FINAL EVALUATION REPORT

Project: Responsible Tourism Development in Central Viet Nam
VIE/13/08/LUX

Donor: Government of Luxembourg and International Labour Organization

Project duration: 02 years (Jan 2014 – Dec 2015, with an extension until June 2016 due to a delayed start)

Budget: EUR 500.000 (by LUX) and USD 189.000 (One UN)

Geographical coverage: Thua Thien Hue and Quang Nam province, Viet Nam.

Evaluation duration: March-April 2016

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EXECUTIVE SUMMARY

This report is a final independent evaluation on the results and efficiency of the Project “Responsible Tourism Development in Central Vietnam – VIE/13/08/LUX” implemented by International Labour Organization (ILO) and United Nation Education, Science and Culture (UNESCO) from 2014 to 2016 (hereafter called as Project), funded by the Grand Duchy of Luxembourg. The report was prepared by a national independent evaluator in a period from April to May 2016.

The objective of the final evaluation is to review the progress and performance of the 30-months project to determine the extent to which the project has met its goals and objectives. In the process, it will investigate the nature and magnitude of constraints, factors affecting project implementation, and factors contributing to the project’s success. It will identify lessons learnt and good practices produced as well as recommend future strategies for other projects.

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency and sustainability as defined in the “ILO Policy Guidelines for results-based evaluation: Principles, rationales, planning and managing for evaluation, 2012”. The evaluation shall also take into account the gender equality into the evaluation process as guided by the ILO guidelines, adhering to the UN Evaluation Norms and Standards, OECD/DAC quality standards.

Project documentation and relevant materials are reviewed in the process of evaluation. Interviewing 36 representatives for 22 different stakeholders participating in the project was conducted in April 2016. This is a basis for the results and assessments in this report.

Evaluation results show that the project achieved specified objectives as originally proposed and planned. The project completed 5/5 outcomes with specific and clear achievements. Detailed evaluations on activities and outcomes also point out the completeness of all activities as designed.

The project design is appropriate, from studying the local issues to the identification of project implementation strategy. It’s important that the project intervention strategies are appropriate with local capacity and implementers as well as point out the challenges stimulating the development of local capacity. This is an important basis for the above mentioned project’s achievements. Moreover, the connection and inheritance of the project with other development projects as well as local policies shall help mobilize a large resource for the project implementation.

Project management is implemented well and efficiently in: (1)satisfying the donors’ requirements and speeding up the efficiency of the project implementation; (2)Frequent and close management; (3) closely monitoring the contents; (4) a regular collaboration and coordination with different stakeholders in resolving the problems on the basis of providing technical advices and settling institutional issues that help project be managed effectively.

Project results are highly evaluated by stakeholders. It’s more important that the project implementers at provincial and district levels continue inheritance of the project outcomes, research and further invest to expand it. Beyond the project implementation areas, the project outcomes are widely spreading in the province. The level of impacts and possible replication of the project is different among localities subject to the orientation, policy and awareness of each authority.
Project results ensure the sustainability and replicability. The project sustainability is most obviously seen in the aspects of finance and management. These achievements were gained because of defining priority objectives of capacity building and institutional support when project was designed. However, it always sticks to the main objectives for the sustainability of the project in the course of project management and implementation. Since the project implementation period was designed for two years of implementation with frequent changes of socio-economic conditions at localities, a lot of risks to the project sustainability have been emerging.

The project developed good practices, created trust and built capacity for local communities, governments and stakeholders. Beside successful models of production and business development, project achievements in capacity building and institutional development have a great and long-term significance for both Quang Nam and Thua Thien Hue provinces.

1- Lessons learnt
Some lessons learnt can be drawn from the project implementation results:
- Models and procedures of project implementation
- Capacity and suitability of local partners
- Capacity building is a process instead of individual training activities
- Connection, inheritance and transfer among development projects
- Integration of project resources into local resources – new roles of Vietnamese partners
- Evaluation of sponsorship results in a long term
- Creation of connection among Vietnamese partners
- Searching for and development of “key factors” at localities, typical models in development projects.

2- Recommendations
In order to continue good results of this project, some orientations on the future activities are as follows:
- Ensuring the sustainability of the current project: maintain technical support for disadvantageous mountainous areas where people’s capacity is still limited, capacity building for cooperatives, cooperative groups; promotion of systematic and long-term tools (branding for local products, development of new products).
- Scaling up the project models: to new areas, enhancement of capacity and public-private partnership.
- Coping with new challenges: challenges in competitiveness and development of current models, new sources of knowledge (NGO, consultants).

3- Some specific models
Project have made concrete results including many typical models that can be researched, disseminated and scaled up in localities and other projects. Nine typical models are:
- Local communities’ full ownership and leadership in the establishment and operation of Community Museum of Thanh Toan
- Cooperative model in community-based tourism business
- Tourism as a momentum for gender equality promotion in D’Roong
- Promoting collaboration between Technical and vocational education and training (TVETs) and businesses in Quang Nam
- Public awareness raising via reality-based lessons learnt
- Integration of the project into other development projects in Triem Tay village
- Effectiveness of the model owned by local people in Triem Tay cooperative
- Model of effective project management in Quang Nam and Hue
- Project as a push for the strategy development in Dong Giang.
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ANNEX 1

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Table 1: Interviewing participants

Figure 1: The efficient project management model

Figure 2: New model for developing the international development support projects
1. Overview on the project and its approach

Tourism is generating income and jobs in Vietnam and is identified as a key sector for employment and economic growth at national level and in many provinces. However, tourism development tends to be concentrated in some certain areas. Quang Nam and Thua Thien Hue province, in the centre of the country, exemplifies this phenomenon. While the two provinces have excellent opportunities for the tourism industry which has already made strong impact on the provincial socio-economic development in general, many rural and mountainous areas remain poor with potentials being unrealized and untapped for the development and diversification of tourism products.

Moreover, the long term future of tourism in Vietnam is linked to developing the sector in a responsible way that respects and preserves nature, culture, heritages and local lifestyles and results in improved livelihoods and local socio-economic development via employment generation, poverty reduction, and gender equality at the locality.

Within framework of contribution to the realization of the priorities of the Vietnam Sustainable Development Strategy, the ILO and UNESCO provide support for Thua Thien Hue and Quang Nam in the strategies and initiatives on tourism development through the “Responsible and sustainable tourism project” funded by Luxembourg Government. The project aims at contributing to the creation of decent work opportunities and livelihood improvement through awareness raising, capacity building and enhancement of tourism environment for local government and the hospitality and other tourism-related services providers in Quang Nam and Thua Thien Hue provinces.

The more than 24 months’ project is coming to an end by June 2016. Therefore, a final independent evaluation is required for the project budget of more than US$500,000 as regulated in the ILO evaluation policy. The aims of the final independent evaluation are to assess to what extent (i) progress has been made in achieving the project’s outcomes and (ii) how the project outcomes have contributed to implementing the Decent Work Country Program in Vietnam. The donors and key stakeholders will be consulted throughout the evaluation process. The final independent evaluation is conducted in compliance with UN evaluation norms and standards and that ethical safeguards will be followed as required by the ILO.

The project is designed to link with Decent Work Country Program (Outcome 2), P & B CPO VNM127 and One UN Plan 2012-2016. At national level, it links to two National Target Programs on New Rural Development and Sustainable Poverty Reduction.

The project outcomes include:

- Outcome 1: Skills and employability of workers and competitiveness of business in tourism sectors enhanced, especially most vulnerable groups including local tribal women, for socio-economic development.
- Outcome 2: Handicraft producers, especially local women group, increase their sales to tourism markets.
- Outcome 3: Pro-poor development of the hospitality and travel industry for rural and inland tourism.
- Outcome 4: Preservation and promotion of cultural resources for tourism markets.
- Outcome 5: Public awareness of sustainable tourism enhanced

Project team

The ILO has executed the project in partnership with UNESCO and been accountable to the donor with regards to overall project implementation progress and financial
management. The ILO recruited a project team including one National Project Coordinator and one Financial and Administrative Assistant.

**Partners and stakeholders**

- The Provincial People’s Committees of two provinces: Quang Nam and Thua Thien Hue/ Department of Culture, Sport and Tourism (DOCST) of each province,
- Department of Labour, Invalids and Social Affairs of each province (DOLISA),
- Department of Industry and Trade of each province (DOIT),
- Women Union,
- Federation of Labour,
- Provincial Cooperative Alliance (PCA),
- Quang Nam Tourism Association (QTA) and Thua Thien Hue Tourism Association (HTA) and selected districts.

**2. Purpose, scope and clients’ evaluation**

**Objective:** The objective of the final evaluation is to review the progress and performance of the 30 months project and to determine the extent to which the project has met its goals and objectives. In the process, it will investigate the nature and magnitude of constraints, factors affecting project implementation, and factors contributing to the project’s success. It will identify lessons learned and good practices produced as well as recommend future strategies for other projects. The evaluation should address the overall ILO evaluation concerns such as strategic relevance, effectiveness, efficiency and sustainability as defined in the “ILO Policy Guidelines for results-based evaluation: Principles, rationales, planning and managing for evaluation, 2012”

**Purpose:** The purpose of this final evaluation is to:

- Determine whether the project achieves the project’s stated objectives and outputs
- Identify constraints and enablers during project implementation
- Determine if steps have been taken for the sustainability of key components of the project
- Determine what the potential is for using the project interventions as typical practices (demonstration models)
- Assess what lessons can be learnt and present recommendations for possible future projects as well as activities initiated by the ILO and relevant stakeholders on enterprise and local economic development. This might open and address a possible second phase of this project.

The evaluation will also assess the following:

- Contribution to pro-poor tourism sector development
- Contribution to promoting public-private dialogue and policy discussion participation.
- Development and promotion of rural destinations/local products
- Tools for community-based tourism development
- Inheritance and/or change of jobs

**Scope:** The final evaluation will be implemented in the period from 20 March to 2 April 2016.
Clients: The principle clients for the evaluation are the project management, ILO constituents and partners in Vietnam, ILO Hanoi, DWT Bangkok, RO-Bangkok, ILO technical units, EVAL and the project donor (Luxembourg Government).

3. Methodology

Key evaluation criteria and questions/analytical framework

The evaluation is guided by the ILO’s Monitoring and Evaluation Manual and the policies and procedures established therein. The evaluation should address the overall ILO evaluation criteria such as relevance and strategic fit of the project, validity of project design, project progress and effectiveness, efficiency of resource use, effectiveness of management arrangement and impact orientation and sustainability as defined in the ILO’s M&E Manual. The evaluation shall also take into account the gender equality into the evaluation process as guided by the ILO guidelines on considering Gender in Monitoring and Evaluation of Project. The evaluation shall adhere to the UN Evaluation Norms and Standards, OECD/DAC quality standards.

The evaluation will look into more details and try to response to questions in the following areas with regards to the project:

- Validity of design: Are the project strategies, objectives and assumptions appropriate for achieving results as designed? Does the project use a monitoring and evaluation framework? Is the data regularly collected? To what extent are the project indicators useful to measure project progress?

- Effectiveness: Is the project making sufficient progress towards its planned objectives? What factors influenced the effectiveness of the project capacity building and other activities? Have the quantity and quality of outputs been satisfactory so far? Will the outputs be transformed into outcomes? How have stakeholders been involved in project implementation? Has the project effectively and efficiently succeeded in mainstreaming gender equality in its areas of work (outputs) and its processes? What interventions had effects on gender relations? What multiplier effects can be identified?

- Sustainability: Has the project ensured that key components are sustainable beyond the life of the project? What project components appear likely to be sustained after the project and how? How likely is it that the project outcomes will be sustainable – that is, that the local/national partners take ownership of them and have the necessary capacity and resources to continue or even expand them? What needs, if any, were identified for further capacity building and supports to promote the likelihood of sustainability?

- Relevance: To what extent have the project activities been relevant to the needs and priorities of the national and provincial partners in the programmes for national and provincial development and poverty reduction? To what extent have the design and implementation of capacity building and other activities involved stakeholders or been demand-driven? How do the interventions link with the DWCP and the One UN plan?

- Efficiency: To what extent have the project activities been cost-effective? What level of the project activities (individual; institutional; systemic) provided the most cost-effective benefits? What factors influenced decisions to fund certain proposed project activities, and not others? To what extent have the projects been able to build on other ILO initiatives and create synergies? What results have been achieved, including through tools developed, to assist implementing partners secure and
sustain on-going operations? Is information available on numbers of direct and indirect beneficiaries? Have resources (funds, human resources, time, expertise etc.) been allocated strategically aiming to achieve the project objectives? Have the activities supporting the strategy been cost-effective? Have the project funds and activities been delivered in a timely manner?

Conclusions, recommendations, lessons learnt and good practices are made on the basis of questions designed according to ILO evaluation guidelines (see Annex 2). Interviewing stakeholders is fundamentally followed with these questions but some certain adjustments are made subject to the interviewees. Another important part is that the pursuing questions are accordingly developed and presented by the interviewers in the process of interviewing with an aim at deepening the interviewed contents.

Evaluation methodology

ILO will engage a external consultants to undertake the final independent evaluation based on the requirements of ILO Bangkok (ILO Regional Programming and Management (PROGRAM), ILO Bangkok. On the basis of evaluation guidelines and requirements developed by ILO, the evaluator will develop methodology and contents of interview and questionnaires. ILO will provide comments on these contents prior conducting evaluation.

The evaluation will be conducted in the period of March-April 2016 and the evaluator will undertake the following activities:

- Review all relevant documentations
- Develop methodology and prepare study content
- Discuss with relevant staff of ILO Vietnam and consult indirectly with staff of ILO Bangkok
- Meet with project partners in Quang Nam and Thua Thien Hue, visit project sites and conduct interviews with individuals and focus group discussions.
- Present evaluation findings at the project wrap-up workshop (organized in Hoi An on the 26 April 2016)
- Draft evaluation report to be submitted to ILO and stakeholders for further comments and inputs.
- Finalize the evaluation report.

The evaluator received a sufficient, enthusiastic and responsible support from the project staff and stakeholders when conducting collection of information and document contact with stakeholders in order to conduct surveys and interviews as requested and get comments and inputs from them during implementation of the evaluation.

Sources of information and documentation include:

1. Project document
2. Project Progress Reports (including inception and progress reports).
3. Vietnam’s socio-economic development orientation reports until 2020
4. Vietnam’s tourism development strategy and master plan of tourism development of Vietnam (in the period until 2020)
5. Master plan of tourism development in Quang Nam and Thua Thien Hue provinces
6. Project Action Plan
4. **Review of implementation**

4.1. Study Project documentation: Evaluator conducted a review of project related document (in the above mentioned part), identify relevant contents and issues.

4.2. Develop evaluation contents and surveys

- *Identify interviewing participants:* on the basis of the provided list of main project partners, the evaluator studied and developed a list of interviewing participants. This list was sent to the project for comments and inputs prior to the evaluation.

  The evaluator conducted 22 interviews with 36 different participants including project beneficiaries, implementers and stakeholders in the process of project implementation. Interviewing participants is distributed as in the below table.

  **Table 1: Interviewing participants**

<table>
<thead>
<tr>
<th>Participants</th>
<th>Thua Thien Hue province</th>
<th>Quang Nam province</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILO – UNESCO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departments of Culture, Sports and Tourism</td>
<td>Leader of the Department Project coordinator</td>
<td>Leader of the Department</td>
</tr>
<tr>
<td>Cooperative Alliances</td>
<td>Leader of the Alliance Leader of Small and Medium Enterprise Support Centre</td>
<td>Leader of Enterprise Support Center Officer participating the project</td>
</tr>
<tr>
<td>Cooperative Alliances</td>
<td>Leader of the Alliance Leader of Small and Medium Enterprise Support Centre</td>
<td>Leader of Enterprise Support Center Officer participating the project</td>
</tr>
<tr>
<td>Departments of Industry and Trade</td>
<td>Officers of the technical team</td>
<td></td>
</tr>
<tr>
<td>Districts</td>
<td>District Division of Culture and Information (officers of the technical team)</td>
<td>Leader of Dong Giang District Division of Culture and Information, Division of Industry Extension, Dong Giang District Division of Culture and Information of Dien Ban Township</td>
</tr>
<tr>
<td>Communes</td>
<td>Leader of Thuy Thanh</td>
<td></td>
</tr>
</tbody>
</table>
(List of participants in Annex 1)

*Survey content:* As there are many participants and stakeholders participating in the project with different components and activities, the evaluation contents are revolving the contents of surveys but appropriate with different interviewing participants (Annex 2) in term of interviewing content.

The purpose of evaluation is to research, discover and demonstrate with a participatory approach to deepen and pursue the findings gained in the survey process. The assessments of different participants on the same issue enable the researchers to have a real insight on the researched issue. On-site observation activities shall help verify the survey contents.

**5. Evaluation results**

5.1. *Evaluation of project expected outcomes:*

Overall the project has achieved the stated objectives. As of May 2016, all of activities were completed as planned. Following is the detailed project implementation by outcomes:

- **Outcome 1:** Skills and employability of workers and competitiveness of business in tourism sector enhanced

<table>
<thead>
<tr>
<th>Project expected outcomes</th>
<th>Evaluation of performance</th>
</tr>
</thead>
</table>
| 1.1: Training program on accommodation services for owners and workers at small hotels, guest houses; service quality is enhanced (training courses) | - Training courses met the stated objectives  
- Changes were made related to forms of some courses (e.g. the environmental course in D'Roong: Women Union undertook)  
- Service quality was enhanced. |
<table>
<thead>
<tr>
<th>1.2. Technical support to training institutions in capacity building in design and implementation of market-demand-oriented training programs (training courses on training contents, training evaluation and training program adjustment, linkage between training institutions and labour market)</th>
<th>- Different levels of effectiveness were observed within different groups of trainees.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Training capacity of trainers was enhanced: changes in approaches, contents, program design and methods applied.</td>
</tr>
<tr>
<td></td>
<td>- Development of key trainers (on tourism and hospitality, tour guides specialized in heritage)</td>
</tr>
<tr>
<td></td>
<td>- Job fairs were highly valued by training institutions and enterprises; continued results were maintained.</td>
</tr>
<tr>
<td>1.3. Enhancing competitiveness of business in the tourism sector (implementation of responsible tourism)</td>
<td>- Key definitions and principles of responsible tourism were widely outspread.</td>
</tr>
<tr>
<td></td>
<td>- Concrete results for local people and enterprises: enhancing national culture in business, environmental protection, and promotion of community based tourism activities, enhanced responsibilities towards local communities.</td>
</tr>
<tr>
<td></td>
<td>- Wider impacts on operation of other tourism enterprises (investors, B’Hoong, Triêm Tây...).</td>
</tr>
</tbody>
</table>

Some remarkable achievements were recognized. Firstly, awareness of local people and government on the potential and roles of tourism development in local economic development was increased. Tourism gradually became a lever for socio-economic development at some intervention areas (such as Triem Tay – Dien Ban, D’Roong, B’Hoong – Dong Giang). However, awareness and capacity of local people on tourism business was not equal, it depended on the actual capacity (especially level of awareness and intellectual) of local population. The results achieved in mountainous areas were remarkable but awareness and capacity of local tribal people still had a relatively big gap compared to the people in the delta area nearby the urban, especially the capacity of proactive business development.

Secondly, the development of coordination mechanism and foundation between training schools and employers (directly are enterprises) had a direct and long term significance. Employment/job fair organized in coordination among tourism training facilities and businesses was rated as quite good. Awareness about the necessity of a cooperative relationship was raised. Coordination mechanism such as job fair, internship collaboration was highly evaluated and continued to maintain.

1Quotation from interview: “local people with low level of education though learnt English they still speak English influently. They are highly skillful and make brocade very beautifully but they don’t know how to create attractive products. At the same time, local people rarely contact with other environment so the ability of access to the market is still weak, they are not able to actively find outputs for their products. Presently main product sources are introduced by the project.” (Interview with leaders and government officials in Dong Giang District)

2 Quotation from interview: “School directly conducted surveys with 15 enterprises to assess what their needs are … At the same time, enterprises are invited to the school to share experience with students and sign agreements to send students to the enterprises for internship. This activity delivered a high efficiency. Students graduated from school are recruited immediately by the enterprises and they still place “order” for recruitment of students when these students have not been graduated” (Interviewed with Artificial Culture, Tourism and Association College).
- **Outcome 2**: Promotion and sales of handicrafts locally produced by rural women increased

<table>
<thead>
<tr>
<th>Project expected outcomes</th>
<th>Evaluation of performance</th>
</tr>
</thead>
</table>
| 2.1. "Crafted in Quang Nam" is fully and sustainably developed. A similar brand name is developed in Thua Thien Hue. | - Brand name plan and structure were developed; in current implementation and evaluation for wider application.  
- There are currently difficulties in term of techniques of evaluation, monitoring of branding and the local capacity in the management of the new branding mechanism.  
- **Building a strong branding mechanism is a long term process which requires both the strengthened individual and institutional capacity.** |
| 2.2. Capacity of product development and business management of handicraft producers in mountainous Quang Nam and Thua Thien Hue are enhanced (training courses). | - The partnerships and networks between the local producers and buyers have been established by various methods (trainings, dialogues, promotion activities)  
- Enhanced capacity in product development (from product design) and business management for local ethnic people in D’Roong village.  
- The intervention strategy was adjusted in Hue: the facilitated dialogues between craft producers and buyers were conducted instead of replicating the entire process in branding development and management.  
- Further support to build on the results achieved in this area is needed. |
| 2.3. Market access and handicraft product distribution system were developed from mountainous areas to tourist sites in Quang Nam and Thua Thien Hue (product development and other tourist activities) | - Planned market connecting activities were organized.  
- Increased sales but limited sales networks  
- Implementation strategy was tailored to Hue for appropriation. |

The project contents were basically implemented as planned with good results. This content was related to many different activities in business operation chain. Objectives of strengthening capacity of product development, formulation of trademark and development of sales system were well implemented and achieved specific results in the project areas, revenue of handicrafts products was increased, production and business capacity of community was strengthened and handicraft trademark was formulated and feasibly piloted.

Though the gained results were specific and helpful, it’s required to consider some issues in a long-term. Firstly, in some community-based tourism sites in Quang Nam, sales revenue of handicraft products was increased but the **sales network** was not expanded.
considerably. It depended on some certain distributors and caused potential risks to business. Secondly, though branding name “Crafted in Quang Nam” was formulated and implemented, there were some certain risks to the management of branding. With a relatively short implementation period (2 years), the mentioned risks were unavoidable because strengthening capacity of product development, market development and formulation of brand name were the most difficult activities in a business chain. These activities required an innovative and creative capacity that had already been considered as the most difficult one.

- **Outcome 3:** Pro-poor development of the hospitality and travel industry for rural and inland tourism is strengthened

<table>
<thead>
<tr>
<th>Project expected outcomes</th>
<th>Evaluation of performance</th>
</tr>
</thead>
</table>
| **3.1.** Awareness and tourism participation of local people are improved through activities promoting responsible tourism (environmental and culture protection) (awareness raising, local people participation models, capacity building for members of cooperative groups, employment opportunities for women and vulnerable groups) | - Communication programs, communication activities via government and social organizations were effectively implemented  
- Training courses and study tours enabled local people to implement project activities. The quantity and quality of the local people-owned tourism activities were developed.  
- **Cooperative models, cooperative groups were developed and effectively operated.**  
- A large number of job opportunities were created for women (over 50%) |
| **3.2.** Participation of the private sector in pro-poor tourism is enhanced through public-private partnership (cooperation with travel companies in product promotion and sales) | - The sale promotion workshops, FAM trips conducted at the community tourist sites brought a good effect, leading to an increase in the number of visitors and connecting tourist companies with the locality.  
- Sales networks of community-based tourism sites were significantly expanded |
| **3.3.** Support and coordination of government agencies for pro-poor tourism activities in the mountainous and rural communities (integrating responsible tourism into socio-economic development strategies, intensifying government investment for tourism, encouraging responsible tourism) | - **Strong support of local authorities for community-based tourism, rural and mountainous tourism**  
- Provincial and local authorities integrated rural and mountainous tourism into socio-economic development strategies.  
- Some localities developed master planning for rural and mountainous tourism development and increased investment in tourism.  
- Local authorities oriented to integrate tourism development with poverty reduction, local culture restoration, and local people livelihood improvement. |

For this objective, project outcome is obvious in many aspects from the *institutional* aspect, tourism development *activity*, *awareness* of implementers to the results and
effectiveness achieved. Local authorities in project areas changed their awareness in a way of considering tourism as a useful tool for poverty reduction of the localities. Development of community-based tourism, rural and mountainous tourism got a strong support from local authorities. Many policies and regulations from provincial and district levels to communal and hamlet levels were developed with an aim at facilitating tourism development at many aspects, improving environment and encouraging to preserve and develop traditional culture. More strongly, tourism development investment programmes at provincial, district and local levels were expanded in the project areas and duplicated in other localities (for example, Quang Nam was organizing a training course to generate a replicable model for community-based tourism from B’Hoong, D’Roong, Triêm Tay to other localities; Dong Giang district was formulating a master plan and actions plan to develop community-based tourism villages to further concentrate resources for tourism development …). A new institutional model of tourism cooperative were piloted in two villages of Triem Tay and Thanh Toan and initially brought good results. It can be said that institutional changes are major achievements in this activity.

Tourism activities were expanded remarkably in the project areas in addition with a considerable contribution of tourism to the generation of income for local people (in B’Hoong and D’Roong) although this income was still concentrated on some tourism business households. Awareness of local people also changed obviously in a way of supporting tourism development3.

- **Outcome 4**: Cultural resources for tourism markets preserved and promoted.

<table>
<thead>
<tr>
<th>Project expected outputs</th>
<th>Evaluation of performance</th>
</tr>
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<tbody>
<tr>
<td>4.1. Improving the capacity and responsibility of local communities in the management and conservation of cultural assets and reviving traditional cultural activities (training courses, development of tourism products with community participation)</td>
<td>- Awareness and capacity of local people were enhanced, a number of culture assets (traditional agriculture tools and devices, festivals, dances and handicrafts) were renovated and effectively harnessed for tourism development.</td>
</tr>
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3 Quotation from interview: “We feel happy when coming here, we can contact, exchange and share house work. The women not participating into cooperatives still want to do” (interview conducted in Droong). And local people want to do tourism business though income is till little. In spite of little income, a 30-minute dancing performance can earn VND 40,000, shooting with a crossbow can earn VND 100,000 for 4-5 shooters and management board gave VND 10,000. It’s easier to earn money from tourism than farming. Farming is harder. Though tourists are national or international, we all feel happy. If there were more tourists and they came more often, we would feel happier” (interviewed with B’hoong villagers) – “All villagers know how to do tourism business. If they don’t take part in cooperatives, they still want the development of cooperatives. They don’t participant because they could not but they were still supportive (Quoted from an interview with Triem Tay villager).
The outcomes in regards with preservation of promotion of cultural values for tourism development were specifically recognized in the project areas. Tourism development activities as designed attached a special importance to engagement of local people into preservation of local cultural values as well as developments of these values for tourism activity. At project areas, local people participated in studying, collecting and restoring cultural tools, activities and made them into the products for the tourists.

A remarkable result is that tourism generated considerable income for local people in project areas. In some villages like Thanh Toan and Triem Tay, tourism generated income becomes a main source for some households. It even attracted local labourers working in other places to return the locality to do tourism business as a main job (like in Triem Tay village). Tourism generated income was also distributed widely among the local people participating in project, like in B’Hoong village and D’Roong village, through tourism services like singing and dancing performances that a number of local people were able to join. The result is not only obvious in economic aspect, preservation and promotion of local cultural values for tourism development also increased the proudness of local people about their culture. In not few cases, the local people even pay attention to the cultural and spiritual interests rather than economical ones.

- **Outcome 5**: Public awareness of sustainable tourism enhanced.

4 In Thanh Toan village, local people participated in building an exhibition house of used agricultural tools and developed stories about these tools. Many people were willing to present them to the exhibition house. Villagers liked to visit the house because “they could recall a part of life in the past that were not partly existed in the modern life” or “see the agricultural tools that were familiar with them”. They were proud when seeing tourists that were interested in their tools and happily talked with their grand-sons/grand-daughters and remembered the memories attached with the tools” (Quoted from an interview).

In D’Roong village, brocade cooperative group is a place where village women gather, “Village women like coming here (cooperative group) to talk and learn each other how to weave brocade”. In D’Roong and B’Hoong villages, dancing performance was restored and developed. “Villagers are happy as they can dance and sing and can earn money”. In B’Hoong, “children of 2-3 years old go to see adults dance and then practice. When they are 5-6 years old, they can dance well”.

5 Quoted from interview: “In 2015, there were 1,053 tourists visiting the hamlet. From 2013 -2015 there were 2,721 visitors. Revenue was VND 676,090,000. There was 70% of people in the hamlet participated. Only old people of over 80 years old don’t participate, the old people of 70 years old are enthusiastic to participate (interview with B’hoong community); “a number of local people tended to leave village two years ago because of difficulty in business. But they now want to return village and contribute their fund to cooperative and make contribution to development of Triem Tay village to relive by day ( - Quotation from interview with Triem Tay village people)

6 One of main reasons is a fact that although economic benefits are remarkable, when sharing these among a big number of local people in the village, the real value of households who don’t direct do tourism business is small. However, social impact is has great spreading effect at the locality.
### Project expected outcome vs Evaluation of performance

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<th>Project expected outcome</th>
<th>Evaluation of performance</th>
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| 5.1. Knowledge sharing mechanisms are developed and extended through lessons learnt and practical experiences as well as applied tools (websites, project documents) | - A new website has not been created however promotional information have been integrated and improved in the wide network of the existing websites.  
- Responsible tourism was mainstreamed into a diversity of tourism skills trainings.  
- Investment in broader promotional channels need considered. |
| 5.2. Enhancing tourist’s awareness on roles of responsible tourism (via information, education, exchange, communication materials and campaigns) | - On site promotional materials (My Son, Thanh Toan: local exhibition house, signs, movies) and innovative promotional materials (My Son) were developed and implemented.  
- A great number of tourists and local people accessed information and education about responsibilities towards culture, heritages, environment and communities |

Knowledge sharing was integrated into project contents, from the communication on environment via local media to the development of business activities implemented by local people. Sharing information, experience, knowledge about sustainable and responsible tourism was implemented via publications as well as practical activities. These practical activities brought into play directly. However, in a long term, it’s necessary to have tools and knowledge summarized and conveyed systematically.

Project also developed and implemented widely some communication activities on responsible tourism such as communication on heritage implemented by My Son Heritage Management and Tourism Committee. This activity was brought into play well. It both speeded up the awareness and experience of the managers about the expansion of communication on heritage and sustainable tourism and targeted to a large number of people from tourists to local people.

Overall, awareness about sustainable and responsible tourism was increased at levels (from provincial to local levels), in many areas (from policy to specific activities).

### 5.2. Evaluation by implementation aspects

#### 5.2.1. Project relevance

In general, the project was designed and implemented in line with requirements and specific conditions of localities, it could solve the typical problems and pioneered in the sustainable tourism development and poverty reduction at localities. Details are as below:

- **The project satisfied urgent and pioneering needs in local development.** Models developed and implemented in the project were assessed as typical models solving the practical issues and faced a lot of difficulties in local tourism development. Based on the project results, provincial and local management agencies continued to implement, expand and finalize local tourism development policies.

- **The project developed and inherited experiences from previous projects to identify**
clear vision. In most of project areas, other donors’ and local development projects used to be implemented. On the basis of research and assessment of current situations, especially defining the achievable things and newly emerging issues, the project identify concert visions for localities as well as intervention activities for the project.

- **The project was originated from reality demand and proposed by provinces.** In the course of project development, direct discussions and consultations with local governments at levels, especially at provincial and district levels, were implemented. On the basis of strategies, master plans, plans, localities placed “orders” for project. Together with locality, project experts assessed and identified issues to make it suitable with the situation.

- **The project was integrated with specific local development programs.** In some localities, project activities were developed on the basis of integration into local specific development program (for instance, in Triem Tay village, project was implemented in parallel with an investment proposal of tourism development of Dien Ban communal authority).

- **The project was developed based on the evaluation of situation on site.** Activities were developed and selected on the basis of surveys on current situation and assessments by the experts in the areas of tourism, heritage and development. Survey activities were included of consultations with stakeholders such as provincial and district management agencies, enterprises, local communities and experts.

5.2.2. Appropriateness of project design and activities
According to overall assessment, all project activities are fundamentally appropriate with capacity and implementation resources. Details are as below:

- **Objectives are specific and practical.** Intervention strategy was oriented at “successful development of light areas for scaling up” and “creating awareness through implementation and models”. These interventions were evaluated as good because resources were not dispersed but still brought a great spreading effect.

- **Technical tools and solutions were applied and suitable with the set objectives.** Technical tools and solutions were evaluated as suitable by stakeholders and assisted in solving the project requirements and objectives.

- **Enhancement of local participation.** This is one of the approaches and implementation ways that was most highly evaluated. Project was designed in a way of considering “locality played as an ownership role and ILO and UNESCO as supporters”. This enabled the implementers at localities and stakeholders actively balance and arrange suitable resources for project implementation7.

- **Flexibility in organizing and implementing activities.** Although project strategy and action plan were designed rather specifically, the organization of implementation was rather flexible. The project activities were adjusted by year according to local plan. However the adjustment was made in a way that only activities were adjusted and project objectives were tried to keep “fixed”8.

In addition, the project implementation also had some difficulties between design and actual activities, hence limiting the results of some project activities. Details are as below:

- **Some assumptions when the project was designed are not totally relevant after two years’ implementation.** The most important assumptions were related to capacity of local participating partners, of local community and cooperation capacity among parties. However, it’s different in reality. Actual capacity of local people in some localities was lower than other

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7 Local proactiveness is taken advantage of in a way of thinking that people from other places can do, why local people can’t and then they try to do” (interview with local community in Triem Tay)

8 Interview with project staff
areas so there was a same implementation solution but the gained results were different.\(^9\). Different levels of cooperation among parties required the process of institutional development to have time for suitable capacity building\(^10\).

- **Changes in organizational and socio-economic situations.** Project was implemented in the period of 2014-2016 that there were many important social and political activities, especially Party congresses at all levels. Political organizations from hamlets, communal to provincial levels concentrate their human resources and material resources on the implementation of this political task in a certain period. Though there was not any big change in term of project organization and implementation, the project also had some certain intermittence due to some changes in management of implementing partners.

- **The requirement of activities sometimes are more than capacity of local implementers.** Scope of project implementation was rather large with a lot of pioneering and break-through activities requiring good experience and capacity of implementers. However the project duration was short, capacity building for project implementers in some cases was not sufficient. This could be seen in the development of and integration into the activity of branding “Crafted in Quang Nam”. Although the project implementers made great efforts, the development of system, resources and capacity of organization and management of branding still produced many challenges.

Difficulties actually faced in the course of project implementation showed a lesson of the project on the importance of the adjustment of project implementation strategy to adapt to new changes of the reality. Many project activities were changed rather flexibly in response to the current situation in reality as well as capacity of the implementers. Patient pursuance to the project objectives also helped overcome the rising challenges in order to achieve set outcomes.

5.2.3. Efficiency in project implementation and resource use

Results of surveys among project parties showed that all parties agreed the project resource was properly and efficiently used. Details are as below:

- **Close monitoring of project.** Monitoring resources and activities was evaluated to be closely implemented. In terms of finance, it ensured not only the compliance with expenditure and financial requirements of ILO and UNESCO but also the achievement of set objectives for each activity.

- **Regular support from project staff.** Local project partners recognized regular support from project staff during project implementation. The support was including technical, organizational and institutional support to ensure the creation of most favourable conditions for project implementation.

- **Project activities achieved good results thanks to application of outcome-based management.** Project was managed based on the activities and outputs. On the basis of project action plan developed at the beginning and by years, specific plans for the activities were built with defined outcomes. Project management unit also applied outcome-based management approach for implementation and monitoring the activities.

- **Integrated with other local resources to increase project effectiveness.** Project implementation was integrated into other program activities and projects of the relevant localities in the area. For example, rural occupational training and cooperative development

\(^9\) Implementation solutions in My Son village were assessed not to be obviously taken advantage like other areas in Dong Giang.

\(^10\) It’s possible to see this in the process of cooperative establishment in Thanh Toan village with many activities exchanged among partners in order to agree about a cooperative model and organization.
program, mountainous and rural poverty reduction program or local development proposals. This integration both helped limitation of the overlapped project activities resulting in inefficiency and enabled to increase efficiency of project activity.

Apart from the cost and resource efficiency as above mentioned, there was one arising problem. It was a fact that while project support directly provided to beneficiaries (such as local people) delivered a positive effectiveness in strengthening capacity and encouraging the participation, in some cases it made them inactive, hence not fully taking advantage of opportunities from the project. Though this thought is individual and not popular, it’s required to be taken into account.

5.2.4. Project monitoring and management

Overall assessment on the project monitoring and management showed that the model of project implementation is efficient, details are as following:

- **Ensured top management of the provinces and professional capacity of partners.** Project management strategy is to ensure the participation and control of top local management body that is Provincial People’s Committee. In addition to this, it’s engaged the participation of the appropriate professional partners in the province. This model ensured the project implementation were always monitored and reported, and at the same time professional activities were settled directly in accordance with functions, tasks and operations of professional partners.

- **Promoted participation of partners and stakeholders.** Promoting the participation of partners and stakeholders was identified as a main strategy and regularly implemented. Project staff played a technical counselling and supporting role but not replacing them to implement activities. Scope of project activities also required the participation of multiple parties. One of the project successes is the mobilization of partners and stakeholders, enhancement of the cooperation and dialogues among partners in the implementation of assignments.

- **Integrated as local mission, instead of the mission of the project.** Through development of project management with a participation of state management agencies at levels, project implementation became a mission of localities and integrated into yearly action plan that were summed up, reported and monitored. This is a measure speeding up efficiently the implementation of project activities.

- **Effective project support.** Project support is evaluated as high of effectiveness from financial to organizational aspects. Technical support was provided frequently and properly. Project support focused on speeding up the settlement of outstanding issues and relationship among partners. Some local partners highly evaluated project management and support according to a model as below:

  Management = knowledge + learning + listening + networking + mobilization

  (Management activity reflected the knowledge and technique of the project implementers, listening and learning, and ensured the mobilization and gathering of partners and stakeholders).

Difficulties in monitoring and management are included:

- **Wide project scope with multiple stakeholders.** This delivered some certain difficulties in supporting project activities.

- **Experience in cooperation among stakeholders.** Coordination among partners and stakeholders from Vietnamese side limited the project replication without direct support of the project in some cases, hence requiring strengthening measures. For example, coordination among partners in Hue in some activities is still limited.
5.2.5. Project impact

Project results have many impacts in a short and long term, of which long-term impacts on capacity building and institutional development are obviously recorded. Details are as below:

- **Capacity of local government agencies and officials.** Participation into project implementation helps enhance and improve capacity of local government agencies and officials. Two obviously-seen aspects consisted of capacities of tourism management and development and of the cooperation in activities. This was a basis for the continuation of tourism and socio-economic development, and poverty reduction in local in the future.

- **Changes of local authority’s and stakeholders’ thinking of responsible tourism.** Approach to and content of responsible tourism development introduced in the project is a basis to build up thinking and develop policies and specific activities at the locality in the future. A typical example is that following the project, many new proposals and policies for local tourism development are formulated in Quang Nam province.

- **Changes in awareness and attitude of local authorities in working with sponsored development projects.** Project’s intervention strategy in a way of entrusting the project to locality and implementing partners brought a great impact on the change in awareness and attitude of local authorities. Local government leaders and officials at levels all affirmed the proactive implementation role, creativeness and long-term responsibility of local authorities and community in the implementation of sponsored development projects. Supporting resources of the project are “pushes” and “technical supports” creating a lever for the changes of localities in the future.

- **Enhanced gender equity and support to underprivileged groups.** Project results oriented to gender equality and supporting underprivileged group. Women’s and local tribal community’s roles were confirmed and enhanced through development and organization of tourism activities. Since then, their roles in social life were also increased. The inheritance of these achievements was clearly reflected in the policies and the opinions of local government i.e. inheritance of project achievements beyond the project’s life.

- **Strengthened public-private partnership.** Strengthening public-private partnership is one of the important requirements in current tourism development in Viet Nam. Development of this partnership required a process that project formulated models and good practices for implementation. Results after project’s completion recognized the changes in awareness of local authorities about enterprise’s role in a direction that enterprises are “partners” in the process of policy formulation but not the “subjects” under policy management. New cooperative models between associations, training facilities and authorities are developed and made use of to change awareness of parties about the importance and effectiveness of this partnership.

- **Development of new community-owned management (institutional) models (cooperatives, cooperative teams).** In pro-poor and community-based tourism development, management institution is one of the key factors for sustainability of the models. Up to now, citizen-owned management models have not been organized successfully in the whole country. Cooperatives and cooperative group models initially get success in the project areas, which are considered as a basis for long-term development of local tourism development models. These are also typical examples of replication in two provinces as well as in Vietnam.

5.2.6. Project sustainability

As overall assessed, project outcomes consist of many factors ensuring sustainability upon completion of project. Details are as below:

- **Effectively operating models managed by local people and authorities.** Basically,
the models were operated by local people and authorities. Some necessary adjustments in term of management and investment in need to continue but totally are within the local capacity. This is an important basis for sustainable operation of models.

- *Financial sustainability initially developed.* Tourism models in the project areas basically can cover their own operation cost and operate activities by their own.

- *Legal corridors and mechanisms institutionalized.* In the process of model management institutional development, many difficulties in policies and regulations were solved in order to ensure legal corridors and favourable mechanism for operation of these institutions.

- *Commitments and proposals by provinces for further development.* Provincial, district and communal governments in the project areas confirmed the continuation of taking advantage of good project results to further develop because this is also included in the local development strategy and orientation. Some localities, like Dong Giang district, developed master plans in details to continue investment for long-term development in project areas.

- *Value chain was established.* Community-based tourism models established value chains from supplying to promotion and sales of products. Though development at different levels, these value chains are the initial and basic condition to enable the project to maintain sustainably.

- *Capacity of partners were enhanced.* One of contents was paid attention to by the project was capacity enhancement of partners from the stage of implementation to the stage of management. Though there were still some certain difficulties, capacity of partners generally was suitable to sustain the development of project models.

Beside the main factors ensuring the project sustainability as above mentioned, there are still some risks to this sustainability. They are listed as below:

- *Capacity of mountainous communities needs further support.* Different from lowland areas, overall capacity of mountainous communities in the socio-economic development is still limited. Tourism development and handicraft production always require development of business and management capacity, innovation and creativeness. These capacities are considered as a great challenge for mountainous community.

- *Management capacity of cooperative and cooperative group models meets further development.* Developed cooperative models were utilised at best during project implementation. However, this was just in the initial operation period. There starts exposure of some problems, of which capacity of cooperative management is considered a remarkable issue. Conflict of interest is a rising issue in need to be solved. Skills and knowledge about economics, business and management are necessary for management units of cooperatives. Cooperative members are in need to be strengthened with capacity about activity organization and business. In a long term, knowledge and capacity about society, environment and then innovation and creativeness capacity are really necessary for the development of cooperatives in a long term.

- *Emerged new problems about community-based tourism.* One of emerging problems is that individual investors pay attentions to and orient their investment into community-based tourism such as in Triem Tay and Thanh Toan village. This has two facets. If it’s well oriented and managed, the participation of outside investors helps expand tourism products, tourism markets and stimulate tourism development of the region in general. However, there are many risks to this, especially the risk of disappear of local unique value and natural resources, benefits generated from tourism running out of local people. This problem needs a clear policy and orientation and scientific vision of local authorities. A mechanism for widely open discussion is in need to ensure the scientifics and
protect local people who are more underprivileged than business investors. On a larger scale, restlessly changed socio-economic environment and the environment will continue to bring about the emerging problems that threaten the sustainable development of community-based tourism activities.

- **Competativeness and capacity of local people in development and completion of products:** Tourism is a business sector requiring competitive capacity, development; perfection and innovation of products. However, this is also the most difficulty capacity that requires local people to further accumulate knowledge and still a challenge for local people.

- **Proactive participation of communal authorities.** Local authorities, specifically at communal level, directly played an important role in long-term activities of community-based tourism models. During the time of project implementation, in some areas, communal authorities didn't participate in the project directly. This leaded to the risks to policies and capacity of managers in the future. For the local areas with intensive participation of communal authorities, the challenges still continue when local authorities consider different objectives in development.

6. Conclusion

Evaluation results, especially based on the interviews with stakeholders, show that the project achieved specified objectives as originally proposed and planned. The project completed 5/5 outcomes with specific and clear achievements. Although project budget is not big and the set objectives are rather ambitious and scope of work is large, the achieved results are very obvious and become good practices, which create trusts and strengthen capacity for local people, authorities and stakeholders to scale up. Besides the successful production development and business models leading to direct effectiveness, the achievements of capacity and institutional building have great and long-term significance for Quang Nam and Thua Thien Hue provinces.

The project design is appropriate, from studying the local issues to the identification of project intervention strategy. It’s important that the project intervention strategies are appropriate with local capacity and implementers as well as point out the challenges stimulating the development of local capacity. This is an important basis for the above mentioned project’s achievements. Moreover, the connection and inheritance of the project with other development projects as well as local policies shall help mobilize a large resource for project implementation.

Project management is implemented well and efficiently, satisfying the donors’ requirements in term of project management and speeding up the efficiency of the project implementation. Regular and close management; closely monitoring the contents; frequent collaboration and coordination in resolving the problems on the basis of providing technical advices and settling institutional issues help manage project effectively.

Project results are highly evaluated by stakeholders. It’s more important that the project implementers at provincial and district levels continue to inherit the project results, research and further invest to expand it. Beyond the project implementation areas, the project results are widely duplicated in the province. The level of impacts and spreading effect of the project is different among localities subject to the orientation, policy and awareness of each authority.

Project results ensure the sustainability and replication. The project sustainability is most obviously seen in the aspects of finance and management. These achievements were gained because of identifying the priority objectives of capacity building and institutional support when project’s designed. However, it always sticks to the main objectives for the
sustainability of the project during project management and implementation. However, the project implementation period is only for two years with frequent changes of socio-economic conditions at localities, a lot of risks to the project sustainability have been emerging.

7. Recommendations

The project implementation process and results show many recommendations for the implementation of development projects as well as tourism development in particular and for socio-economic development of localities in general in a direction of poverty eradication and reduction.

Firstly, level of project success depends on the partners from Vietnamese side, on the investment resources, investment ways of Vietnamese partners as well as the relevance between project objectives and partner’s objectives at the time of project implementation. Project implementation showed that in the areas where local authorities paid much attention to, invested time and efforts in, even financial source, in order to coordinate the project implementation, the results of project activities were widely scaled up. Typically it’s an example case in Triem Tay village that received a great attention from Dien Ban district authorities, Quang Nam province, under a framework of a developed tourism development proposal, a great number of the project results were achieved.

This also recommends that donors and Vietnam's partners should pay a particular attention to the process in implementation strategy of the project with technical assistance including identifying issues and development of project strategy and action plan. Thinking "availability of a project is good" and "if the project is not good at this aspect, it can be good at another aspect" is still existing among Vietnamese partners. Hence, the receipt of project with technical assistance becomes "easy" and project implementation is also in a way of doing for completion. Whereas with current capacity and development level, orientations for development of Vietnam and localities are gradually clearer. Development programs and proposals of the central and local governments are increased day by day and mobilizing the resources of the State and of the localities. Effective combination of the objectives of international development project with policies, socio-economic development orientations at localities is necessary to save resources and enhance the effectiveness.

However, in some development projects, the pioneering of the projects is the orientations even exceeding the orientations and strategies of the locality. The project objectives and results become the recommendations for local policies in the future. This factor should be taken into account in the process of project development in order to develop the most appropriate directions and strategies.

Secondly, project sustainability is basically achieved but there are still many different risks to the sustainability due to many reasons such as constraint of project implementation time, fast changes in socio-economic conditions in the project areas or awareness level of local people. This can be clearly seen in the project under evaluation. Impact time of the project is relatively short while project objectives are rather big in some project areas. Though project results are achieved, levels of project contribution are different in the project areas. It’s necessary to be flexible to consider the development of project strategies and activities in the context of fast development speed like in Vietnam, some issues are arising too fast beyond the plan. One typical example is that the development speed is so fast in Triem Tay village and creates arising problems beyond the assessment conducted prior to project implementation.

Awareness level of local people in project areas is in need to pay attention to. Scope of and especially the implementation duration of the project that are evaluated not allowable
to solve in a long term and at the grassroots the problems related to awareness of some beneficiaries such as ethnic minorities where there are low level of education, low socio-economic conditions and limited access to the information.

Thirdly, exchanging information is an important factor in the project implementation. In the development projects in general and tourism development projects in particular, normally with participation of many stakeholders, it’s required to exist an efficient cooperative relation of both vertical and horizontal ways (among different organizations and agencies). In order to effectively implement project, regular, effective and active exchanging information is needed.

Experience of the project under evaluation shows that, when the stakeholders are shared with information sufficiently and regularly, their motivation and responsibility are increased, since then investment in time and efforts and the innovation and creativeness are mobilized. The coordinator should be proactive in the exchange information in order to strengthen cooperation.

Fourthly, searching and developing key localities, developing “typical models” are very important in development such kind of projects. In reality, common objective of development project is to strengthen capacity to apply for institutions, models and structure or new operation methods efficiently and progressively. These “changes”, especially at local level, need pioneers, demonstration models in order to learn and duplicate. Therefore, development projects, besides increasing general capacity, should concentrate in searching and developing key localities. With their capacity and spirit of pioneering, these people will be willing to pilot innovative models and have capacity to get the success. The “demonstration models” and “typical models” shall create trusts for local people, encouraging learning and strengthening capacity.

Fifthly, international and outside organizations still continue to play an important role in provision of technical support. Vietnam has achieved strong development steps, capability of domestic investment is highly increasing but reality shows that local capacity is rather limited. Furthermore, technical and scientific advances should be quickly introduced to the areas of slower development (like rural, mountainous areas). While domestic investment of Vietnam for projects are increasingly enlarged, needs for international capital is declining, needs for technical support are still great.

Sixty, mobilization of local resources plays an important role creating “efficient multiplier” of the project. Investment role as “seeding” of the development projects is more obvious day by day. With larger and larger investment capacity for Vietnam’s development, combination of local investment resources and investment resource and technical support from development projects shall create a great effectiveness in the future. A new formula for local cooperation projects shall be:

\[
\text{Alpha donor} + \text{Beta local investment} = \text{N results}
\]

(meaning: if locality mobilizes local development investment capital in coonnection with donored projects, the results will be multiplied many).

Seventy, it’s required to have more time for building local capacity. Development projects normally have short implementation duration while time for increasing capacity of local people and authorities is much longer. This leads to the risks to the project results, especially the sustainability. The projects should not be too ambitious when setting objectives. The objectives should be balanced with the ability to build capacity of locality.
8. Lessons learnt
Some lessons have been learnt from the result of the Project implementation including the follows:

8.1. Model and procedure of the project implementation organization
The model of organization developed and conducted in the Project (figure 1) shows the good efficiency in the project development and management. The effectiveness of the project is reflected at the leadership and coordination.

- The efficiency at the leadership: The participation of political system, especially the highest ranking leader in the area (the provincial leader) and the participation of authority leader at the lower level ensure the smooth leadership. The mechanism of 2 meetings per year and the reporting procedure ensure the close monitoring and allow the quick and timely guidance to the stakeholders as well as settle the systematic obstacles arising upon implementation.

- The efficiency at the coordination: The coordination mechanism was conducted via “Technical coordination team” joined by direct implementers. The provincial Department of Culture, Sport and Tourism is the standing one of the team. ILO and UNESCO coordinators participate in the team to provide the coordination and technical assistance. The activity of the technical coordination team is regular in parallel with the implemented activities. The model of the Technical coordination team allows the regular and uninterrupted coordination among parties. The technical matters are brought to the table for discussion to get the suitable and quick solutions.

[Figure 1: The efficient project management model]

8.2. The capacity and suitability of partners
The partners play a decisive role in the project success, where the capacity and suitability of the local partners are the keys. In fact, it is not easy to select the really appropriate partner, because in many cases, the project activities are at the overlapping situation of function, duty and capacity of the local partners. When the activities are assigned to the inappropriate partner, the implementation will become difficult. However, when the activity is assigned to the appropriate partner, it will be implemented quickly and efficiently. For example, within the
project currently under evaluation, the activities relevant to the development of community tourism are in the linkage with the activities of cooperation and cooperative groups. The Provincial Cooperative Alliance (PCA) of two provinces plays the active and efficient role in this activity. In addition to the appropriate function, the PCA with the capacity and appropriate resource promote the efficiency of the activities especially building the capacity of the cooperative even upon the project completion.

8.3. Capacity building is a process
Capacity development for the people especially the one for mountainous area is a difficult matter that the international development support projects need to face. In the past project, many activities of capacity development have been designated and implemented, bringing about the certain outcomes. In fact, the capacity development does not cover only 2 years of this project, but also inherits things from previous projects. However, the starting point is low, the awareness is limited, and the capacity development for the people takes much time. Therefore, the capacity of the people especially at the mountainous area is a big challenge for the sustainable development of the models set up at the local area.

Although the capacity building for the local people is difficult, it is the key to the local sustainable development when the project is completed. Therefore, the attention should be paid to the investment in capacity building for the people, notably a long-termed investment.

8.4. Connection, inheritance and transfer among the development projects
Although the project budget is not big with many objectives and large project area, the project outcomes are remarkable. In addition to the project activities are the basic factors resulting in the success. At the project areas, are the support projects previously started. This brings about the certain foundation to help the implementation process to maintain its smoothness, including the factor of capacity and material.

The experience from the project shows that the result of the development project has clear inheritance nature that needs to be analyzed and fully used during the design and implementation period of the project. It takes the following to get it done. The 1st is the capacity to document the activities of previous projects so that the coming project can access and inherit those. The 2nd is the necessity of careful study and evaluation of the situation, careful study of previous projects' activities and results that are the basis for connection and inheritance.

8.5. Integrating project resources with local resources – new roles of Vietnamese partners
With the income per capital of over 2,000 USD (in 2015) and population of more than 90 million people, Viet Nam’s capacity in investment and development has been much expanded. Although Viet Nam still need the international development support in many areas, it should be noted that the development projects in the country become more and more in the quality and bigger and bigger in the dimension and investment capital. One question raised is that how to combine at the best way the international development support projects and Vietnamese development ones.

The experience from the project that is under evaluation shows that there are many other projects, directly or indirectly relevant to and effective to the Project. Even some projects in the same area and have the same activity content with the big investment amount from authority such as the one at Triem Tay where the province’s community tourism development project of 6 billion VND during 5 years is being implemented.

ILO and UNESCO’s projects are evaluated to be able to suggest the new model for developing and implementing international development support projects where locality in Viet Nam has a new role. Not only being the partner that receives the project or provides a part of resources and responding capital, Vietnamese partners have a new role. They
become the Development and Investment parties with the understanding that the locality itself also develops the relevant development project, organize the implementation and conduct the activity in an independent way, but it has the content linking to the development support projects (Figure 2). This model helps to settle the local matters via sharing the vision, demand, target, plan and coordinate the activities among different projects. The result of this model is the “multiplied” results where the projects can achieve their objectives greater than that when they conduct the activities separately and independently.

**Figure 2: New model for developing the international development support projects**

![Diagram of new model](image)

8.6. Evaluating sponsorship results in a long term
The Project result shows that it is necessary to evaluate the result of development support projects in the long term. The reality shows that the project result sometimes is recognized not right after the project is completed but many years after the completion. One typical example is My Son where many result of activities in the past time have inherited from the result of capacity development projects for developing and implementing the action plan from the previous projects.

8.7. Connecting Vietnamese partners
If the connection among Vietnamese partners is a matter and difficulty for international development projects, the efficient activity of the Project is evaluated as the good practice on development of operation mechanism connecting the Vietnamese partners. In addition to the guidance role of authority at different level, the role of Technical coordination team is outstanding as the leading mechanism. The activity of the Team relies on the technique and it is assigned to organize and implement the assigned plans. This model in the way of “Task force” help to quickly settle the arising matter in a flexible way based on the discussion and technical cooperation among parties.

8.8 The role of searching for and development of “key” localities, typical models in development projects
If the local key factor and development of typical examples play an important way within the development project, the question raised is how to find and develop these key factors. The reality of the Project shows that the key factors are usually the young and experienced persons, and the pioneers. The important things are the capacity and experience of the
individuals. They are usually the one trained with good education and expertise. They are also the ones that have opportunity to access the information and knowledge from the resource outside the local community. Another basic thing is that this pioneering team is the ones that “dare to think and take action”. Nurturing the concept of “Career start” or “start your business” is necessary for this team.

Beside the capable peoples and pioneering team mentioned above, the 2nd pioneering resource may own less knowledge, education and expertise. The capacity of “Career start” is the main motivation of this team. What they need is to be introduced with the successful model so that they can access, study and implement.

9. Orientations for the future

The fact that the project has been successfully implemented has opened the next activities in order to ensure the long-term result of the project and expand the project result as well as create the condition to response to the new challenges.

9.1. Ensure the sustainability of the current project

The above analysis shows that there remain the certain risks that impose the impact on the sustainable development of the models developed in the project. The below are some of the orientations for the coming activities:

- Maintain the technical assistance for the mountainous area where the capacity of the people is still limited. The ethnic minority’s capacity has been developed to some extent within the Project as well as other activities and projects. However, their capacity especially the one at mountainous area is not high, with which they are not able to manage, maintain and further develop the project models. Meanwhile, their ability of self-capacity improvement is low, and information and knowledge resources delivered to this area are still limited. It is necessary to continue to mobilize the projects to maintain the technical assistance and continue the capacity improvement of the community.

- Support for management capacity improvement of cooperatives and business groups. Cooperatives and business groups have been established and are initially operated efficiently with the project and relevant parties’ technical assistance. However, management and development capacity of cooperative and business groups are not high even that of leaders and members. To further train this capacity is necessary for long termed and stable activities of the models that have been developed and help them to be able to response to arising matters in organization, production and business for development.

- Enhance the systematic and long-term tools (such as trade mark, development of new products). Development and management of products and trade mark are the important activities that ensure the long-term and sustainable development progress. However, these are the activities that require the highest capacity in management and creation. The project results obtained in this new area are just the initial. It is necessary to provide the continued technical and mechanism assistance so that the management of trade mark is conducted efficiently. The technical assistance is also maintained in the area of new product development.

9.2. Expand the project

Successes of the Project’s models can be expanded to other localities in the orientation forward to targets of tourism development, hunger elimination ad poverty reduction, job
Some main orientations are as follows:

- **Scaling up to the new areas.** Out of Thua Thien Hue province is the West and Tam Giang Lagoon. Out of Quang Nam province is the West and South. These are the areas where the socio-economic condition is difficult and tourism potential can be exploited for development.

In these areas, the provincial authorities and localities have set up the orientations for tourism development. Some specific investigation orientations have been developed. The international sponsoring projects also continue these orientations.

- **Enhancement of capacity and private – public partnership.** Improvement of the capacity, specifically in tourism development activities for hunger elimination and poverty reduction, which continues to be the area interested in by two provinces and other places. To increase the private – public partnership is one of the orientations that need enhancement and efficient control. While the private investment is being enlarged, the matters of harmonization of benefits among public, private and community have been raised in the circumstance that community’s capacity and potential are still limited.

9.3. Coping with the new challenges

New challenges have been arising for the developed models. The solutions to the matters of current developed models are also the suggestions for models in other localities. Below are two matters in need of attention:

- **Challenges in competitiveness and development of current models.** The models of community tourism have changed to the one with participation of new investors especially the private ones. The competition within the villages, among the villagers, between the villagers and external investors and among the different villages gradually appears. If no proper solution is found out, the foundation for community tourism will be harmed, which will result in the distorted changes of community tourism. Which model for the development of community tourism in the coming time needs maintaining and establishing requires the assistance especially the technical one from international organizations.

- **New sources of knowledge (NGO, consultants).** Indispensable requirement in development are the knowledge resources, skill and creativeness. In order that developed models and other model of pro-poor tourism development can be developed, the indispensable thing is to create the channel to access knowledge resources. While the people’s capacity is still limited, knowledge resources from NGO and consulting agencies are very important. How to promote these resources and develop the mechanism for knowledge transfer requires the efficient technical assistance.

10. Typical models

The project results have brought about many typical models that can be studied, disseminated and expanded to other localities and projects. Nine (09) typical models are as follows:

1. Establishment of Community Museum of Thanh Toan
2. Cooperative model in community-based tourism business
3. Tourism as a gender equity promotion tool in D’Roong
4. Promoting connection between training institutions and enterprises in Quang Nam
5. Public awareness raising via reality-based lessons learnt
6. Integrating the project with other development projects in Triem Tay village
7. Effectiveness of the model owned by local people in Triem Tay cooperative
8. Model of effective project management in Quang Nam and Hue
9. From a “push” of sponsoring model to local strategic orientation in Dong Giang

Specific content of the models is as follows:

10.1. Model 1 – Establishment of Community Museum of Thanh Toan village with community’s ownership.

**Problems**
The local exhibition house displayed local agriculture tools and devices which were attractive to tourists; however, it showed ineffectiveness as a tourist’s activity of cultural experiences and local revenue for management and operation.

**Interventions**
- Technical support of the project to the museum, investment in equipment and design
- Cooperated with local people in collection and interpretation of displayed objects
- Cooperated in design
- Handing over the museum to the tourism cooperative for management and exploitation.

**Effectiveness**
- Being an important tourism product of Thanh Toan, highly appreciated by tourists and travel agencies. There have been around 20 contracts signed between the cooperative and tour operators/travel agencies.
- Stable and increasing income source
- Local people are proud of and regard the Museum as their belonging
- Capacity of culture officials and local communities enhanced

**Lessons learnt**
Technical assistance + local implementation + local management = high quality product + enhanced community capacity + community pride (culture) = sustainability
10.2. Model 2: Cooperative model in community-based tourism business

Problems
Thanh Toan community tourism village was established on the results of the JICA project. However, the community capacity on management and business has not met requirements of the village tourism development. “Management board” model established by the communal authority including the staff holding several positions has not been effective.

Interventions
- Cooperated with Provincial Cooperative Alliance to study a cooperative model and implement the model
- Focused on leadership capacity; training course for cooperative members
- Supported with initial resources and capacity (Community Museum...): project resources and other local resources.
- Support to settle the relationships with different parties in the initial period, especially the legal support

Effectiveness
- The cooperative was established and organized, coming into stable operation.
- Initially creating effective revenue and coordination of local tourism activities: capacity management and implementation
- Establishing a legal entity owned by local people in relation to other entities

**Lessons learnt**
- Resolving difficulties in community capacity especially benefit sharing and management capacity.
- Change management with the establishment of cooperatives in local structure.

10.3. **Model 3: Tourism as a gender equity promotion tool in D’Roong**

**Problem**
D’Roong local people in Dong Giang – Quang Nam are Co Tu who mainly lives on cultivation. Their lives are dependent on nature and face a lot of difficulties. In the village, men when not working on the hills they drink the alcohol. Meanwhile women manage both agricultural production and household work. The traditional weaving is at the risk of falling into oblivion, while the young people do not know about the weaving work. Moreover, because of the convenience of tailor-made products from the lowland, few people wear the traditional clothes day by day and bead brocade products are made for gifts in the important events only, such as wedding or betrothal ceremony.

**Interventions**
- Restoring traditional textile weaving, developing local tourism activities as alternative livelihoods
- Women participating in textile bead brocade weaving groups and tourism groups, and community activities
- Women union plays a key role in mobilizing, organizing and implementing tourism activities
- Training courses on tourism development integrated with culture conservation and environmental protection organized for local people
- Tourism products featured local culture values are promoted with the role of women
- Supporting promotion activities and business linkage

**Effectiveness**
- Tourism activities developed, environment and hygiene in the village considerably improved.
- Textile brocade weaving groups and tourism groups contributed money to community activities and increasingly raised the voice of women in their community
- Women participated in campaigns and activities of union, groups to develop local values
- Local men gradually changed their mindset, supporting their wives to participate in social activities for income generation and also sharing household work and others
Lessons learnt

Tourism is an effective means of poverty reduction in which women participated and played an important role, thus enhancing their status and voices in family and community. Moreover, when the women are busy with the embroidering work at the weaving workshops, the men share with them the work of tourist welcoming, housework and fieldwork.

10.4. Model 4: Promoting connection between training institutions and enterprises in Quang Nam.

Problems

For a long time, quality of training centers including the training on tourism have been a concern of enterprises, management agencies and training centers. A longtime existing matter is that lack of linkage between training centers and enterprises results in the fact that the training content and method are far from the reality, limiting the effect of training work. Linkage between training centers and enterprises has been mentioned but implemented not much due to the lack of catalyst and effective models.
### Interventions

- Set up the bilateral cooperation mechanism between universities and businesses via direct discussion. In details, it is to encourage and support the universities to contact the enterprises to set up the relations in orientation to settle the specific matters about the training programmes, content and methods.

- Establish the systematic cooperation mechanism between universities and business association via *Job orientation days* in the tourism area. This is a forum and foundation for the enterprises and training centers to meet each other, and develop systematic and long termed cooperation activities. The activities also look at the job orientation in the society.

### Effectiveness

- Many bilateral cooperation relation between training centers and enterprises have been established and brought about the specific cooperation effects such as: the training agenda has been improved meeting requirement of enterprises; internship agenda of students has received the enterprises’ support in term of place and content; trainers have got the opportunity of information exchange and capacity improvement; some of enterprises’ staff participate in training in training centers.

- Systematic cooperation between training center and business association have been established and maintained.

- Change the awareness and concept about the importance, role, responsibility and capacity in cooperation of businesses and training center. Create the “iceberg breaking” to establish the relationship between two parties.

### Lessons learnt

- To enhance the cooperation is one of the priority orientations that bring about the effect in development and one of the content requiring attentions in development projects.

- In order establish and improve cooperation, it takes “*relationship ice-breaking activity*” and “*cooperation environment development*”.

### 10.5. Model 5: Public awareness rising via reality-based lessons learnt

#### Problems

People’s capacity is one important factor ensuring the intermediate project’s success and local long termed development and sustainability. In the development of community tourism, the people's capacity is the key factor. In spite of the awareness of the above, not all the projects can conduct it. One of the keys is implementation method.

#### Interventions

- Evaluate the capacity of absorbing knowledge and improving capacity by the people following the requirement of developing project activities.

- Find the suitable typical examples at other localities, responding to the capacities needed to be developed for the people. In particular, under the project is the model of community tourism development, homestay service development and management, cooperative organization and
management.

- Organize reality sightseeing tours for the people to other community tourism places for direct observation, understanding and study of different models.

- Encourage the organizations to develop presentation models at localities (such as developing model of fresh vegetable at Triem Tay village by NGO)

### Effectiveness

- The people overcome initial obstacles such as “afraid of change” and “afraid of risk”. Instead, it is “they are the same as us, they can do it, and we can do it”.

- The people study the situation via direct observation on successful model, direct check for information, experience and knowledge from other people. This study progress has obtained the bigger effect thank to the active and visual study method that is close to the people.

- Some models have been developed by the people right after the study tours. This process continues to be expanded at localities and the study process happens right at the localities. The people that got the opportunity of study tours normally would like to receive the further training to further improve and renew their business idea and products.

### Lessons learnt

It is necessary to focus on effect and method of capacity improvement training of the people. Reality-based training methods including the study tours that has effect because it is suitable with the people’s awareness level and learning approach.
10.6. Model 6: Integrating the project into other development projects in Triem Tay village

Problems

International organizations’ sponsoring projects usually has not so long implementation duration with limited investment amount, while the requirement for sustainable development needs sufficient time to develop and operate mechanisms especially building the capacity. Meanwhile, local development projects face more and more big technical difficulties. Moreover, the authority’s participation is very important to maintain the post-project management.

Interventions

- Triem Tay is selected to be the Project implementation area for many reasons, out of which is that it is the implementation area of Dien Ban district’s tourism development Project. This ensures that Project activity meet the right demand of beneficiary.

- Activities to implement the international sponsoring Project are in parallel with the local project. Key members participating in Triem Tay tourism development Project also participate in the Project coordination team. This allows the effective integration of two projects’ activities, ensuring the reciprocal effect but not overlapping with each other.

- International sponsoring Project towards the technical activities (such as landscape design, planning) or pilot activities (training), which the local project can further implement and expand.

Effectiveness

- The Project raises and settles many matters sufficiently, because it takes full advantage of the resources, technique and capital from many parties. The Project has achieved good result and high effect.

- The Project is continued, maintained and managed by local authority,
ensuring the sustainable development of the model. So far, the tourism development Project has still been implemented and continued settling the new matters in tourism development in Triem Tay.

<table>
<thead>
<tr>
<th>Lessons learnt</th>
</tr>
</thead>
<tbody>
<tr>
<td>- New model for combining international sponsoring projects and local development projects that can bring about the high effect.</td>
</tr>
<tr>
<td>- Coordination between two types of projects, especially in the management and operation, ensuring the efficiency and avoiding the overlapping.</td>
</tr>
</tbody>
</table>

10.7. Model 7: Effectiveness of the model owned by local people in Triem Tay cooperative

**Problems**

One of the principles for community tourism development is that the people directly manage and operate the tourism activity. In other words, the people master their work. However, the previous models show few successes in this regard. Two basic matters are management operation mechanism and benefit division mechanism.

**Interventions**

- One of basic strategies for community tourism model development at Triem Tay village is to develop the efficient and long termed management model. Model of the cooperative is studied and implemented for three reasons. (1) Model of cooperative ensures that the people are the ones to take lead, participate in and implement the activities. This meets the basic requirement of community tourism. (2) The model of cooperative under the new cooperative laws has created a mechanism ensuring the activities’ sustainability. (3) Community’s capacity is evaluated as qualified to respond to development and management of the cooperative.

- The Project cooperates parties, especially the Quang Nam province’s Cooperative Alliance and Dien Ban District People’s Committee (Department of Information and Culture as the direct focal point) to study and provide the legal support and then develop the cooperative.

- Following the model development is the project specific technical assistance to develop the capacity and set up the cooperative’s organization. The project organizes the training courses on nature and operation of the cooperative for the villagers so that the people are aware and register for participation in the cooperative. Next are the activities to develop the cooperative members’ capacity from the capacity to work as a team, capacity of exchanging and cooperating to capacity of making decision and managing. Staff of Project, Provincial Cooperative Alliance and district department of Information and Culture directly participates in meetings, electing the committee of directors, supervising cooperative’s activities. Cooperative’s leaders have got the opportunity of study, participate in the training courses that improve the capacity of activity ad management.

- Participatory parties provide the support on legal entity and political situation of the cooperative, creating the resources and improving the capacity (especially the capacity to participate in local decision making
Effectiveness
- The Cooperative has been established based on the target, norm and nature of the model with the effective management system. The cooperative’s capacity of self-development has developed at the end of the project. The cooperative has operated efficiently and further developed.

- Economic and political situation of the cooperative has been confirmed, allowing them to become an organization that can represent and protect the people’s benefit in the activities of community tourism development.

Lessons learnt
- Cooperative model is the effective model in development and management of community tourism activities, because the overall process is the consensus of participatory households with clear and transparent management regulations and benefit division. Community development fund has been set up to cover the community activities including people who do not participate in cooperative’s tourism service supply.

- The cooperative development does not only ensure the development of intermediate tourism operation model, but also more importantly develop the regulations allowing the people to negotiate and protect their own rights. This is very important in community based socio-economic activities.

- Vision, confidential, fairness and active support from authorities of different levels are the important condition for developing an efficient cooperation model.

Newly constructed cultural building

Road signboard in the village
## 10.8. Model 8: Model of effective project management at Quang Nam and Hue

### Problems

International sponsoring projects are usually relevant to stakeholders such as different state management authorities based on their professional areas, local authorities of different levels, people and other agencies and organizations. This results in a common difficulty in the sponsoring projects to define how to operate the project in an efficient way, to mobilize the active and efficient participation from different parties, to ensure the efficient coordination and to ensure the requirements of quality and project implementation progress at the same time. It is an important factor in successful project implementation to develop a proper project management model.

### Interventions

- The project has developed the management model based on two levels that are instruction and coordination that meets two basical demands of project management organization ensuring the smooth project implementation and avoiding the difficulties relevant to the system and mechanism, ensuring the efficient resource and technical mobilization and coordination.

- Steering committee leaded by 1 vice president. Provincial Department of Culture, Sport and Tourism acts as standing committee, organizing two meetings every year to monitor the project management progress and settle, instruct for solutions to the obstacles. The technical coordination group is participated by department level and staff of the parties that implement the technical and specific activities. The group has regular meetings following the activity’s requirement.

- ILO and UNESCO’s project coordinator directly support the management of these two working groups, ensuring that the groups’ operation are binding with the Project’s requirement and target.

### Effectiveness

- This management model promotes the role in efficient control, management, coordination and technique. The matters arising within the project are quickly settled.

- The model allows the promotion of implementer’s creation, sharing,
coordination among parties and limits the standstill situation in the system.

| Lessons learnt | - This efficient organization model can deal with the limit in coordination of activities among parties, which can be widely disseminated to other projects.  
- There are two basic factors for the efficient operation of this model. 1st is the responsibility and commitment of provincial highest leaders and the communist party, local individual that operate the project activities. 2nd is facilitating, monitoring and coordinating role of the international organization's project focal point. |

10.9. Model 9: From a “push” of sponsoring model to local strategic orientation in Dong Giang

| Problems | Many international development support projects have been implemented in Viet Nam with different successful models. However, the replication and scaling-up of models is always of concern by not few projects. Its replication is limited.  
From a “push” of sponsoring model to local strategic orientation in Dong Giang |

| Interventions | - The project implemented at Dong Giang district is the one following ILO’s previous projects. One of the Project’s basic strategies is to attract the local authority’s participation to the activity.  
- The leaders at district level that are often met, reported and consulted obtain the full information about the project especially the activity and result that the project brings about.  
- Professional levels in the district participate in organization of project activities. Those staff themselves observe the change of the locality and effect of the interventions created by the project. |

| Effectiveness | - Project results and especially the project implementation process allow the local authority managers to know well about the impact as well as the potential for socio-economic development, starvation erosion and poverty reduction from the tourism activity. Also via the project participation, the locality defines key matters, basic matters in the socio-economic development and local tourism. This is the material for idea, orientation and policy in the future.  
- Based on the Project result, Dong Giang district has developed the project for 2016-2020 tourism development that defines tourism spots and focuses on development of the sustainable tourism in two villages of D’roong and B’hoong village base on weaving as a traditional profession and the values of Co Tu ancient know-hows in construction. The governmental project will also help preserve traditional weaving linking closely with the tourism development. |
**Lessons learnt**

- Project model’s impact on the orientation for local strategy is one of the ways to show the spreading and efficiency of the project in the best way.

- Attract the participation of the agencies and local authority is the most efficient way to transmit and develop techniques, supporting orientation of idea and vision for the locality.
### ANNEX 1

**LIST OF INTERVIEWEES**

**Time:** 13 - 17/04/2016  
**Place:** Thua Thien Hue – Tam Ky – Dong Giang – Hoi An

<table>
<thead>
<tr>
<th>No</th>
<th>Agency</th>
<th>Interviewee</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Working with Thanh Toan Cooperative</td>
<td>Mr Nguyen Cong Phu (Cooperative director)</td>
<td>11:00-13:00 (13/4/2016)</td>
</tr>
<tr>
<td>2</td>
<td>Thua Thien Hue provincial Department of Culture, Sport and Tourism</td>
<td>Mr Le Huu Minh (Vice Director) Mr Tran Minh Tan (Department staff)</td>
<td>14:00-15:30 (13/4/2016)</td>
</tr>
<tr>
<td>3</td>
<td>Thua Thien Hue province’s cooperative alliance</td>
<td>Mr Tran Luu Quoc Doan, (Vice president) Director of Medium and Small scaled enterprise support and consulting center</td>
<td>15:30-17:00 (13/4/2016)</td>
</tr>
</tbody>
</table>
| 4  | 02 householders working on tourism in Thanh Thuy commune                | Household 1: Mr Tran Duy Chien – Boating team  
                      Household 2: Ms Nguyen Thi Nua – Eating and drinking team + Mr Nguyen Sy. | 19:30-21:00 (13/4/2016) |
| 5  | Thanh Thuy Communal People’s Committee                                 | Mr Nguyen Mau Hoa (Vice President)                                          | 7:30-9:30 (14/4/2016) |
| 6  | Hue Department of Industry and Trade                                    | Mr Nhat                                                                     | 10:00-10:45 (14/4/2016) |
| 7  | Huong Thuy town department of information and culture                   | Ms Nhi                                                                      | 11:00 -12:00 (14/4/2016) |
| 8  | Provincial Cooperative Alliance                                        | Ms Ngo Thi Thien (Vice Director in charge of Small and Medium scaled enterprise consulting center)  
                      Mr Ho Van Nam                                                                | 15:00 – 17:30 (14/4/2016) |
<p>| 9  | Quang Nam University                                                    | Mr Huynh Thanh Sieng (Trainer from Faculty of Culture and Tourism)         | 18:00 - 20:00 (14/4/2016) |
| 10 | Quang Nam College of Culture, Art and Tourism                           | Mr Ho Van Quang (Director)                                                  | 07:30 – 08:30 (15/4/2016) |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Organization/Group</th>
<th>Name/Position</th>
<th>Time</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Cooperative group at My Son tourism village, Duy Phu commune, Duy Xuyen district</td>
<td>Mr Vo Van Xoa (Leader of the cooperative group) Mr Nha – homestay</td>
<td>10:00 – 12:00</td>
<td>15/4/2016</td>
</tr>
<tr>
<td>12</td>
<td>Dong Giang district’s People Committee</td>
<td>1. Ms Ating Tuoi (Vice president, People’s Committee) 2. Ms Huong, Vice manager, Dong Giang district Department of Culture and Information 3. Mr Tuan – Manager of Department of Infrastructure Economics</td>
<td>14:45 – 16:30</td>
<td>15/4/2016</td>
</tr>
<tr>
<td>4</td>
<td>Dhroong brocade weaving group and community based tourism group</td>
<td>Ms Treng, Leader of brocade weaving group Ms Hai, Leader of Community based tourism group</td>
<td>07:30 – 10:30</td>
<td>16/4/2016</td>
</tr>
<tr>
<td>15</td>
<td>Quang Nam Department of Culture, Information and Tourism</td>
<td>Mr Ho Tan Cuong (Vice director of the Department)</td>
<td>13:30 – 15:15</td>
<td>16/4/2016</td>
</tr>
<tr>
<td>16</td>
<td>Quang Nam Tourism Association</td>
<td>Mr Vo Van Van (Association President)</td>
<td>15:30 – 17:00</td>
<td>16/4/2016</td>
</tr>
<tr>
<td>17</td>
<td>My Son Tourism and Remains Management Committee</td>
<td>Mr Huynh Tan Lap (Vice of Committee Chief)</td>
<td>17:30 -19:00</td>
<td>16/4/2016</td>
</tr>
<tr>
<td>18</td>
<td>Hoi An city center of culture and sport</td>
<td>Ms Nguyen Thi Nhun (Vice director of the center)</td>
<td>19:15 – 20:30</td>
<td>16/4/2016</td>
</tr>
<tr>
<td>19</td>
<td>Triem Tay Community Tourism Cooperative</td>
<td>Mr Nguyen Yen (Director of Triem Tay Community Tourism Cooperative/ Triem Tay Agriculture Cooperative Ms Than, Mr Sinh – Tourism household in the cooperative</td>
<td>07:30 -11:30</td>
<td>17/4/2016</td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
<td>Location</td>
<td>Participants</td>
<td>Date</td>
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<tr>
<td>13:00 – 14:30 (17/4/2016)</td>
<td>Quang Nam Art and craft association</td>
<td></td>
<td>Mr Nguyen Van Tiep (President)</td>
<td>20</td>
</tr>
<tr>
<td>15:00 – 16:30 (17/4/2016)</td>
<td>Dien Ban People’s committee</td>
<td></td>
<td>Ms Hoa – Dien Ban town department of culture</td>
<td>21</td>
</tr>
<tr>
<td>14:00 -14:30 (20/4/2016)</td>
<td>ILO, UNESCO</td>
<td></td>
<td>Ms Nguyen Thi Huyen, Ms Hanh, Ms Pham Thi Thanh Huong, Ms Tran Thi Thu Thuy</td>
<td>22</td>
</tr>
</tbody>
</table>
# Annex 2

## INTERVIEWING QUESTIONS AND PARTICIPANTS

<table>
<thead>
<tr>
<th>No</th>
<th>Interviewing questions in English (Following ILO’s guidance)</th>
<th>Leader of department</th>
<th>Staff of department</th>
<th>Relevant department</th>
<th>Leader of district authority</th>
<th>Staff of district authority</th>
<th>Leader of commune authority</th>
<th>Manager of heritage</th>
<th>Tourism association</th>
<th>Manager of tourism cooperative/group</th>
<th>Tourism household</th>
<th>Project staff</th>
<th>Interviewing questions in Vietnamese (Developed by the evaluation team)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Relevance and strategic fit</td>
<td></td>
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<td></td>
<td>I.e. In your opinion, which results has the project brought about?</td>
</tr>
<tr>
<td></td>
<td>- Are the needs identified at the outset of the project still relevant?</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>X</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>Are the matters identified for settlement under the project still necessary?</td>
</tr>
<tr>
<td>2</td>
<td>- Have the partners and stakeholders taken ownership of the project concept and approach since the design phase?</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>X</td>
<td>x</td>
<td>x</td>
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<td>Have you got the opportunity to contribute the idea during the design phase of the project? (Where you consulted before the project and was your idea reflected in the project?)</td>
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<td>Question</td>
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<td>Is the project appropriate to the national/ local plans for tourism development?</td>
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<td>3</td>
<td>How does the project align with local and national plans for Tourism development?</td>
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<td>4</td>
<td>How has the project contributed to other national development frameworks?</td>
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<td>What has the project contributed to other development plans (than Tourism)?</td>
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<td>5</td>
<td>How has the project impacted in term of contributing to the DWCP?</td>
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<td>Has the project contributed anything to targets of DWCP?</td>
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<td>6</td>
<td>Is the project target appropriate and was there a rationale?</td>
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<td>Are the project's targets appropriate with the project condition/ start circumstance?</td>
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<td>7</td>
<td>How does the project response to the Tourism development challenge in the Province.</td>
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<td>How does the project response to the Tourism development challenge in the Province/locality?</td>
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<td>8</td>
<td>Where has the project succeeded in this role and where has it failed (or could do better)?</td>
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<td>At which aspect has the project succeeded? At which aspect has it failed?</td>
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<td>9</td>
<td>Is collaboration scheme effective to improve Pro-poor Tourism Development in Vietnam?</td>
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<td>Is the collaboration scheme applied in the project effective to improve Pro-poor Tourism Development in Vietnam?</td>
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<td>II</td>
<td>Validity of design (i.e. PRODOC)</td>
<td>What are the project targets? What are the main activities under the project?</td>
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<td>10</td>
<td>How logical is the project design?</td>
<td>Have the project activities been designed properly?</td>
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<td>11</td>
<td>Given the resources is it practical to envisage the project achieving all its targets and goals?</td>
<td>Has the project been developed properly with the actual resources?</td>
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<td>12</td>
<td>What was the baseline condition at the beginning of the project? How was it established? Was gender issues considered?</td>
<td>What are the initial conditions for project implementation? (to get project set up) Why were those conditions established? Was gender issues considered?</td>
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<td>13</td>
<td>Are the planned project objectives and outcomes relevant and realistic to the situation on the ground? Do they need to be adapted?</td>
<td>Are the project objective and outcomes relevant and realistic to the actual situation? Do they need to be adjusted and how to adjust those?</td>
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<td>14</td>
<td>Is the intervention logic coherent and realistic? Is there a need for adjustments, if so: what needs to be adjusted?</td>
<td>Are the activities appropriate and realistic? Is there a need to adjust any activity? If yes, how to adjust it?</td>
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<td>15</td>
<td>Were all the elements of the project design necessary to achieve the</td>
<td>Are the project activities appropriate with the project objective?</td>
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<td>How does project approach to speed up, influence or get commitments?</td>
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<td>16</td>
<td>- How strategic is the choice of project partners and stakeholders in terms of mandate, influence, capacities and commitment?</td>
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<td>17</td>
<td>- What are the main means of action? Are they appropriate and effective to achieve the planned objectives?</td>
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<td>18</td>
<td>- Comment on the quality and usefulness of the selected indicators and means of verification for programme monitoring and evaluation, including breakdown by sex, age, etc.</td>
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<td>What are the monitoring &amp; evaluation indicators in the project?</td>
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<td>19</td>
<td>- On which risks and assumptions does the project logic build? How realistic is it that they do or do not take place? How far can the project control them? Do the risks jeopardize the project?</td>
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<td>Has the project mentioned any risks? Are assumption/consideration on risks realistic? Do the risks jeopardize the project?</td>
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<td>Comment on the external logic of the project in terms of its links with other interventions, synergies and economies of scale created.</td>
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<td>Is the project appropriate and relevant to other intervention activities? Which project? Whose?</td>
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<td>21</td>
<td>Did the project document provide adequate guidance on how the intervention would address the relevant gender issues amongst the target groups?</td>
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<td>Is project document appropriate with the pro-gender equality activities?</td>
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<td>22</td>
<td>How well targeted were the proposed interventions in terms of vulnerable groups taking cognizance of ethnicity, sex, age and other vulnerabilities?</td>
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<td>Could the project set up objectives on gender equality, ethnicity, age and vulnerable groups?</td>
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<td>III</td>
<td>Project progress and effectiveness</td>
<td>Question: How do you participate in the project? Introduction: Project objectives are (1) Increase awareness about responsible tourism (2) Promote activities of responsible tourism (3) Improve the capacity of parties (4) Develop cultural tourism in the responsible way (5) Support the small and medium scaled...</td>
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<td>23</td>
<td>Have the three project immediate objectives been achieved? To what extent?</td>
<td>x x x x x x x x x x x x x</td>
<td>Which out of the above objectives have been obtained under the project in our locality?</td>
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<td>24</td>
<td>In which areas (under which outputs/components) does the project have the greatest achievements? Why this and what are they supporting?</td>
<td>x x x x x x x x x x x</td>
<td>Which out the project outcomes is the greatest? Why?</td>
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<td>25</td>
<td>In which areas does the project have the least achievements? What has been the constraining factors and why?</td>
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<td>Which out of the project outcomes (mentioned above 5) is the least? Why?</td>
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<td>26</td>
<td>Have the quantity and quality of the outputs produced so far been satisfactory? Do benefits accrue equally to women and men?</td>
<td>x x x x x x x x x x x</td>
<td>Are you satisfied with the quality and quantity of the project outcomes? Are the benefits shared equally between women and men?</td>
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<td>27</td>
<td>Are project partners</td>
<td>x x x x x x x x x x x</td>
<td>Are the project outcomes still</td>
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<td>Using outputs?</td>
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<td>Applied?</td>
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<td>- In which areas do the interventions have the greatest achievements? Why this and what is have been the supporting factors? How can ILO build on or expand these achievements?</td>
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<td>During the project implementation, which intervention activity has brought about the greatest effect (or most important based on your valuation?) Why? How should ILO expand it?</td>
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<td>- How and to what extent have stakeholders (particularly the ILO constituents) been involved in project implementation?</td>
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<td>How do you participate in the project? (questioned above)</td>
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<td>- What elements of the project are indicating of a ‘good practice’ (based on the ILO definition).</td>
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<td>What are the activities/outcomes/interventions under the project considered typical and introduced to other local areas?</td>
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<td>- Were different strategies used for delivering project interventions to the different target groups? Were the strategies culturally and gender sensitive?</td>
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<td>Are there different intervention methods (method of project implementation) for different target groups? Are there any strategies to response to matters of gender and cultural sensitiveness?</td>
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<td>Assess the development of partnerships, networking and collaboration initiatives that have potential to be sustainable. (With other development aid, donor community and with other UN agencies).</td>
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<td>32</td>
<td>Assess the extent of expansion of cooperation network applied in the project (with different UN partners)</td>
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<td>How collaboration between stakeholders helped to effectively implement through the project?</td>
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<td>How has collaboration between parties implemented? How does it impact on the project implementation?</td>
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<td>IV Adequacy and efficiency of resource use</td>
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<td>Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?</td>
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<td>Have resources (funds, human resources, time, expertise) been mobilized properly to achieve the project objectives? How are they managed in the activities?</td>
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<td>Have resources been used efficiently? Have activities supporting the strategy been cost-effective? Do results justify costs? Could the same results be attained with fewer resources?</td>
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<td>Have resources been used efficiently? Is there any way to save the resources?</td>
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<td>Have project funds and activities been delivered in a timely manner?</td>
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<td><strong>Effectiveness of management arrangements</strong></td>
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<td>37</td>
<td>Are management, monitoring and governance arrangements for the project adequate?</td>
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<td>38</td>
<td>Does project governance facilitate good results and efficient delivery?</td>
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<td>39</td>
<td>Does the project receive adequate political, technical and administrative support from its national and provincial partners?</td>
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<td>Do implementing partners provide for effective project implementation?</td>
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<td>41</td>
<td>How do the project partners and other stakeholders contribute to the</td>
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<td>42</td>
<td>To what extent is the membership of stakeholders as defined in the ToR for these relevant? Is the membership too limited or too extensive? Examine the role and involvement of project stakeholders.</td>
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<td>Are the stakeholders sufficient? If not, which agency/who is missing and why?</td>
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<td>43</td>
<td>Has the project team’s integration (physically and in relation to work flow) in the ILO Viet Nam office enhanced project effectiveness?</td>
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<td>Does the ILO office’s activity contribute to project efficiency enhancement?</td>
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<td>Has cooperation with project partners been efficient?</td>
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<td>Has cooperation among project partners been efficient? Via which activities?</td>
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<td>45</td>
<td>Have available gender mainstreaming tools been adapted and utilized?</td>
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<td>Which gender mainstreaming guidance/tools applied? Is it necessary to adjust anything upon the implementation?</td>
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<td>46</td>
<td>Has the project made strategic use of other ILO projects, products and</td>
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<td>Are the project strategy and outcome applied to other projects of ILO? In particular,</td>
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<td>initiatives to increase its effectiveness and impact?</td>
<td>How efficient and effective has the process been of communication from the field office to the regional office and the donor?</td>
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<td>How is the project effectiveness discussed among the partners and within the regional office?</td>
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<td>To what extent do project staff, implementing organizations, and other partners and stakeholders have a clear and common understanding of definitions used and standards promoted by the ILO e.g. decent work; gender equality and equity etc.</td>
<td>How do staff, organizations and parties share the mutual concept on ILO norms (such as sustainability, gender equity…)?</td>
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<td>What was the impact of the means of action on the problem and on the target population?</td>
<td>Which issues have arisen during the project period? How has the project settled those? How have the methods of implementation and matter solution impacted?</td>
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<td>- How effective and realistic is the exit strategy of the project? Is the project gradually being handed over to the national partners? Once external funding ends will national institutions and implementing partners is likely to continue the project or carry forward its results?</td>
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<td>Is the project gradually handed over to the locality? After the project (upon the project completion), will Vietnamese agencies and organizations continue the project outcomes? In details, how?</td>
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<td>- Are the means of action gradually being handed over to the national partners?</td>
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<td>- Are national partners able to continue with the project? How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)?</td>
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<td>Are the national agencies/organizations/localities able to continue the project activities as designed? Which capacities have been developed by the project to continue those?</td>
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<td>- Are project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at the end of the</td>
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<td>Are the project results sustainable? Will the project hand over those to national partners which have the financial sustainability?</td>
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<td><strong>Can the project approach or results be replicated or scaled up by national partners or other actors? Is this likely to happen? What would support their replication and scaling up?</strong></td>
<td><strong>Can the project approach and result be scaled up by your locality/organization or others? If yes, how to conduct it? How to expand the model?</strong></td>
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