Concept

for

VDP/CDP in Dak Lak Province

Quality criteria for Village and Commune Development Planning
And capacity building program (Training of Trainers)

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10.03
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1 Introduction
Decentralization and grassroots democracy are issues of vital concern to the Vietnamese Government. Models for local implementation like the participatory Village and Commune Development Planning are increasingly gaining importance. Likewise, the RDDL is supporting Dak Lak province in introducing such a model. As an additional input, a short term consultant has been invited to work on two issues: refining the VDP/CDP guidelines, and elaborating a capacity building program for VDP/CDP.

1.1 The Vietnamese context
Since the late 1980s, Vietnam is among the most successful countries with respect to combating poverty. As only one exemplary indicator, the poverty ratio has been halved from over 60% in 1990 to around 30% in 2002\(^1\). Currently, the most important policy is the “Comprehensive Poverty Reduction and Growth Strategy”, CPRGS. After a period of intensive discussions at national level in the course of formulating the CPRGS, efforts are now directed towards exploring options for implementing the strategy. Successful models in this respect enjoy highest recognition at national level.

One of the increasingly important issues, fostering decentralization and strengthening grassroots democracy, is now forming the context in which VDP/CDP is being introduced. Developed in Son La province with the support of the Social Forestry Development Project (SFDP) Song Da, VDP has first been officially approved as grassroots planning tool by the PPC Son La (decision no. 894/2001/QĐ-UB, dated from 07.05.2001).

The legal base for VDP/CDP is in particular the National Decree Government’s Decree No. 79/2003/ND-CP of 07.07.2003 promulgating the regulation on the exercise of democracy in communes (replacing Decree No. 29/1998/ND-CP of 1998). There has been a number of subsequent decisions and regulations at national and sub-national level. In 2002, for instance, further measures were made to bring these different areas of legislation closer together, arising from Resolution No.17 of the Party Central Committee and subsequent Government decisions\(^2\) that outline a set of clear objectives for reform of the grassroots administrations for the period to 2005:

1. To clearly determine the functions and tasks of grassroots administrations, and to renovate and raise the efficiency of the People’s Councils and People’s Committees (including provisions on areas such as budget management, capital mobilization, personnel arrangements and management, and taxation etc.);
2. To build the contingent of, as well as regimes and policies for, grassroots cadres (including salary and incentive regimes for elected and appointed local officials, required qualifications and capacity building);
3. To assign the right to financial autonomy to the grassroots administrations and step by step to ensure material foundations in service of various bodies in the grassroots political systems (including provisions related to revenue collection, formulation of investment projects, telecommunications and administrative infrastructure);
4. To finalize the regulation on the exercise of local democracy and step by step to perfect the organization of local communities (based on the principle of democratic centralism by promoting people’s rights with respect to direct and representative democracy);
5. To renew the superior authorities’ direction of the grassroots administrations (including the need to enhance direct working sessions with the grassroots and people, together with grassroots administrations settle people’s troubles, and organize the review of fine models of grassroots and

\(^1\) General Economic Department, MPI. Presentation of the CPRGS at regional workshop May 8-9, 2003.
\(^2\) Decision No.85/2002/QD-TTg of the Prime Minister (dated 28/06/2002) Promulgating the plan on renovating, and raising the quality of political systems in communes, wards and townships.
people’s initiatives).

Besides, other models evolve around introducing commune budgets. One of the pioneers in this area was the UNDP/UNCDF funded RIDEF project in Quang Nam and Da Nang (1996-2002). Recent projects with international support are the Central Highland Project and the NMPRP (both World Bank funded), or the VDF/CDF pilot activities under the GTZ Action Program 2015. Special attention should be paid to Tuyen Quang province which is the only province that allocates budget of the national target program 135 directly to the communes, with the commune PC being the investment owner. Detailed guidelines including necessary forms for planning, accounting, etc. are available both in Vietnamese and English language.

1.2 The RDDL

The result one of the Project Planning Matrix (PPM) of RDDL is defined as “The Department of planning & Investment (DPI) is supported to coordinate rural development (RD) programmes in upland Dak Lak with special focus on ethnic minorities”. The respective activities and indicators revolve around establishing participatory planning mechanisms at village, commune, district, and province level (VDP, CDP, DDP, PDP). As during the formulation of the PPM, the PPC Dak Lak expressed its lively eagerness to foster participatory grassroots planning, RDDL is working on a model for Village and Commune Development Planning (VDP/CDP) which has been adapted from Son La province. This activity is closely coordinated with the SDC funded ETSP in Dak Lak, which is working parallel on the same issue.

In September 2003, first village planning sessions have been held in 8 target villages. The results are encouraging, so that as an interim aim it has been envisaged to complete first VDP/CDP sets in all 65 target villages of the four target communes by June 2004. Preconditions for achieving this would be (1) a clear political commitment to support decentralized planning, including public budgets of national target programs, (2) clear technical and administrative guidelines, and (3) a capacity building program that ensures enough competent people for a successful performance are available. Latter two points would have to be supported by RDDL.

1.3 Objectives of the consultancy

With view to above mentioned points, the objective of the consultancy is to support the project in two main points: (1) elaborating VDP/CDP guidelines, and (2) establishing a capacity building program.

Following results are expected to be delivered:

1. Evaluation of VDP test-runs in the Project areas during August/September 2003 (4 villages in 2 Districts) based on provided documentation on VDP test-runs
2. Development of a respective VDP-manual, detailing VDP/CDP procedures and formats
3. Design of a ToT-course package, eventually with various modules, for VDP/CDP including VDP procedures, coaching, facilitation and M&E
4. Compilation of respective training material in cooperation with RDDL Training Coordinator
5. Coaching of initial ToT-course at Province level

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2 Activities and results of the consultancy (Sept./Oct. 03)

The term is split into several parts. First, in a five day trip to Dak Lak, results of VDP test runs have been reviewed, and a draft ToT plan has been agreed on. Second, during a two week mission to Dak Lak, the first five-day module of the ToT program has been prepared and conducted. Third, the VDP/CDP guidelines will be reviewed and commented by end of December 2003. The results of latter activity will not be included in this report as the report will be finished earlier. However, they will be available in form of the guidelines themselves.

2.1 ToT program

The RDDL agreed on a three module Training of Trainers program, which has been developed and tested by the SFDP Song Da. The ToT program is based on modern adult learning principles: interactive training methods rather than lecturing, self-responsibility of the learners, learning as a process rather than a single event information input. The latter point is reflected in the program setup of three modules that are distributed over a total period of around 6 to 9 months. In between, the trainees have to prepare and conduct own training courses at lower level in order to gain own practical experiences, which then in turn can be reflected during the last ToT module. Quality standards have been set and informed to the ToT applicants before starting the program. Most important are:

- Admission requirements: 1: attitude (applicants must have positive attitude, motivation, natural authority, good communication skills), 2: availability (participants must be available after the program to work as a trainer, confirmed in a written commitment of the superior), and 3: technical knowledge (applicants should have knowledge and practical experiences on the technical subject – in this case VDP/CDP)
- Standard ToT material: ToT book as basic learning material, training logbook for self-directed and reflective learning, original VDP/CDP material
- Highly competent and experienced trainer to run the ToT
- Participants prepare and conduct own training in between the ToT modules, with coaching by the ToT trainer

Details about the training program are given in annex 2, and with even more detail in a separate file “Certification of ToT for VDP” (provided by the consultant together with the present report on a CD ROM). A more detailed report on the first module will be prepared separately by the main trainer, Mr. Dan.

In short, it can be stated that the first ToT module was very successful – given to several factors: the careful preparation of the module by the trainer team Mr. Sy and Mr. Dan, the competence of the main trainer Mr. Dan, the careful selection of participants, the relatively strict follow up of the set standards.

Most participants were very active in the training sessions, the atmosphere was positive, relaxed but also marked by concentrated working times. The methods of interactive training was relatively new to most participants. This caused insecure feelings among the participants, indicated e.g. by the wish of some participants to have tables in the classroom. However, very soon the participants familiarized with the open seating order and the interactive training style. And finally they were quite happy with it.

2.2 VDP/CDP

In September, the RDDL finished already the first VDP test runs in eight target villages. Even though the results have only briefly been reviewed it can be stated that they are fully satisfying. The use of PRA tools led to detailed analyses by the villagers, and in the village plans, activities and priorities are sufficiently well formulated for being implemented and followed up by the project.

It could however not really be examined in how far the plans have really be established in a participatory way, how many households have been involved, if the poor households have been paid special attention
to, and if the women’s priorities are adequately respected. It is probably realistic to assume that latter mentioned criteria have not been performed in an optimal way. As VDP/CDP is not only a new administrative way of collecting village based information, but rather a profound change in the understanding of enhancing local people to analyze and decide on their own, it is obvious that it will take a few years of steady capacity building in order to reach a satisfying quality.

2.3 Conclusions

The quality of VDP/CDP depends mostly on two points: clear guidelines, and ample capacity building.

Latter point found a good start with the first ToT module in October. Most participants seem to have potential to assume the task of providing the necessary VDP/CDP training. And with the two following ToT modules plus coaching, RDDL will sufficiently support the capacity building that is needed in order to achieve the interim result of completing VDP/CDP in all 40 target villages and 4 target communes by June 2004. Severe problems are not really expected – despite of time constraints that might occur in providing coaching to the ToT participants between the second and third module (could be eliminated by hiring an additional national consultant for coaching), or general time pressure in April / May as people are generally more busy due to the starting raining season.

The first point, quality of VDP/CDP, might result more challenging. The proper formulation of VDP/CDP guidelines depend on several influencing factors. The more unambiguous ones are experiences that have already been made, e.g. in Son La or with the test runs of RDDL and ETSP. Furthermore, the legal base with the Decree No. 79/2003/ND-CP of 07.07.2003 promulgating the regulation on the exercise of democracy in communes seems to be quite clear. And even the CPRGS formulates clearly the requirement of the local governments to promote administrative changes towards decentralization.

However, how to implement grassroots planning and decentralization in the field is not determined in detail. A number of internationally supported projects, national level working groups, and provincial governments are discussing alternative options and are testing different models in the field. This reveals at the same time how dynamic the process of evolution of these issues is. Discussions within the CPRGS process, e.g. during the Hai Phong workshop in October 2002, or during the workshops of the “Partnership to Assist the Poorest Communes” under the lead of MPI would probably not have been possible in this quality and with these details, let's say, five years ago. The Ministry of Planning and Investment is seriously interested in reforming planning processes. For instance is the Central Institute for Economic Management CIEM on behalf of MPI elaborating a new ordinance for a decentralized planning approach, inspired as well by the VDP experiences of Son La. Now, MPI seems to look at Dak Lak province, awaiting for a successful transfer of such a VDP model.

This fact bears significance for the formulation of VDP/CDP guidelines for Dak Lak. They should clearly go a step beyond the standard that has already been achieved. Not maintaining a status quo but further developing current tools in a way that is suitable to cope with future challenges. This means as well, that a look at current trends is necessary in order to estimate future requirements.

The principles that in the opinion of the consultant are relevant to VDP/CDP are: strengthening of community driven development, subsidiary decentralization of budget decisions and of budget management, transparency and downwards accountability.

Finally, what makes the introduction of appropriate VDP/CDP guidelines challenging is, that it is not just a matter of formulating administrative regulations. It requires a process in which the main stakeholders agree on a version that is most suitable to the local conditions, to the provincial capacities, and to the level of political commitment to administrative reforms. This process might take around two years.

The consultant will prepare a draft version of the Guidelines until end of December 2003. These Guidelines are expected to be applied by RDDL for the VDP/CDP sessions in May / June 2004. As recommended in chapter 4, a provincial working group under the lead of DPI should be initiated for evaluating the
experiences with VDP/CDP, and for refining the Guidelines if necessary. In addition, some key criteria for ensuring the quality of a VDP/CDP model in Dak Lak are given in the next chapter.

3 Quality criteria for VDP/CDP

Following there is a number of criteria that should be considered when elaborating or refining the VDP/CDP Guidelines in order to ensure the quality of the model, and the suitability to cope with future challenges.

3.1 Orientation plans including budget information

Unambiguously, recent legislations stress on the need to disclose information about plans and final settlements of public budgets. This is indispensable for effective planning, and for efficient use of available resources. No prudent plan can be made without knowing what are the available resources for implementing the plan. In VDP, this refers both to the assessment of locally available resources like labour, local material or village funds, and to public resources from higher level like available resources from extension or forestry services, and especially available budgets from national target programs.

In the Vietnamese planning system, this downwards information is the so called orientation plan that the Central Government passes down via provinces and districts to the communes in around June each year. But as public agencies and management boards of national target programs have quite differing ways of dealing with these orientation plans, the commune is not always well informed and does not always know about available budgets related to specific plan contents. And, what is new in VDP is that villages do now have to be informed in a systematic way.

Before starting village and commune planning, orientation plans have to be handed down including as well the budget frame per commune (if applicable also per village) for the following year. (High priority!)

3.2 Participatory and gender balanced planning

In the current version of the guidelines this point is sufficiently considered. The quality of implementation will depend on proper training, and on a suitable monitoring system. One point of special relevance for gender balanced planning is the clear indication of women’s priorities, for which there is a separate column in the planning tables.

During VDP, organize separate meetings with women, in which they can select independently their priorities. Include the women’s priorities in the overall village plan, and take care that appropriate attention is paid to these points during implementation of the village plans. (Medium priority)

3.3 Effective tools for data management

At present, the existing table forms are sufficient for managing the VDP/CDP data. As the number of villages and communes is rather small, the whole data management can be done by hand or in MS Excel. The situation will change when the number of villages with VDP exceeds roughly 50, and more even when a whole district is covered with this planning model. Then, a more powerful data base is necessary. In 2002, the SFDP Song Da elaborated a MS Access data base for VDP, which can cope with aggregating the VDP results, printing of sector plans for the different agencies, and which can be used as monitoring tool throughout the implementation process.

Only on the mid term, when VDP will be applied on larger scale, the need for introducing a computer data base will be necessary. (Currently low priority)

However, already now, planning table forms must be in the shape that facilitates the shift to use of computer later on. A format of the chief planning table form for VDP and CDP is given in annex 4. (High priority)
3.4 Public agencies to prepare annual plans on the base of VDP/CDP results

One of the most serious shortcomings in VDP (experiences in several provinces) is the insufficient follow up of village plan implementation. To a good deal this is due to low capacities or commitment of the village management board.

But relevant to mention here is the lack of capacity and commitment of public agencies, mostly at district level. In order to improve this point, all relevant public agencies (Agricultural Extension Station, SARD, management boards of the target programs 135 (poor communes), 143 (Hunger Eradication and Poverty Reduction), 661 (5 mio. ha program), etc. must get a copy of the VDP results and on this prepare their own annual work and budget plan. The technical aspect of this activity is relatively easy to manage: the format of the chief planning table form in annex 4 would provide the tool for it. More critical is the aspect that the planning of national target programs so far follows in most cases traditional top down approaches, and it requires political commitment to change this situation.

- Copies of the VDP/CDP results have to be provided to all relevant public agencies. They in turn have to use the results as base for preparing their own annual plan of operation and budget allocation. (High priority)

3.5 Transparency and accountability

Transparency of public budget plans and final settlements is already about to become standard in Vietnam. Disclosure of budget plans, of budget decisions, and of final settlements is crucial for achieving high quality of VDP/CDP. Accountability so far is mostly practiced “upwards”, i.e. lower levels report to higher levels. Grassroots democracy requires as well a “downwards” accountability, i.e. higher levels report to lower levels how public resources have been used. This is partly in place in the monthly and quarterly monitoring meetings organized by the PCs (for VDP/CDP relevant at commune and district level). These meetings would probably build the best frame for monitoring VDP progress, including practicing transparency and accountability towards the grassroots level.

- The government bodies especially at commune and district level will increasingly have to go for more transparency and downwards accountability when fostering grassroots democracy. As VDP/CDP is the formulation of grassroots demands, these issues have to be subject to the monthly and quarterly meetings at commune and district level. (Currently only medium priority, later on high priority)

3.6 Scope and cost of VDP/CDP

Introducing this new participatory planning model VDP/CDP is very costly! In the first few years, capacity building is the most expensive part. This includes both, training for technical staff, and of villagers. Village planning sessions take normally three days due to the extensive use of PRA tools. The PRA tools are excellent not only for gathering broad based village information and situation analyses, but as well for fostering learning processes among villagers. Analytical skills and problem solving capacities of the local population is being enhanced, building up highly important human resources for community driven development.

However, after few years, villages normally have gained enough capacities for preparing village development plans without going into the details of PRA anymore. Experiences from Son La suggest that after three to five years, villages can make VDP within half a day of evaluating last year’s plan and preparing the new plan, and half a day or less for a village meeting for discussing the points and agreeing on activities and priorities for the following year.

Based on rough estimates from different sites, the costs of making VDP in one village is around 1.5 million to 2 million VND, including proportionally all other transaction costs like additional administration, training, monitoring etc. The cost per village is high as (a) additional transaction cost are distributed to a small number of villages only, and (b) the need for training, the most expensive part, is higher in the early stages. Later on, when VDP is better established, and transaction costs are distributed over a higher number of
In villages, the cost of doing VDP totals around 400.000 VND or less.

- On the long term, the cost for VDP have to be kept low in order to ensure the viability of the new model. (Currently low priority)

3.7 Clear commitment of public agencies to support follow up of plan implementation

Most of above mentioned points can be supported in technical terms. In Dak Lak province, RDDL is committed to do so. However, the quality of VDP/CDP will in fact mostly depend on the political commitment of responsible government agencies.

- Technical support and political commitment must go hand in hand. (High priority)

3.8 M&E system for steadily controlling and improving quality

Monitoring is an important mechanism for quality control. In the early stage of introducing VDP/CDP, monitoring can be done e.g. by a provincial working group. Later on, it might be necessary to elaborate a more systematic approach. In Son La, only now there are efforts to establish a more comprehensive M&E system (after 8 years of doing VDP).

- Monitoring for quality control, but kept at simple and cheap level. (Currently low priority, later on medium priority)
4 Key recommendations for the RDDL

As key recommendation, the consultant would formulate following two landmarks for RDDL to strategically follow up:

1. Guidelines for VDP/CDP are elaborated, and in place from December 2003 onwards.
2. Throughout the RDDL running time the province has at any time a sufficient number of sufficiently trained staff for satisfying the demand for VDP/CDP training in Dak Lak

This would, among others, require to follow up below described activities. A detailed work plan is given in Annex 5.

4.1 The chief planning table form for VDP/CDP

The core tool for VDP/CDP has to be a table form that meets following requirements:

- village plans can be aggregated at commune level
- commune plans can be aggregated at district level
- priorities of the village and, separately, of the women have to be displayed in the village and commune plans, and in the aggregated plans at district level
- budget or technical support for each individual activity has to be displayed in the village plan (one column for the estimate by the villagers), in the commune plan (another column for the adjusted budget estimate by the commune meeting), the approved financial support (another column for the feedback to lower levels of approval by the agencies that control the public resources), and the final settlement

In annex 4, a format is given that is used in Son La, and that is compatible with the MS Access data base.

4.2 Finalize the VDP/CDP guidelines with detailed tasks and responsibilities

The consultant will further elaborate the existing version (by SFDP/RDDL/ETSP), coordinating closely with RDDL and ETSP. By December 2003 a draft will be finalized that could then be applied during the next VDP/CDP sessions in May/June. Base for further elaboration are the quality criteria outlined in chapter 3.

4.3 Capacity building

Training activities, particularly the ToT are already on track, and detailed work and training plans are available. Additionally, it is important to keep in mind that the second ToT module needs as well good preparation, for which the main trainer, Mr. Dan should be contracted in time, i.e. at least three weeks before the second module.

Mr. Kirchmann could support the preparation via email contact: Mr Dan has to prepare agenda and training session plans, send to Ms. Trinh (RDDL) for translation, send to Mr. Kirchmann for comments and changes, and back. There is no need for an international expert to join in the second module.

Furthermore, training outlines and session plans have to be elaborated for VDP training at commune and village level. It is recommended to include this activity into the TOR for Mr. Dan! He should closely coordinate this activity with Mr. Sy.

Between the second and third module, the RDDL training expert – and maybe another national short term expert (could be Mr. Dan) – should provide careful coaching to the ToT participants when they conduct own training courses. This coaching would be combined with the quality control of the VDP training courses at lower level, e.g. the proper use of training session plans previously prepared by Dan and Sy.

On the mid term, a second ToT program should be organized after completion of the current one, maybe by mid or end of 2004.
4.4 Provincial working group

A provincial working group is the key instrument for shifting ownership and responsibilities to provincial partners. Terms of References would be suggested by RDDL, the lead of the working group however would be under DPI. The objective of the working group would be to evaluate the experiences with VDP/CDP in the target villages, and to revise the model so that it can be approved by the PPC for further dissemination in the province. The TOR would include following points:

- Objective: to evaluate the VDP/CDP experiences in the target villages and communes of RDDL, to refine the Guidelines, to submit the guidelines to the PPC for approval

- Members of the working group: DPI (lead agency), DARD, AEC, DOLISA, DoFinance, FDD, RDDL.

- Time frame: March to June 2004

- Activities:
  - preparation of the evaluation, defining objectives, designing questionnaires and survey schedule, assigning tasks and responsibilities
  - conduct survey in target villages and communes
  - analyse data and prepare report
  - organize provincial work shop for presenting the results, and for discussing recommendations and future steps
  - refine evaluation report and submitting to PPC for approval (depending on situation!)

- Budget: by RDDL

4.5 Provincial approval of VDP/CDP

The most important landmark for RDDL for supporting VDP/CDP in Dak Lak would be the approval of the method and Guidelines by the PPC. It is however not yet clear, if such a step would make sense already in 2004. Actually, it would be quite fast, but if the political commitment is strong enough it might be possible. If there would be any doubts or unforeseen problems, the submission of the guidelines for approval should be postponed. Alternatively, the guidelines could be submitted to the PPC suggesting a tentative approval of one year for further testing the model. For an ultimate provincial commitment, another working group could be set up in the following year, repeating activity 4.4.
Selected literature


GTZ, CIEM, and SFDP: Grassroots Democracy and Decentralized Planning; proceedings of the National Workshop in Ha Noi, 14-15 November, 2002.


Provincial Peoples’ Committee of Son La Province (2000): VDP Guidelines


Annexes
Annex 1: TOR of the international consultant

TERMS OF REFERENCE

Short-term Assignment: Development of a training programme for trainers of trainers on VDP

Proposed Period: 26 days during 08.09. - 17.10.2003

The project on Rural Development Dak Lak (RDDL), which is implemented by the Department of Planning and Investment with assistance of the German Agency for Technical Cooperation (GTZ), envisages poverty alleviation and improved livelihood of the rural population through development and/or adjustment of participatory planning procedures, which enable community and social organisations as well as government institutions to identify and thereafter support sustainable natural resource management systems.

Participatory approaches to village and community development planning (VDP), to forest management and land use planning (FMP / LUP) and to land allocation (LA) as well as the direct involvement of land users in identification, testing, and dissemination of sustainable resource management practices will be key processes to be tested exemplarily in the project areas and their replication where successful to be supported. As project areas two communes have been targeted in each of two districts in the Province.

The project strategy relies mainly on:

- Capacity development through training measures at all levels of planning and decision making
- Support to organisational development and service delivery at district and community level
- Strategic allocation of local grants (confidence building measures) supporting sustainable natural resource management and community development.

With regard to result 1 of the project plan of operation, the project will support DPI to coordinate RD-programmes in up-land Dak Lak with special focus on ethnic minorities. Such coordination implies enhanced involvement of the target groups in the rural areas in development and implementation of RD-plans. Through introduction of participatory planning approaches at all levels of planning, a strengthened integration of all stakeholders in the rural areas is envisaged with particular focus on ethnic minorities and women. Such participatory planning will eventually enable establishment of sound RD-plans, which address the actual needs of the rural population and facilitate a sense of 'ownership' among the target groups, which is critically required for the successful implementation of the planned measures.

Based on the results of a Provincial workshop on participatory development planning, on the evaluation of consequent test-runs of VDP in the project areas and in cooperation with other projects in the Province, RDDL intends to develop a replicable VDP procedure which will be exemplarily tested in the project areas with regard to its suitability for district and province-wide application at a later stage. The evaluation of the test-runs of VDP in the project areas as well as the development of a training course for trainers of trainers (ToT) to be implemented at Province and project target District levels are crucial steps in this context.

RDDL therefore intends to engage an international expert for 0.8 PM to facilitate evaluation of the experience made during the VDP test-runs, to develop a ToT-course and to coach an initial ToT-course at Province level. The following results are expected to be delivered:
1. Evaluation of VDP test-runs in the Project areas during August/September 2003 (4 villages in 2 Districts) based on provided documentation on VDP test-runs
2. Development of a respective VDP-manual, detailing VDP/CDP procedures and formats
3. Design of a ToT-course package, eventually with various modules, for VDP/CDP including VDP procedures, coaching, facilitation and M&E
4. Compilation of respective training material in cooperation with RDDL Training Coordinator
5. Coaching of initial ToT-course at Province level

The assignment should be carried out within 0.8 PM including travel to and from the project location:

- 4 days travel to and from project location (travel days for 2 visits: 08.09. / 12.09.2003 and 29.09. / 11.10.2003)
- 3 days development and discussion of a work schedule and evaluation of test VDP-runs (09.09.-11.09.2003 in Dak Lak Province)
- 10 days design of an adjusted VDP/CDP-process, elaboration of a ToT-course including the development and preparation of training material, and presentation to PMU (5 days in Hanoi between 22.09-26.09.2003 and 5 days in Dak Lak Province from 30.09.-04.10.2003)
- 6 days for coaching of the consequent ToT-course (05.10.-10.10.)
- 3 days for documentation of recommendations and drafting of ToR for a follow-up input with regard to aggregation of VDPs for CDP and DDP (13.-15.10.2003).

The proposed period in which this assignment should be carried out is 08.09.-17.10.2003.
### Annex 2: ToT program standards

<table>
<thead>
<tr>
<th>Training aim:</th>
<th>Equip ToT participants with the knowledge, skills and attitudes necessary to successfully perform training in VDP/CDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total time:</td>
<td>3 modules à 5 days over a total period of around 9 months</td>
</tr>
<tr>
<td>Trainers</td>
<td>For the first module: Mr. Dan, Vocational School Dien Bien, Mr. Sy, RDDL; coaching by Klaus Kirchmann, GTZ AP2015</td>
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<tr>
<td>Participants</td>
<td>Around 15 participants (maximum 18) from relevant province departments (DPI, DARD, DOLISA, Finance, etc.); district staff of respective line agencies; RDDL staff; teacher from vocational school and Tay Nguyen University</td>
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<tr>
<td>Admission requirement</td>
<td>(1) Good personal potential to become trainer, (2) practical experiences in the technical subject for which the ToT program is organized (here VDP/CDP), (3) availability as trainer after the ToT program. For this, a written commitment by the superior is required beforehand</td>
</tr>
</tbody>
</table>
| Standard material | (1) ToT Book  
(2) Training logbook  
(3) VDP/CDP material (guidelines, VDP/CDP training material, table forms for planning and monitoring  
(4) Training evaluation form (standard as given in last page of ToT book)  
(5) Coaching guide |
| Certification requirements | In order to obtain the trainer certificate (at the end of the third module), participants have to meet following requirements:  
- Participate in all three modules (missing max. two days, with explanation of superior)  
- Use properly “Training Logbook”  
- Conduct own training (min. three days), and get positive evaluation as trainer by participants  
- Pass final test (multiple choice at the end of third module) |
| Learning objectives | After the ToT, participants are able to:  
- Discuss issues of decentralization and CPRGS  
- Explain main features of grassroots planning (VDP/CDP)  
- Assist villagers and commune staff in plan making, implementation and monitoring  
- Handle competently all VDP/CDP material (guidelines, table forms for monitoring and evaluation, VDP/CDP training material)  
- Discuss why facilitation competences are important in the context of decentralized planning  
- List the 4 competencies of facilitation and provide decent feedback on performance of facilitation  
- Perform well the 4 competencies of facilitation (moderate group discussion, questioning and listening skills, contribute technical knowledge, convey empathy)  
- Train others in the four facilitation competencies  
- List principles of adult learning  
- Prepare training outline (training objectives and agenda, etc.)  
- Design training session plans for VDP/CDP training  
- Use different training methods other than lecturing  
- Provide opportunity to learn from experiences and reflection in VDP/CDP training courses  
- Encourage high degree of interaction among participants  
- Evaluate training course and draw conclusions for next training  
- Coach VDP facilitators on their job. |
Annex 3: Evaluation of first ToT module by participants

The evaluation form has been filled in by 16 participants.

Location: Buon ma Thuot Date: 6.10.2003 – 10.10.2003

1. Common attitude and interest – What is your opinion and interest and do you like this training course?

<table>
<thead>
<tr>
<th>Marking</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very useful</td>
<td>Trainers use various training methods that are suitable to adult psychology</td>
</tr>
<tr>
<td>Useful</td>
<td>Comments and experiences of participants are appreciated and used in training process</td>
</tr>
<tr>
<td>Medium</td>
<td>Close relationship between trainers and trainees is established</td>
</tr>
<tr>
<td>No necessity</td>
<td>Living discussions, relaxed and safe learning atmosphere</td>
</tr>
</tbody>
</table>

2. Useful – Can you learn something useful for your real job? What is the most interesting?

<table>
<thead>
<tr>
<th>Marking</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very useful</td>
<td>Consolidate knowledge of VDP and solutions to problems in VDP process</td>
</tr>
<tr>
<td>Useful</td>
<td>Learn many essential skills for VDP process and conducting training courses</td>
</tr>
<tr>
<td>Medium</td>
<td>Know how to handle some problems encountered in adult training</td>
</tr>
<tr>
<td>Not useful</td>
<td>Identify training needs and training organisation</td>
</tr>
</tbody>
</table>

3. Methods – Can you select any training methods?

<table>
<thead>
<tr>
<th>Marking</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various and suitable</td>
<td>Various training methods has been applied in the course</td>
</tr>
<tr>
<td>Suitable</td>
<td>Trainees feel free to raise their ideas and experiences</td>
</tr>
<tr>
<td>Medium</td>
<td>There are many methods for trainees to consider and select:</td>
</tr>
<tr>
<td></td>
<td>+ Presentation with practical example.</td>
</tr>
<tr>
<td></td>
<td>+ Demonstration of a skill.</td>
</tr>
<tr>
<td></td>
<td>+ Group and plenary discussion.</td>
</tr>
<tr>
<td></td>
<td>+ Group building.</td>
</tr>
<tr>
<td></td>
<td>+ Warming-up.</td>
</tr>
<tr>
<td></td>
<td>+ Use of colour cards.</td>
</tr>
<tr>
<td></td>
<td>+ Delphi Method</td>
</tr>
</tbody>
</table>

4. Training materials – What is your opinion about the quality of the training materials?

<table>
<thead>
<tr>
<th>Marking</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>The material is well-prepared, clean, legible</td>
</tr>
<tr>
<td>Very good</td>
<td>Materials are bound in books and distributed to trainees in the order of training session, easy to read and understand</td>
</tr>
<tr>
<td>Good</td>
<td>Materials are illustrated by photos pictures</td>
</tr>
<tr>
<td>Medium</td>
<td></td>
</tr>
</tbody>
</table>

5. Training capacities – What is your common impression on the trainers (empathy, enthusiasm, and capacities)?

### Marking

<table>
<thead>
<tr>
<th>Name</th>
<th>Marking</th>
<th>Name</th>
<th>Marking</th>
<th>Name</th>
<th>Marking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dan</td>
<td>8/16</td>
<td>Klaus</td>
<td>8/16</td>
<td>Sy</td>
<td>7/16</td>
</tr>
<tr>
<td>Excellent</td>
<td></td>
<td>Very good</td>
<td>4/16</td>
<td>Excellent</td>
<td>7/16</td>
</tr>
<tr>
<td>Good</td>
<td>4/16</td>
<td>Good</td>
<td>0</td>
<td>Good</td>
<td>2/16</td>
</tr>
<tr>
<td>Medium</td>
<td>0</td>
<td>Medium</td>
<td>0</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Not good</td>
<td>0</td>
<td>Not good</td>
<td>0</td>
<td>Not good</td>
<td></td>
</tr>
</tbody>
</table>

6. **Which changes are necessary for the improvement of next training courses?**

- Change of training place
- Increase of training allowance
  - Son La
  - Nha Trang
Annex 4: Format of the chief planning table form for VDP/CDP

(Example of ratified village plan with allocation of public budget from target programs)

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity</th>
<th>Unit</th>
<th>Quantity</th>
<th>Time</th>
<th>Priority</th>
<th>Local contribution</th>
<th>Required financial support (Estimate by village)</th>
<th>Ratified after adjustment (Commune planning workshop)</th>
<th>Approved (by management board of target program)</th>
<th>Finance from which target program</th>
<th>Technical support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Repair village road</td>
<td>km</td>
<td>5</td>
<td>10.01. - 16.02.</td>
<td>1, 2</td>
<td>Labor, sand</td>
<td>10,000,000</td>
<td>12,000,000</td>
<td>12,000,000</td>
<td>135 program</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Extend irrigation system</td>
<td>ha</td>
<td>1</td>
<td>17.02. - 03.03.</td>
<td>1, 2</td>
<td>Labor</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>925 program</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Training course on pig raising</td>
<td>course</td>
<td>1</td>
<td>26.04. - 27.04.</td>
<td>2, 1</td>
<td>Room</td>
<td>600,000</td>
<td>600,000</td>
<td>0</td>
<td>Extension station</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Afforestation</td>
<td>ha</td>
<td>3, 7</td>
<td>15.05. - 15.06.</td>
<td>2, 2</td>
<td>Labor</td>
<td>10,000,000</td>
<td>7,200,000</td>
<td>7,200,000</td>
<td>661 program</td>
<td>FDD</td>
</tr>
<tr>
<td>5</td>
<td>Training in forest plantation and tending</td>
<td>course</td>
<td>1</td>
<td>01.05. - 02.05.</td>
<td>2, 3</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>661 program</td>
<td>FDD</td>
</tr>
<tr>
<td>6</td>
<td>Construction of kinder garden</td>
<td>Room</td>
<td>1</td>
<td>01.05. - 30.05.</td>
<td>2, 1</td>
<td>Labor, bamboo</td>
<td>15,000,000</td>
<td>12,000,000</td>
<td>12,000,000</td>
<td>135 program</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>38,600,000</td>
<td>34,800,000</td>
<td>34,200,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

First, the required financial support to the planned activity, estimated by the village during the village planning meeting.

Second, the budget estimate of the ratified village plans after the village plans have been discussed and refined during the commune planning workshop.

Third, the approved financial support that the management boards of government target programs will grant to each specific activity in the village plans.
Annex 5: Proposed working schedule for RDDL (follow up October 03 – September 04)

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity</th>
<th>Output</th>
<th>Responsible</th>
<th>Support by</th>
<th>2003</th>
<th>2004</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Finalize and conduct VDP/CDP training package</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Delinate training material for 1st module</td>
<td></td>
<td></td>
<td>Klaus</td>
<td>Dan, Sy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Elaborate training material for VDP/CDP training at district, commune and village level</td>
<td></td>
<td></td>
<td>ToT participants</td>
<td>Dan, Sy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Revise VDP/CDP guidelines</td>
<td></td>
<td></td>
<td>Klaus</td>
<td></td>
<td></td>
<td>Details see no. 4</td>
</tr>
<tr>
<td>1.5</td>
<td>Conduct and finalize ToT material for 1st module</td>
<td></td>
<td></td>
<td>Dan, Sy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Conduct and finalize VDP/CDP training for 40 villages</td>
<td></td>
<td></td>
<td>Sy, ToT participants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.7</td>
<td>Conduct and finalize ToT material for 3rd module</td>
<td></td>
<td></td>
<td>Dan, Sy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.8</td>
<td>Finalize and conduct VDP/CDP training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Ensure quality management of ToT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Timely contracting good ToT trainer for 2nd and 3rd module, and include in contract preparation of ToT material</td>
<td></td>
<td></td>
<td>Klaus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Allocate sufficient time for coaching of ToT participants</td>
<td></td>
<td></td>
<td>CTA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Buy video camera for video analyses of trained performance</td>
<td></td>
<td></td>
<td>CTA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Make sure participants fulfill certification requirements</td>
<td></td>
<td></td>
<td>CTA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Ensure implementation of VDP/CDP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Support relevant agencies to provide orientation plan to target communes including budget information for following year</td>
<td></td>
<td></td>
<td>RDDL</td>
<td></td>
<td></td>
<td>Ideally province WG goes along with MPI WG for synergy effects</td>
</tr>
<tr>
<td>1.7</td>
<td>Support aggregation of VDP/CDP and distribution to relevant agencies, especially agri-extension, SARD, management boards of target programs</td>
<td></td>
<td></td>
<td>RDDL</td>
<td></td>
<td></td>
<td>Mainly working with district sections and management boards of target programs</td>
</tr>
<tr>
<td>1.8</td>
<td>Support agencies in including VDP/CDP results into their annual work- and investment plans</td>
<td></td>
<td></td>
<td>Annual work plans of gov agencies based on VDP/CDP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.9</td>
<td>Support especially 135 program in transferring budget to commune level (like in Tuyen Quang) and closely link management to VDP/CDP</td>
<td></td>
<td></td>
<td>RDDL, DPI</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Introduce tools for scaling up (only mid term)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Introduce VDP data base by SFDP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>May be in 2005</td>
</tr>
<tr>
<td>1.2</td>
<td>Introduce data base for trainer pool management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>May be in 2005</td>
</tr>
<tr>
<td>1.3</td>
<td>Introduce M&amp;E system (e.g. ProM bio)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>May be starting mid 2004</td>
</tr>
</tbody>
</table>