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Agriculture Sector Programme Support (ASPS)

Viet Nam

Capacity Building Support to
Vietnam Farmer Union (VNFU) Component:

Impact, Lessons Learned and Recommendations

Final Report

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List of Acronyms and Abbreviations

AITCV	Asian Institute of Technology Centre for Vietnam
ARD-SPS	Agriculture and Rural development – Sector Program Support
ASPS	Agricultural Sector Programme Support
CFU	Commune Farmers’ Union
CMU	Component Management Unit
DARD	Department of Agriculture and Rural Development
DFU	District Farmers’ Union
DKK	Danish Krone
FG	Farmers’ Group
HRD	Human Resources Development
IPM	Integrated Pest Management
IR	Inception Report
LOK	Danish Institute of Agricultural Information and Education
MARD	Ministry of Agriculture and Rural Development
MDKK	Million Danish Kroner
MT	Master Trainers
MVND	Million Vietnamese Dong
NCC	National Component Co-ordinator
NMU	National Management Unit
OD	Organisational development
ODA	Official Development Assistance
PC	Peoples Committee
PHH	Post Harvest Handling
RDE	Royal Danish Embassy, Hanoi
TA	Technical Assistance
TAG	Technical Advisory Group
TNA	Training needs assessment
TOR	Terms of Reference
TOT	Training of Trainers
USD	United State Dollar
VBARD	Vietnam Bank for Agriculture and Rural Development
VND	Vietnamese Dong
VNFU	Vietnamese National Farmers Union
WTO	World Trade Organisation

Foreword

The study took place in Hanoi with short visits to Thanh Hoa and Binh Dinh provinces and here also to districts and communes during the period from 26 February 2007 until 18 March 2007.

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Acknowledgements and Disclaimer

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This report contains the views of the study Team which does not necessarily correspond to the views of RDE/Danida, VNFU and Government of Vietnam or partner institutions.

1 Introduction

1.1 The ASPS and the VNFU Component

The Danida-funded (DKK 450 million) Agricultural Sector Programme Support (ASPS) in Vietnam comprises six main components: Seed, Integrated Pest Management (IPM), Post Harvest Handling (PHH), Small Livestock, Credit, and Vietnam Farmers Union (VNFU). The first four mentioned components are within the mandate of the Ministry of Agriculture and Rural Development (MARD); the Credit Component is within the Vietnam Bank for Agriculture and Rural Development (VBARD) and the latest within the Vietnam Farmers' Union (VNFU).

The Government Agreement of ASPS was signed in August 2000. The current ASPS Phase (I) will end on 30 June 2007 and will be followed by a 2nd generation ARD - SPS with a strong focus on rural livelihood improvements in five (new) upland provinces. None of the existing ASPS components or provinces, however, will continue in the ARD-SPS though impacts and lessons learned of the existing interventions will be of high value to the central government, existing and new upland provinces and other stakeholders.

The development objective of the Agricultural Sector Programme Support (ASPS) is "Reduction of rural poverty based on sustainable agricultural development" and the immediate objective is defined as "Sustainable growth in productivity and farm household income, from quantitative and qualitative improvements in agricultural production and marketing, with special focus on the poor, the women and the ethnic minorities" - also being the development objective of the ASPS components (including VNFU Component).

Overall coordination of the programme is maintained by a National Management Unit (NMU) based in MARD whereas components are managed by Component Management Units (CMU's).

The VNFU component was prepared under ASPS unallocated funds in 2002-03 and operates under a specific component description "Capacity Building Support to Vietnam Farmers' Union". The component description was co-signed by the RDE in December 2002. A formal appraisal of the component description was not prepared and substituted by a detailed IR, commissioned by the RDE. After a protracted period of preparation the IR was finally conditionally approved by the RDE in June 2004. Actual implementation started after the inception period, during which an Inception Report and a comprehensive baseline study was issued in November 2003. A significant element in the VNFU component is the partnership with LOK, which was formalised during the inception period by signing a partnership agreement.

Component support staff and a national adviser were appointed from July to October 2004.

Implementation responsibility is allocated to the CMU, headed by a National Component Coordinator from VNFU. The CMU-office was initially located at VNFU Headquarter, but subsequently re-located to the VNFU Training Centre, Hanoi.

The two immediate objectives of VNFU Component are:

1. Communication flow and procedures, training methodologies and management capacity at the central level and four target provinces and districts and the twenty target communes of the component will have been improved.
2. Farmers in the four selected provinces will have experienced a new range of services offered by the VNFU e.g. on marketing information, micro credit and agricultural production.

The VNFU component is understood as a capacity building component, operating in six intervention areas or outputs i.e. Communication policy, organizational development training, human resource policy, capacity building at VNFU training school, project management capacity, and establishment of forty farmer groups.

1.2 The Approach and Methodology

The objective of this consultancy is to assess overall achievements of VNFU Component at central level and in the target provinces both in terms of implementation and management.

The study takes place after component activities have been stopped, and has been designed to focus on impact and signs of impact, combined with a strong focus on lessons learned. As such it shall not be seen as a regular evaluation although some of the elements regarding impact will be similar. Most notably the Team shall assess attainment of objectives and outputs by verifying status and progress towards the specified outputs using the formulated indicators – if possible - and actual deliveries regarding these, using CMU reports and other documents in combination with semi-structured interviews. If and when we conclude that indicators have not been met the Team shall strive to identify reasons and obstacles as entry point to summarising lessons learned.

According to the TOR the study and the final report shall include the following salient features:

i. Component formulation and management

- Assess the overall formulation process of the component
- Analyze and evaluate the management mechanism and its consequences
- Assess appropriateness of implementation strategy and approach in the context of a mass organization like the VNFU.
- Assess political and institutional barriers for application of participatory and demand driven approaches to capacity building in the VNFU.

ii. Interventions

- Assess the achievements at objective and output levels with due consideration to cross cutting issues (gender, ethnic minorities, environment, etc.)

- Assess the cost effectiveness including the use of consultants
- Assess component key impacts and lessons learned at VNFU central level, the Provincial Farmer Union of Binh Dinh and Thanh Hoa (and/or Thai Binh and Hau Giang) and the respective target districts and communes in the province.
- Assess the sustainability initiatives and likelihood of longer term institutional commitments (training etc.)
- Assess knowledge and skills improvement and application from training to Farmer Union staff and farmers
- Assess the relevance and quality of training material and handouts
- Assess the key achievements, successes & constraints and lessons learned and provide recommendations to VNFU
- Provide recommendations to provincial and district peoples' committees and DARDs and other stakeholders for involvement of provincial farmer union in future activities including those of the ARD SPS upland provinces.

In summary, the TOR requests the study to focus on impact and lessons learned from VNFU interventions at central level and in the target provinces with emphasis on capacity development and sustainability. Recommendations shall focus on the possibility and modality for involving provincial FUs in future activities including those of the ARD SPS upland provinces.

1.2.1 Methodology

The Consultant shall apply a combination of two methodologies: (a) document review and (b) interviews with key informants around the project (CMU, project beneficiaries, farmer groups etc).

The document review will be based on all relevant project documentation (the Project Document, Inception Report, Annual Work Plans, Annual Reports and relevant thematic reports). The key informants' interviews will be undertaken in a combination of unstructured and semi-structured interviews, using checklists and issue lists.

The study will work participatory with stakeholders at central and provincial level and integrate site visits to Thanh Hoa and Binh Dinh province. During site visits the Consultant's team will consult provincial and district level VNFU units and farmer groups at commune level.

2 Component Formulation and Management

2.1 The Formulation Process

The component was formulated in 2001 by a consultant from the Danish Institute of Agricultural Information and Education (LOK), responding to a request from the VNFU and the ASPS in the year 2000 to facilitate formulation of new component.

The development objective of the component description was to improve VNFU's ability to 'operate as a modern organisation representing the farmers and thereby contributing to the national agricultural and rural development'. Under this objective 5 core outputs were established comprising (i) a communication strategy developed and implemented; (ii) a comprehensive organisational development programme to improve organisational effectiveness; (iii) establishment of 40 farmer groups; (iv) development and implementation of teaching materials and curricula for the Training Centre; and (v) enhanced ability for the VNFU to attract locally and internationally funded projects.

Implementation period was fixed at 30 month from 1st March 2003 and the component would be implemented by LOK in close collaboration with the VNFU and under overall reference to the ASPS National Management Unit.

The Team has not seen any evidence of application of standard Danida procedures for component identification, design, appraisal, approval and implementation. Apparently a standard appraisal has not been undertaken. An appraisal is conducted by outsiders either as a desk appraisal or as a full appraisal, which in relation to the component description was substituted by a comprehensive inception report, which has turned out being prepared by the same team that prepared the original component description. Anecdotal evidence indicates that the component description was conditionally approved by the RDE, setting forth a condition that a comprehensive inception report be prepared and component implementation better integrated with normal ASPS approaches. This was later reflected in changed management structures, outlined in the inception report cf below.

Apparently Danida has not applied its normal professional toolbox to ensure quality.

There are diverging views regarding start date of the component. According to the original component description implementation would start March 2003. An inception period took place from mid 2003 to mid 2004, resulting in a first draft inception report in November 2003 and final draft in June 2004. During the inception period a comprehensive baseline study was carried out and reported in November 2003. The inception report and especially the baseline study formed the basis for more detailed implementation plans, as it provided background and

status information regarding VNFU as an organisation and details about agricultural and organisational issues in the 4 pre-selected pilot provinces. The component description, the inception report and the baseline study were prepared by LOK in close co-operation with VNFU.

The protracted inception period has not added significant value to the component description. With respect to the logframe the inception report added some few indicators and adjusted the ranking of objectives while adding the overall ASPS component objective as development objective also for this component in line with the general ASPS approach. Consequently the development objective has been shifted into intermediate objective which is the only significant change from component description to inception report. In the original component description only a part-time LOK adviser was proposed; substituted in the first draft IR by a full-time Danida Adviser, but this position was deleted in the final inception report and substituted by a National Adviser. A Component Advisory Committee was added to the management structure.

The Partnership Agreement between LOK and the VNFU, which was prepared late during the inception period, is in principle a sound and positive approach, but the Team has received anecdotal evidence that it possibly has not fully met LOK's aspirations as implementation unit for the component.¹

The baseline study has provided comprehensive information regarding the situation in the 4 pilot provinces, but as mentioned by a member of the CMU has never been consulted since submission.

The formulation process has been long and cumbersome and if the idea behind a prolonged inception period was to enhance ownership by the VNFU – understood as integration of component objectives into national targets, full and mutually agreed understanding of implications of the component description and VNFU guarantee that outputs and objectives were attainable and realistic - we sincerely doubt whether this aspiration has been met. The Team finds indications that especially the comprehensive organisational development programme in one of the outputs has been a major stumbling block. The inception report notes that problem recognition has been one of the most difficult issues to tackle since the outset in year 2000 and a serious hindrance to progress and the results of an almost three year long process must be seen against this background.²

This critical assumption was observed as early as the inception period, but did not result in any significant changes. When actual component implementation started mid or late 2004 it was against the backdrop of serious differences in the understanding of the implications of the objective and consequently of a crisis built into the component.

¹ The Team has not been able to interview representatives from LOK during the working period, and consequently can not substantiate this anecdotal evidence.

² Inception Report p. 10

2.2 The Management Mechanism

The management mechanism was modified from the component description, where LOK would assume full responsibility for implementation, to the inception report, which outlines a management structure as follows:

- The ASPS Steering Committee and NMU will oversee implementation and approve technical and financial reports;
- A Component Advisory Committee is the forum for dialogue for the partnership between LOK and VNFU and will offer consultative support and guidance;
- A Component Management Unit, comprising a national component co-ordinator (NCC), a national adviser, a part-time external component adviser (LOK) and a part-time Danida adviser (the ASPS CTA) is supported by local staff (programme officer, secretary cum interpreter, accountant, driver) and responsible for overall implementation;
- A Component Operational Unit, comprising the national component co-ordinator and the national adviser, is responsible for day-to-day management including first level financial control of all transactions;
- Provincial Component Advisory Board and Provincial Component Implementation Units provide guidance on component implementation and execute at local level, respectively.

LOK has been selected as the key facilitating external partner agency, offering technical assistance and has appointed the External Component Adviser.

This management structure has been staffed by part-time resources only, apart from local support staff. The proposed full-time Danida adviser was cancelled and partly substituted by a national adviser. The national adviser position has experienced serious turn-over and since mid 2006 remained unfilled and attempts to ensure appointment have faced obstacles from the NCC. The programme adviser for the ASPS, who in addition to overall programme management serves as adviser to the Credit and PHH-components, has provided part-time inputs. The LOK-appointed external advisers have served on a part-time basis only, offering 10 days on site input quarterly.

As a consequence much responsibility has been placed on the NCC, who also served as Director of VNFU International Cooperation Department. At the same time the management style has been authoritarian and strongly centralised. Delegation has not taken place; participatory approaches in the management team have not been developed; team building has not taken place and the Team finds no evidence of management decentralisation. This leads to under-utilisation of resources and capacities, and for example the interviewed PCMUs have voiced a concern regarding lack of autonomy, lack of information and complained being forced into an inactive role. Attempts to widen the VNFU basis by creating Technical Advisory Groups have failed; two TAG groups were formed, but the Team has observed no real evidence of functionality of this attempt.

There has been higher than usual staff turn-over among the support and local staff in the CMU, which is reinforcing the impression of unsatisfactory component management. Staff

turn-over and part-time staffing in all significant positions is evidently unsatisfactory with respect to a component of this complexity and with huge critical barriers.

2.3 Appropriateness of the Implementation Strategy

The implementation strategy and approach has been based on capacity building and within this offering knowledge and skills enhancement through training, which in principle should enable the VNFU to identify need for change and adapt these changes in the organisation. This was combined with grass root level activities, forming farmer groups, who were subsequently implicitly assumed requesting new services from the VNFU.

It is not likely that this strategy could realise and produce the anticipated changes of the VNFU towards a membership driven organisation. The component has not included relevant strategic approaches encompassing significant organisational changes.

According to internationally best practice organisational change and development is contingent upon the existence of *drivers of change*. They can be external, relative to the organisation, or internal in which case they are in most cases understood as *change agents*. The existence and the identification of external and internal drivers of change is regarded imperative for successful change processes which normally will require a strong stimulus – a driver. The Team has not observed any attempts to identify neither internal nor external drivers of change within VNFU, the Party, the Government, the VNFU members etc.

The implicit assumption that newly formed farmer groups could exert significant influence on the structure of VNFU as a driver of change by requesting new services is either overoptimistic or directly naïve. The farmer groups as organisational structures are in the infancy stage, organising the probably most vulnerable part of the rural population, and could at best in a very long perspective voice demands for a change of their organisation at the lowest organisational levels of the VNFU.

And assuming that a relatively modest ODA component can serve as a driver of change for a mass organisation is also extremely optimistic, although it is noted that the VNFU has signed the component description.

The component has interacted with the VNFU primarily through training and via the NCC as primary entry point. Entry point for fundamental changes as anticipated in the intermediate objective is the Director of International Co-operation, which could be considered too low in the internal leadership hierarchy to foster change and change management. The implication of this and the non-identification of drivers of change is that the component never has the ability to build and develop strategic alliances with change agents to eventually stimulate changes.

2.4 Political and Institutional Barriers

According to the TOR the Team has been requested to assess the political and institutional barriers for the application of participatory and demand-driven approaches in the VNFU.

The Team finds that there are only less significant political and institutional barriers, if there is consensus and mutual understanding of the goals and targets. The experiences from lower levels regarding for example participatory training approaches and participatory approaches to

the formation of farmer groups seem to indicate that barriers of the mentioned type are insignificant.

The Team believes that the reluctance, limited ownership and possibly resistance to ‘problem recognition’ and change at VNFU national level as observed in the different component reports relate primarily to lack of consensus and shared targets regarding the organisational output – and much more to this aspect than to political and institutional barriers. Component design, component management and component implementation has been weak and the Team can not conclude that political and institutional barriers have prevented application of demand-driven approaches.

The Team has observed that the closer the component implementation comes to grass root level and actual livelihood of the farmers, the more positive is the reception of participatory approaches, which could be a lesson learned for future projects.

3 Achievements and Impact

Due to delayed start, slow implementation and premature termination achievements are in general well below the stipulated and expected outcomes as per component documents. Regarding impact, which is the long-term effect of a component, only some few and early signs of impact should be expected.

3.1 Achievements at objective and output levels

The assessment of achievement at objective and output level will take its starting point from the valid logframe for the component. The latest approved logframe was formulated in the IR and is for easy reference inserted in a slightly modified version as Appendix 02. A component Sustainability Plan has been developed after the IR, updating indicators and setting specific annual targets also for the post component period; the Team has, however, used a slightly edited version of the IR logframe as general framework for assessing achievements.

3.1.1 The component logframe

The objective and output part of the logframe is presented overleaf.

Table 3-1: Component logframe – objectives, outputs and indicators

Development objective	<i>Environmentally and economically sustainable growth in agricultural productivity and farm household income from quantitative and qualitative improvements in agricultural production and marketing, with special focus on poor and women farmers and ethnic minorities.</i>	
Intermediate objective	<i>By the end of the component period in 2006 the VNFU will have improved its capacity to operate as a member driven organisation representing the farmers and thereby contributing to the national agricultural and rural development</i>	IO.1 By the end of 2006 at least 16 of component target communes each have one or more special interest group organised and functioning on production issues or marketing.
		IO.2 By the end of 2006 at least 60 % of households in farmer groups organised by the component get the title “outstanding farmer household” in the movement of good production and business of the Farmers’ Union and they are the core families in the building of the new country side
Immediate objective 1	<i>Communication flow and procedures, training methodologies and management capacity of VNFU at central level and the four target provinces and district and 20 target communes of the component will have been improved</i>	1.1 By the end of 2006, at least 66 % of those staff from Farmers’ Union at the central and the provincial level and 75 % of Farmers’ Union staff at target district and commune level trained in management and communication have applied what they learned in Farmers’ Union training activities.
		1.2 70 % of the trained staff develop training material and facilitate training based on participatory and experiential learning methodologies
		1.3 Satisfaction with VNFU management has improved 10% for 75 % of staff at central and provincial level in the four target provinces compared to present level as expressed in baseline study
Output 5.2	A communication policy and strategy for the VNFU developed and adopted by the organisation.	<p>*) Communication policy for VNFU developed with the senior staff at central and provincial level</p> <ul style="list-style-type: none"> • Members’ satisfaction with FU communication improved in target communes • 80 % of heads of farmers groups in target communes has implemented communication policy. • By the end of 2006 a teaching curriculum with 5 sets developed. • At least 360 farmers and heads of farmers participated in communication training and provide communication services every year according to the new policy

Output 5.3a	A comprehensive training programme on organisational development (OD) has been implemented in the VNFU.	<p>*) Yearly strategic organisational development plans are developed</p> <ul style="list-style-type: none"> • 118 leaders and staff at central, provincial and district level trained in OD • Chairpersons of target CFU, FU heads of Hamlets and farmer groups trained in OD. Totally 240 persons. • Staffs knowledge and skills related to OD improved • Curriculum and 10 set of training materials on OD developed • 15 leaders and staff trained in OD abroad
Output 5.3b	A human resource policy for the central and provincial level has been produced and adopted and a framework for at human resource department developed.	<p>*) A HRD-policy for VNFU is developed</p> <ul style="list-style-type: none"> • The HRD-policy is approved by the VNFU-leadership • The HRD-policy is implemented by the target provinces and target districts
Output 5.5	The capacity of VNFU training centre has been strengthen with regards to training methods, curriculum development and training materials	<p>*) A vision and strategy for the VNFU training centre developed</p> <ul style="list-style-type: none"> • The job satisfaction of trainers at the Centre has increased • The trainees express that the outcome of the training courses has improved. There is generally more satisfaction with the functioning of the Centre.
Output 5.6	Through the establishment of a Project Management Unit, co-ordination of VNFU project activities and staff capacity in project formulation and management improved	<p>The VNFU is implementing more projects</p> <ul style="list-style-type: none"> • The strategy is in place and that the Project Management Unit is working effectively • The VNFU-staff trained function as Heads of Projects.
Immediate objective 2	Farmers in four selected provinces will have experienced a new range of services offered by VNFU, e.g. on marketing information, micro credit and agricultural production	2.1 By 2006 the number of farmer household members in farmers' groups in target communes has increased with at least 30%.
		2.2 In the four target districts - by the end of 2006 - 40 new farmer groups are established and benefiting from at least one of the new services
		2.3 Members of farmer groups have access to one or more services on marketing information, micro credit from VBARD and VNFU and ASPS-support on agricultural production
Output 5.4	40 new-type farmers groups (10 in each of the provinces selected) established, informed and trained.	<p>The farmers' groups formulate and request a number of services from their organisation.</p> <ul style="list-style-type: none"> • Principles for new type farmer groups formulated and adopted. • The farmers groups test different organisational types according to their own choice (e.g. credit groups, co-ops). • Curriculum and 3 type training materials on management of groups developed- 40 farmer groups trained in management of groups. • Regional or national internship for 40 farmers • 40 farmers groups are trained in and have access to micro-credit from the VBARD

The logframe for the component has a number of drawbacks, illustrating also the quality of the component description and the inception report. The drawbacks relate the general logframe and to the use of indicators.

Firstly, indicators were originally formulated on the level of activities, which is not applicable in a logframe approach. An activity is something which is carried out – done – during implementation and it either takes place or does not take place. This is monitored not by indicators but by progress reporting. Indicators are reserved for the levels which describe situations, or intended results of a project. For situations or outputs and objectives an indicator serves as the operational definition to monitor whether the situation has materialised. In Table 3-1 above the Team has shifted the formulated indicators to output and objective level indicators rather than indicators for activities without changing the formulation. The Team has not incorporated the changes formulated in the Sustainability Plan, as they came late and have not been reflected by the CMU in for example the Annual Report.

Secondly, the indicators do not reflect impact, but are simple sequential lists of activities carried out under the component as can be seen in the table above. This implies that indicator-based monitoring – or result-based monitoring – is not facilitated by the logframe.

Thirdly, several of the formulated indicators are difficult and cumbersome to validate and validation could not be done in a reasonable value-for-money approach.

Fourthly, several indicators include factors which can not directly be attributed to the component.

The logical relation between objective and outputs is also questionable.

1. Immediate objective 1 relates to communication, training and management capacity formulated as *‘Communication flow and procedures, training methodologies and management capacity of VNFU at central level and the four target provinces and district and 20 target communes of the component will have been improved’*. Under this objective, five outputs are formulated, encompassing (i) communication strategy; (ii) organisational development training; (iii) development of a human resources policy; (iv) enhancing training methods at the VNFU Training School; and (v) strengthening project management capacity, enabling the VNFU to attract more externally funded projects. The outputs are mostly understood also as key intervention areas and structured somewhat like sub-components.

The organisational development (OD) output bears little or no relation to the specific objective. The objective-output relation for the remaining four outputs is more consistent. To the Team the OD output relates more to the intermediate objective, which in a more coherent logframe should have had a specific additional organisational objective enabling the OD output. This is regrettable as the OD output appears to have developed into a major stumbling block during project implementation.

2. Immediate objective 2 states that *‘Farmers in four selected provinces will have experienced a new range of services offered by VNFU, e.g. on marketing information, micro credit and agricultural production’* focusing on better service delivery by the VNFU to the farming households. The output, which should support attainment of this objective, states that *‘40 new-type farmers groups (10 in each of the provinces selected) established, informed and trained’*. Establishment of the 40 farmer groups is probably the most successful part of the component with the most promising perspectives

relative to the overall development objective, but bears no relation to the specific immediate objective.

3.1.2 Actual achievements

Even with a less satisfactory logframe the component has actually achieved some results during the shortened implementation period. In the following the Team presents our observations and findings regarding output achievement and at the end of this section also objective achievement.

Output 5.2 A communication policy and strategy for the VNFU developed and adopted by the organisation.

Under this output the component has supported establishment of a Technical Advisory Group (TAG) on communication (in January 2005). The TAG has assisted the drafting process for the communication strategy paper, which was delivered to the VNFU in March 2005. The note has been disseminated as an unofficial draft, which has never been approved or adopted by the VNFU. According to information from the VNFU the strategy is understood as a pilot only, forming the backdrop for the core activity under the output: development and implementation of a training package on communication skills. The training package has been developed by national consultants and tested before being implemented as a cascaded approach, where the component has supported development of training materials and trained a number of master trainers, who subsequently have trained VNFU staff at local levels. Local level VNFU staff has further trained heads of farmer groups. Testing training materials and applying a cascaded approach appears fairly successful and the Team has received positive comments relating to this training package.

The training package has formed the basis for improved internal and external communication, and has as such been practical and offered relevant skills enhancement. Relating to the original problem analysis, which mentioned communication and information as core issues, the communication training package has probably been too narrow. Flow of and access to information – vertically and horizontally – within VNFU was listed as a core problem in the problem analysis, and this part has not been included in the communication training package. The Team has not been able to trace any changes in the information system, and consequently the impact under this output is most likely minimal – although participants in the communication training mentioned that they are more confident in carrying out their functions internally as well as externally.

The progress report mentions component support to WTO awareness workshop for staff from 64 provinces and the central VNFU in July 2006 as the one and only information type activities. It is regrettable that this type of initiatives has not been further developed, given the crucial importance of the WTO accession from 11th January 2007 for the farmers and the farmer groups.

Output 5.3a A comprehensive training programme on organisational development (OD) has been implemented in the VNFU.

Performance under this output is far below stipulated and the OD-related interventions appear to have become a major stumbling block for successful and timely implementation.

Consensus regarding orientation and content of the OD sub-component has not been realised.

The OD interventions were formulated without specific anticipated results and thus the target and orientation has been difficult to establish. The international consultant from LOK has taken a point of departure in the intermediate objective, focusing hard on the transformation of the VNFU into a member-driven organisation, representing members' interest in a collective bargaining form towards political and economic players in the sector. The LOK-consultant consequently can conclude in the Organisational Analysis Report from December 2005 that "one of VNFU's major organisational problems seems to be problem identification and recognition"³.

In a Vietnamese context the VNFU is defined as a socio-political mass organisation, linking the Communist Party and the Government of Vietnam to farmers as the most important class in the rural Vietnamese society. The VNFU has already celebrated 75 years of existence as a socio-political organisation, forming part of the Vietnamese constitution under the Fatherland Front. And as such its main target and mandate is to ensure the link between party, government and the farmers as a class, which is implemented by promoting ideology and policies from the central and party level down to the grass root level. Farmers can voluntarily enrol as members of the VNFU, and today the VNFU has close to 9 million members. Applying the principles of democratic centralism the voice of the farmers are brought to the attention of the Party and the Government through the VNFU, which over time has held one or more seats also in the Central Committee.

The Team's observations indicate that the international LOK-consultant has not fully realised the consequences of this structure, and by adapting and promoting a different understanding of the concept of a member-driven organisation has been one of the causes for differences in the understanding and orientation regarding OD. On the Vietnamese side the Team find indications that the VNFU has not realised and fully understood the consequences relative to the intermediate objective. Given the purpose of the VNFU as a socio-political mass organisation the Team assumes that the VNFU does not recognise any need for changes as long as there is no rift or conflict between the Party and the farmers. This perception is apparently more prominent on the central level of VNFU, whereas provincial and lower levels FU, who are closer to issues of importance for farmers' livelihood, appear more prone to change.

The Team finds that the differences in understanding the implications of the OD interventions have been crucial factors regarding the slow progress in the component, especially during the first period.

Given the delays and limited progress it could be argued that the component has been implemented in 'crisis-mode' without any specific mid-term technical reviews, which could have reorganised the component. The RDE has conducted two Annual Sector Reviews during component implementation; analysis and recommendations regarding the component in the review reports are short and general.⁴ The latest sector review does, however, recommend the component to focus activities more to the provincial level, recognising that the component

³ Organisational Analysis Report, 2005, p. 35

⁴ Cf Review Aide Memoire 2005 and 2006

could offer more benefits to partners and beneficiaries here. The Team's observations confirm this assumption. With focus shifted to the lower levels, which are more prone to change, the development objectives and immediate objectives of the component would be more favourably attained.

Progress under the output was enabled when the OD interventions were narrowed down to practical tool-box training approaches, leaving the wider organisational change perspectives outside the scope.

Specific achievements under the output comprise:

- Establishment of a Technical Advisory Group for OD (ODTAG), which was formed to provide inputs and facilitation. It has, however, not been instrumental and unable to ensure progress.
- Preparation of a participatory organisational analysis with final report submitted in December 2005. The analysis has been carried without applying common state-of-the-art OD tools and approaches. The report offers recommendations regarding the content of training for capacity building within OD. As part of this analysis a number of workshops were implemented to consolidate results and recommendations, which proved difficult.
- In October 2006 OD strategies in the form of TOR for OD at central and at provincial levels were prepared. And in November a revised Road Map was presented to and accepted by 2nd Chair Person of VNFU.
- In December 2006 national consultants conducted an OD training course of 10 days duration for 24 provincial participants.

Under this output impact would relate to application of the newly acquired skills and knowledge – that is practical organisational change and performance enhancement. It is, however, evidently premature to anticipate impact of this type as training was delivered 3 months ago only. Intangible signs of impact could relate to enhanced knowledge and awareness of organisational processes, and the Team has noticed that some VNFU staff recognises that the VNFU has learned a lot about the organisation.

The Team has noted one significant early sign of impact in Thanh Hoa province:

Case Story:

The Thanh Hoa Farmers' Union had 6 key staff participate in the OD training course. The training course was extremely well received and subsequently the Thanh Hoa FU has allocated 159 MVND of own funds until June 2007 to implement the first steps of an organisational development programme to enhance efficiency and performance.

The OD programme comprises:

- Development of Management information System (MIS) for the FU;
- Development and application of structured work plans;
- Development and application of job descriptions;
- Human Resources Development systems;
- Organisational analysis and reengineering;
- Development of incentive systems;
- Development of a vision and strategy until 2010.

The first three elements will be realised by June 2007.

The FU has established contact to the national consultant, undertaking the initial training and exchange ideas with a training school in Hoa Binh

Output 5.3b *A human resource policy for the central and provincial level has been produced and adopted and a framework for a human resources department developed.*

No activities have been implemented under this output, which has not been attained.

Output 5.5 *The capacity of the VNFU training centre has been strengthened with regard to training methods, curriculum development and training materials.*

No activities have been implemented under this output except for initial meetings between the CMU and the Director of the Centre. It is further noticed that the planned output can not be realised as the status of the facilities is as a Training Centre, not a Training School, implying that there is no staff, no curriculum and consequently nothing to strengthen. The Centre has applied to be upgraded to a Training School.

Output 5.6 *Through the establishment of a Project Management Unit co-ordination of VNFU project activities and staff capacity in project formulation and management improved.*

Under this output the component has contracted a national consultant to develop and implement a need-based training course on project cycle management. Activities did not start until April 2006, when a survey and training needs assessment was conducted. This was followed by a planning workshop and in September 2006 the first training course "Introduction to project cycle management" for 23 VNFU leaders was conducted.

During October 2006 two additional customized courses were conducted, one for 29 central and provincial officials and another for 20 commune staff on project formulation and project management tools respectively.

In total, 72 persons have been trained in project management and implementation.

The output formulation regarding ‘through establishment of a Project Management Unit’ is unclear and the Team can not assess attainment of this aspect.

Impact would encompass application of the newly acquired skills and knowledge and facilitation of the overall perspective, which is enabling the VNFU to attract more externally funded projects from national and international sources. Given the short time span impact can not be observed. Findings from site visits diverge. In Thanh Hoa the Team has observed some early signs of impact as the Thanh Hoa FU are applying the skills to prepare project proposals, mainly to national sources (the PPC of Thanh Hoa) and oriented towards diversifying Thanh Hoa FU activities. From Binh Dinh FU 6 staff participated in the project management training, and possibly could serve as local trainers to pass on the knowledge, but so far no follow-up activities have been considered.

Output 5.4 40 new type farmers groups established, informed and trained.

During second half of 2006 10 FGs have been established in each of the 4 selected provinces informed and received basic training in group management and as such this output has been reasonably successfully realised. Technical training has, however, not been realised due to premature project termination, which will jeopardise sustainability of the FGs.

The FGs have been established in accordance with the guidelines, formulated by the component, ensuring that FGs are voluntary organisations, driven and managed by the participants and organised around common interests and geographical proximity.⁵ This is main content of the ‘new’ type, which is in contrast to the traditional type of FGs having been promoted by the Farmers’ Union for several years. Traditional FGs can be seen mostly as an organisational annex to the FU, having the purpose to mobilise the farmers and the members of the FU to solidarity and cooperation; develop a new cultural lifestyle to maintain social order and security and finally to increase the number of members of FU.⁶

The new type FGs represents a major break-through as livelihood-oriented organisations. The farming sector in Vietnam has since independence been organised in co-operatives, responsible for all inputs, production and outputs of farming activities. All farmers (98% of farming households) were in principle members of the cooperatives, although the cooperative model was somewhat less prevalent in the Mekong Delta. This old type cooperative model became obsolete and non-responsive to the demand for socio-economic development and was abandoned in the beginning of the 1990’ies and reorganised in a new type of co-operatives in line with changes in the legal regulation. The new type of co-operatives organises the input-side of the farming sector only, supplying all inputs through service delivery cooperatives. For example in Binh Dinh province the agricultural production co-operatives were reorganised in 1996 into 228 agricultural service delivery cooperatives, delivering services

⁵ Memorandum of Understanding. Framework for Farmer Groups’ Formation and Support, 2006

⁶ Baseline Study (Draft), November 2003 p 28

regarding electricity, irrigation, land preparation, fertilisers and pesticides, seeds and seedlings etc and also offering off-farm jobs in some cases.

After this reorganisation agricultural production became fully household-based, driven by individual farming households, of which a huge proportion are still under the poverty line, low education level, limited or no access to capital etc and without any significant organisational structures to protect against for example the market influence stemming from ASEAN and now WTO membership. The small-scale household-based agricultural production is under increasingly severe pressure by the effects of globalisation.

In this context the new type FGs represent a small and still insufficient step to protect farmers' interests and enabling them to develop and prosper under new WTO-influenced market conditions. However, it is only the very first step to organise small-scale farming household around shared and common interests.

The formation process was carried out stepwise and included the following steps:

- In November 2005 the concept for the new type FGs, based on common and shared interests, was introduced together with a road map approved by VNFU.
- During February and March 2006 the FU with assistance from national consultants prepared a FG survey and a training need assessment in four provinces.
- In June 2006 the component supported an action planning workshop, based on a presentation of the survey findings and the TNA.
- In July 2006 the first training course for FG facilitators was conducted, covering group establishment and management skills. 26 VNFU staff participated.
- From 20 July to 02 August FGs were established in Binh Dinh and Hau Giang, supported by facilitators and national consultants.
- In August and September 2006 the second batch of facilitators from Thai Binh and Thanh Hoa were trained and FGs established.
- During 20-21 September 2006 a training course on group management for group management boards in Thai Binh and Thanh Hoa was conducted by facilitators with supported by consultants.

Status by October 2006 is that 52 facilitators from all 4 provinces have been trained; 40 farmer groups established based on the model; and 120 group management board members from the FGs have been trained on FG management.

Each FG, which holds a voluntary membership of some 14 to 22 households, has in accordance with the guidelines prepared and approved their individual regulations, appointed a management board, consisting of three persons (Head, Deputy Head and Secretary) and established a revolving group fund, based on fixed and mutually agreed members' contributions. The group fund is used for mutual help purposes, decided by the FG members and normally as small loans with low interest. Each FG has also prepared and submitted activity plans to the component, requesting assistance, which has not been supported as all component activities have been terminated.

The model regarding the FGs is praised as extremely valuable and relevant. Key provincial informants mentioned that the guidelines from the project are extremely good and valuable as they stimulate farmers' own interest and own organisation, which is considered the way ahead

and which has not been applied before. The bottom-up approach ensures real collaboration among the farmers and the local FUs want to be a natural partner to this.

Facilitation has been very easy. There has been huge interest from the farmers to join the FGs. In one village more than 50% of the households wanted to join and the FU decided to randomly select the maximum allowed members – 20 according to the guideline – and invite these to join the FG.

Case Study of FGs in Binh Dinh Province

The FU has supported development of 10 FG in 5 communes with 2 FG in each pilot commune. Each group is organized around one of the following interests: irrigated rice, sugar cane, cattle raising, cashew production, rice cakes, and VAC (combined gardening, fish pond and animal raising). A FG comprises from 14 to a maximum of 22 households.

In Vinh Quang Commune, Vinh Thanh district the Vice Chairman was informed about the urge to form FG in July 2006 by the CMU. 1 person from district level and 4 persons from communes participated in a training course on the FG formation process. Subsequently they conducted information meetings in 5 villages. 4-5 information and discussion meetings were conducted to decide on the formation of a hybrid cattle raising FG and a sugarcane FG, although none of the two are extremely specialised. They both have a variety of outputs, but cattle and sugarcane respectively are predominant in the FGs. The decision to form the FG was made by the farmers; the CFU and DFU acted as facilitators only.

Cattle raising FG in Dinh Truong village

Regarding the cattle FG the interest among the households was very huge. Of a village comprising 74 households some 30-40 were interested during the information meetings and finally a random selection of 20 households was made. They constituted the Cattle Raising FG and after registration started meeting and other group activities. Of the village 48 of 74 households are classified poor, resulting in a poverty rate at 65%. In the FG the poverty rate is 50%.

The FG was formed on 31 July 2006 and organises 27% of the farming households in the village. The households produce cattle, which today constitutes approximately 20% of the household income. In addition they produce sugar cane, chicken, pigs and some crops. The natural conditions allows the FG to dispose over relatively large natural grazing areas, but the economy only enables a household to raise some 2 to 4 heads. Two households in the village have 14 cattle each. The cattle is a cross-breed cow for meat production, which is considered superior and it accounts for some 65% of all cows in the village.

The FG aims to increase the number of cattle from 2-4 in a household to 5-6. This increase would increase the household income, but is constrained by limited access to capital. An increase from 2 to 4 cows would necessitate a loan at some 15-20 MVND, which is difficult to obtain as e.g. the Bank for Social Policy has a credit limit for a household at the level of 10 MVND.

The FG members are selling though a middleman – a cattle trader – who is responsible for transport and comes to the village on request. They can due to the small volumes not deliver directly to a slaughterhouse.

Additionally the FG aims to enhance product diversification and if possible sell as a group rather than sell individually. If the sell their cattle as a group in somewhat bigger volume, transportation costs from the village are assumed to be lower and consequently they imagine that selling prices could increase.

The FG has established the revolving group fund toward which each member contributes 10,000 VND per month. Today some 1,260,000 VND has accrued to the fund. The FG has granted loans at the level of 480,000 VND to 2 members, covering social issues (school fee for example) and has determined an interest rate at 0.5% per month.

Sugar Cane FG in Dinh Thai village

The sugar cane FG was formed on 2 August 2006 in accordance with the guidelines. The village comprises 160 households of which 55 are classified poor, resulting in a poverty ratio at 34% - above the national average. The FG organises 17 households or 10% of the village. One member of the FG is classified poor.

Each household in the FG has land access from 0.2 to 1 ha of which approximately 50% is used for sugar cane production. They use a sugar cane variety with some 10-11% sugar content, which is the normal in Vietnam and generally seen not very high compared to the high yielding varieties used for example in Thailand. The FG members sell on contract to Binh Dinh provincial sugar mill, situated some 15 km from the village. The mill organises transport from a transit area, located 2 km from the village. Although the mill is situated quite near the village the transportation system could indicate a possible loss in sugar content and consequently also in lower prices for the FG members, as price is determined by volume of cane and actual sugar content measured at the sugar mill. The cane is sold on the root and this year the price is 350,000 VND/ton cane.

During year 2005 and 2006 the provincial sugar mill in the neighbouring province offered considerably higher prices – almost double – but the FG members decided to remain with the Binh Dinh mill, which has offered other benefits like cash advance payment before harvest and supply of fertiliser on credit, which is compensated when cane is harvested and delivered. The Binh Dinh sugar mill also offers some level of technical support through its extension service.

The FG is understood by the members primarily as a community-based social and mutual help organisation. It is not regarded as an economic organisation, although the FG expresses a hope that by forming the group they can improve their bargaining position vis-à-vis the mill in future contracts.

As a community-based social organisation the FG enhances sharing of experiences and community spirit. They hope that the FG will have priority access to training under the extension services or from the FU and that the existence can facilitate credits to the members. The sugar cane FG has set up all anticipated regulations, a management board, consisting of three members and a revolving group fund. Members have contributed an initial amount of 50,000 VND and pay 5,000 VND per month to the fund. At present 1,400,000 VND has accrued to the group fund, which has offered loans to 2 members, each of 700,000 VND at 0.2% monthly interest. The FG functions as a truly community-based mutual help organisation. Members have for example joined forces and pooled 96 work days to be shared during harvest and planting. Additionally more well off members provide loans without interest to needy members and it was told that one member had borrowed 3 MVND privately from one member and 2/10 tael gold from another.

In addition to allocations from the group fund the district FU has from its revolving fund provided a loan at the level of 1 MVND at 0.5% interest per month.

The picture in Thanh Hoa is somewhat different. The formation process has followed the same steps and also here poverty is significant in the pilot district having a poverty rate at 31% - above the national average.

The Team has visited two pig raising FG in Trieu Son district, Dong Thang commune from villiage no 6 and no. 9 respectively. The households raise from 1 to 5 pigs in a production cycle of some 3 month, resulting in a total production output from 4 to 20 pigs per year in continuous production. Volume is very low.

In this small scale production even the most hardworking farmer can never escape poverty. They urgently need access to credit and loans to increase the production and improve their livelihood. The loans they can get from the VBARD are modest (only 5-10 MVND with rate of 1.25%/month) not enough for extending pig raising. The FG plans to approach the Bank for Social Policy (rate 0.5%/month) assisted by the FU to apply for loans.

Reasons for joining the FG

The pig raising FG no. 9 was formed with two purposes:

(i) Hoping to learn better production methods to increase output and productivity; and (ii) to be able to obtain loans to increase output as raising 1-2 pigs can never bring them out of poverty.

They realize that only a big herd of pigs could improve their livelihood. This should not be carried out by drastically increasing the number of pigs in each individual household, but rather use the FG where individual families can join forces and as a group cover the whole chain of pig production (from construction of standard stands, timely vaccination, disease control to whole sale, price negotiation, etc.). Regrouping will offer them advantages in project approval, land acquisition, loan assessment, contracting for feed, assessing to technology transfer, and so on.

Realising this vision is contingent upon access to credit and loans.

All key informants in the FG and in the FU have stressed the same constraints and weaknesses regarding the FG:

- The FG as a voluntary organisation has no legal status in the prevailing Vietnamese system. The legal system covers cooperatives and enterprises, but the FG is neither. A Law on Organisations is under preparation, but the draft was withdrawn in autumn 2006 by the Prime Minister and the content and timeline for a revised draft is presently unknown. It is also unknown whether the upcoming Law on Organisations would facilitate access to credit and loans for the FGs.
- The FGs are at present voluntary organisations. In a medium-term perspective it is hoped that the more successful FG could develop into economic organisations for example organised under the Law on Co-operatives, but this would be decided fully and completely by the FGs themselves.

- Access to credits, loans and technical skills and knowledge are the main constraints for developing the FGs and to escape poverty. Having no legal status implies that loans under the existing regulations are offered by VBARD and the Bank for Social Policy, but to households only. And here the limit is 10 MVND as they normally have no collateral to offer. Interest is normally around 1.25% per month, which is reduced for ethnic minorities, who have preferential status as being extremely poor and vulnerable.
- Knowledge and skills regarding farming is in high demand. The FGs are already utilising the services from the agricultural extension system, which however is not sufficient. Learning by sharing experiences within and between the FGs is seen as a valuable support in combination with specific technical support relative to the production basis.

3.1.3 Objective attainment

It is evident from the summary of output realisation that the two objectives have not been attained. There are several reasons for this:

- As mentioned in section 3.1.1 the logical relations between objectives and outputs are weak, implying that even good output realisation could not support attainment of objectives;
- Significant resources have been allocated towards an output, which does not support attainment of an objective (OD under objective 1);
- A number of outputs have been partly or completely inactive;
- Insufficient progress and limited management capacity.

Premature project termination has no influence on the missing objective attainment.

3.1.4 Cross-cutting issues

As a grass root level organisational form, the FGs appear relevant also in relation to the cross-cutting issues. They are covering also the groups considered most vulnerable and include households, headed by a female member, and have female representation in the FG management boards. FGs have been organised also in the most poverty-stricken minority areas.

Consequently the Team finds that Danida's cross-cutting concerns are duly reflected in the FG model.

3.2 Cost effectiveness including the use of consultants

A full assessment of cost effectiveness normally is based on comparison between alternative approaches, which can not be applied for this component as alternatives have never been considered.

A brief overview of financial management routines and expenditures to date is presented below.

Financial management has adhered to RDE guidelines for local costs and the component has been audited by external auditor without significant remarks.

There is a significant unbalance between progress in component implementation period including prolongation and financial progress. By the end of January 2007, where around 90% of implementation time has passed, total expenditures amount to as little as 44% of grant total. Main reason is slow and limited technical progress, which is not significantly influenced by the decision by the RDE to terminate activities. Even if the component would continue until programme end date (30 June 2007) available budget could not be utilised. The table below gives an overview of expenditures and grant for the different main budget lines.

Table 3-2: Disbursement since component start

The figures could indicate that budget allocation has from the very beginning been overly optimistic seen in relation to the absorption capacity of VNFU. The figures do, however, also indicate that the CMU has not been able to ensure technical progress. Underperformance by the component management unit is illustrated in:

- The budget line for local staff, where the position as long-term national adviser has been vacant for a considerable time;
- The budget line for project activities; in 2004 the budget was not utilised and during 2005

Budget line no	Budget line Activity	Grant revision June.06 DKK	Used end 2004	Used end 2005	Used end 2006	Used end Jan.07	Grant balance (8)=(3)-(4)-(5)-(6)-(7)	Disbursed in pct of grant
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
01	Local staff	786,045	32,992	240,165	240,237	13,648	259,003	67
02	Management & Travel	210,979	17,312	14,928	47,927	0	130,812	38
03	Administration	492,000	56,082	110,523	78,828	3,750	242,817	51
04	Information & Publication	237,500	0	15,169	0	0	222,331	6
05	Equipment	339,000	299,172	12,307	0	0	27,521	92
08	Advisory Committee	33,523	0	5,838	24,312	0	3,373	90
09	Project Activities	5,417,644	0	445,615	1,328,448	34,675	3,608,906	33
10	International consultants	2,455,000	1,050,308	229,993	56,887	0	1,117,812	54
80.97	Exchange rate diff.	0	0	2,373	0	0	-2,373	
Total		9,971,691	1,455,866	1,076,911	1,776,639	52,073	5,610,202	44

less than 10% of the allocation was utilised. In 2006 (35% of the implementation period) where project performance has improved only 25% of the grant allocation was utilised.

- International consultants have not been fully used. The consultants from LOK have been used, but the available funds for additional short-term international consultants have not been exploited.

The Team has not investigated the reasons in any detail, but we consider this underperformance a management failure, which could to a large extent be explained by VNFU's missing or limited experience in ODA project management and implementation.

3.3 Key Impact

Impact relates according to the TOR to impact regarding capacity development. Given the delays in component implementation, which has resulted in comprehensive overloading of training activities in 2006, it is premature to fully and properly assess impact. The Team does, however, believe the following observations to be valid:

- There is by now better and improved understanding in the VNFU regarding strengths and weaknesses of the VNFU as an organisation, and of the importance of and use of communication horizontally and vertically;
- There has been impact of the communication training package and here most significantly at provincial level, where FU staff express increased confidence and enhanced job performance, most notably in their work with communities and members;
- There is an increased awareness in the FU at different levels regarding strengths and weaknesses in responding to members demands regarding livelihood improvement in a changing environment;
- It is too early to expect significant impact relative to the newly acquired skills with respect to practical enhancement of organisational performance. The Team has however observed early signs of impact in the FUs in Thanh Hoa and Binh Dinh.

The observations regarding key impact are early signs of impact only. Sustainability and more consequent long-term impact would depend to a large degree on leaders' attitudes towards organisational performance enhancement and expanding FU services towards livelihood issues.

3.4 Sustainability Initiatives and Institutional Commitments

Similar to the other component under the ASPs, the VNFU component has produced a sustainability plan for the period 2006 – 2007. In general only a limited number of targets and benchmarks have been realised and all benchmarks for 2007 suffer from the termination of component activities.

Given the activity overload during 2006 and the component termination it is unlikely that the CMU has been able to pay full attention to sustainability.

Within the key intervention areas (communication, organisation, and project management) the component has trained a number of facilitators and master trainers. Skills enhancement has taken place and trained resource persons are available in the four pilot provinces.

Sustainability would be contingent upon regular use and application of the newly acquired skills, and this again will after component end date rely on internal FU budget availability. Internal FU budgets are limited and only access to project funds (nationally or internationally funded) can support sustainability.

Regarding the FGs the bottom-up approach has proven valuable and is positively appreciated. It is consequently believed that the bottom-up approach will be applied as supplement to the traditional approach regarding formation of FGs, and assuming that the bottom-up approach can fulfil farmers' aspiration at the same time as FU's aspirations it could be sustainable.

As a community-based organisational unit the FGs are extremely vulnerable and can only be sustainable if the FG can demonstrate benefits relative to burning issues for farmers' livelihood. If constraints and barriers regarding access to credit and loans cannot be overcome via the FG as organisational structure, the FGs will most likely perish and dissolve over time. If barriers are overcome, production increased and livelihood improved – even marginally – the FGs would be sustainable and possibly over time develop into new structural forms like co-operatives and maybe also as small rural enterprises.

Some of the local FUs have shown strong commitment towards this development and all in all sustainability is possible if proper support is available – but risks are also there, stemming from market influences, missing legal recognition, low output as mentioned elsewhere.

3.5 Knowledge and Skills Improvement – Impact of training

Direct and precise estimation of the extent to which the different training programmes have improved knowledge and skills is not possible. The baseline study is not specific regarding staff qualifications, and consequently there is no starting point for an estimation of improvements.

Similarly, the training courses have apart from the project management course not included any systematic feedback from trainees and the component has not conducted a systematic impact assessment which could have taken place some 3-4 months after a training session.

With these limitations the Team can point to some aspects which would indicate likely knowledge and skills improvement. The training courses have applied participatory and learner-oriented teaching methods, which are recognised as giving best results for adult trainees. And it is likely that especially the facilitators or so-called master trainers, who have been most exposed to training over several days have improved knowledge and skills to a level, where they have also been able to conduct training and instruction in the cascading model.

Systematic tool-oriented training in communication has been offered for the first time to FU staff at different levels and has most likely resulted in skills enhancement. The Team has received anecdotal evidence during interviews stating that tools are applied and that FU staff carry out their work with greater confidence.

The training regarding organisational development has introduced practical approaches towards performance enhancement of organisations, introducing a range of tools like job descriptions, work plans, management information systems etc. The training was implemented

late but the Team has noticed signs of impact (cf Thanh Hoa) which demonstrates skills and knowledge enhancement.

The training in project design and project management is the only course for which immediate trainee feed-back has been compiled. In general participants express high level of satisfaction. Impact and skills enhancement is demonstrated in the fact that approaches are being applied for the preparation of small locally funded projects.

The immediate effects of the training packages appear satisfactory, and the Team can not say anything definitive regarding long-term impact.

3.6 Relevance and Quality of Training Material and Handouts

Only the training course in project design and management, which was implemented by AITCV, has been assessed by participant. The evaluation report notes that participants' satisfaction has been high and the quality of training materials high.

The Team has done a cursory assessment of some of the training materials and in general finds the materials relevant and of fully acceptable professional quality. There could be some concerns regarding balance between theory and practice, where especially the project design and management course could benefit from an adjustment towards a higher proportion cases and practical approaches, especially if this training should be extended towards grass roots level.

4 Lessons Learned

The previous sections of the report have recorded and presented lessons learned and this chapter gives a systematic overview of lessons learned. The borderline between a 'lesson learned' and a 'recommendation' could be that lessons learned are backward looking, compiling experiences gained, whereas recommendations are forward pointers. Given that fact that component has terminated, there are very few specific forward pointers for this component.

4.1 Component preparation

- 1 Over-ambitious objectives are obstacles for component success. As long-term development objectives in the programmatic approach are defined at programme level, objectives at component level shall be attainable, clear, measurable and well understood and anchored in the beneficiary's organisation;
- 2 Willingness and ability to change can be more directly assessed during component design and should be combined with very clearly stated commitments from top level leadership;
- 3 High quality logframes facilitate consensus building and successful implementation. International best practice as for example expressed in Danida's different guidelines shall be consequently applied, ensuring that outputs relate logically to objectives as stepping-stones to attain a target; indicators shall serve as basis for result-based monitoring and evaluation and must be developed accordingly;
- 4 Ensure application of state-of-the-art methodologies:
 - 4.1 Regarding organisational development ensure that drivers of change are analysed, understood and used as basis for the approach;
 - 4.2 Without clear stepwise results regarding organisational change, implementation will be hampered and result-based monitoring impossible;
 - 4.3 As capacity building training activities shall be consequently and properly linked as a tool to obtain results, which relate to enhanced performance within a specific area;
- 5 Long and protracted participatory preparation periods are not necessarily a facilitating factor for successful components, if the participatory preparation – maybe due to weak logframes – is not able to establish full consensus, commitment and ownership;

- 6 Danida's guidelines cover all steps from project identification over design, appraisal, short-listing, tendering, implementation, review and evaluation. Better adherence and use of this tool-box could have facilitated component design and component success considerably:
 - 6.1 Limited value is added when the same unit/consultant prepares component description and inception report without proper appraisal.
 - 6.2 The use of Technical Component Review conducted before the Annual Sector Review should be considered for critical components, where performance might be constrained.

4.2 Component implementation

- 1 As responsibilities are gradually shifting more to national implementation, national management capacity is crucial. Here the component offers a number of pointers also to the ARD SPS phase:
 - 1.1 Well designed management structures can fail when understaffed. High rate of staff turn over is a clear sign of weaknesses in the management capacity and should be seen as a warning signal, which should be reacted to as a minimum by an employment termination interview;
 - 1.2 Technical implementation capacity – use of available budgets, preparation and dissemination of work plans, full use of available competencies, and delivery on time, schedule and budget – is crucial for successful implementation. VNFU has not regularly been implementing donor-funded projects, and consequently has not been fully exposed to the demand for high technical management capacity;
 - 1.3 The leadership style is significant for management capacity. Authoritarian, centralised, non-delegative leadership styles are well known to reduce management capacity;
- 2 The quality of consultants is imperative for successful implementation. Consultants shall not only be subject-matter experts with state-of-the-art knowledge, but also for the international consultants have a fair level of knowledge regarding national systems and conditions;
- 3 Given the early warning signals, coming as early as inception period – even before component implementation has actually started – better use should be made of Danida's review mechanism: either stronger focus on 'crisis' components during annual sector reviews or calling for an early mid-term review;
- 4 The shift from underutilisation during 2004 to overloading in 2006 is not conducive for successful implementation. It will direct focus from results (outputs and impact) to activities, which may jeopardise quality;
- 5 Stronger and more consequent focus on practical livelihood issues in rural areas by the FU as a socio-political organisation seem to be very well received by the farmers; stronger

focus on livelihood issues appears also as a factor enhancing the willingness to develop local FU units;

- 6 The closer component implementation comes to grass root level and actual livelihood of the farmers, the more positive is the reception of participatory approaches;
- 7 The participatory bottom-up approach applied for the FGs appears suitable at least in the initial stage, which has been realised during this component. Being organised voluntarily around common production interest offers a very first but vulnerable step towards enhancing the farmers' possibilities of developing concerted and collective actions to improve their livelihood;
- 8 Linkage and synergy between different components under the same programmatic umbrella enhances implementation and impact. Linkages between this and other ASPs component appear weak.

5 Recommendations

The Team offers the following limited number of recommendations, primarily regarding the role of FU in the ARD - SPS:

- 1 The FGs are vulnerable as structures without a legal regulatory framework. They can not all develop into co-operatives neither in the shorter nor the medium term and efforts should be devoted to develop a regulatory framework to overcome some of the observed constraints, mainly limited access to credit and loans. The VNFU could be instrumental in this, given its close working relation with the political strata in Vietnam. The ASPS has in the present phase promoted FGs in different components; the new sector programme is promoting grass root level organisations as well and consequently an appropriate legal regulatory framework could also be a necessity during the next ARD SPS phase.
- 2 Project and component implementation can be based on more active and direct involvement of sub-national levels – provincial and district organisations – which is believed more efficient towards the overall target of poverty reduction.
 - 2.1 This recommendation could encompass not only the local level FU, but possibly also some of the other mass organisations like Vietnam Women’s Union, the Veterans’ Organisation etc.
 - 2.2 Incorporation of local level mass organisation should start early in component implementation and should relate only to livelihood aspects, not the organisational aspects of the units.
 - 2.3 Local level mass organisations could serve as principal implementers of component activities. Provincial and higher levels may serve as focal points rather than project owners.
- 3 The FGs are at present weak and vulnerable and one possibly killing constraint regarding sustainability is the access to loans. The Team is recommending allocating unspent funds under this component to a revolving fund, being utilised directly for poverty reduction as seed money to improve and increase agricultural outputs from the FGs. From the perspective of the RDE the allocation would be a one-off grant contribution to a revolving fund under fully national ownership and management.
 - 3.1 The FGs have established revolving group funds for mutual help purposes and unspent component funds could be allocated directly to these and be conditionally managed by the FGs themselves. Conditionality should state that Danida’s

contribution is solely for production enhancement – loans to buy pigs, cattle, land for sugar cane etc.

- 3.2 The Team is strongly in favour of option 3.1 where ownership and commitment would be high. Administrative and reporting procedures could be developed by the RDE, but the allocation should be considered seed money under autonomous management directly by the FG.
- 4 Vietnam's recent entry into the WTO offers a range of new opportunities and threats for the agricultural sector and rural economy. It is strongly recommended that stakeholders – and here especially VNFU at all levels – mobilise resources to assess, inform and guide members and non-members regarding consequences. This could possibly enable the farmers to benefit from WTO accession and prevent the inherent threats to rural livelihood.

Appendix 01: TOR

Terms of Reference

Study on overall impacts and lessons learned

Capacity building support to the VNFU

1. Background

The Danida-funded (DKK 450 million) Agricultural Sector Programme Support (ASPS) in Vietnam comprises six main components: Seed, Integrated Pest Management (IPM), Post Harvest Handling (PHH), Small Livestock, Credit, and Vietnam Farmers Union (VNFU). The first four mentioned components are within the mandate of the Ministry of Agriculture and Rural Development (MARD); the Credit Component is within the Vietnam Bank for Agriculture and Rural Development (VBARD) and the latest within the Vietnam Farmers' Union (VNFU).

The Government Agreement of ASPS was signed in August 2000. The current ASPS Phase (I) will end on 30 June 2007 and will be followed by a 2nd Generation ARD - SPS with a strong focus on rural livelihood improvements in five (new) upland provinces. None of the existing ASPS components or provinces, however, will continue in the ARD-SPS though impacts and lessons learned of the existing interventions will be of high value to the central government, existing and new upland provinces and other stakeholders.

The development objective of the Agricultural Sector Programme Support (ASPS) is "Reduction of rural poverty based on sustainable agricultural development" and the immediate objective defined as "Sustainable growth in productivity and farm household income, from quantitative and qualitative improvements in agricultural production and marketing, with special focus on the poor, the women and the ethnic minorities" - also being the development objective of the ASPS components (including VNFU Component).

Overall coordination of the programme is maintained by a National Management Unit (NMU) based in MARD whereas components are managed by Component Management Units (CMU's).

The two immediate objectives of VNFU Component are:

1. Communication flow and procedures, training methodologies and management capacity at the central level and four target provinces and districts and the twenty target communes of the component will have been improved.
2. Farmers in the four selected provinces will have experienced a new range of services offered by the VNFU e.g. on marketing information, micro credit and agricultural production.

The CMU-office of the VNFU component is located at the VNFU Training School, Hanoi.

The VNFU Component operates under six outputs i.e. Communication Policy, Organizational Development training, Human resource policy, capacity building at VNFU training school, project management capacity, establishment of forty farmer groups.

The component started operation by the end of 2004 due to a long project formulation and inception process while actual implementation only started in 2005.

During the time of implementation no technical reviews or external impact evaluations of the component have taken place. However, the Annual Sector Review 2006 noticed that “The RT would support that future funding be limited to decentralised activities. The ASPS is making a contribution to the first step of farmer group formation and training”.

Thus, a need has been expressed to conduct a lessons learned study concentrating on impact and outcome at objective levels (ASPS and component), achievements of the outputs, capacity building and sustainability aspects, as well as recommendations for further development of the VNFU especially at provincial level.

2. Objective

The objective of this consultancy is to assess overall achievements of VNFU Component at central level and in the target provinces both in terms of implementation and management.

3. Outputs

The consultancy shall prepare:

- (i) Brief inception report including approach and draft work schedule
- (ii) Assessment report of impact and lessons learned from VNFU Component interventions at central level and in the provinces
- (iii) Debriefing note (summary) including PowerPoint presentations of findings and recommendations and summary of feed back obtained.

4. Tasks

Under the overall guidance of the Embassy of Denmark and CMU the consultancy will carry out the following (but not necessary limited) tasks:

a) Inception and detailed planning

- 1 Based on provided background information (Annex 1) prepare a brief inception report including approach, methodology and detailed work plan, approved by CMU and EoD.

b) Assessment report

i. Component formulation and management

- 2 Assess the overall formulation process of the component

- 3 Analyze and evaluate the management mechanism and its consequences
- 4 Assess appropriateness of implementation strategy and approach in the context of a mass organization like the VNFU.
- 5 Assess political and institutional barriers for application of participatory and demand driven approaches to capacity building in the VNFU.

ii. Interventions

- 6 Assess the achievements at objective and output levels with due consideration to cross cutting issues (gender, ethnic minorities, environment, etc.)
- 7 Assess the cost effectiveness including the use of consultants
- 8 Assess component key impacts and lessons learned at VNFU central level, the Provincial Farmer Union of Binh Dinh and Thanh Hoa (and/or Thai Binh and Hau Giang) and the respective target districts and communes in the province.
- 9 Assess the sustainability initiatives and likelihood of longer term institutional commitments (training etc.)
- 10 Assess knowledge and skills improvement and application from training to Farmer Union staff and farmers
- 11 Assess the relevance and quality of training material and handouts
- 12 Assess the key achievements, successes & constraints and lessons learned and provide recommendations to VNFU
- 13 Provide recommendations to provincial and district peoples' committees and DARDs and other stakeholders for involvement of provincial farmer union in future activities including those of the ARD SPS upland provinces.

c) Debriefing note

- 14 A short debriefing note or summary and PowerPoint Presentation (Vietnamese, English) of the lessons learned, finding and recommendations must be prepared. Tentatively, the consultant will share their initial findings within an internal CMU meeting or at a final wrap-up meeting with all stakeholders.

d) Assessment report

- 15 Based on the findings, analysis, and feedback from CMU and its stakeholders on the debriefing note, the consultants will submit the final report to CMU with copy to EOD and VNFU in both English and Vietnamese.

5. Organization of work and methodology

The mission will initially from home base study reports and information provided in Annex 1 (E-mailed 10 days before start).

CMU will assist the team in identification of stakeholders, additional information sources, technical inputs, meeting arrangements, logistics, etc. For day-to-day work the mission will be assisted by CMU and the Farmer Union staff in two provinces.

Lessons learned studies will partly be based on existing documentation and partly by interviews in the VNFU, Hanoi and in two provinces the target districts of Vi Thanh, Dong Hung and the four target communes – including untrained groups and other informants.

Before departing from Hanoi the mission will revise work plan approaches and methodology, approved by CMU and EoD.

6. Timing and reporting

A draft inception report will be submitted to CMU with copy to EoD two days before arrival of the international consultants in Hanoi.

The draft assessment report and the debriefing note/and or PowerPoint Presentation on findings and recommendations (English and Vietnamese) will be submitted to CMU one day before departure to home station.

Upon receipt of the comments from the relevant authorities including CMU/MARD and EoD, a final report will be submitted within 2 weeks from the end of field work.

The mission is tentatively for a total of approximately 23 international consultancy working days, of which a maximum of 21 days should be spent in Vietnam.

7. Composition of the team

The mission will include one international consultant who will team up with another national consultant (4 weeks). During its entire mission at the central and provincial level, the international consultant will be assisted by the component interpreter cum secretary.

8. Qualifications

International: At least a Master Degree with experience with Vietnam and preferable with mass organizations.

National: Master degree

Annex 1. Key Documents (to be submitted)

- 1 Agricultural Sector Programme Support (ASPS) document, April 2000
- 2 Capacity Building support to Vietnam Farmers Union – Component document, 2002.
- 3 ASPS Component Capacity Building support to Vietnam Farmers Union - Baseline study on the VNFU, November 2003.
- 4 Capacity Building support to Vietnam Farmers Union – Inception report, June 2004
- 5 VNFU Sustainability plan, 2005
- 6 Annual component Report 2004, 2005, and 2006
- 7 ASPS Lessons Learned Report (preparation for 2nd generation ARD SPS, April 2006)

8 VNFU component implementation reports

Appendix 02: Component logframe

Development objective	<i>Environmentally and economically sustainable growth in agricultural productivity and farm household income from quantitative and qualitative improvements in agricultural production and marketing, with special focus on poor and women farmers and ethnic minorities.</i>	
Inter-mediate objective	<i>By the end of the component period in 2006 the VNFU will have improved its capacity to operate as a member driven organisation representing the farmers and thereby contributing to the national agricultural and rural development</i>	By the end of 2006 at least 16 of component target communes each have one or more special interest group organised and functioning on production issues or marketing.
		By the end of 2006 at least 60 % of households in farmer groups organised by the component get the title “outstanding farmer household” in the movement of good production and business of the Farmers’ Union and they are the core families in the building of the new country side
Immediate objective 1	<i>Communication flow and procedures, training methodologies and management capacity of VNFU at central level and the four target provinces and district and 20 target communes of the component will have been improved</i>	By the end of 2006, at least 66 % of those staff from Farmers’ Union at the central and the provincial level and 75 % of Farmers’ Union staff at target district and commune level trained in management and communication have applied what they learned in Farmers’ Union training activities.
		70 % of the trained staff develop training material and facilitate training based on participatory and experiential learning methodologies
		Satisfaction with VNFU management has improved 10% for 75 % of staff at central and provincial level in the four target provinces compared to present level as expressed in baseline study
Output 5.2	A communication policy and strategy for the VNFU developed and adopted by the organisation.	<p>*) Communication policy for VNFU developed with the senior staff at central and provincial level</p> <ul style="list-style-type: none"> - Members satisfaction with FU communication improved in target communes - 80 % of heads of farmers groups in target communes has implemented communication policy. - By the end of 2006 a teaching curriculum with 5 sets developed. - At least 360 farmers and heads of farmers participated in communication training and provide communication services every year according to the new policy
<i>Activity 5.2.1</i>	Workshop on the formulation and adoption of a communication policy and strategy	
<i>Activity 5.2.2</i>	Development, modification, and testing of curriculum and teaching materials on communication.	
<i>Activity 5.2.3</i>	Training of trainers	
<i>Activity 5.2.6</i>	Meetings at Commune level to disseminate communication policy and strategy	
<i>Activity 5.2.8</i>	Give farmers access to market information in one pilot location in each pilot province	
Output 5.3a	A comprehensive training programme on organisational	*) Yearly strategic organisational development plans are developed

	development (OD) has been implemented in the VNFU.	<ul style="list-style-type: none"> - 118 leaders and staff at central, provincial and district level trained in OD - Chairpersons of target CFU, FU heads of Hamlets and farmer groups trained in OD. Totally 240 persons. - Staffs knowledge and skills related to OD improved - Curriculum and 10 set of training materials on OD developed - 15 leaders and staff trained in OD abroad
<u>Activity 5.3.1</u>	Developing and testing core curriculum in issues concerning organisational management and development	
<u>Activity 5.3.2</u>	Yearly series of strategic planning workshops for 118 VNFU leaders and staff (30 leaders and staff at central level, 40 staff members at provincial level, and 48 staff members at district level.	
<u>Activity 5.3.3</u>	Developing, producing and testing of instructional materials on issues concerning organisational management and development targeting provincial, district and commune staff.	
<u>Activity 5.3.4</u>	Training of 118 leaders and staff in organisational management and development	
<u>Activity 5.3.5</u>	Training of 40 provincial and district staff members as Trainers in organisational management and development.	
<u>Activity 5.3.6</u>	Training of 240 chairpersons of Commune Farmers' Unions and heads of farmers' branches in organisational management and development.	
<u>Activity 5.3.8</u>	15 leaders and staff will attend an international training activity in organisational management	
Output 5.3b	A human resource policy for the central and provincial level has been produced and adopted and a framework for at human resource department developed.	<ul style="list-style-type: none"> *) A HRD-policy for VNFU is developed - The HRD-policy is approved by the VNFU-leadership - The HRD-policy is implemented by the target provinces and target districts
<u>Activity 5.3.7</u>	Production and adoption of a human resource policy and developing a framework for a human resource management department both covering the central and provincial level.	
Output 5.5	The capacity of VNFU training centre has been strengthen with regards to training methods, curriculum development and training materials	<ul style="list-style-type: none"> *) A vision and strategy for the VNFU training centre developed - The job satisfaction of trainers at the Centre has increased - The trainees express that the outcome of the training courses has improved. There is generally more satisfaction with the functioning of the Centre.
<u>Activity 5.5.1</u>	Workshop on the formulation and adoption of a vision and a strategy for the Centre	
<u>Activity 5.5.3</u>	Training courses on methods of curriculum development and modern pedagogical methods	

<u>Activity 5.5.5</u>	Development and implementation of a special programme on training management	
Output 5.6	Through the establishment of a Project Management Unit, co-ordination of VNFU project activities and staff capacity in project formulation and management improved	The VNFU is implementing more projects - The strategy is in place and that the Project Management Unit is working effectively - The VNFU-staff trained function as Heads of Projects.
<u>Activity 5.6.1.</u>	Development and adoption of a vision, a strategy and principles for a Project Management Unit and establishment of the Unit.	
<u>Activity 5.6.2.</u>	Development of training programmes and forms for leaders and staff at the central and the provincial levels	
<u>Activity 5.6.3.</u>	In-depth training of potential Heads of projects	
<u>Activity 5.6.4.</u>	Development of specific programme on international co-operation	
Immediate objective 2	Farmers in four selected provinces will have experienced a new range of services offered by VNFU, e.g. on marketing information, micro credit and agricultural production	By 2006 the number of farmer household members in farmers' groups in target communes has increased with at least 30%. In the four target districts - by the end of 2006 - 40 new farmer groups are established and benefiting from at least one of the new services Members of farmer groups have access to one or more services on marketing information, micro credit from VBARD and VNFU and ASPS-support on agricultural production
Output 5.4	40 new-type farmers groups (10 in each of the provinces selected) established, informed and trained.	The farmers' groups formulate and request a number of services from their organisation - Principles for new type farmer groups formulated and adopted - The farmers groups test different organisational types according to their own choice (e.g. credit groups, co-ops) - Curriculum and 3 type training materials on management of groups developed - 40 farmer groups trained in management of groups - Regional or national internship for 40 farmers - 40 farmers groups are trained in and have access to micro-credit from the VBARD
<u>Activity 5.4.1</u>	Workshop on formulation and adoption of principles for organisation of farmers' groups.	
<u>Activity 5.4.2</u>	Development of training manuals and other materials on group management and organisation, economics, and agricultural techniques	
<u>Activity 5.4.3</u>	Training courses for group facilitators (40 persons).	
<u>Activity 5.4.4</u>	Training activities for farmers' groups.	
<u>Activity 5.4.5</u>	Internship for 40 farmers in the region or in Vietnam	
<u>Activity 5.4.6</u>	Formulation and establishment of a micro-credit scheme for the farmers' groups	
<u>Activity 5.4.7</u>	Development and adoption of an evaluation report.	

Appendix 03: Persons Met

Organisation	Persons met	Address
Hanoi		
VNFU - CMU	Vu Quoc Huy, Monitoring Officer	3rd floor A1 Building VNFU Training Center, Mai Dich, Cau Giay district, Hanoi. Mob. 0904 109 147. vnfu@fpt.vn or huyvuus@hn.vnn.vn
VNFU - CMU	Nguyen Manh Hung, VNFU National Component Coordinator	3rd floor, A1 Building VNFU Training Center, Mai Dich, Cau Giay district, Hanoi. Mob. 0912 817 668. hunghndvn@yahoo.com
ASPS - PMU	Mr Ole Sparre Pedersen, Chief Program Advisor	
RDE	Ms Cathrine Dolleris Nguyen Thi Lan Phuong, Program Officer	19, Dien Bien Phu street, Hanoi. (84-4) 8 231 888/ Ext. 122. catdol@um.dk (84-4) 8 231 888/ Ext. 122 Mob. 0915 933 917. ntlphu@um.dk
VNFU	Ms Hoang Dieu Tuyet, Vice Chairwomen	103, Quan Thanh street, Hanoi (84-4) 8434 105. 0913 277 132
Thanh Hoa		
Thanh Hoa provincial FU	Mr Do Duc Nghien, FU Chairman, Director, Provincial Component Management Board	0913 293 021
	Ms Luong Thi Sinh, FU Vice Chairwomen	
	Mr Le Hong Son, FU Vice Chairman	
	Mr Hoang Van Luu, FU Vice Chairman	
	Mr Nguyen Hong Son, in charge of Propaganda	
	Mr Luu Van To, in charge of personnel	
	Mr Nguyen Dinh Tuan, Head of FU Office	
	Mr Tran Minh Hieu, in charge of Social issues	
	Ms Dinh Thi Hop, in charge of Finance	
	Mr Pham Khac Thom, Chairman, FU Trieu Son district	
Dong Thang commune, Trieu Son district	Mr Pham Khac Thom, FU Chairman Trieu Son district	
	Mr Le Khac Thanh, Secretary of Commune Communist Party Organization	
	Mr Nguyen Ngoc Khanh, Vice Chairman, Commune People Committee	
	Mr Le Khac Tri, Chairman, Commune People Council	

	Mr Le Khac Tam, Head of Farmer Group No 9	
	Mr Le Van Giao, Deputy Head, Farmer Group No 9	
	Ms Le Thi Dinh, member, Farmer Group No 9	
	Ms Nguyen Thi Hang, Member, Farmer Group No 9	
	Ms Ngo Thi Nga, Secretary, Farmer Group No 9	
	Mr Doan Van Hao, Deputy Head, Farmer Group No 6	
	Mr Nguyen Trong Giang, member, Farmer group No 6	
	Mr Le Van Duong, member, Farmer group No 6	
	Ms Hoang Thi Thuong, Secretary, Farmer group No 6	
Binh Dinh		
FU Binh Dinh	Mr Nguyen Cong Tanh, Chairman	241B, Le Hong Phong, Qui Nhon 056 829 068. Mob. 0913 440 719
	Mr Quach Hong Duc, Chief of FU Office	241 B Le Hong Phong, Qui Nhon 056 822 660. Mob. 1913 440 954
	Mr Nguyen Huu Truyen, In charge of personnel	
	Ms Phan Thi Tuyet, Accountant	
	Ms Mieu, Vice Chairwomen	
	Mr Dien, Vice Chairman	
FU Vinh Thanh district	Mr Lich, Chairman	Tel.: 056 886 244. Mob. 0914 208 886
	Mr Dinh Sinh, Vice Chairman, district FU	
	Mr Le Van Xinh, Member, district FU	
Vinh Quang commune	Mr Huy, Chairman, commune FU	
	Mr Nguyen The Linh, Vice Chairman, Commune people Council	
	Mr Quoc, Vice Chairman, commune FU	
	Mr Tam, member, commune FU	
	Mr Hai, Vice Chairman, People Council	
FG 6, Sugarcane, Dinh Thai vilage	Mr To Giap, Head of FG	
	Mr Nguyen Chung, Dty head	
	Ms Nguyen Hong Lieu, Secretary	
FG 9, Cattle, Dinh Truong vilage	Mr Tuan, Head	
	Mr Luan, Dty Head	
	Mr Dao, Secretary	

Appendix 04: Bibliography

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Organisational Analysis Report, final draft 14.12.05

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Review Aide Memoire:

- Sector Review March 2004
- Sector Review 20 April – 5 May 2005
- Sector Review 20 March – 3 April 2006

ASPS Sustainability Plan 2006 – 2007

Internal Communication Policy for VNFU, March 2005

Memorandum of Understanding for Farmer Groups' Formation and Support, July 2005

Training Course on Project Formulation and Management. Evaluation Report, November 2006