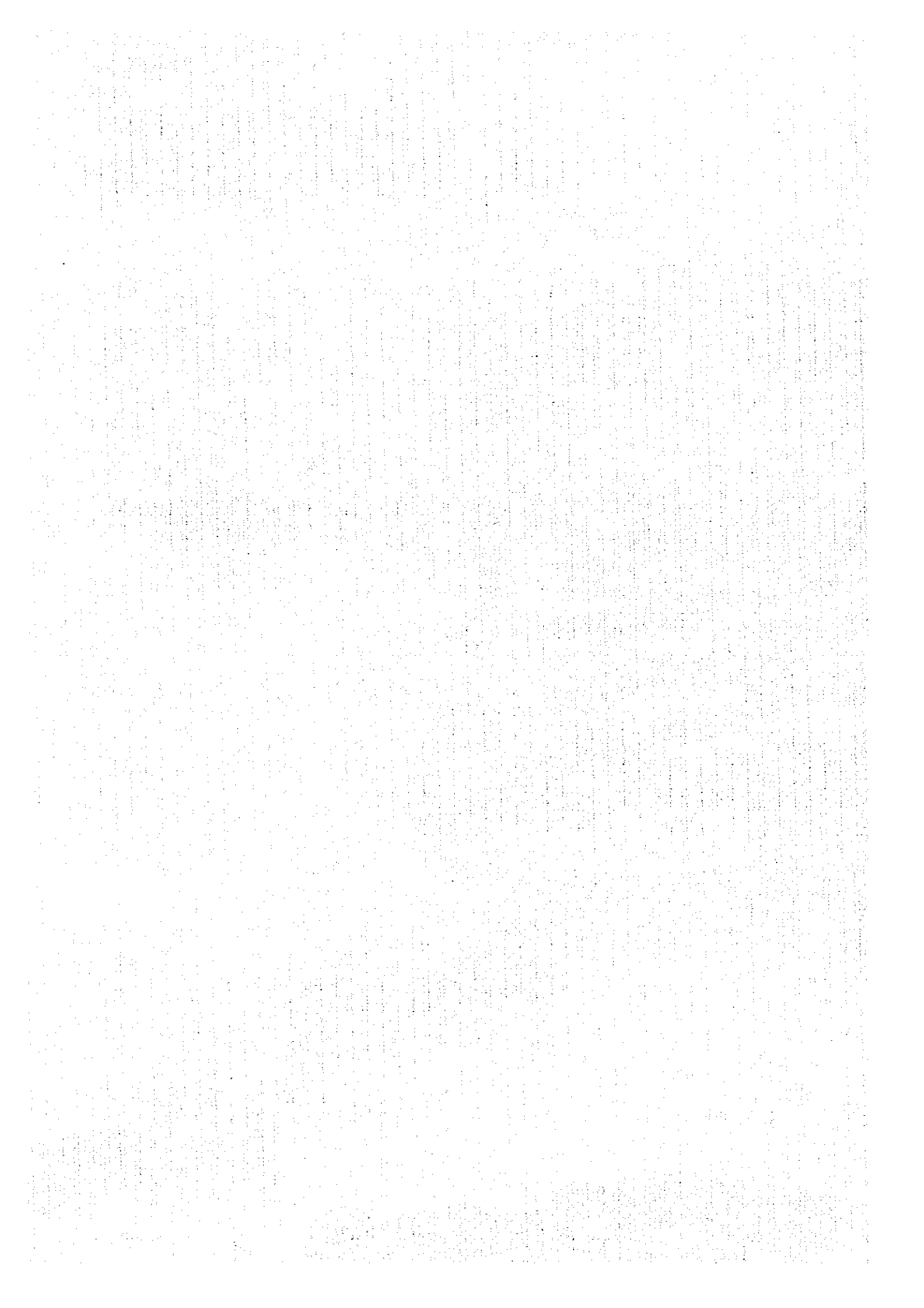
The Board is the most important structure of all as actual implementation of the projects is the responsibility of the Board. The Board shall formulate the projects, give them priorities, select sites, or select various assignments and required people upon receiving requests from villages and villagers.

Preferably, the Board members be provided with an appropriate amount of monthly remuneration.



## **CHAPTER 4**

### **OUTLINE OF THE PROGRAM**





## **CHAPTER 4      OUTLINE OF THE PROGRAM**

### **4.1      INTEGRATED RURAL COMMUNITY DEVELOPMENT PROGRAM**

The Integrated Rural Community Development Program shall be aimed at the alleviation of poverty in all poor communes in the mountainous regions of ethnic minorities of the four target provinces. However, for the purposes of finding the best methods, twenty pilot projects shall be carried out during the pilot period until the year 2000 or 2001 in selected areas. The selection of the project sites shall be made following the criterion set in the section 4.6.3. (2), "Criterion for Site Selection" of the main report.

Upon completion of the pilot projects, results shall be evaluated and necessary adjustments shall be made. Then, the Program shall be expanded to include all poor communes of the mountainous regions of ethnic minorities of the four provinces from the year 2001 to year 2010, aiming at the elevation of 70% of the people who are now classified as "poor" and "starving" to emerge from these categories. Thus, the government shall no longer need to provide them with subsidies.

#### **4.1.1      Outline of the Projects**

The pilot projects to be implemented in the selected twenty communes are as follows.

##### **1)      Poverty Alleviation through Agricultural and Forestry Development**

The projects for agricultural and forestry development shall be aimed at poverty alleviation and income generation. These should be accompanied by financial assistance and provision of extension services.

Sub-projects consist of:

- Expansion of agricultural crops - land reclamation, provision of necessary agricultural inputs and construction or improvement of irrigation facilities
- Improvement of animal husbandry
- Tree plantation

The above projects should be accompanied by:

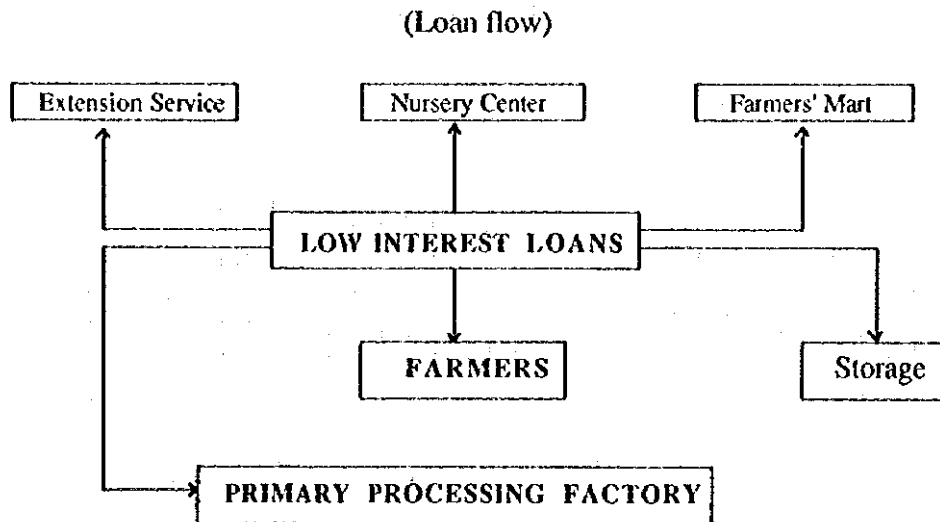
- Provision of credit loans
- Extension services

##### **(1)      Low Interest Agricultural Financial Support Scheme**

A suggested low interest agricultural financial support scheme to implement the above projects is shown below. The nucleus of this scheme is the processing factory which shall be the outlet of farm products. A farmers' mart, nursery center, extension services and storage are the supporting components of the whole scheme.

- Farmers' mart
- Nursery center
- Extension services
- Storage for crops and processed commodity
- Processing factory

**Figure 4.1 Low Interest Financial Support Scheme (1)**



**Prerequisite:**

In order to smoothly start this comprehensive scheme, the farmers who are willing to join the project should organize themselves in an appropriate manner, select leaders, secretary, accountant, and so forth, so that it is clear for the authorities concerned that who are the beneficiaries and what farmers' plans are. Thus, the establishment of an organization by the farmers is a precondition for this scheme.

**a) Low Interest Loans**

The low interest loans should cover all aspects of the production and processing of the farm products shown in Figure 4.1 "Low Interest Financial Support Scheme", including the improvement of provision of extension service, setting up of a farmers' mart and nursery center and the farmers households, if possible, who participate in the projects.

All 20 communes for pilot projects may come up with similar plans, but the ones to suit their own conditions in consideration of constraints, problems, issues and needs and potentials they face.

**b) Farmers' Mart**

This store shall be the place that farmers can purchase agricultural inputs such as fertilizers, insecticides, fungicides, small tools, materials and so on at low prices, as well as the place where farmers can borrow various simple farming tools that they do not own. Also, the store shall sell various kinds of seeds such as hybrids that they cannot produce themselves.

**c) Nursery Center**

This center shall grow various types of seedlings such as vegetables, trees and especially the seedlings for cash crops or new types of seeds that farmers cannot produce themselves with support of the extension service sector. All these shall be sold to the farmers of the commune at reasonable prices.

#### d) Extension Services

Extension service section in this scheme shall play a vital role by assisting all other sections; for the farmers in their farm production, give technical assistance to nursery center and agricultural store, and sometimes to the processing factory.

In the cases of production of international commodities such as coffee, rubber and pepper which international competition is extremely high and where quality is the key for marketing, strong extension services to maintain product quality become crucial.

#### e) Primary Processing Factory

This factory could be jointly owned by the commune, or by the farmers in group who join the project.

This is a small scale, a low capital and labor intensive primary processing factory which will play as the outlets of the farm crops produced by the farmers. The existence of this type of stable outlets of the crops shall greatly encourage the farmers to improve their production.

Though a simple factory, in case of coffee for example, can add values to the products and can immensely increase the values of the commodity, as well as considerably increase the preservation period.

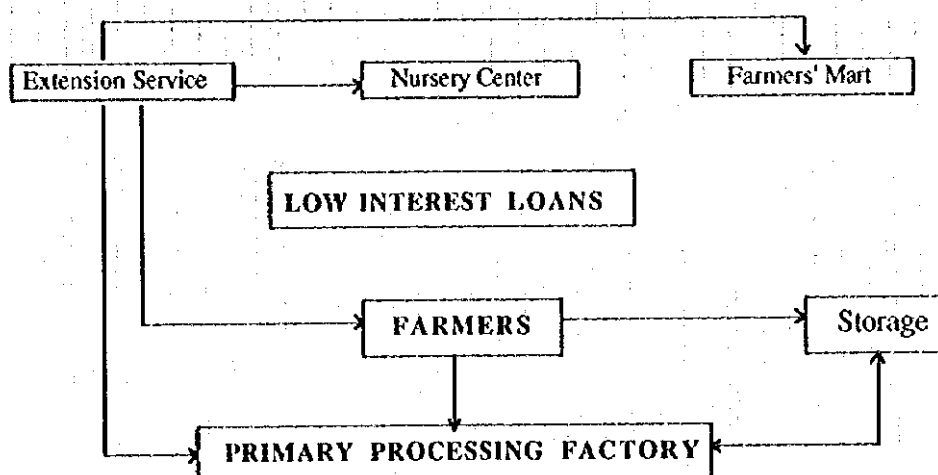
This shall be a primary type processing and by no means would require a sophisticated technology or facility.

#### f) Storage

In order to have a control over the crops and commodities, a storage facility plays an important role of farming system for farmers to make reasonable profits from their products. Lack of such facilities is considerably reducing the values of the commodity now.

This storage shall have two purposes: One is as a collection center of the crops produced by the participating farmers, and the other is as a storage of the processed commodity to keep them until the marketing at the optimum timing is possible.

Figure 4.2 Low Interest Financial Support Scheme (2)  
(Flow of service and commodities)



## 2) Provision of Social Infrastructure - Satisfaction of Basic Human Needs

The projects for construction and improvement of social infrastructure shall be accompanied by the provision of necessary equipment and materials.

Sub-projects are:

- Construction and improvement of commune roads and bridges
- Construction and improvement of schools, classrooms, kindergartens and nursery schools
- Construction and improvement of health clinics including the provision of medical equipment and medicines
- Provision of electricity to a limited area - extension of existing cables or construction of mini hydro-stations
- Provision of clean water - digging of wells

The construction of social infrastructure by people's participation requires the following:

- Designing of the facilities.
- Provision of necessary equipment, tools and materials for construction of the above - cement, drain pipes, bricks, carriage, lumbers, shovels, picks, paint and so on.
- Supervision and training of the villagers.

As already stated, social infrastructure required for the communes and villages are not of a large scale and sophisticated facilities, but life-size facilities that villagers with minimum supervision are able to build themselves. Accordingly, the minimal scale of financial and technical support is necessary.

Villagers should not be simple laborers. They are to acquire diverse skills and knowledge through project implementation so that they will be operating, managing and maintaining their facilities after the completion. Thus, while the construction is going on, training sessions and demonstrations should be accompanied.

## 3) Capacity Building

Capacity building projects shall involve various types of seminars, workshops, training and demonstration to strengthen people's ability to improve their life.

Sub-projects are:

- Seminar on "Community Development by Participatory Method"
- Seminar and Training on "Successful Use of Loan and Simple Bookkeeping"
- Seminar, Training and Demonstration on "Health"
- Seminar, Demonstration and Training for "Better Agriculture"
- Seminar, Demonstration and Training on "Simple Civil Engineering and Carpentry."

The details of the capacity building are suggested below.

### (1) Seminar on "Community Development by Participatory Method"

Courses: What is community development; what is participatory method; how to formulate project plans; how to implement, operate, manage, monitor and sustain projects; what is development and so on.

Target people: a. Government officials for development concerned of provincial and district levels

- b. Chairmen and vice-chairmen of the Commune People's Committee, village chiefs, and leaders of various organizations
- c. Villagers who participate in the projects

**(2) Seminar and Training on Successful Use of Loan and Simple Bookkeeping**

Courses: What are loans; mechanism of loans; how to effectively use loans; plans for repayment; bookkeeping for projects; simple bookkeeping for households and so on.

Target people: b and c.

**(3) Seminar, Training and Demonstration on Health**

Courses: Public health and sanitation; nutrition and balanced diet; child-care; food preparation - demonstration

Target people: b and c. (particularly women)

**(4) Seminar, Demonstration and Training on Better Agriculture**

Courses: Cash crop production - coffee, pepper, rubber, tea, sugarcane  
 Food crop production - paddy rice, upland rice  
 Nutritional crops for garden farming - leguminous plants, vitamins  
 Animal husbandry - cows, pigs, buffaloes  
 Tree plantation  
 VAC

Target people: b and c.

**(5) Seminar, Demonstration and Training on Simple Civil Engineering and Carpentry**

Courses: Simple civil engineering - road construction and repairing, bridge and culvert construction and repairing

Carpentry - school and clinic construction and repairing; house construction and repairing

Target people: b and c.

**(6) Method of Training**

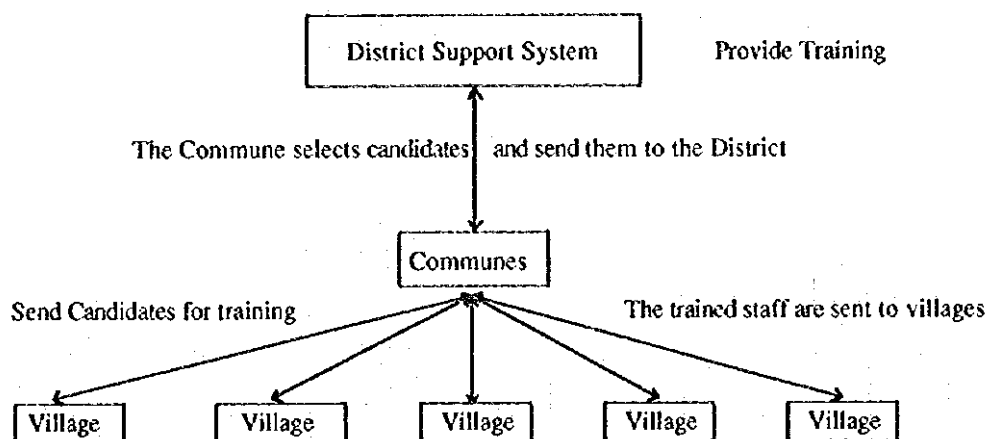
Those seminars and training or demonstrations should be carried out in two steps.

The first step: The Commune People's Committee selects the candidates among villagers for training of the above mentioned fields. Then, send the candidates to the District for training. The District shall give training of an approximately 3 to 6 months depending on the subject by the use of their staff or assisted by external experts such as Rural Development Center of Hue University or an NGO.

The second step: Upon completion of the training, those trained people in the District shall go back to villages and train villagers. Those trainers/instructors preferably stay in the villages for a few to several days, or commute from the Commune and open seminars, demonstrate when necessary, and train villagers with the above subjects.

The training should be repeated few times until many of, or majority of, the villagers understand or acquire the training and the knowledge.

**Figure 4.3 Training Scheme**



### (7) Training Facility

For village level training, a primary school may be used as a training place when they are not being used by the pupils.

The schools to be newly built in villages shall have a multipurpose room with a telephone to be used for public purposes. Thus, this multipurpose room be used for the training.

#### 4.1.2 Three Sample Communes

The estimates prepared the following are based on the study made for the sample communes.

##### 1) Selection of Sample Communes

In conformity with the criterion for the site selection, three sample communes in the District of Huong Hoa, Quang Tri Province have been selected. They are **Huong Tan Commune**, **Huong Phung Commune** and **Huc Commune**. The incomes of the all three communes are far below the national average. The poorest households in these communes are only able to produce enough rice for half a year or for 8 to 9 months, and the people eat cassava and sweet potatoes, may be twice a day, for the rest of the year. Ethnic minorities are composing majorities of the population in the three communes and there are almost no notable industries in the District. Illiteracy rates in the three communes are considerably high.

The provision of social infrastructure is very low and existing one remains in poor condition, but three communes are accessible by vehicle though road conditions are poor, so that some positive impacts of the projects can be expected. Furthermore, the local authorities and the commune people are earnestly willing to develop themselves and Chairmen of the Communes have good initiative.

##### 2) Profile of the Selected Communes

The general profiles of the selected communes are as follows.

###### (1) Huong Tan Commune

**Huong Tan Commune** comprises 10 villages (or hamlets) where 70% of the population are Van Kieu ethnic minority and the rest are the Kinh who resettled in this commune from poor

coastal regions. This is one of the "New Economic Zones." The total population of the commune is 1,618, of whom 780 persons are female. The total household number is 307. Average income per capita at the time of the study is about 35 US dollars, and 68% of the total households are classified as "poor." Of the total commune population, 40% of them between 6 to 45 years are illiterate.

Huong Tan Commune is located at approximately 5 to 10 kilometers northwest of Khe Sanh, the District Town, along former national road 14B. Its surface area is 3,240 hectares, of which 2,100 ha is designated for forest, 470 ha for agriculture and the rest 670 ha are for other purposes. A large part of the Commune is hilly land and coffee and black pepper production is common.

There is one health clinic in the Huong Tan Commune which was built by the government assistance in 1993 but no medical equipment or instruments were provided. The clinic now looks very deserted, but the nurse with 10 months training and recently assigned, stated an average of 8 patients visit the clinic daily. The clinic has no water supply and no electricity within or nearby.

The Commune also has a primary school with 5 classrooms which was built in 1972 by the assistance of UNICEF. This school has neither a water supply system nor toilets, and is in dangerous condition due to deterioration.

Roads to villages are in bad conditions, and there are no bridges on the streams on the roads leading to villages. Some roads are only about 50 cm wide, enough for only people to pass. No electricity is provided to the Commune or villages. Some rich people are using a generator. No water supply exists in the Commune or villages, and no village has wells, either.

## (2) Huong Phung Commune

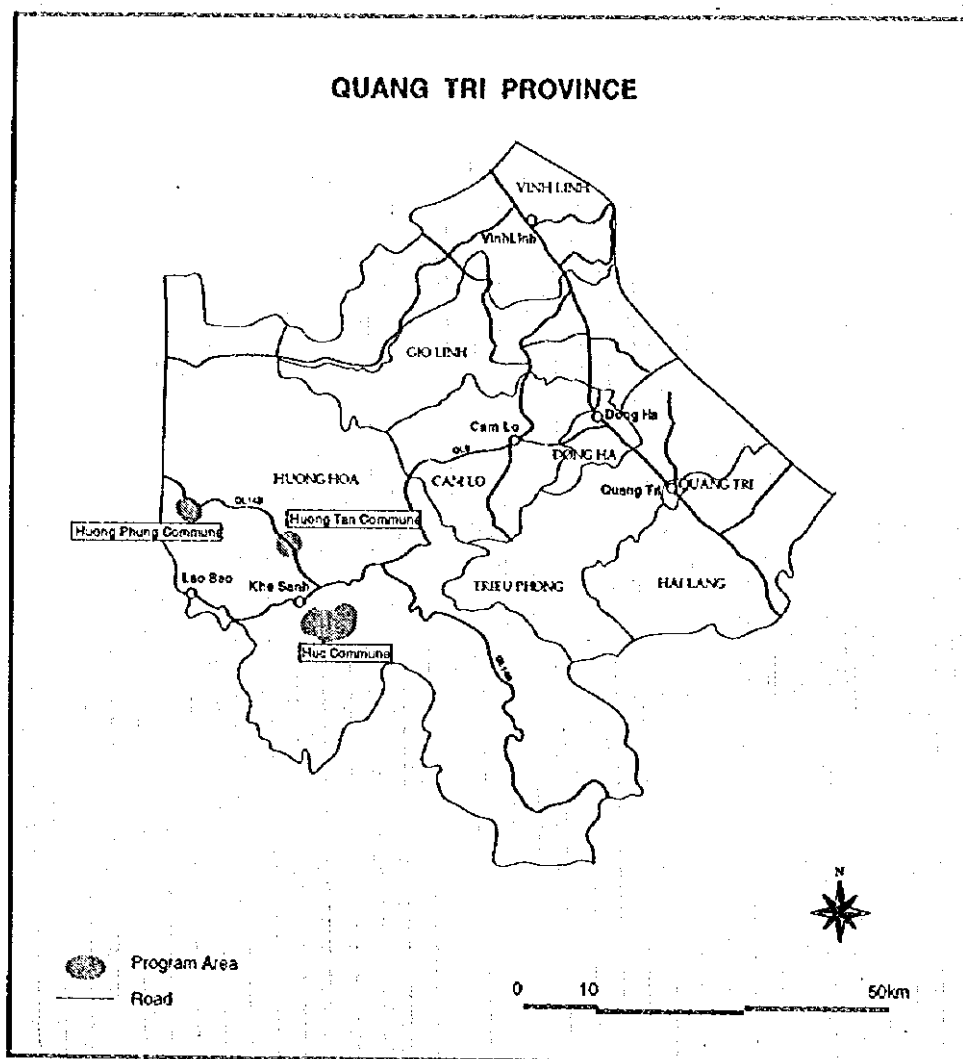
Huong Phung Commune consists of 11 villages of mostly (80%) Van Kieu people. The total population of the commune is 1,348, of whom the female constitutes 598 persons. Average income per capita is about 34 US dollars and poor households count 67% of the total household. Nearly a half of the population are illiterate. The total household number is 322.

Huong Phung Commune is located further northwest of the Huong Tan Commune on the former national road 14B toward Lao border, about 30 kilometers from the District Town. The surface area of the Commune is 11,265 ha of which, agricultural land is 3,935 ha, forestry land 5,190 ha and the other use is 2,140 ha. Many small bare mountains and hilly continue along the road.

There is a plan to plant 2,000 ha of coffee for this Commune in the near future.

Inter-village roads are in bad condition, and streams on the roads have no bridges or culverts. Huong Phung Commune has one health clinic at the Commune Center where People's Committee is located. This clinic has also no notable equipment or instrument.

Figure 4.4 Program Areas of Sample Communes



Some villages in this Commune have no schools of any kind, but distance between the existing school is too far for small children to commute daily. No electricity is available for the Commune. However, because this Commune is located about 30 kilometers away from the District Town, extension of cables may not be practical. No villages or the Commune has any water supply. There is no wells, too. All villagers are relying on streams or ponds.

### (3) Huc Commune

Huc Commune is located at approximately 12 kilometers southeast from the District Town. The surface area of Huc Commune occupies 6,620 ha, of which 785 ha is for agriculture, for 4,435 ha is for forestry and the rest 1,400 ha is for other purposes.



The Commune is also composed of 10 villages. The total population of the Commune is 2,101, of whom 985 persons are female. The total household number is 388. Average annual income per capita of the Commune is 37 US dollars, while the poverty rate accounts for about 60%. Van Kieu people consists 99% of the population and 1% is Pa Co minority.

The terrain of the Huc Commune is the most difficult of three, very mountainous and though not impossible access is hard. The road condition is very poor, and there are four streams to cross before reaching the Commune Center, but no stream has a bridge.

There is one temporary boarding primary school for higher grades for ethnic minorities, and one primary school with two classrooms in the Commune center. However, this school is too small to accommodate all children of school ages whose number exceeds 200.

Huc Commune has no health clinic yet. The request for clinic ranks high priority. The Commune has neither electricity nor water supply.

#### **4.1.3 IMPLEMENTATION SCHEDULE**

All three components, "Poverty Alleviation through Agricultural Development," "Provision of Social Infrastructure and Services" and "Capacity Building" shall be carried out in the selected twenty Communes as pilot projects until the year 2000 or 2001. However, the projects shall first be started from the latter part of 1999 with the three communes of Quang Tri Province which have been already selected. While waiting for the commencement of the projects, the rest 17 communes must be selected from the communes of mountainous regions of four provinces according to the criterion set in the 3.1.2 "Criterion for Site Selection.". Each province shall have 5 communes including the three communes of Quang Tri Province. Then, preparation for the projects, such as organizing the Board, plans for training courses or organizing people, must start prior to the initiation of the projects.

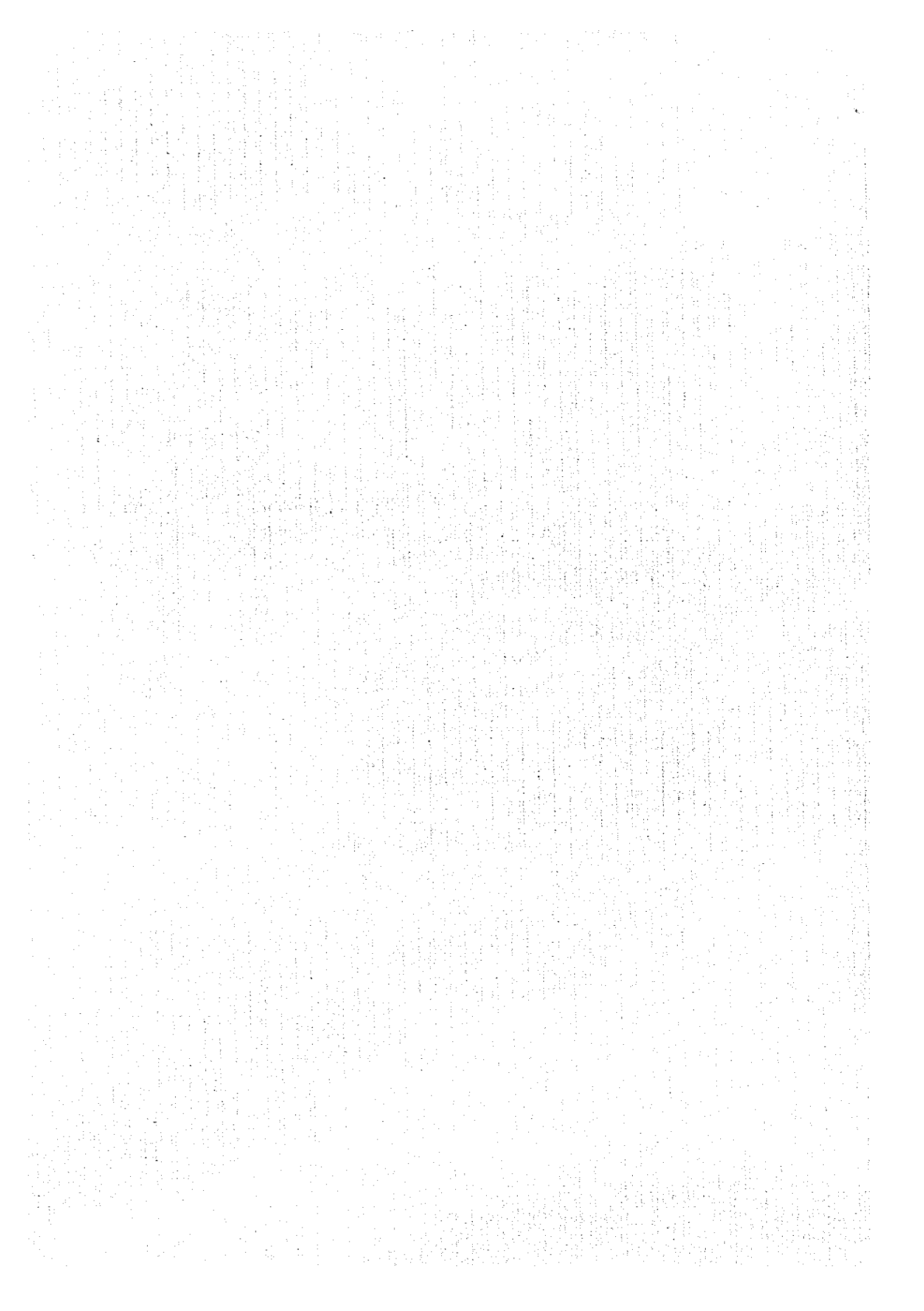
And the Program shall be largely expanded after the year 2001 upon evaluation and adjustment of the Program based on the results derived from the pilot projects. This may continue up to the year 2010.

It is expected that by the end of the year 2010 the projects cover all poor communes of the four provinces, and cover 70% of the total poor population of ethnic minorities in the mountainous regions, which is approximately 200,000 out of 280,000. So that these people shall no longer be classified as "poor" and "starving". Poverty shall be mostly alleviated from the mountainous regions of ethnic minorities in the four target provinces.



## **CHAPTER 5**

### **PROJECT COMPONENT AND COST**



## CHAPTER 5 PROJECT COMPONENT AND COST

### 5.1 PROJECT COMPONENT AND COST

#### 5.1.1 Project Component for Sample Communes

This Program shall be composed of three components: Poverty Alleviation through Agricultural and Forestry Development accompanied by financial assistance and provision of extension services; Provision of Social Infrastructure - Satisfaction of Basic Human Needs; and Capacity Building.

#### 1) Component for Poverty Alleviation through Agricultural and Forestry Development

This component requires the production expansion and provision of the necessary agricultural inputs. The following are the requirements submitted by each sample Commune as projects to be implemented. They should be understood as the requirements for 9 years, up to the year 2005. The feasibility of these sub-projects shall be discussed in the agricultural sector.

#### (1) Huong Tan Commune (beneficiaries - 307 households)

##### a) Agriculture

- Expansion of agricultural crops:
    - coffee 400 ha
    - paddy 250 ha
    - other annual crops 150 ha
  - Land reclamation 400 ha
  - Necessary agricultural fertilizers:
    - chemical fertilizer 2,000 tons
    - animal manure 24,000 tons
    - phosphate 3,200 tons
    - insecticide 4 tons
  - Necessary seedlings:
    - coffee and tee 2 million
    - windbreak trees 1 million
  - Construction and improvement of irrigation facilities:
    - paddy and coffee 150 ha
    - improvement 25 ha
- ##### b) Livestock
- Improvement of buffalo, cow and pig 300 households
- ##### c) Forestry
- Tree plantation:
    - indigenous trees 2,100 ha  
(350 households)

**(2) Huong Phung Commune (beneficiaries - 322 households)**

**a) Agriculture**

- Expansion of agricultural crops: coffee 2,000 ha  
paddy 250 ha  
other annual crops 200 ha
- Land reclamation: 2,000 ha
- Necessary fertilizers: chemical fertilizer 10,000 tons  
animal manure 120,000 tons  
phosphate 16,000 tons  
pesticide 20 tons
- Necessary seedlings: tee and coffee 10 million  
windbreak trees 5 million
- Construction and improvement of irrigation facilities: paddy and coffee 70 ha  
improvement 50 ha

**b) Livestock**

- Improvement of buffalo, cow, pig 350 households

**c) Forestry**

- Tree plantation: indigenous trees 5,190 ha  
(350 household)

**(3) Huc Commune (beneficiaries -388 households)**

**a) Agriculture**

- Expansion of agricultural crops: coffee 800 ha  
paddy 300 ha  
other annual crops 200 ha
- Land reclamation: 800 ha
- Necessary fertilizers: chemical fertilizer 4,000 tons  
animal manure 18,000 tons  
phosphate 6,100 tons  
insecticide 8 tons
- Necessary seedlings: tee and coffee 4 million  
windbreak trees 2 million
- Construction and improvement of irrigation facilities: coffee and paddy 85 ha

**b) Livestock**

- Improvement of buffalo, cow, pig 300 households

**c) Forestry**

- Seedlings for tree plantation indigenous trees 5,190 ha

**(4) Provision of Financial Assistance**

The expansion of agricultural production base requires financial assistance. Presently, only very few households are borrowing from a Bank. Because the conditions for qualifying households for loan set by the existing Vietnam Bank for the Poor exclude the poorest

households from loan granting, a special fund for the Program need to be set up by the government with softer conditions, for instance, to the Vietnam Bank for the Poor through the Agricultural Bank. So that the poorest of the poor shall also be able to use bank loans and therefore, be able to expand their production.

### (5) Provision of Extension Services

Strong support of extension services for agriculture, forestry, animal husbandry and VAC is essential for the success of the program. The ability of the existing extension services in the District cannot readily provide farmers with sufficient services. Strengthening of extension services and allocation of sufficient number of qualified service staff are the responsibility of the Department and Ministry of Agriculture and Rural Development.

## 2) Component for Provision of Social Infrastructure including Provision of Necessary Equipment, Materials and Medicines

### (1) Huong Tan Commune

- Construction of road:
 

national road 14B	5 Km
commune roads	16 Km
culvert	3
bridge	1
- Construction and renovation of schools and kindergarten:
 

new school	1
improvement	1
kindergarten/nursery school	1
- Provision of equipment and medicines:
 

existing clinic	1
-----------------	---
- Provision of electricity
 

extension of cables	7 Km
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- Provision of clean water
 

dig wells for all villages	10
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### (2) Huong Phung Commune

- Construction of road:
 

national road 14B	23 Km
commune roads	14 Km
culvert	3
bridges	2
- Construction and renovation of schools and kindergarten:
 

new schools for villages	3
--------------------------	---
- Provision of equipment and medicines:
 

existing clinic	1
-----------------	---
- Provision of electricity
 

mini hydro-station	1
--------------------	---
- Provision of clean water
 

dig wells for all villages	11
----------------------------	----

### (3) Huc Commune

- Construction of road:
 

national road 14A	30 Km
commune roads	10
bridges	3
- Construction and renovation of schools and kindergarten:
 

new classrooms	4
new school with kindergarten	1

• Construction of health clinic	new clinic with equipment	1
• Provision of electricity	mini hydro-station	1
• Provision of clean water	dig wells to all villages	10

#### (4) Training of People

The construction of social infrastructure should be accompanied by the training of the project participants and villagers for repairing, operation and maintenance, so that the community people shall be able to operate and maintain the facilities themselves later on.

The existing conditions of the education and knowledge of the poorest villagers of these communes are extremely low. Unless good training is given to them maintenance of the projects or facilities shall be difficult.

#### (5) Rationale of Necessities

The above sub-projects for constructing and improving social infrastructure provide only a part of necessary infrastructure, but are identified as the minimum requirements of a commune.

For example, no village among thirty-one in the three communes has any bridge nor culvert for their streams, but 3 to 5 streams have to be crossed to reach each village. The villagers are using only stepping-stones or log-bridges to cross the streams. Many more bridges and culverts may be necessary.

As for the national roads 14A and 14B, they should be separated from this component, because those former national roads should be taken care by the higher authorities, the district or the provincial, but not by the communes or villages. Also, there are many more roads that need expansion or improvement.

Most schools in remote villages are built with bamboo and thatched roof. These schools have to be completely rebuilt. One school in Huong Tan Commune which was built by UNICEF more than 20 years ago has to be renovated. Further, many villages of the three communes are located each other very isolated. And because of poor road conditions those isolated villages need branch schools. The branch schools require only one or two classrooms plus toilet, water supply, and a teacher's residence. However, it is recommended that the schools have one extra multipurpose room, a public hall, for villagers to use it for diverse purposes such as adult education, training of various types, or village meetings.

There are two clinics that only the facilities have been built by the government or through assistance of UNICEF a few years ago. However, these clinics are mostly not equipped with any medical equipment, instruments or very few medicines are available and cannot function as effective clinics. Immediate provision of necessary equipment and medicines is required. All clinics should have a toilet and water supply system.

As for power supply, only three important facilities have been, for the time being, planned to supply electricity, the People's Committee of each Commune, the health clinic, and the residence of the Chairman of the Commune People's Committee.

For the pilot purposes, one Commune, Huong Tan Commune which is the closest of three to the District Town, shall be provided electricity with cable extension from Khe Sanh, but other two communes shall be provided with mini hydro-stations.

All households should be provided with electricity in the near future, because it is important for the people who are intellectually insulated from public information and education, and the opportune to learn Vietnamese language. One necessary consideration on the provision of electricity, however, is that when it is provided with cables, people have to pay for the electricity. But, those poorest people are unlikely to be able to pay for the electricity.

No village among the thirty-one village, has water supply or wells. Each village, and especially clinics and schools, should be supplied with at least one well.



### 3) Component for Capacity Building

Opening of seminars, workshops and demonstrations are required for the implementation of the capacity building in all three communes and the government authorities of provincial and district levels as well. The first group shall be the provincial and district officials whoever involve in this program. The second group of the people are the Chairmen, vice-chairmen, village chiefs, and leaders of various organizations including the members of Management Board. The third group is the villagers who shall participate in the projects.

The first and the second groups will be trained by the external experts or at the District, then the third group shall be trained by the leaders who have been already trained by the external experts or those who have been trained by the District for the purpose of training villagers.

The opening of those training shall be assisted by an international or Vietnamese NGOs or experts who have experience of giving such services. Or, follow the direction suggested in the section 4.1.1, 3) of this Chapter.

An important point of capacity building is the method of training. The texts and materials should be simple and easy to understand for the people without education or with the minimum degree of education, and the words should be clear and easy, preferably use the local language. Also, the training texts and materials be types of visually attract people's attention.

#### (1) Seminar on "Community Development by Participatory Method"

The government authorities of provincial and district levels are neither familiar with the community development or participatory method, nor the people of the communes and villages know the concept and the method. Thus, a thorough seminar to allow them to understand the purposes of the projects, project method, the meaning of development is needed.

Courses: What is community development; what is participatory method; how to formulate project plans; how to implement, operate, manage and monitor, evaluate and sustain projects; what is development and so on.

Target people: a. Government officials for development concerned of provincial and district levels  
b. Chairmen and Vice-chairmen of the Commune People's Committee, village chiefs, and leaders of various organizations  
c. Villagers who participate in the projects

#### (2) Seminar and Training on Simple Economy, Successful Use of Loan and Simple Bookkeeping

The study made by the Quang Ngai Province which is shown in Table 1.1, "Reasons for Remaining Poor", revealed that many poor people do not know how to effectively use money or loan. Many illiterate Van Kieu people do not have knowledge of economy or bookkeeping at household level. If the poor farmers have a simple knowledge of market economy, mechanism of money flow and prices, effective use of money, and a simple bookkeeping at household level, they shall greatly increase their ability to deal with buyers and to understand marketing opportunity.

Courses: What are loans; mechanism of loans; how to effectively use loans; plans for repayment; bookkeeping for projects; simple bookkeeping for households, simple economy and marketing and so on.

Target people: b and c.

### **(3) Seminar, Training and Demonstration on Health**

There are many health problems that simple knowledge can help avoid. But many people in commune are ignorant of the sanitation, dietary knowledge and appropriate child care. Or sometimes they still adhere to traditional negative beliefs. Health education is very important to avoid various sicknesses, health related problems, such as child malnutrition.

Courses: Public health and sanitation; nutrition and balanced diet; child-care; food preparation - demonstration

Target people: b and c. (particularly women)

### **(4) Seminar, Demonstration and Training on Better Agriculture**

The Van Kieu minority people still practice very simple and traditional way of farming. Extension services are not effectively reaching those needy farmers. In expanding cash crop production, new and better farming methods should be used in order, especially, to maintain quality of the products.

Courses: Cash crop production - coffee, pepper, rubber, tea, sugarcane  
Food crop production - paddy rice, upland rice  
Nutritional crops for garden farming - leguminous plants, vitamins  
Animal husbandry - cows, pigs, buffalo  
Tree plantation  
VAC

Target people: b and c.

### **(5) Seminar, Demonstration and Training on Simple Civil Engineering and Carpentry**

This seminar is intended towards the strengthening people's ability to operate and maintain the provided infrastructure. Unless the villagers appropriately maintain those facilities, they shall soon deteriorate.

Courses: Simple civil engineering - road construction and repairing, bridge and culvert construction and repairing

Carpentry - school and clinic construction and repairing; house construction and repairing

Target people: b and c.

### **(6) Establishment of Supporting System at District People's Committee**

This supporting system is required to assist the aforementioned capacity building projects. The method of support is explained in the Figure 4.3, "Training Scheme," of this report.

Technical support: For training, operation and maintenance of infrastructure and equipment.

Health services: For training of health care and provision of health services.

## **5.2 PROJECT COST FOR INFRASTRUCTURE COMPONENT**

The following is the project cost for the component of "Provision of Social Infrastructure." In order to find out approximate cost that might be required to provide social infrastructure to 20 pilot communes, three sample communes in the poor mountainous region of ethnic minorities in the District of Huong Hoa, Quang Tri Province have been selected, and the cost estimation were made based on their requirements.

It should be noted that all costs are considerably higher than those required in the lowland areas or the urban area because of the difficulties in transporting materials to the mountainous

regions, and higher personnel expenses that often go up to twice or three times of the lowland areas.

These calculations have been used as the basis for the calculation for the cost estimation of 20 communes for pilot projects.

### 5.2.1 Commune Roads and Bridges (Total: US\$471,400)

The total distance of the road renovation required for the three sample communes is 40 kilometers including the construction of 6 bridges and 6 culverts. The basis of calculation of the road renovation is US\$6,400 per kilometer, requiring the total cost of US\$256,000. The construction of a culvert of average of 4 meters wide is US\$455 per meter. The average length of the culvert is 7 meters. The basis of construction of a bridge of 4 meters wide is US\$1,363 per meter. The average required length of bridges is 20 meters. Thus, the total cost of culverts is US\$19,100 and bridges is US\$196,300. Accordingly, the total cost for roads and bridges is US\$471,400.

The basis for road construction cost is US\$6,400/Km.

40 x 6,400 =	256,000
The total length of the roads need to be rehabilitated 40 kilometers	\$256,000

The basis for construction of culverts of 4 meters wide is US\$455/m

6 culverts of average of 7 meters long are needed	
455 x 7 x 6 = 19,110	\$19,100

The basis for constructing bridges of 4 meters wide are US\$1,636/m

6 bridges of average of 12 meters are needed	
1,636 x 20 x 6 = 196,320	\$196,300

Construction of roads, bridges and culverts **Total: \$471,400**

### 5.2.2 Schools, Kindergarten and Nursery School (Total: US\$127,000)

Construction or renovation of a school necessitates US\$136 per square meter including everything.

All newly built schools will have a public hall, and the public hall will be equipped with a telephone.

- **Huong Tan Commune**

One school in the Commune requires renovation. This was constructed some 20 years ago by the assistance of UNICEF, but because it has not been renovated until now, the school building has fairly dilapidated and become dangerous for use. The renovation of this school which has five classrooms and a teachers' room requires US\$39,400. Also needed is, a kindergarten with a nursery school, which space together shall be 60 square meters, requiring another US\$8,200. This Commune needs another school with three classrooms and a toilet and water supply, which occupies approximately 80 square meters. Construction of this new school requires US\$10,900.

1 school for rehabilitation in Tram village

50m <sup>2</sup> x 5 classrooms x 136 =	34,000	
20m <sup>2</sup> x 1 teachers' room =	2,720	
20m <sup>2</sup> x 1 toilets and water	2,720	
		\$39,400

1 kindergarten and 1 nursery school in Tram village

25m <sup>2</sup> x 2 play rooms =	6,800
10m <sup>2</sup> x 1 toilet and water =	1,360

\$8,200

1 small branch school for Ruong village

35m <sup>2</sup> x 1 classroom =	4,760
20m <sup>2</sup> x 1 public hall =	2,720
15m <sup>2</sup> x 1 teacher's residence =	2,040
10m <sup>2</sup> x 1 toilets and water =	1,360

10,900

Sub-total: 58,500

• Huong Phung Commune (all schools are same as above)

This Commune needs three branch schools of small-size with one or two classrooms and toilet, teacher's residence and one extra room for public use, a public hall for the village, are required for three remote and isolated villages. Each school will be about 80 square meters, requiring US\$10,900 respectively, the total of US\$32,700.

1 new school for Doa Cu village	\$10,900
1 new school for Cheng village	10,900
1 new school for Ma Lai village	10,900

Sub-total: 32,700

• Huc Commune

Huc Commune needs additional classrooms to the newly built school in the commune center. The new school presently has only two classrooms but need five more classrooms. This school has neither toilet nor water supply. Thus, classrooms, toilet and water supply are added to meet the needs accommodated in 160 square meters, with the budgetary requirement of US\$21,800. This commune also needs one new school of small-size with kindergarten in one remote village. The school part needs one classroom of 30 square meters plus toilet and water area accompanied by a teacher's residence. All these together require 70 square meters, and the kindergarten part requires 30 square meters. This school with a kindergarten costs US\$14,000. The total cost of the two schools comes to US\$35,800.

4 additional classrooms for the existing school for Ta Rung village

30m <sup>2</sup> x 5 classrooms	20,400
10m <sup>2</sup> x toilets and water	1,360

21,800

1 new school with kindergarten in Huc Van village

30m <sup>2</sup> x 1 classroom =	4,080
25m <sup>2</sup> x 1 kindergarten =	3,400
20m <sup>2</sup> x 1 public hall =	2,720
15m <sup>2</sup> x 1 teacher's residence =	2,040
10m <sup>2</sup> x 1 toilets and water =	1,360

\$14,000

Sub-total: 35,800

Construction and rehabilitation of schools:

**Total: \$127,000**

**5.2.3 Health Clinics, and Equipment and Materials (Total: US\$54,400)**

Among the three Communes, two Communes have clinics but without equipment and instruments, one Commune needs a clinic with equipment and instruments.

- **Huong Tan Commune**

Huong Tan Commune has a clinic that was constructed a few years ago but has been left without installing equipment and instruments. The necessary equipment and instruments are, for instance a medicine chest, steel beds, oxygen cylinders, oxygen inhaler, refrigerators, surgical instruments, electric cautery machine, eye examination chart, aerosol machine and so on. A whole set of necessary equipment and instruments costs US\$13,600.

1 set of equipment and medicine for the clinic in Tram village \$13,600

- **Huong Phung Commune**

This Commune also has a clinic which was constructed a few years ago, but without notable equipment and instruments, requiring one set of equipment and instruments..

1 set of equipment and medicine for the clinic in Aroang 13,600

- **Huc Commune**

This Commune is without any health facility, requiring one clinic and one set of the above equipment and instruments. One clinic needs one delivery room, one in-patient room, and one examination room with a toilet and a nurse room, that is, the space of approximately 100 square meters. The cost for construction is US\$13,600 and the equipment is another US\$13,600, the total of US\$27,200.

1 new clinics for Ta Rung village

30m <sup>2</sup> x 1 delivery room =	4,080
30m <sup>2</sup> x 1 examining room =	4,080
30m <sup>2</sup> x 1 in-patients room =	4,080
10m <sup>2</sup> x 1 toilets and water =	1,360

13,600

1 set of equipment and medicine for Ta Rung village

13,600

Sub-total: 27,200

Construction and provision of equipment and medicines for Clinics **Total: \$54,400**

#### 5.2.4 Power Supply

(Total: US\$185,300)

There is no power supply for any village of any commune. Thus, all communes and villages need power supply. However, as a pilot project, the closest commune to the District Town shall have cable extension, and two other communes shall have mini hydro-stations.

- **Huong Tan Commune**

This Commune shall be provided electricity with cable extension. The basic cost for cable extension amounts to US\$10,909 per kilometer. The commune center is located about 7 kilometers from the District Town, thus requiring US\$76,400. For the pilot case, only three buildings, the Commune People's Committee, the residence of the Chairman of the People's Committee and the health clinic shall be provided electricity. Each building is located at the interval of 50 meters apart from each other. Basic cost of outdoor wiring including electric poles at 20 meters interval amounts to US\$16.50 per meter, thus requiring US\$2,500 total for three buildings.

The total requirement for power supply for this commune is US\$78,900.

10,909 x 7 = 76,363 \$76,400

Outdoor wiring (including electric poles at 20 meters interval requires US\$16.50/m.

16.5 x 150 = 2,475 2,500

Sub-total: \$78,900

- **Huong Phung Commune**

Mini hydro-station shall be constructed for the other Huong Phung Commune because of the distance from the District Town. The cost for constructing a mini-scale power station is US\$30,000 for plant and equipment, US\$10,000 for construction work, and cost of outdoor wiring for 40 households with 20 meters interval is US\$13,200. The total cost for constructing mini hydro-station and distributing electricity to 40 households is US\$53,200 for one commune, requiring US\$106,400 for two communes.

Construction of one small-scale power station for one village in a commune as pilot case:

Plant and Equipment	30,000
Construction	10,000
Outdoor wiring for 40 households 16.5 x 20 x 40 = 13,200	13,200
<b>Sub-total:</b>	<b>53,200</b>

- **Huc Commune**

Construction of one small-scale power station for one village as pilot case in this Commune:

Plant and Equipment	30,000
Construction	10,000
Outdoor wiring for 40 households 16.5 x 20 x 40 = 13,200	13,200
<b>Sub-total:</b>	<b>53,200</b>

Construction and provision of electricity to 3 villages **Total: \$185,300**

### 5.2.5 Water Supply

**(Total: US\$18,600)**

No village in three communes has any water supply system, using either streams or ponds. Thus, all 31 villages of the three communes shall be provided with wells.

The basis for calculation of construction of a well with a pulley or a hand pump is US\$600.

The total of 31 wells, at the rate of one well per village, amounts to:

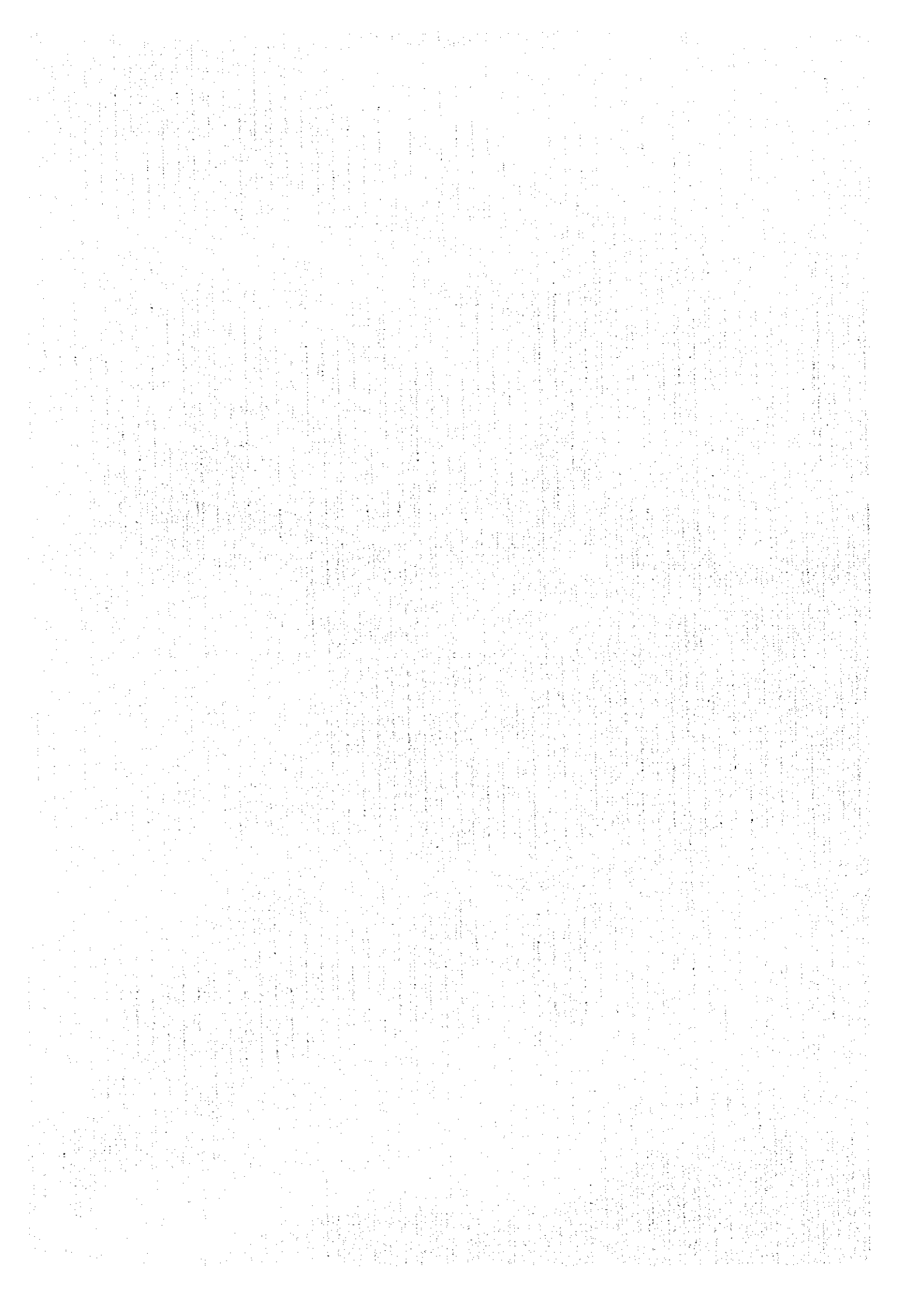
600 x 31 = 18,600	<b>Total: <u>\$18,600</u></b>
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**Grand total for social infrastructure component of three sample communes:**

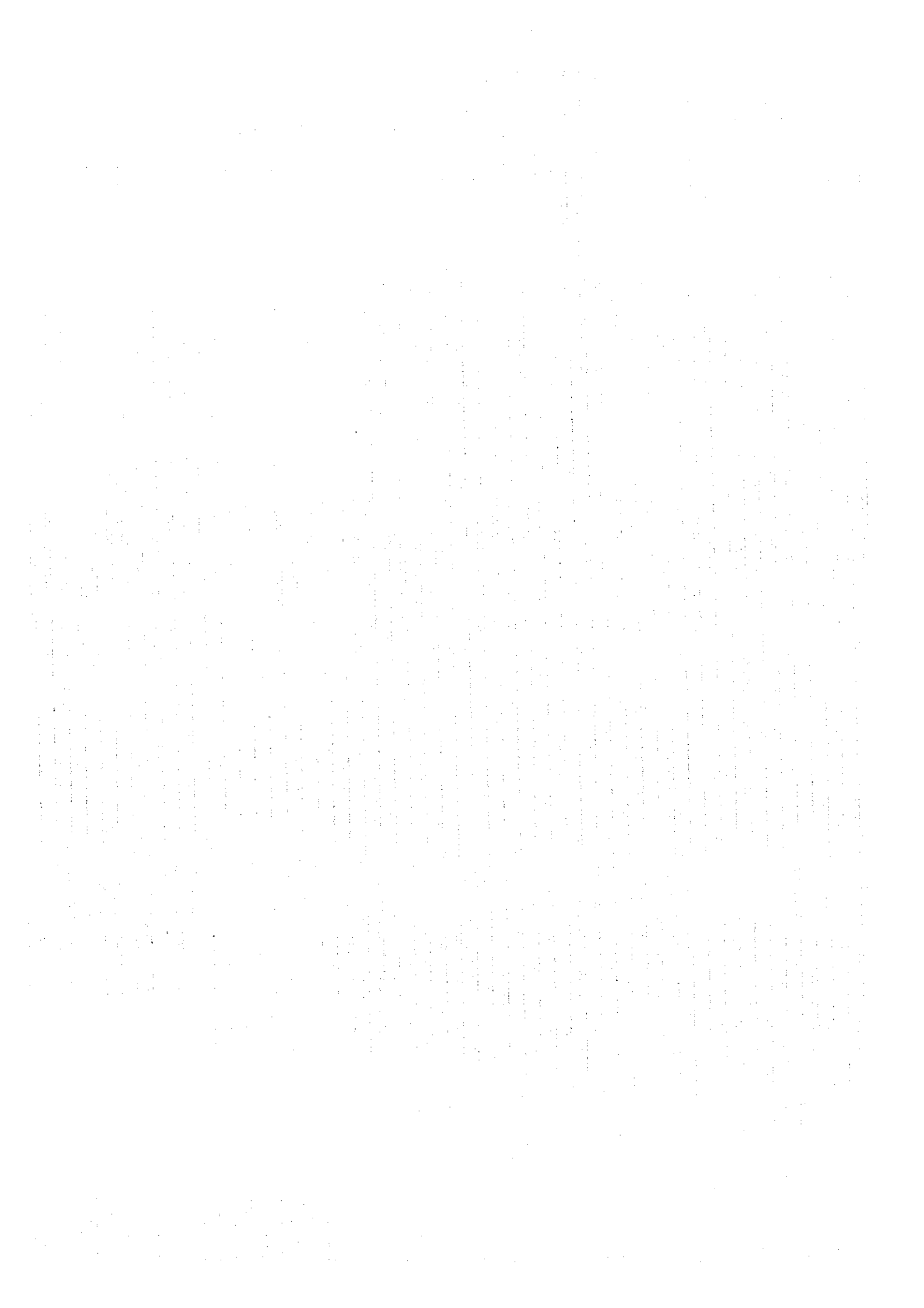
**Grand Total: \$856,700**

## **CHAPTER 6**

### **ESTIMATED COST FOR PILOT PROJECTS**

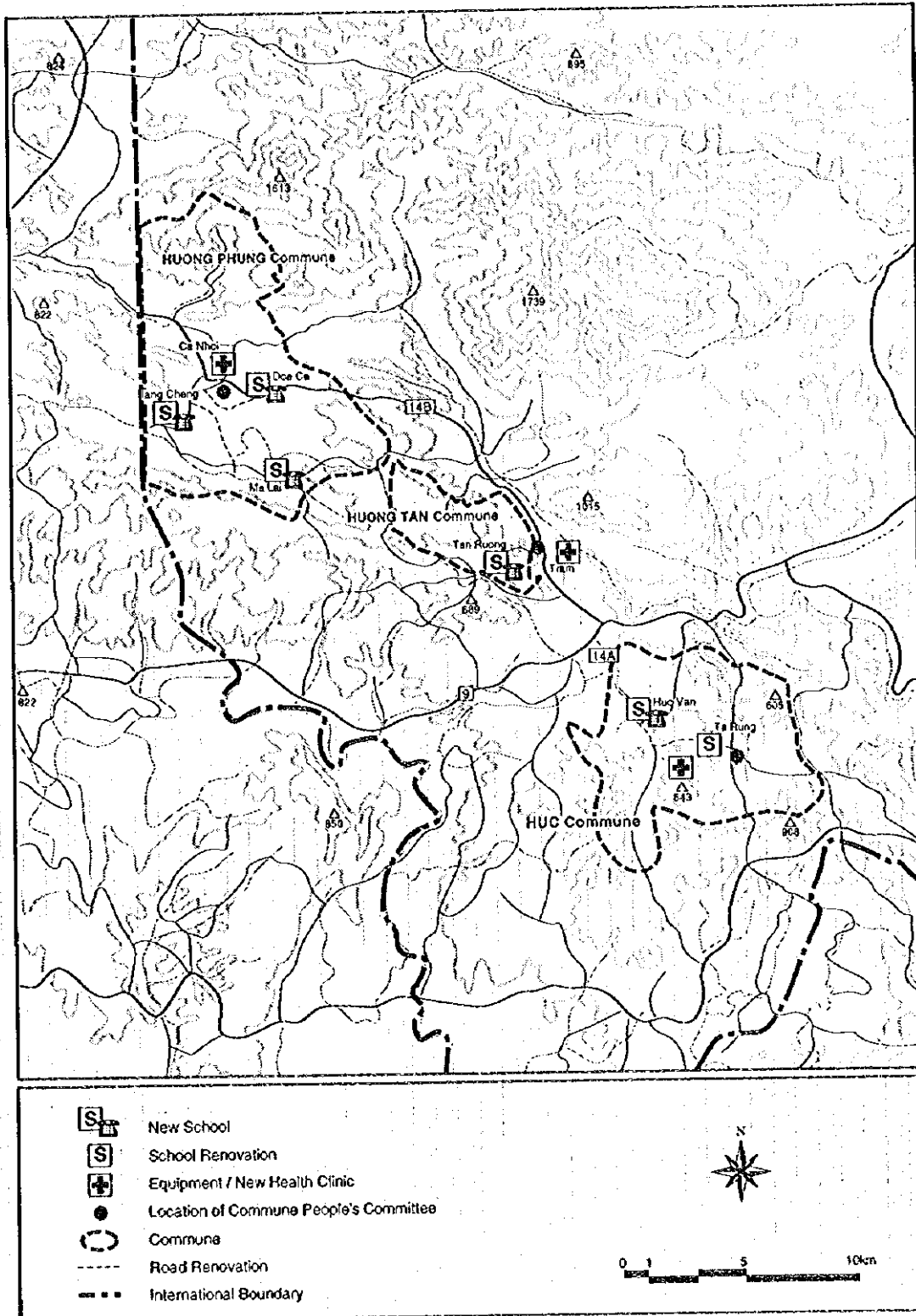








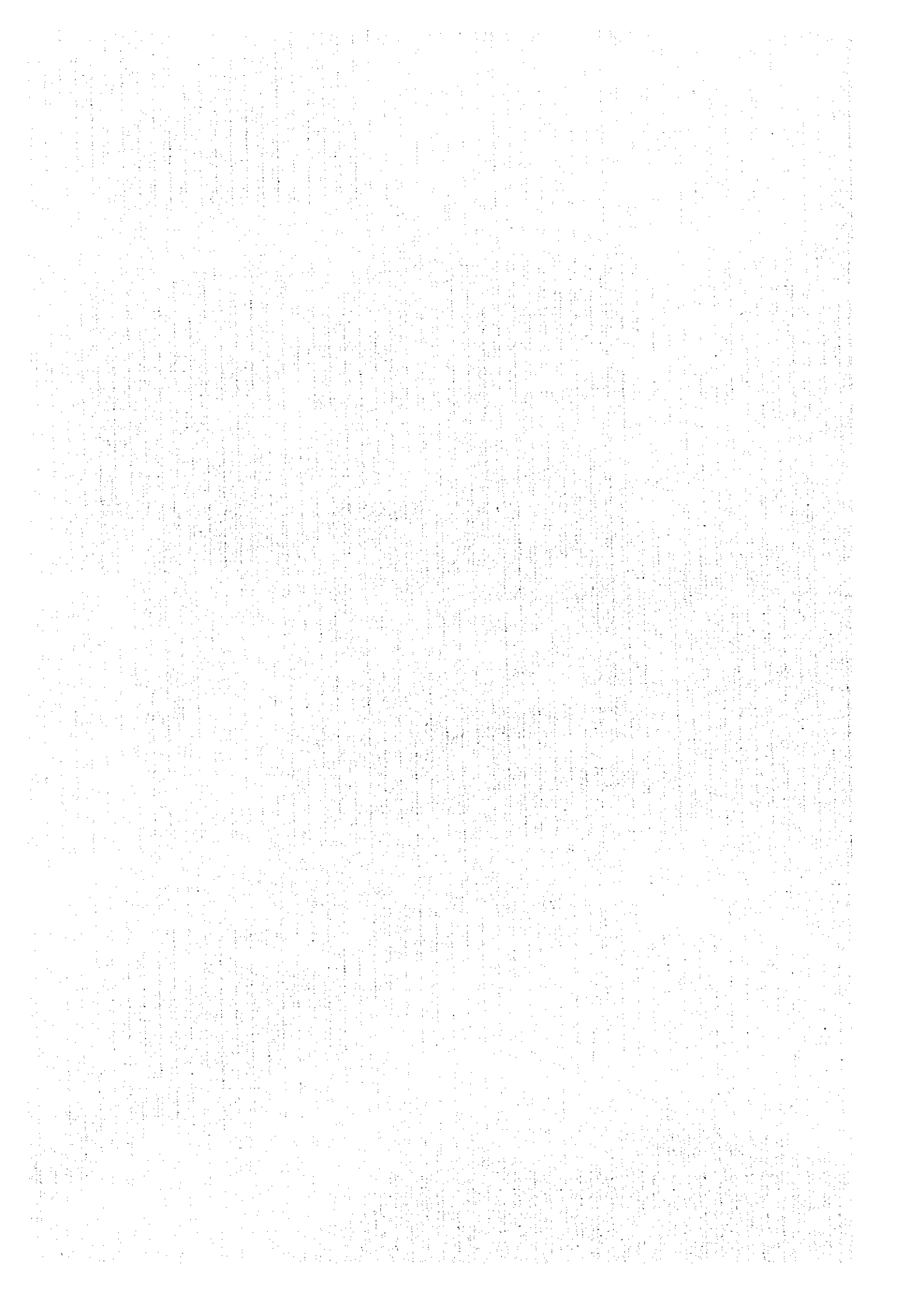
**Figure 6.1 Location and Necessary Infrastructure of Three Communes**





## **CHAPTER 7**

### **PROJECT MONITORING AND EVALUATION**



# CHAPTER 7 PROJECT MONITORING AND EVALUATION

## 7.1 INTRODUCTION

The project consists of several subprojects or components. Such components must be well-organized for the effective use. On the other hand, needs of the people must be reflected upon the implementation plan. In addition, such plan is required to be flexible with frequent modifications. So the project should include as its part a participation mechanism to review the implementation process.

## 7.2 CHARACTERISTICS OF SOCIAL DEVELOPMENT

Before describing a framework of monitoring and evaluation, it is better to examine characteristics of social development projects for understanding the specifications of the framework.

### 7.2.1 Expected Benefits

Project effects to the people include economic benefits and social ones. Economic benefits are income increase and income stability thanks to

- Learning to grow new crops and marketing the crops
- Receiving various technical assistance for better farming
- Diversifying income sources

However, such economic benefits are pursued from the viewpoint of social impacts or social benefits. Social benefits are difficult to figure up in monetary terms though there is a strong relationship between levels of household income and expenditure for social services.

Social benefits are supposed to accrue in this project from the following components or subprojects:

- Construction of primary schools, nursery schools, kindergartens
- Construction of health clinics, and provision of equipment and materials to the clinics
- Construction of commune roads and bridges
- Construction of mini hydro-power plants and distribution system
- Construction of wells

Social benefits are economically classified as public goods. They are characterized, compared with industrial large-scale projects, as follows:

- Operation and maintenance are troublesome though primary investments are small;
- Products are usually consumed collectively by people, and exclusive consumption is very difficult or meaningless (consider public health care);
- Project components relate each other and produce as a system certain benefits;
- Results are not necessarily the same to anybody nor in any case;

- Sometimes means and objectives are closely related or applying a method is an objective (consider participation method); and
- There are often no alternative means.

As the result of the project implementation, the people will be able to access social services easily. Among them, medical and educational benefits are remarkable.

- Increase the availability of primary medical services
- Decrease discomfort for medical personnel who will be readier to work in rural areas
- Increase the awareness of rural population of the availability of medical facilities and thus encourage their use

The educational benefits are:

- Increase the availability of primary educational services
- Increase attendance to school particularly in secondary and higher levels
- Improve the quality of education

Social benefits other than health and education can also expected as follows:

- Redistribution of income among social groups
- Reduction of prices for supplies and consumer goods
- Creation of jobs in road construction and agriculture
- Better contact and information possibilities
- Preferable impacts on environment

### **7.2.2 Necessity of People's Own Participation and Work**

In the social development project, why the people are strongly asked to participate and work by themselves instead of large-scale investment? Answers for this question are as follows:

#### **1) Neither A Charity Nor An Investment**

Although it can not be denied the importance to have a sympathy to poor people and the starting point is this feeling, the most important and significant point of social development would be to assist them to walk on their feet or to work by their hands. On the other hand, large amount of money is invested only where a larger amount of money is expected to return.

#### **2) Not enough Capability**

##### **(1) Budget for operation**

Large-scale projects require not only large amount investment but running cost after the construction. Even though the construction is completed by assistance, the community should be able to bear such running expenses.

##### **(2) Personnel**

Large-scale projects also require in turn well-trained and experienced persons to manage and operate them. Such persons are not enough in developing countries. It is very difficult to find in the communities.



### **3) Assistance For Fulfilling BHN**

Therefore, as long as very poor people need infrastructures for starting to work by themselves, only small-scale investments such as in health clinics, primary schools, rural roads and so on would be made to the mountain rural areas to the extent where they fulfill the basic human needs.

## **7.3 FRAMEWORK OF MONITORING AND EVALUATION**

A framework of monitoring and evaluation is illustrated in Figure 7.1. This framework is explained below in accordance with the figure. The most important point is that the framework or the basic ideas of the monitoring and evaluation must be fully understood by all the people in the commune before a monitoring system start working. Monitoring and evaluation requires cooperation not only with specific members but with many people in the community.

### **7.3.1 Clarify the Objectives**

This framework aims at building up people's capacity as well as at improving the entire social development project. The objective of the capacity building up is to improve people's capability to find out by themselves solutions to the constraints which they are facing presently. Ideally, people should learn by the end of the project implementation how to eliminate such constraints. Thus, capacity building can be said as a "learning process". "Learning" means that they are going to change their way of living or behavior from the present one. "Process" means that solutions must be found by themselves on a trial-and-error basis.

### **7.3.2 Learning Process**

Learning process requires certain conditions to achieve a goal of social developments.

#### **1) Change Behavior**

The people may express their desires from individual standpoints. Unfortunately, they do not know how to associate desires and means to realize them. It is necessary for them to understand some of them can be realized even by themselves if they cooperate within their community. The project must be a driving force to integrate their desires. Once they understood the necessity of cooperation and one of the desires is realized, they will start changing their ways of living. Solutions would be found by the people in the following steps:

##### **(1) Decide what they want to be as a community**

It is important that the people understand their desire would be realized easier when they cooperated each other.

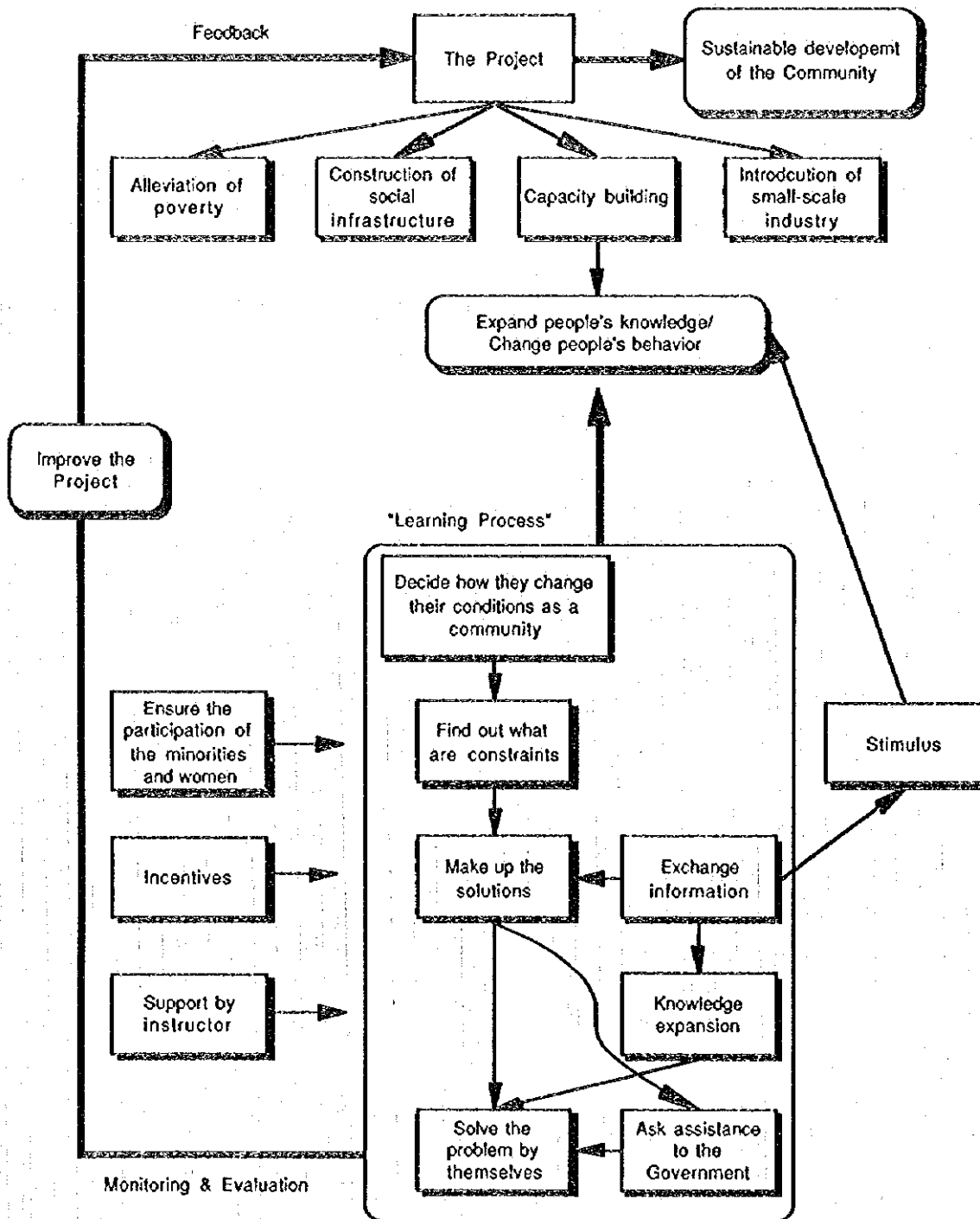
##### **(2) Find out what are constraints**

They may not find out what is the constraints preventing them from realizing their desires because it requires analytical work which needs skill and experience. Some experts are necessary for assisting them.

##### **(3) Make up solutions**

Some problems may be solved by the community. Some may not by the community but by the Government (foreign aids, or NGO). In either case, experts are necessary for assisting the people. In the later case, experts have to support them how to make arrangements in order to get a Government assistance or another one.

**Figure 7.1 Framework of Monitoring and Evaluation**



**(4) Ask assistance to the Government for solving the problems**

This can be said as one of final goals since they have changed their behavior resulting from the learning process.

**(5) Solve the problem by themselves**

This case is the final objective of the project.

**2) Exchange Information**

Scarce information is one of the most significant constraints which are preventing from changing their ways. If people get information properly, they can find out good solutions effectively. They do not have to repeat unsuccessful trials.

**3) Expand Knowledge**

The people may solve problems easier with utilizing successful solutions in other communities. They must be careful that simple application of successful solutions in other communities does not necessarily a good one in their community since sometimes special conditions in other communities affected the successes.

**4) Provide Stimulus**

Successes in other communities moves the people's mind and changes their behavior. Sometimes moderate competition with others is a good driving force to improve their lives.

**5) Provide Incentives**

It may takes long time to realize their desires even though the process works without troubles. Thus, some incentives are necessary to attract the people to this learning process.

**6) Build in Feedback Mechanism**

Feedback mechanisms are indispensable to realize their desire on the trial-and-error basis. They have to evaluate the results at the middle point and end point of the learning process with the assistance of experts.

**7) Improve the Project and Its Management**

It must be secured that ideas of the people are reflected directly or indirectly in the project management in order to improve the project implementation.

**8) Ensure the participation of the minorities and women**

Minorities and women are the most suffered in the present situations. Reflecting their ideas are indispensable for improving the Project. The evaluation and monitoring system must ensure the participation of the minorities and women in the communities.

**7.4 AN EXAMPLE OF MONITORING AND EVALUATION SCHEME**

The following is a proposal of monitoring and evaluation scheme. It is made up with taking into consideration above mentioned framework.

## **MONITORING AND EVALUATION SCHEME (Example)**

### **1. Formation of a monitoring team**

Each commune selects three members for the team. At least one member must be a woman and at least one member must be selected from minority people. It is preferable that the same persons continue to be the members. A Team leader must be selected among the members. An instructor selected from NGO joins the team and assists the team activities. Please see Figure 7.2.

### **2. Periodical meeting of the monitoring team**

In the beginning, meetings must be held monthly. Intervals of the meetings can be extended afterward. The instructor lead the team for the first six months. Each time the team leader makes a report of the meeting with the assistance of the instructor and submits it to the management board.

### **3. Selecting sample families for monitoring**

The monitoring team selects with assistance of the instructor 30 sample families in their commune. Samples must consists of 10 from high income group, 10 from middle income group, and 10 from low income group.

### **4. Preparing a checklist**

The team makes check list in order to review the progress of the Project activities. The checking items might include the followings in addition to special issues of the communes.

- a. Income
  - Amount
  - Number of sources (income diversification)
- b. Infrastructure
  - Roads
  - Water supply
  - Electricity
  - Medical treatment
  - Education
- c. Agriculture
  - Extension
  - Animal husbandry
- d. Special Issues of the commune

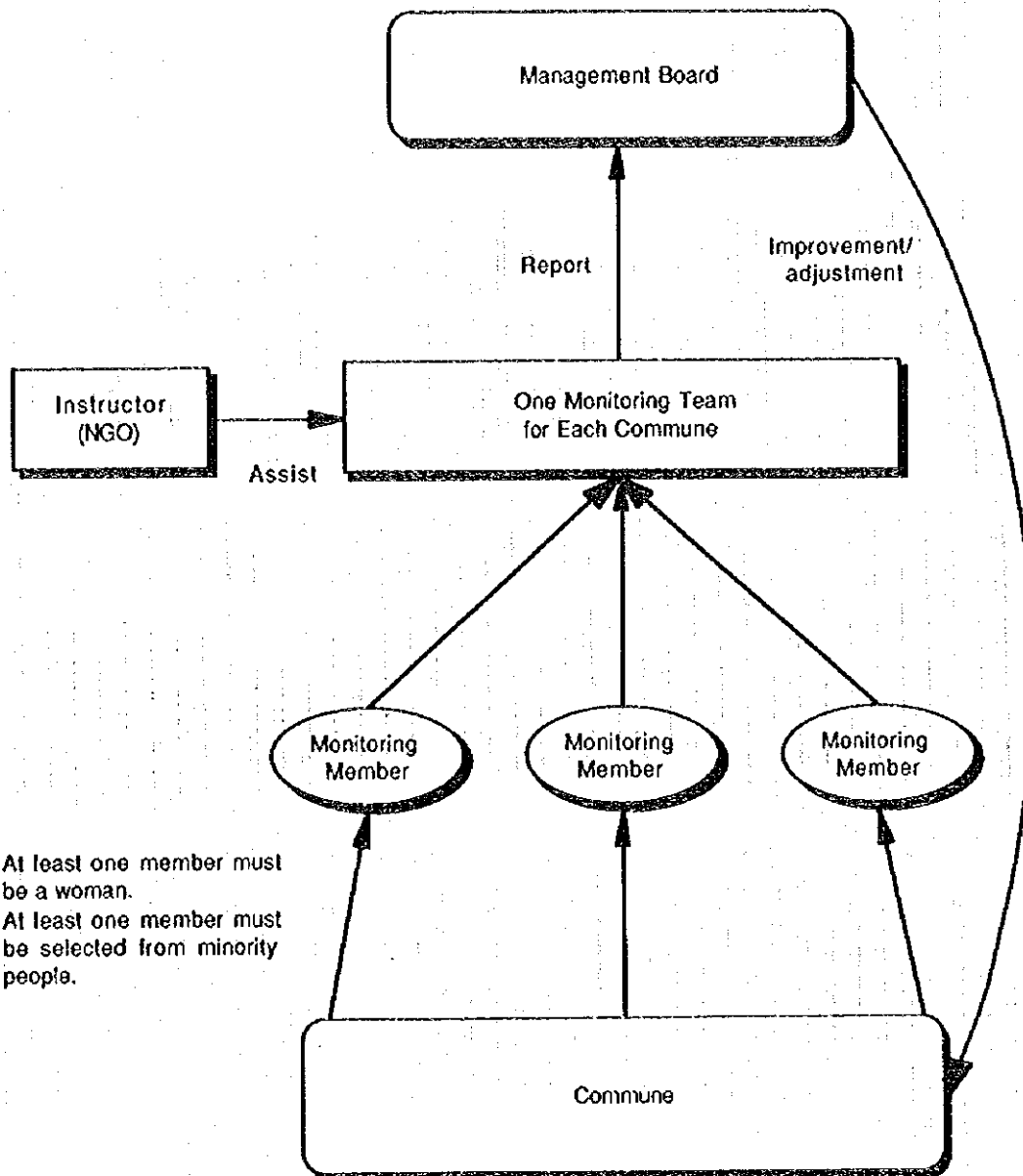
### **5. Semiannually evaluation for 2 years (4 times)**

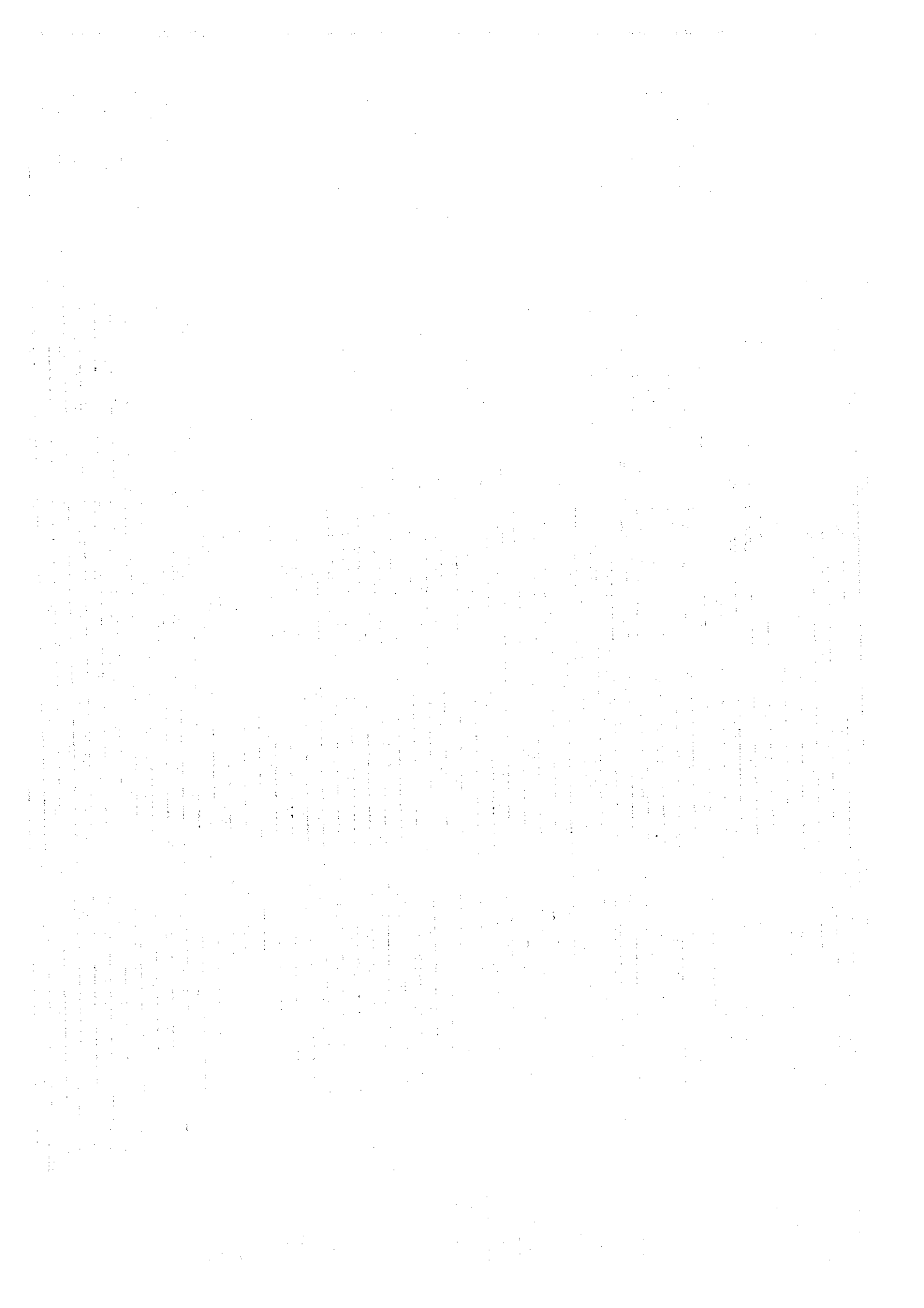
The team has a evaluation meeting with the results of the monitoring. The instructor must be present at this occasion. The evaluation report must be submitted to the management board.

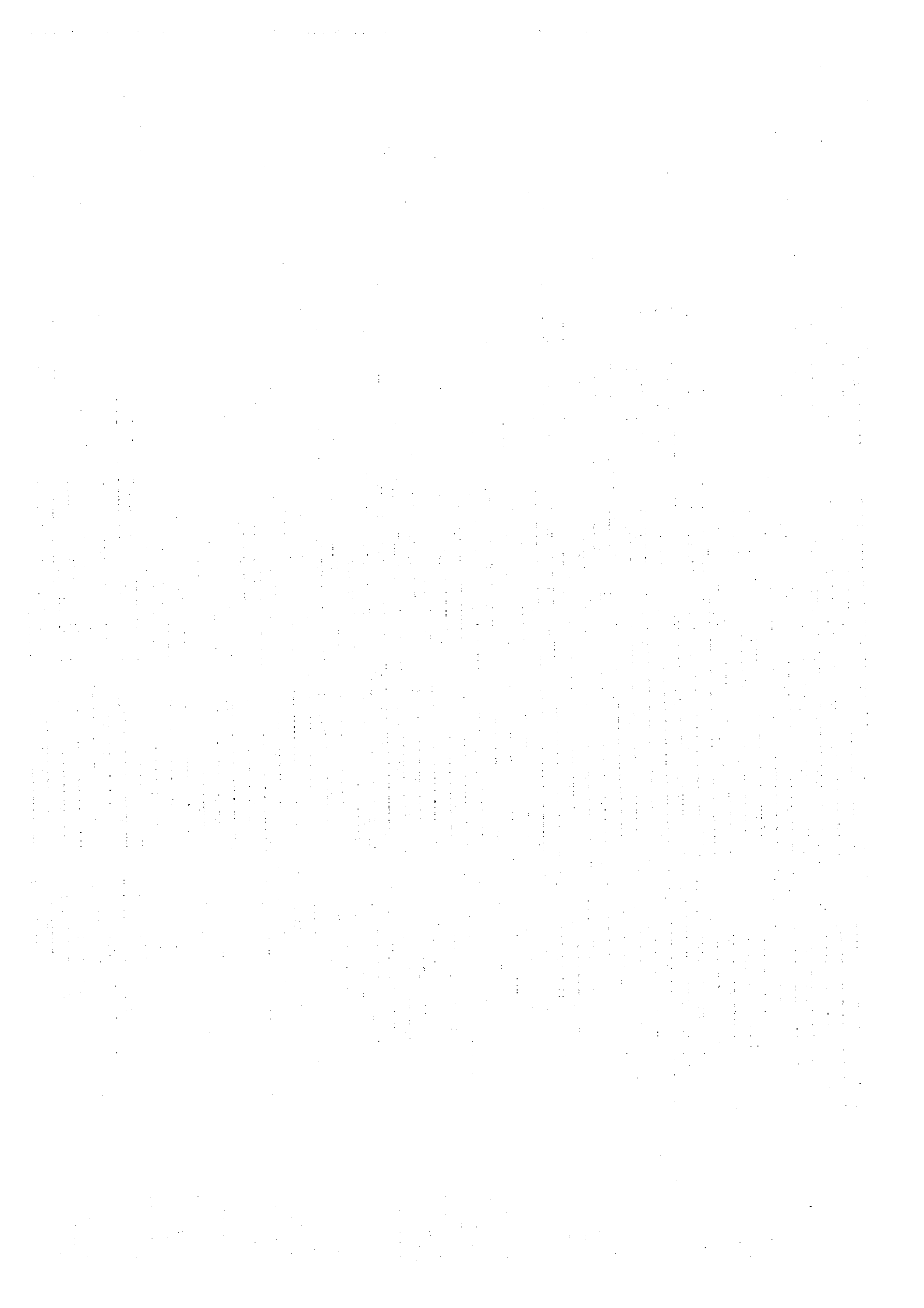
## 6. Final evaluation

At the end of the project implementation, external experts evaluate objectively results of last two years and report to the district and province government. Each evaluation team, which consists of at least two experts, visits villages and makes interviews and research.

Figure 7.2 Monitoring Team (Example)













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