



**NORDIC ASSISTANCE to VIETNAM**

**Midterm Review Report**  
**Community Development Project In Tam Giang Lagoon**  
**Nordic Assistance to Vietnam**

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## **Abbreviations**

CFA – Commune Fisheries Association.

CRS – Catholic Relief Services

DARD – Department of Agriculture and Rural Development

FA – Fisheries Association

HUAF – Hue University of Agriculture and Forestry

NAV – Nordic Assistance to Vietnam

PFA – Provincial Fisheries Association.

SHG – Self help group

VND – Vietnamese Dong (Average exchange rate in July 2007: 1USD = 16,500 VND)

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## **I. Executive summary**

The goal of the community development project implemented in Phuoc Lap and My On villages of Quang Phuoc and Quang An commune is to improve the livelihoods of vulnerable and marginalized groups by empowering them to take care of their own development. The project targets sampan people, the poorest and most vulnerable group in the Tam Giang lagoon, Quang Dien district, Thua Thien Hue province. The project period is from the end of 2005 to 2009. This mid-term review is to examine the results achieved so far, the weaknesses and strengths, appropriateness and effectiveness of the project, and then make recommendations for a second project phase.

The review team consists of three consultants with specialist knowledge and skills in economics, natural resources management and social studies. The team has reviewed all relevant documents, including the project proposal, reports, local development plans and reports, and legal documents regarding management of aquatic resources. In the field work, the team held group discussions and interviews with men and women beneficiaries, the community groups, group leaders, village, commune and district leaders, district and provincial specialized agencies, HUAF and NAV staff. The initial findings were presented back to the project stakeholders for their comments.

My On and Phuoc Lap are resettlement villages. Their residents were sampan people who started to stabilize on land in 1985. The process of resettlement has not finished yet, as 32 households in Phuoc Lap are still living in boats. The difficulties they faced at the start of the project include:

- Lack of electricity.
- Houses are temporary and easily destroyed by disasters.
- Poor sanitation and hygiene conditions.
- Rapid depletion of aquatic resources in the lagoon further deteriorates the already fragile livelihoods of fishing households.
- Shrimp failures put poor households into big debts, which practically they have no way to repay.

The project, with its 14 different kinds of material support, brought significant changes to the lives of the villagers. Among the activities most appreciated by the beneficiaries are constructing electricity line, housing support, toilet support, land and housing ground preparation for newly resettled families, capacity building and activities aiming at diversification of livelihoods. The beneficiaries now enjoy new qualities of life that were not available to them a few years ago. Electricity brings better access to information and entertainment by TVs and improved conditions for learning for pupils. A solid house adds a sense of security to the lives of those living in disaster prone areas, and also allows for more savings because the need for annual house repair due to disasters becomes much smaller. A new toilet means improved hygiene and sanitation conditions, which will lead to better health for the household members. In all of those and similar activities, NAV support goes in pair with community and household contribution, creating a sense of ownership in the local people and partnership with those from the outside. Except for the construction of the electricity lines, NAV support was not a driving force, but a stimulus to generate a commitment for change in the communities and beneficiary households.

The action-based education has made a positive change in the people's attitude to the environment. It has resulted in many sanitation and environmental improvements, ranging from a rubbish hole in the backyard of almost every family to weekly community cleaning actions by a newly set up community environmental group. All of these improvements happened without financial support from NAV.

The project's purpose is to empower the poor to be in charge of their own development. Many self-help and interest groups were created. With a few exceptions of groups that show high level of

dynamism and independence, for example the environmental group in My On and the Aquaculture Fisheries Association in Quang An, the general characteristic of the groups created by the project is that they are quite passive, not dynamic and dependent on the support from the donor. The formal Fisheries Associations are not very different. In order to be more effective at empowerment and improving social capital, it is recommended that the project should opt for bottom-up development of collective actions, instead of creating community groups in a top-down manner. The project could adopt one or a combination of the following approaches:

1. Identify existing forms of cooperation between villagers and support them.
2. Identify community felt needs that can push people towards collective action. In this process, it is important to identify potential barriers and then remove or at least not letting them hinder the coming together of the people.
3. Identify potential leaders who can unite and lead people in specific forms of collaboration. Train them in facilitation and conflict resolution skills to increase their effectiveness. It is important to identify and train women leaders as well.

Improving the livelihoods of the poor and sustainable natural resources management are a major component of the project. The greatest challenges of the communities are the depletion of the aquatic resources in the lagoon and failures in shrimp raising. The project's strategy is to diversify income sources and organize the communities for natural resources management. New productions models proved to be effective in generating income and minimize risk. The rate of applying the project piloted poly-culture model (shrimp, fish and crab) jumped up sharply from near zero in 2006, 50-60% in 2007 and almost 100% in 2008. The creation of Fisheries Associations, with clear commitment from the members not to use destructive fishing methods, has drastically reduced the incidence of using these methods in the two communities. The problem of illegal fishing methods has, however, not been resolved. Fishermen from other places continue using them to a great extent. The project should continue advocacy efforts to replicate the good model and for the authorities to grant fishing rights to communities. Only then a significant positive change can happen in natural resources management.

Regarding the resettlement component, the project was successful in advocating the commune authority in Quang Phuoc to provide the poor sampan families with housing land for free. The model house was a failure, because nobody in the community followed its design. It is a lesson learned for a better use of project resources in the future.

The project has increased the participation of women in the community affairs and brought many other benefits to the lives of women. However, the proportion of women attending capacity building events is still low and appears to be decreasing. The participation of women in the Fisheries Associations is also low. It is recommended that the project (1) puts a stronger emphasis on inviting women to attend what is traditionally reserved for men; and (2) makes deliberate efforts to increase the participation of women in the Fisheries Associations.

The project has increased the accountability of local institutions towards the poor and the marginalized. Through the participatory approach, the project brings the local government officials closer to the needs and priorities of the local population, especially the poor, the sampan people and women. Fisheries Associations were created and strengthened. They will play a key role in the Government's drive to grant fishing rights to the communities.

It is recommended that the project should continue and replicate the positive achievements and strengths, namely good partnership, participatory approach, action-based education, diversification of income sources, building capacity of Fisheries Associations. The issues to be improved include:

- involvement of a local mass organization in action-based education
- greater cooperation with commune technical specialists in introducing livelihoods models
- a different way of developing community-based organizations

- stop building a model house
- greater participation of women in the technical training and capacity building events
- continuation of advocacy efforts for replication of the Fisheries Associations and granting fishing rights to communities.

## II. Overview of status of project

The community development project is implemented in two lagoon villages of Phuoc Lap (Quang Phuoc commune) and My On (Quang An commune) in Quang Dien district, Thua Thien Hue province, central Vietnam. The majority of the residents in both villages earns their living from aquaculture and capture fisheries. They were sampan people and started to settle on land after a devastating storm in 1985, which caused many casualties. In Phuoc Lap village, there are 32 households still living on boats. When the project started in 2005, the people prioritized their problems as follows:

1. Lack electricity in the village
2. Difficult transportation due to earthen and weak roads
3. Lack of land
4. Lack of toilet and proper sanitation
5. Weak and temporary houses
6. Degraded kindergarten
7. Shrimp disease<sup>1</sup>

In addition to these problems, the depletion of lagoon aquatic resources and failures in shrimp raising seriously threatened the livelihoods of the poor villagers. The wild catch decreased dramatically. The fishermen were able to capture only one fifth of the amount 20 years ago, using 4 times more equipment and going much further. Nearly all households involved in aquaculture had borrowed big bank loans, averaging 50-60,000,000 VND, to prepare shrimp ponds. After initial successes in 2001-2003, the shrimp failures, continuing through a few consecutive years, left the shrimp ponds owners with overdue debts, which they were practically unable to repay.

Responding to the needs of the villagers, NAV implemented the project with three major components:

1. Community development activities: building electricity line, improving housing and sanitary condition, action-based education to enhance environmental awareness.
2. Livelihoods diversification and natural resources management: supporting animal husbandry (pigs, sows, buffaloes, rabbits), promoting poly-culture (shrimp + crab + fish), introducing eel raising, supporting the poor with fishing equipments (nets), creating local Fisheries Associations, and training in natural resources management.
3. Resettlement: supporting sampan households to get land, making ground, building model house, and giving material support for building houses.

After nearly three years of implementation, the beneficiary villages are now connected to the power grid. Each of the 35 sampan families in Phuoc Lap village was allocated a plot of 200 sq. meters land for housing. The project and the families worked together to make the previous paddy field suitable for building houses. A model, flood-resistant house was constructed for the villagers to follow. 8 households in Phuoc Lap and 13 in My On have received financial support from the project to build a new house. 14 other received support to build house foundations or renovate walls. 16 households had a proper toilet due to the project's support. Action-based education was carried out in both villages, which resulted in many concrete household and community activities to improve the environment. Fisheries Associations were formed to facilitate collective actions in natural resources management. Alternative livelihoods activities, such as poly-culture (shrimp + crab + fish), animal husbandry, fresh water fishery, eel raising, etc. were promoted. The sense of community was enhanced, evidenced by the fact that the local residents are collaborating more in solving common problems. In 2008, the project is expanding to Huong Phong commune, bringing the lessons learned in the past two years to a new area. At a quick glance, all of the outputs predicted in the project document have been realized. They will be analyzed in greater details in the following parts of the

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<sup>1</sup> NAV, Phuoc Lap PRA report, 2005



report. The total budget transferred to the communities amounts to 1,264,000,000 VND, as shown in the table below.

**Table 1: Project's budget transferred to local partners (USD)**

Year	Quang Phuoc	Quang An	Huong Phong
2005	6,353	4,069	0
2006	6,248	3,872	0
2007	14,957	20,703	0
2008	14,875	13,129	6,132
<b>Total</b>	<b>42,433</b>	<b>41,773</b>	<b>6,132</b>

(Source: Project agreements and amendments between NAV and CPCs)

The number of beneficiaries of the project activities in 2005-2007 is summarized in the table below.

**Table 2: Number of beneficiaries of the project activities in 2005-2007**

Activity	Number of household beneficiaries		
	In Phuoc Lap	in My On	Total
Electricity line	80	29	109
Toilets	8	8	16
Housing support	11	24	35
Biogas	4	4	8
Pigpen	13	20	33
Pigs	20	20	40
Sow	0	7	7
Fishing nets	30	30 <sup>2</sup>	60
Training in veterinary and animal husbandry	62	2	64
Eel raising	4	6	10
Poly-culture fishery model	10	8	18
Scholarship for children	30	2(4 children)	32
Land allocation for sampan households	35	0	35
Housing ground preparation	35	0	35

(Source: Project reports 2006-2007 and people's interviews)

### III. Description of the midterm review methodology

The TOR for the midterm review sets the following objectives for the review team:

- Examine results so far and to which degree these fulfill the project's objectives as outlined in project documents and log-frames.
- Assess how and to which extent the project has effectively addressed the challenges faced by the target communities.
- Evaluate the strengths and weaknesses of the program, and the appropriateness of project components and strategies in relation to the overall goal of the project.
- Recommend adjustments or alternatives for project approach and components to achieve an even better impact.
- Provide an opinion on the suitability of a replication of the model in new villages around the Lagoon.

To achieve these objectives, the team employed two main methods:

<sup>2</sup> 6 families in My On received fishing nets twice, so the total number of household beneficiaries in 2006 and 2007 is bigger than the total number of households in the village.

- Desk review of relevant documents: project document, narrative and financial periodical reports, bylaws of the Fishery Associations, 5-year and annual development plans and reports, national and provincial legal documents regarding management of aquatic resources, provincial regulation on lagoon management etc.
- Field work using participatory methodologies, including in-depth interview, focus group discussion, mapping, observation etc. The review team consulted the project beneficiaries, the community groups, group leaders, village, commune and district leaders, district and provincial specialized agencies, and HUAF staff. Separate discussions with men, women and in mixed group were held to ensure that the perspectives of both men and women were fully captured in the review. After the field work, the team presented the initial findings to all the stakeholders involved to seek their comments and further insights.

The detailed field plan and the list of people consulted are in the Annex.

#### **IV. The project context**

Both Phuoc Lap and My On are resettlement villages. The residents were sampan people, who started to settle on land in 1985, when a devastating storm visited the area, leaving many casualties behind. The life on the boat was very difficult, with poor hygiene and sanitation conditions, vulnerable to natural disaster, and children had little opportunity for attaining proper education. Both the local authorities and people agree that resettlement on land is a must for them. However, the process is not easy, especially for the poor fishing households. Acquiring land and building a proper house seemed to be out of reach for many. When the project started in 2005, most of the village residents lived in temporary houses, easily destroyed or damaged by floods or storms. 32 families in Phuoc Lap village still lived on boats. Very few households had proper sanitation facilities. Phuoc Lap and My On were the remotest villages in Quang Phuoc and Quang An communes, without electricity and roads passable in all weather. The level of cooperation between the villagers was low, because the relationship between fishermen in a regime of open access to aquatic resources was more competitive than collaborative. They have little hearing from Government officials, because sampan people were viewed rather as a problem to be solved, not as right holders, who had legitimate right to participate in all the decisions that affect their lives.

The most important source of income for the villagers was capture fisheries and aquaculture. Tam Giang – Cầu Hai lagoon system, with an area of 22,000 ha, is fed by six large rivers: Hương, Bò, O Lâu, Đại, Nông and Truôi, which provide an input of nutrients and organic matter contributing to the high aquatic productivity of the lagoon. Connected to the sea by two estuaries, Thuận An and Tư Hiền, the lagoon system is very rich in aquatic resources. As a brackish water body, the fauna and flora of Tam Giang lagoon have both freshwater and marine species. There are about 88 fish species belonging to 40 families, 235 aquatic plant species and 86 invertebrate species, of which shrimp and crab are valuable species. The availability of the species varies from place to place in the lagoon and from season to season.

The lagoon's riches in aquatic resources and its aquaculture potential are the main source of livelihoods for about 100,000 people living in the lagoon area, among them the villagers in Phuoc Lap and My On. The problem is that the aquatic resources of the lagoon are depleting quickly due to the intensification of fishing activities, destructive fishing practices, shrinking water surface due to shrimp farming, poorly planned aquaculture development and lack of appropriate enforcement of resources management policies. The disappearances of some fish species are observed. Fish landings have sharply declined, from 4517 metric tones in 1973 to 2447 tones in 2000<sup>3</sup>. In order to catch the same amount of fish, the fishermen need 4 times more equipment and work longer in 2008 compared to 2000. The livelihoods of app. 90% of the households in the two villages who rely exclusively on wild catch fishing face serious challenges.

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<sup>3</sup> Source: Nguyễn Quang Vinh Binh, 2000.

Compared to the long history of capture fishing, aquaculture in Tam Giang lagoon just has a short period of rapid development, starting from seaweed culture in 1978 as an experiment in Phú Tân commune. In 1982, the Agar Company was founded with 100 ha of seaweed culture in operation. Shrimp culture began in 1987 by Vatex Company located in Phú Tân commune. The profit of the shrimp culture encouraged individuals and institutes to practice and expand their culture activities throughout the lagoon. Since then, the area of shrimp culture has increased rapidly. Aquaculture area increased from 20 ha in 1990 to 800 ha in 1995. Aquaculture then experienced a boom in 2001 with a bumper harvest. During the time, layer by layer of pond approached the lagoon, making the ground crowded and creating good condition for internal and local pollution as well as disease break out. Ponds are for extensive, improved extensive and semi-intensive systems. The brief history of aquaculture development in Phuoc Lap and My On is presented in the table below.

**Table 3: History of aquaculture development in Phuoc Lap and My On**

1987	Pen-culture
1989-1990	Some earthen ponds
1993	There were 2-3 layers of ponds constructed from bank of lagoon. There was encouragement from local government leading to unplanned development. Farmer just submit proposal for a certain position in commune aquaculture site. Since 1999, land use right was issued by group proposal.
1999	Two projects started in 1999 with 13 ha with a contract of 20 years. Ponds of these projects have been destroyed by flood and tidal wave.
1999	5-6 layers
2001	Aquaculture experienced a boom with a bumper harvest in 2001
2002	8-10 layers
2003	10 layers. Debt of shrimp farmers started with increasing numbers.
2004-2005	Wide spread of shrimp disease
2006	Poly-culture consist of shrimp, fish, crab and sea weed started
2007	20% households have profit from 2-10,000,000 VND, 30% break even and 50% lost from 1-30,000,000 VND <sup>4</sup> .

After a few consecutive years of shrimp failures, the villagers became disillusioned on the perspective of getting rich quickly through shrimp, only to end up in big debts that they don't know how to repay. Shrimp did not redeem them from their plight, instead it became their burden. The hope, so alive in 2001, has faded away.

When discussing the livelihoods of the people in the lagoon area, one must not forget the disaster pattern and vulnerability factor. The area is frequently visited by storms and floods, with the storm in 1985 and flood in 1999 particularly devastating. Every year, from September to December, the livelihoods of the people in Phuoc Lap and My On villages come to a near standstill: wild catch is only one third of the normal, no aquaculture, no agriculture, with animals (pigs) usually sold before the flood season, etc. Raising cattle is restricted: it is only possible to fatten them for a few months, and then sell them before the flood season. Keeping breeding cattle is not a viable option. Floods and storms usually cause destructions to aquaculture ponds, boats and fixed fishing gear, and it requires capital to restore them for the next production cycle.

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<sup>4</sup> This is the overall economic result of aquaculture in the two villages in 2007. The proportion of households having profit is higher compared to 2006. Those who bore losses also lost less than previous years. The poly-culture model was just introduced to replace the risky mono-culture shrimp raising, but not everyone had adopted it. The loss was caused by shrimp, the fish and crab in the poly-culture model bring profit.

## V. The project interventions

Responding to the challenges faced by the local residents, NAV implemented a community development project in Phuoc Lap and My On villages, with the expected outputs and corresponding activities presented in Table 4

**Table 4: Project outputs and activities**

<b>Output</b>	<b>Activities</b>
1. Boards of Management are established in a democratic way.	<ul style="list-style-type: none"> <li>• Facilitate election of BOMs based on villagers' votes</li> <li>• Facilitate training on project management, financial management, gender and self-reliance</li> </ul>
2. Self Help Groups for community development are established and functioning	<ul style="list-style-type: none"> <li>• Facilitate establishment of SHGs at village level</li> <li>• Facilitate training on group management, (CD, PM) financial management, gender and self-reliance.</li> <li>• Facilitate review and planning processes of the SHGs.</li> </ul>
3. A plan for development of income sources is established together with the communities in cooperation with the Hue University of Agriculture and Forestry (HUAUF) and the Aqua Extension Center (AEC).	<ul style="list-style-type: none"> <li>• Establish a co-operation with HUAUF, establish ToR and Agreement.</li> <li>• Get an overview of potential income activities as well as risks related to the development of these activities in the area.</li> <li>• Conduct market surveys for the proposed production activities<sup>5</sup>.</li> </ul>
4. More information about the debt situation of the villagers is provided and analyzed and measures included in the annual activity plans.	<ul style="list-style-type: none"> <li>• Survey and analyze the debt situation<sup>5</sup>.</li> </ul>
5. Knowledge about the legal ownership of water resources is introduced and shared with villagers.	<ul style="list-style-type: none"> <li>• Identify information sources and collect information on legal ownership and traditional practice of fishing ground in the lagoon.</li> <li>• Share and discuss information with villagers</li> </ul>
6. Interest Groups/Income Generating Groups are established based on the income generation plan.	<ul style="list-style-type: none"> <li>• Facilitate establishing Income Groups based on interest and potential</li> <li>• Support and facilitate developing income activities</li> </ul>
7. Technical training is provided based on identified needs.	<ul style="list-style-type: none"> <li>• Identify trainings and facilitate relevant technical training based on the defined needs</li> </ul>
8. Demonstration models on new and advanced technologies are established and disseminated.	<ul style="list-style-type: none"> <li>• Consider and select suitable models</li> <li>• Support establishment of selected demo models</li> <li>• Organize workshops to disseminate</li> </ul>
9. Information and training on the importance of hygiene and sanitation is provided.	<ul style="list-style-type: none"> <li>• Organize action based-education activities on health and sanitation.</li> </ul>
10. A model house showing alternative ways of constructing houses is set up.	<ul style="list-style-type: none"> <li>• Work with CPC on land allocation and tax exemption.</li> <li>• Conduct village meetings to discuss customs and culture related to the structure of the house and</li> </ul>

<sup>5</sup> This activity was canceled in the 2007 operational plan.

	<p>the public area.</p> <ul style="list-style-type: none"> <li>• Work with Mr. Quoc – the architect – on design, cost estimation, implementation plan.</li> <li>• Facilitate implementation, monitoring and handing over.</li> <li>• Conduct a workshop for dissemination of the model.</li> </ul>
11. Funds are sought for a pilot to cover the construction of house for 32 hhs based on the model house concept.	<ul style="list-style-type: none"> <li>• Seek potential funding for expansion.</li> <li>• Facilitate expansion.</li> </ul>
12. Electricity lines are connected to the villages.	<ul style="list-style-type: none"> <li>• Facilitate the procedure of connecting electricity to the villages.</li> </ul>

(Source: The project document)

In the project implementation, NAV worked in partnerships with many other organizations. At the community level, a project management board was created, which consists of three persons from the commune People’s Committee and three persons elected by the community members. The district is involved as a collaborator and oversight. In setting up and capacity building for the Fishery Associations at the grassroots level, a partnership with the Provincial Fishery Association was formed. On the technical issues of aquaculture and livelihoods models, NAV was cooperating with HUAF. Many different local consultants were hired for specific activities, such as training in sanitation & environment, gender, household economy or electricity.

## **VI. The project results and impacts**

Since the project consists of three major components, then the analysis of its impact also follows this structure. We will describe the project’s results as perceived by the beneficiaries in three areas:

- community development
- livelihoods and natural resources management
- resettlement

Those areas are interrelated, which means that a result achieved in one area has an effect on the other and vice-versa. In our analysis we will treat them like that, and wherever appropriate, we will discuss the impact of all components together.

The cross-cutting issues such as gender and right-based approach will be discussed separately. This will be followed by an analysis of sustainability or replicability of the project model. At the end, the key findings will be summarized, followed by the recommendations and conclusions.

### ***Community development component***

Both the project beneficiaries and local partners agreed that the project came and changed the face of the communities. “*My On now looks like a township*” – one of the commune staffs joked. Connected to the electricity grid, lit up, with solid houses built on elevated grounds and a concrete road linking it with the commune center, the village no longer resembles a temporary community of mobile fishermen just a few years ago. Phuoc Lap is also changing now. The project supported the village to construct an electricity line at the end of 2005. A new population cluster (Xom 5) is being formed: a paddy field was converted to a housing land to accommodate 35 sampan families. New foundations and houses have been erected, all of them strong enough to withstand the frequent floods and storms in the area. A concrete road and bridge, passable for cars, linking the village and the commune center is being constructed by a Government resettlement program. Local residents seem to be optimistic about their stabilized future.

The beneficiaries participated in our group discussion ranked electricity among the most beneficial things to their lives (see table 5). Phuoc Lap and My On villages are among the remotest in the communes. While other villages were plugged into the grid more than 10 years ago, those two were still without power in 2005. The communes benefited from a big Government rural electrification program (World Bank – Rural Electrification), but this program was concerned only with supplying electricity to the commune center. No fund was available for villages to connect to the grid. At the end of 2005, NAV supported Phuoc Lap (98,000,000 VND) and My On (63,000,000 VND) to make an electricity line. Local residents contributed 500,000 VND (Phuoc Lap) and 150-300,000 VND (My On – depending on the wealth ranking status) per household.

**Table 5: People’s perceptions of project activities**  
(group V: most beneficial, group I: least beneficial<sup>6</sup>)

People’s ranking	Phuoc Lap	My On
Group V	<ul style="list-style-type: none"> <li>☞ Electricity</li> <li>☞ Capacity building</li> <li>☞ Settlement (housing support)</li> <li>☞ Poly-culture model</li> <li>☞ Sanitation (toilets)</li> </ul>	<ul style="list-style-type: none"> <li>☞ Electricity</li> <li>☞ Settlement (housing support)</li> <li>☞ Capacity building</li> </ul>
Group VI	<ul style="list-style-type: none"> <li>☞ Pigs + pigpens (limited number, difficult to replicate because of the blue ear epidemics, people are not familiar with pig raising)</li> <li>☞ Fishing equipment (nets)</li> </ul>	<ul style="list-style-type: none"> <li>☞ Poly-culture model</li> <li>☞ Animal husbandry model (Eel, pig, pigpens, rabbits, fresh water fishery)</li> <li>☞ Fishing equipment (nets)</li> </ul>
Group III	<ul style="list-style-type: none"> <li>☞ Biogas</li> <li>☞ Education (scholarships)</li> <li>☞ Eel raising</li> <li>☞ Emergency provisions (rice, roofing materials after Xangsane typhoon in 2006)</li> </ul>	<ul style="list-style-type: none"> <li>☞ Biogas</li> <li>☞ Education (scholarships)</li> <li>☞ Emergency provisions (rice, roofing materials after Xangsane typhoon in 2006)</li> </ul>
Group II	<ul style="list-style-type: none"> <li>☞ Model house (not appropriate)</li> <li>☞ Planting trees (many trees died)</li> <li>☞ Equipment for the project management board</li> </ul>	<ul style="list-style-type: none"> <li>☞ Planting trees (many trees died)</li> <li>☞ Equipment for the project management board</li> </ul>

(Source: group discussions with men and women beneficiaries)

Being connected to electricity has resulted in improvements in many aspects of life. Access to information is now easier, with the rate of households possessing a TV at about 40-50%. Children have better conditions for study and the rate of dropping out from school is falling. Electric equipments (fans, rice cookers) and lighting make the lives of the villagers more comfortable. This explains why the project beneficiaries, both men and women, in both villages mentioned electricity in the first place when being asked about the benefits of the project.

The second place of most appreciated activities is housing support. A house for the villagers is not only a material asset, but also a sense of security and peace. The area is very prone to disasters, from September to December every year, a storm or flood can devastate it at any time. Vivid memories still remain among the villagers about 1985 storm, when 54 people died in Phuoc Lap village alone, or 1999 flood that destroyed many houses. When living in temporary houses, the local residents had to spend 1-2,000,000 VND for repairing the house every year. “Without the initial capital, we were

<sup>6</sup> One should bear in mind when interpreting this table that the perceived degree of being beneficial for an activity depends heavily on who is doing the ranking. Groups III and II (the less beneficial) contain activities that few families participate in.

*not able to build a solid house, so we had to accept living in a provisional house, and then spend money to repair it every year. The accumulation of money spent for the repairs would also equal the money needed to build a house”* (A woman in My On village, Quang An commune). A poor family was in a vicious cycle with no break through: a temporary house regularly ate up his/her savings for a house. The material support from the project came as a stimulus. They mobilized savings, sold what they could sell, borrowed where they could borrow, and together with the project support, which tends to be around 30% of the total needed, they invested in a house that can withstand extreme weather conditions. Even though they will have to repay the loan they took from family members or neighbors for the next 10 years, a new house is a major turning point for many of them. *“It’s like a shrimp throwing off old skin and putting a new one (laughing)... Now living in a new house we could not imagine the old one. We still have a big debt to repay, but now we feel more secure... The old house was not a house, it was like a tent.”* (A man, 44 years old, Phuoc Lap village, Quang Phuoc commune).

The beneficiaries also highly appreciate the project’s support to build appropriate toilets. Last year NAV provided eight families with 2,000,000 VND each in Phuoc Lap village to build a toilet, which usually costs around 4,500,000 VND. From then many families started to build their own toilets. The Fatherland Front in Phuoc Lap is brokering a sanitation facility loan for the villagers from the Bank for Social Policies. The loan size is 4,000,000 VND with the interest of 0.6% per month. Now in Phuoc Lap around 50% of households have proper toilets. This rate in My On is higher, around 70%. My On also receive higher support from NAV on toilet, with 8 families receiving 2,500,000 VND in 2007. and 12 receiving 2,000,000 in 2008.

The project carried out action-based education in both villages. The topic is mainly about sanitation and environment. The principle of action-based education is that the villagers are given training, and then they will determine by themselves what actions to take following the training. No material support is given to carry out the actions. Discussions with villagers and observations clearly point to the fact that the action-based education has resulted in many sanitation and environmental improvements. We saw that every family in My On village has a dig hole for rubbish disposal. Many trees were planted. Many households bought dining tables or first-aid kits. The community has a tank for waste that does not disintegrate easily, such as metal or glass. As a result of the action-based training, the village has at least two volunteers’ groups, one is environmental and one – planting tree. The level of cooperation between the villagers to solve common problems is increased (see Box 1), resulting in greater social capital, which in turn will broaden their capacity in natural resources management. These are the evidence that the attitudes of the villagers regarding the environment have changed from being passive to active collaboration in solving environmental issues.

### **Box 1: The formation of the environmental group in My On village**

The group consists of 15 members, including the leader. It was formed in 2006, after an action-based education was carried out by the project. The task of the group is to ensure proper sanitation and clean environment in the village. Every week, month and quarter the group members work together to clean the rubbish in the community, especially those thrown by people in the up-stream villages and flown down with the river and then stuck at the sluice in My On. Each family in the community contributes 2,000 VND per month to the village environment fund. They used this fund to build a tank to dispose hard-to-disintegrate waste, such as metals or glasses. Before the action-based education, people threw rubbish everywhere as convenient to them, now there is a place in each household for rubbish disposal. The environmental group is not receiving any material incentives for their work.

The project puts a strong emphasis on empowerment of the poor fishermen. One important aspect of empowerment is collective action, that is the ability of villagers to work together for a common purpose. In fishing communities, the collaboration is often looser than in agricultural ones. Fishermen are more mobile, and because of the open access to aquatic resources, the relationship

between them is rather competitive. In order to increase the degree of cooperation, the project facilitated the creation of different community groups. Two out of 12 outcomes specified in the project document are:

1. Self Help groups for community development are established and functioning.
2. Interest groups / Income generation groups are established based on the income generation plan.

In Phuoc Loc village, the project created 5 self-help groups consisting of all residents of each population cluster (xóm). Those groups have a leader, a deputy and a secretary. They meet every three months. There is no regulation or bylaw to govern the functioning of the group. The group leader and members know very well about supports and trainings provided by NAV, but beyond these activities, the group's life is non-existent (Box 2). This is the basis to assume that the groups were created just for the project, and served as a platform for the project activities. There is no indication that they have a life outside the project, and if the project support ceased, they would also come to an end.

### **Box 2: A self-help group in Phuoc Lap village**

Self-help group number 5 in Phuoc Lap village consists of the residents of the population cluster number 5, a newly created one for the resettled samplan households. The total number of members is 23, including a leader, a deputy and a secretary. 15 households have benefited from the project's support: 10 with fishing equipments in 2006, 3 in 2007 and 2 with housing support. 30 households receive support to make housing ground. The household contributes 2,200,000 VND and the project gives the rest of 5,800,000 for a ground making. In 2008, the project supported 4 families with 12,000,000 VND each to build a house. They are not entitled to receive a housing support from the Fatherland Front. Two families received a tank for eel raising. The project also trained all the members in domestic violence and sanitation. 50% of the members implemented some improvements.

The group meets every 3 months. The average attendance is over 20 people. Besides these, they don't have any other common activities.

The situation in My On is slightly different. We have already described the environmental group in the village, which showed a higher degree of members' involvement and contribution. The project gave a stimulus in terms of training and awareness raising. Then the villagers organized themselves and the group functioned without much support and direction from outsiders. One might suppose that because My On is much smaller than Phuoc Lap, and secondly, people in My On have settled on land much longer than Xom 5 in Phuoc Lap, so it's easier for them to collaborate with each other. Or maybe the problem, in this case sanitation and rubbish, is more strongly "felt" in My On, and it serves as a glue to bind people together. One thing is sure: the starting point in My On was no better than Phuoc Lap. The relationship and sense of community were quite loose. The team heard many comments from different sources that it was difficult to invite people to a meeting a few years ago. Seemingly, the thinking that the community things were not my interest and responsibility was common. Now the attitude is radically different. People come to meetings and contribute actively to the collective interests. It was clearly observed in our group discussions. A woman even said: "*I would go to the upstream villages to do action-based training with them, for them not to throw rubbish into the river.*"

There would be many factors behind the change. Nevertheless, the project's strong emphasis on participation and capacity building for the poor villagers is the primary cause. The communal members of the project management board said that participation and bottom-up approach are the distinguishing characteristics of this project. The needs and priorities were first discussed and agreed among the villagers, and then presented and approved by higher levels. The selection of beneficiaries for specific support (housing, toilet, animals, fishing equipment etc.) was also done by the villagers themselves. This consistent practice has influenced the commune staffs, making them closer to the people and their realities. Some of them said that it was the best thing they learned from this project.



On the other side, participation and transparency enhance the community's coherence and prevent conflicts. Finally, when the farmers came to believe that they have a real voice and influence, the feeling of indifference gradually decreases.

*“We think that we have right beneficiaries to receive the project's supports, such as housing ground, foundation or walls. Nobody in the village was jealous because the process was just. They are poor families and in real difficulties. Without the project, it would be impossible for them to build a house. My family did not receive the housing support, but we were glad...”*

A 58-year woman in Phuoc Lap village

*“...To identify what family receive what and how much, the project management board held a meeting with the villagers ... both men and women. They selected who would receive first and who later...”*

A 49-year woman in Phuoc Lap village

Besides informal groups, the project also created formal ones. It is Fisheries Associations at the village level or commune level, formed with a help from the Provincial Fisheries Association. They are legal entities, with a bylaw approved by the authorities, a clear management structure, a stamp and separate bank account. We will discuss the role and responsibilities of these Associations in more detail in the next section. Here we are concerned only with the aspect of empowerment and collective actions.

The Associations consist of all villagers of the same occupation. That means all wild capture fishermen in a village go into an Association of Capture Fisheries and all aquaculture pond owners go into an Association of Aquaculture Fisheries. Some households can be members of both associations. Like more than 30 other fishery associations in the lagoon area, the Fishery Associations in Phuoc Lap and My On were created in a provincial drive to have greater involvement of the people in the management of lagoon resources, pursuant to Decision 4260/2005/QĐ-UBND on the management of lagoon fisheries in Thua Thien Hue. It is rather a top-down drive, not fueled by the felt needs of the villagers to get together for a common cause<sup>7</sup>. In this type of organization, the usual weakness is passivity and dependency on resources from the outside. The Associations in Phuoc Lap and My On are not an exception. All of their activities are funded by outside organizations, such as NAV. The membership fee (5,000 VND per month) is collected regularly and used only for meetings or visiting sick members. These Associations are important players, this will be explained in the next section, but their contribution to empowerment and social capital of the villagers is rather limited.

As far as empowerment and social capital are concerned, we suggest the project not create groups in a top-down manner. Instead, the project could adopt one or a combination of the following approaches:

1. Identify existing forms of cooperation between villagers and support them. In Phuoc Lap village, the review team identified forms such as rotating credit group (hụi), where every member contribute a certain amount of money and they take turn to receive the whole sum to buy fishing equipment. In My On we failed to identify any form of villager-led cooperation.

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<sup>7</sup> The need for setting up a community group emerged when the project tried to help the villagers rearrange the aquaculture ponds, improve environmental conditions and better manage the natural resources. Many forms are possible for this kind of group. The final shape of the group, including the name (the Fisheries Association), the formal characteristics (legal entity, separate stamp and bank account) and the working relationships with the commune People's Committee and PFA, gives the basis to conclude that the form of the group was imposed from outside. The final shape of the group has little in common with the initial needs for it. So the review team keeps maintaining that the Fisheries Associations in Quang An and Quang Phuoc were created in a top-down drive.

2. Identify community felt needs that can push people towards collective action. In this process, it is important to identify potential barriers and then remove or at least not letting them hinder the coming together of the people.
3. Identify potential leaders who can unite and lead people in specific forms of collaboration. Train them in facilitation and conflict resolution skills to increase their effectiveness. It is important to identify and train women leaders as well.

All of these approaches would firstly require a good understanding of community dynamics by the project staff. Given the close and good working relationship between NAV and the communities, this prerequisite is fulfilled. Secondly, a just right support is needed. Too little support would deprive the group of necessary resources, and too much support would make them dependent. Thirdly, a focus should be shifted from creating “institutional structures that last” to creating “social capital, or ability to cooperate, that lasts”. When the villagers can easily form a group in response to a specific need, and easily dissolve it when the need no longer exists, they have high social capital.

### ***Livelihoods and natural resources management component***

The project adopted two strategies to improve the livelihoods of the poor beneficiaries. One is diversification of income sources, together with implementing risk reduction measures for shrimp raising. The second one is appropriate resources management that aims at restoring the aquatic resources that the fishing communities rely on.

The project provided fishing equipments to poor households in both villages. In 2006 and 2007, around 60 poor families received a set of new nets. Those nets helped them to have better income from the wild catch activities, averaging 25-30,000 VND a day. The additional cash enabled the households to make positive changes in their lives, for example building a new kitchen, buying a new boat, or sending their children back to school.

Many new production models have been introduced to the communities, such as pig raising, eel, rabbits, buffaloes, vegetable growing etc. The project provides production capital<sup>8</sup> and training. Some models have positive impact on household income. For example, pig raising generated from 500,000 to 1,000,000 VND for the beneficiaries. They gave an account that before the project organized training in pig raising and veterinary, they often failed in this activity, because the pig died. After the training they had the skills needed to carry it out successfully. However, due to the blue ear epidemics, most of the families that received pigs discontinued this activity after selling the pigs provided by the project. The team noted some explanation that the local residents are not familiar with pig raising. Other income generation models (eel raising) need more time to see a result.

With support from HUAF, the project promoted poly-culture models to replace monoculture shrimp raising. The usual combination is low density shrimp, crab and Kinh fish. The profit from this combination is less than shrimp in successful years, but the risk of failure is also significantly lower. In 2007, 12 households of the An My Fisheries Association and 10 of the Phuoc Lap Association participated in the model. All of them had profit from crab and fish, but some bore overall losses due to shrimp failure. A workshop was organized to summarize the lessons learned. The beneficiaries realized that they have to control their quest for big profit by regulating the density of shrimp according to the technical advice given by HUAF specialists. The success of the poly-culture model has offered a solution for aquaculture. The rate of applying the model jumped from a few households in 2006 to around 50-60% in 2007 to practically 100% in 2008. The market for Kinh fish is now very good, as opposed to a price fall for shrimp. This is an additional push for the poly-culture model. There is, however, a concern over the Kinh fish market. As the production expands, the local

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<sup>8</sup> In case of eel raising, for example, a beneficiary household receives 1,000,000 VND to build a tank and 200,000 VND for seeds.

consumption cannot absorb all fish quantities, and then the price will fall. It is noteworthy that the fish does not find any market beyond the immediate consumption by the local population. Another issue of technical training is lack of involvement of local specialist staff. There is an aquaculture engineer in both Quang Phuoc and Quang An commune, but they are not involved in the poly-culture and eel models. This poses a question about sustainability when the project and HUAF withdraw from the locality.

**Table 6: Summary of the economic results of the poly-culture model**

	Phuoc Lap	My On
Number of households participating in the poly-culture model (shrimp + fish + crab)	10	12
Number of households having profits from fish and crab	10	12
Number of households having profits from shrimp	0	0
Number of households having overall profits.	3 <sup>9</sup>	12

(Source: Report on the poly-culture model in Quang An and Quang Phuoc communes)

Regarding the management of lagoon aquatic resources, the provincial policy is to transfer more power and responsibilities to community-based organizations like the Fisheries Associations. There were over 30 such organizations created during the last few years. The long-term goal is to issue the fishing rights to fisheries associations at the village and commune levels in certain water bodies in their designated area based on the quantity and types of fishing gear, fishing seasons and aquatic species. The fishing rights in the lagoon area include the rights and responsibilities to timely prevent acts of fishery law violation, responsibilities of protecting fishing grounds, developing aquatic resources, ensuring free access to water ways, preventing degradation of the water environment and ensuring submission of taxes to the State<sup>10</sup>. The Fishery Associations in Quang Phuoc and Quang An were created within this policy drive. The project, in cooperation with HUAF, worked with the Associations in providing the members with training in lagoon environmental management, the ban on destructive fishing methods and alternative livelihoods techniques (eel raising, household economy management and saving. The members of the Associations signed a declaration denouncing the use of illegal fishing methods, such as electric rods.

The most visible change in practice among the members of the Associations is the break of silence over electric rod fishing method. Because this illegal method was widely practiced, nobody wanted to talk about it. Or if somebody knows his/her neighbor is doing it, they would prefer to keep silent, not risking antagonism with the neighbor. Now people started to speak up, saying Mr. A or Mr. B is still using the electric rods. Supposedly, the clear regulation of the Associations and explicit commitment by all members provide a good ground for mutual monitoring and feedbacks. Peer pressures seem to be effective: all people we talked to agreed that the incidence of using the electric rods to fish no longer existed in their communities.

The problem of destructive fishing methods, however, is far from being resolved. We repeatedly heard complaints of the fishermen that people from other communes, or even districts, used them to a great extent. They go in a group, have high-speed boats, and ready to resist any attempts to stop them. Local residents are helpless, silently accepting them doing electric shots right next to their fixed fishing gear (nò sáo), for the fear of their own security. Even the commune authority appears to

<sup>9</sup> The rate of profitable models in Phuoc Lap is lower than in My On because the beneficiaries in My On better complied with the technical advice given by the HUAF staff regarding the density of shrimp. The beneficiaries in Phuoc Lap increased the shrimp density in the pursue of bigger profit, only to end up with bigger losses. Source of analysis: Report on the poly-culture model in Quang An and Quang Phuoc communes.

<sup>10</sup> Decision 4260/2005/QĐ-UBND “Promulgating the regulations on the management of lagoon fisheries in Thua Thien Hue”

be powerless in preventing this kind of practice. They don't have high-speed boat. Some time ago the commune was allowed to fine the violators of up to 500,000 VND, which was still very small for the violations, but now it is even not allowed. One of the commune security personnel was hit by an electric rod while trying to arrest the violators. This explains why the number of violation cases caught by the commune authority is declining (see Table 7), meanwhile the practice continues with the same intensity, or even higher. The district has the power to deal with the violators, but they rarely come to the community, and after they left, everything comes back to normal.

**Table 7: Number of fishery violation cases in Quang Phuoc commune**

Year	Violation cases
2004	10
2005	15
2006	4
2007	3
2008	0

Clearly, the problem of irresponsible aquatic resources exploitation cannot be resolved with two Fishery Associations in two villages. Good practices at a very small scale cannot bring significant change lagoon-wide. It's necessary to work with other organizations, projects and government agencies to replicate successful models. Establishing and building capacity of community-based organizations, offering alternative livelihoods means, explicit commitment not to use illegal fishing methods, enhanced environmental awareness and peer pressure seem to bring good results. This approach should be promoted and replicated.

The issue of open access should be addressed too. If everybody has the right to access, the right to use and the right to exploit the water surface area, although nobody can possess and dispose of a delimited area of the water surface, then the problem of irresponsible exploitation will be very difficult to deal with. In Lagoon Management Regulation, the Provincial People's Committee delegates power to the People's Committees of Lagoon Districts to issue the fishing rights to fisheries associations at the village and commune levels. However, in practice, no district has used this power to issue the fishing rights yet<sup>11</sup>. Once the issue of ownership has been clear, it will be a powerful tool that the association members can use to fight illegal fishing. If this goes together with improved capacity and coordination between the association members, it will create a positive change, even if all other factors (e.g. intervention by the district and province) remain the same.

The lagoon's natural environment bears serious consequences of inappropriate shrimp development, namely shrinking of fish habitat and pollution from the shrimp ponds. The environmental degradation fired back on shrimp, causing disease and failures. Improper expansion of pond layers exaggerates the problem, making it easier for shrimp disease to spread. The Aquaculture Extension Center is now conducting an aquaculture planning for Quang An and Quang Phuoc communes, which is expected to complete by the end of 2008. Rearrangement of aquaculture layout will take place. The project is doing something similar: working with the villagers to do a bottom-up aquaculture planning at the scale of the village. This involves deciding on what combination of aquaculture is suitable for what kind of land. Two types of planning, although at different scales, go parallel, each is not informed by the results of the other. It is an issue of coordination.

### ***Resettlement component***

In Quang Phuoc and Quang An communes, there have been many efforts to support the sampan people resettle and stabilize their lives on land. These programs are described in the table below.

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<sup>11</sup> This was mentioned by the Chairman of the Provincial Fishery Association in the meeting to report the initial findings of the review.

**Table 8: Resettlement programs in Quang Phuoc an Quang An**

Quang Phuoc	Quang An
<ul style="list-style-type: none"> <li>- 2000: CRS supported 35 houses, valued 15,000,000 VND each for the families living in the boats to settle on land. CRS also helped build a clean water system for the commune and villages.</li> <li>- 2006-2008: a Government resettlement program is implemented in Phuoc Lap village. The total budget is 3,000,000,000 VND for a concrete road (1,000,000,000), making ground (almost 300,000,000), concrete river bank, and a road to the fishery ponds areas.</li> <li>- 2008: The Fatherland Front supports each resettled family 10,000,000 VND to build a house.</li> </ul>	<ul style="list-style-type: none"> <li>- 2008-2010: Government’s resettlement program is implemented with budget 2,400,000,000 VND to be invested in improving the electricity grid, elevating the housing ground and upgrading the intra-village roads.</li> <li>- 2008: the Fatherland Front supports 19 households with 10,000,000 VND each for building a house.</li> <li>- 2008: DARD gives support to 19 households with 4,500,000 VND each for building a house.</li> <li>- Project “Disaster Mitigation in Central Vietnam” provides 80 poor households with 5,000,000 each to be invested in production (fertilizers, pesticides, sows).</li> </ul>

The project started its resettlement component by asking Quang Phuoc commune to convert a paddy field to housing land and then allocate 200 sq. m. plots to sampan households free of charge. The commune agreed and spent 40,000,000 VND for compensation to the paddy field owners. Then the project supported the resettled households to make ground for housing. The level of support was about 5,800,000 VND<sup>12</sup>, and the family contributed 2,200,000 VND. The coordination between the project and similar support given by the Government is good. There is no evidence of duplication or waste or unjust allocation of support. Receiving support from NAV means that the Fatherland Front will give the support to another household.

The second activity in the resettlement component is to build a model house for the villagers to follow. The house must be resistant to extreme weather conditions, such as strong storms or floods. The project hired an architect to work with the villagers for the house design, and then brought a construction team from outside to build it. The review team did not explore in depth the dynamics of the meetings, how the opinions of the villagers were taken into account. The fact is that after the model house was constructed, nobody in the village followed its design. It was not culturally appropriate for them. The architect was probably keen to introduce new things, not thinking through whether the villagers would accept it or not. The villagers were too kind to push hard for their ideas, given the fact that the house is funded from outside, like a gift to their community. In this aspect, we conclude there was a waste and that the project resources could have been used more effectively.

*“...The model house is just a model. It looks beautiful but we cannot follow its design, because there is no place for ancestor worship. The stairs do not have banisters, so it is not safe for children. The cost of building this house is too high. Poor families here can only afford 35-80,000,000 VND for a house. Even with that amount they will have to borrow half to put with the government’s and project’s support. We are using this house for our community activities, but if we had 130,000,000 VND<sup>13</sup>, we would build a much better and suitable community house.”*

A man in Phuoc Lap village

<sup>12</sup> The project did not give this money directly to the households. It contracted a local service provider to pump sand into the housing area of Xom 5 in Phuoc Lap hamlet. The average cost for one housing ground was 8,000,000 VND, to which the beneficiaries contributed 2,200,000. The rest was from the project budget.

<sup>13</sup> The interviewee has probably mistaken the cost of the model house. According to the project manager, the cost was 107,000,000 VND, not 130,000,000.

## *Cross-cutting issues*

### **Gender**

Gender is an important aspect of NAV's work. Vietnam Country Program Plan 2005-2009 has five objectives, among them one is stated like this: "Girls and women are empowered to activate their rights, responsibilities and resources to avoid being suppressed and exploited. The equal access to resources, information and decision making processes are recognized by both men and women."

The participation of women is promoted in many project activities, such as action-based education, trainings in gender and domestic violence, household economy training, eradication of temporary houses, livelihoods improvement activities and capacity building.

*"...In the village, men usually do technical or heavy things, for example fishing, pesticide spraying, washing nets... women do household chores like cooking, taking care of children, going to the market. There are things that both husband and wife do together, such as repairing nets, putting nets, rice harvesting... With regards to the training, whoever has time is going. Sometimes both husband and wife go, like the action-based education. In general, women go to meetings more often than men, because they are more diligent. Men go fishing at night and sleep in the day time, therefore women go to trainings and meetings more often ..."*

30-year old woman in My On village

Participation of women in the community affairs has increased significantly. In a group discussion with 14 women, 11 of them said that they participated in the community affairs 3 times more than 3 years ago. It is an important change compared to the time they just resettled on land. As a result, their self-esteem and confidence have increased considerably.

*"... Previously we never went to meetings nor invited to meetings. Now we go every week. From the time the project came we have many meetings. We are slowly getting used, not shy to speak in public places anymore..."*

The proportion of women attended capacity building events is still lower than men in both beneficiary villages. From 2005 to 2007, a total of 2,630 persons participated in capacity building activities, in which 1,005 are women (38%). Interestingly the proportion of women decreases from year to year (see Table 9).

**Table 9: Beneficiaries of capacity building activities**

Year	Participants		
	Total (2 villages)	Women	Percent of women
2005	613	335	54.6
2006	1,113	414	37.2
2007	994	256	25.8

(Source: NAV annual review reports 2006 and 2007)

This phenomenon can be explained that usually one household representative attends an event. Following the existing division of labor or gender stereotypes, women often go to training in household economy management, gender and action-based education, while men go to training in aquaculture techniques, lagoon planning, building a pigpen, a tank for eel raising (see Table 10). In the first year of operation, the emphasis was on action-based education, which later was shifting more towards extension techniques and natural resources management, which is traditionally a men's domain.

**Table 10: Participants in different capacity building activities in 2007 (both villages)**

<b>No</b>	<b>Training</b>	<b>Number of participants</b>	<b>Number of women</b>	<b>Percentage of women (%)</b>
<b>I</b>	<b><i>Action-based education and other activities</i></b>			
1	Disaster mitigation and house strengthening	89	31	34.8
2	Gender	30	16	<b>53.3</b>
3	HIV prevention	101	41	<b>40.6</b>
4	Sharing workshop on project management	15	4	26.7
<b>II</b>	<b><i>Natural resources management and livelihoods improvement</i></b>			
1	Workshop on the solutions to aquaculture problems (disease and environmental pollution)	77	11	14.3
2	Farmer's field school	55	9	16.4
3	Evaluation workshop on the poly-culture model	73	18	24.7
4	Demarcation for capture fisheries, aquaculture and finalizing the association's bylaw	94	29	<b>30.9</b>
5	New livelihoods activities (eel raising)	48	21	<b>43.8</b>
6	Planning for the next season	25	2	<b>8.0</b>
8	Production management and household economy management	41	13	31.7
9	Ecological aquaculture	95	17	<b>17.9</b>
10	Environmental management for aquaculture	100	21	<b>21.0</b>
11	Meetings of the Fisheries Associations	151	23	15.2
	<b>Total</b>	<b>994</b>	<b>256</b>	<b>25.8</b>

(Source: Project Review 2007)

We, therefore, suggest the project to put a stronger emphasis on inviting women to attend what is traditionally reserved for men. And by gender awareness raising encourage men to step into traditional women's domain. In this way the existing labor division and stereotypes are challenged and changed.

The benefits that women have from the project are as follows:

- Women's attitude about saving and ability to plan household's incomes and expenses have improved.
- Many women are able to manage directly their bank loans.
- Many women have overcome inferiority feeling (poor, woman) in the activities of the associations and community.
- Women's involvement in household economy management becomes more active and their role in the household income is strengthened.
- Incidence of violence against women decreases.
- Improved household economy through livelihoods activities.

### **Box 3: The story of Mrs. Hanh, My On village, Quang An commune**

In 2006, Mrs. NTH's household (poor household) received 500,000 VND from the project to buy fishing nets. Everyday, she and her husband earned around 20,000 VND from fishing. Fishing can go for six months a year and bring an income of 3,600,000 VND. Everyday she saved 5-10,000 VND for misfortune time. Having even a small saving at home, she felt more peaceful. She had never done that before. Now her husband passed away. She borrowed a loan from the Bank for Social Policies, and together with loans from the family and project's support (20,000,000 VND), she built a new house.

In the past three years, she implemented many initiatives to improve the living standards of the family: building a toilet, digging a rubbish hole, buying a wardrobe. She learned those actions from the training "Production management and household economy management" and "Action-based education" organized by NAV.

*(Source: interview 30-year old woman in My On village)*

There are, however, many challenges ahead to achieving the gender equality. The traditional labor division assigns technical and "heavy" works to men, such as fishing, spraying pesticides, washing nets etc., while women assume almost all the household chores, like cooking, caring for children, washing, etc. Although the review team noted some evidences of the husbands sharing the household works with the wives, but they are rather sporadic and the fundamental thinking about what men and women should do has not changed much. Of course, the project period of more than two years was definitively too short to bring a radical change in the way the community thinks about gender.

The labor division results in low participation of women in the Fisheries Associations. The thinking behind is that because women don't go to fish or go just to help men, then naturally men will be the members of the FAs. This happens across the whole structure from the provincial level downward. At the provincial and on the average at the district level, the proportion of women is around 10-12%. In Quang An and Quang Phuoc FAs, this proportion is lower, only 5%<sup>14</sup> (See Figure 1). The real participation in the meetings of FAs is 15%, three times higher than the official membership figure, but still low. Given the fact that the province's policy is to develop grassroots FAs in order to grant them with fishing rights in the lagoon areas, there will be more resources, governmental and non-governmental, poured into training, capacity building and strengthening of those organizations. Not being a member also means not accessing these resources, and in the long term, not having the right to fish in the area granted by the Government<sup>15</sup>.

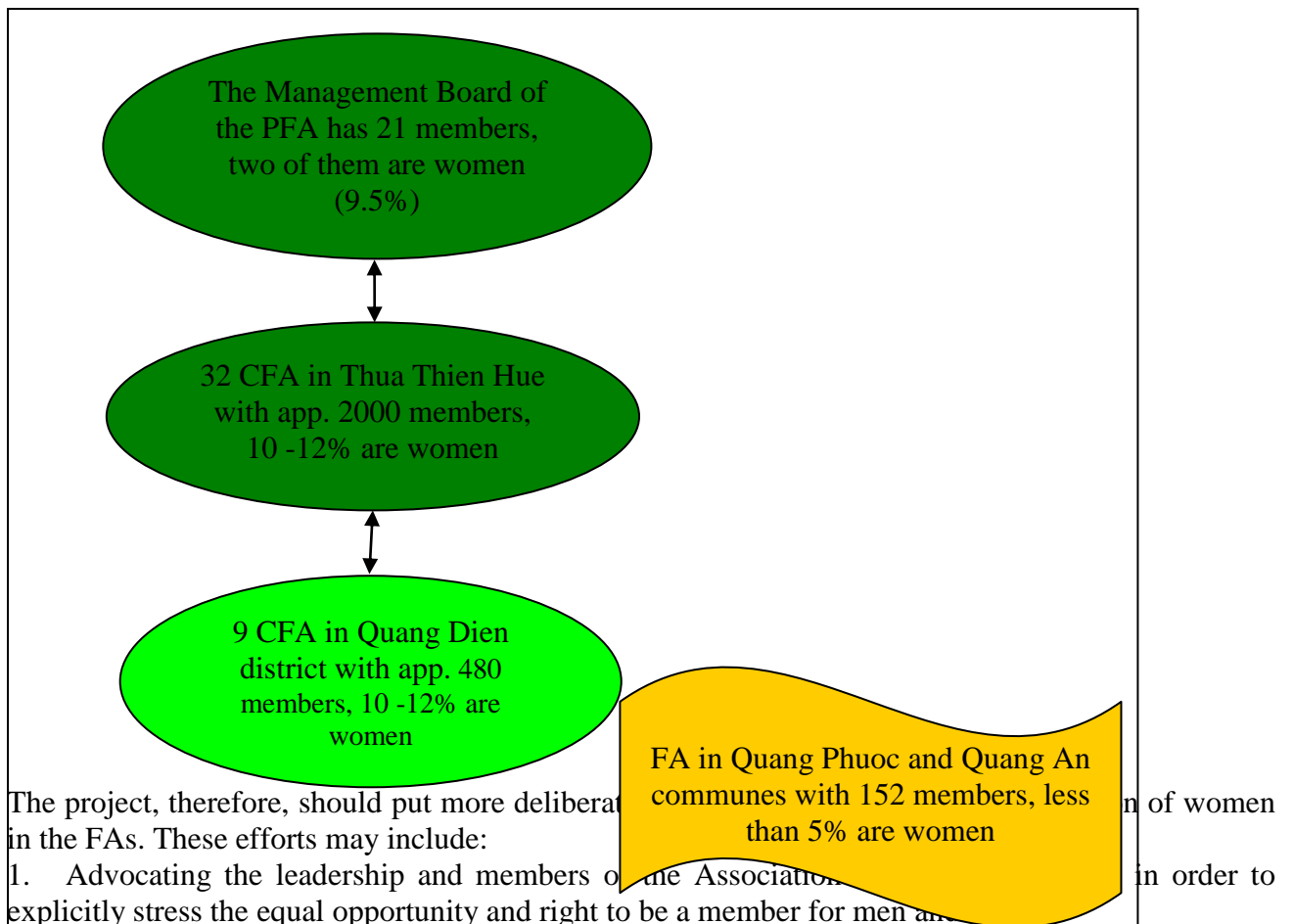
### **Figure 1: The organization of the Fishing Associations and participation of women**

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<sup>14</sup> The review team does not have an answer on why the proportion of women in Quang An and Quang Phuoc FAs is lower than the average.

<sup>15</sup> This would happen when the fishing right is granted to the Fisheries Associations. The status of water surface would change from open access to close access, and thus, not being a member would mean not allowed to access fishing resources.



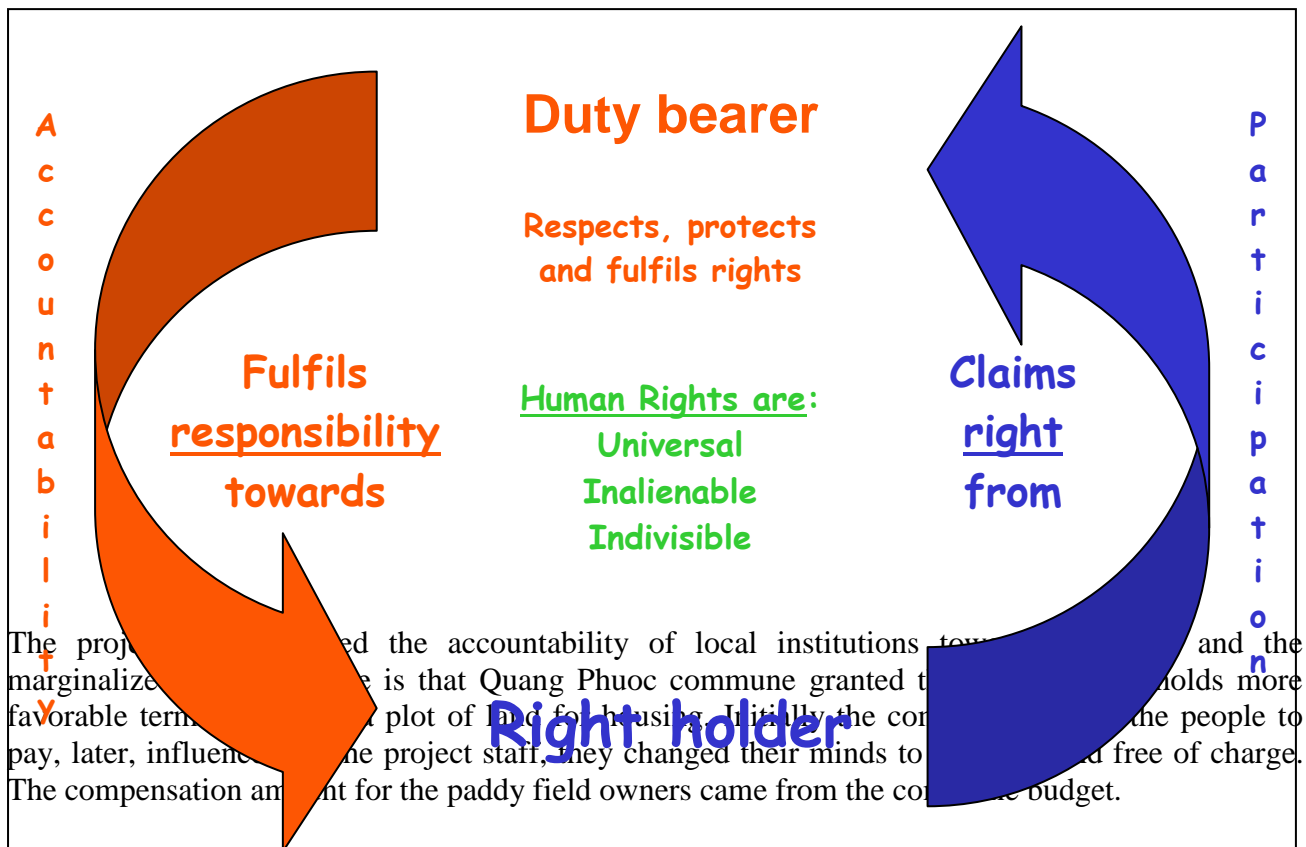


1. Advocating the leadership and members of the Association in order to explicitly stress the equal opportunity and right to be a member for men and women.
2. Educating men and women community members on the benefits of membership and encourage women, especially from female headed households, to join and participate in the association's activities.
3. Educating the leaders and members of the association about the benefit of involving women in the management of the association.
4. Training men and women in leadership and management.

### Right-based approach

NAV approaches its work with a human dignity perspective and views the poor and marginalized as right holders (Vietnam Country Program Plan 2005-2009). The basic principle of the right-based approach is that every person, regardless of his/her nationality, race, sex, religion, social status, has some unalienable rights, which he/she can claim. On the other side, the duty bearers (Government, the private sector and the civil society organizations) have the responsibility to **respect, protect and fulfill** the rights of the people. The right-based approach emphasizes participation of the right holders in the decisions that affect his/her life, and accountability of the duty bearers towards the right holders. This is illustrated in the Box below.

**Figure 2: Illustration of the right-based approach**



The project emphasized the accountability of local institutions towards the marginalized and the favorable terms of the plot of land for housing. Initially, the commune staffs asked the people to pay, later, influenced by the project staff, they changed their minds to provide the land free of charge. The compensation amount for the paddy field owners came from the commune budget.

The project management board consists of three commune staffs and three community representatives selected in a democratic way by men and women villagers. Through the participatory approach, the project exposed the board's members to the needs and priorities of the local population, especially the poor, the sampan people and women. It is especially important for the commune staffs. The approach they learned in this project could be applied in other projects, as well as government's day to day work. This will make it more accountable to the people.

Building capacity of the Fisheries Associations is a necessary step towards the realization of people's fishing rights. Strong Fisheries Associations are essential in proper management of fisheries resources, resolving conflicts in fishing grounds, and creating forms of voluntary fisheries economic cooperation in the community such as: credit, savings, fisheries product processing and sale, material supply, etc. From the other hand, advocacy activities need to be continued at the district and provincial level, until the policy of issuing fishing rights is realized in practice.

### ***Opinion on suitability of a replication of the project***

There are many aspects and elements of the project suitable for replication. The material supports given to the households, such as housing support, toilet fund, fishing nets, piglets provision, etc., are the easiest to replicate. The only condition is available funding. The replication of action-based education is more difficult without NAV involvement. No other actor or organization, for example district Women's Union or Farmer's Association, has acquired the mastery of the approach during the project implementation process. The review team suggests the project to establish a partnership with a mass organization in the action-based education, so the "technology transfer" can happen. This would broaden the perspective for its replication<sup>16</sup>.

As analyzed before, the combination of (1) establishing and building capacity of community-based organizations; (2) offering alternative livelihoods means; (3) explicit commitment not to use illegal

<sup>16</sup> When talking with the villagers, the review team repeatedly heard the opinions like NAV invited the trainers, NAV organized the training and so on. Even though the ABE trainers were from the local organizations such as the Women's Union, the Preventive Medicine Department, the Continuing Education Centre, the central role of NAV in organizing ABE activities was mentioned by the beneficiaries.

fishing methods; (4) raising environmental awareness; and (5) peer pressure to keep the commitment appeared to be effective to reduce the incidence of destructive fishing methods in Phuoc Lap and My On hamlet. It does not, however, bring a tangible impact on the lagoon fishing resources, because the scale is too small. The fishermen in Phuoc Lap and My On have stopped using illegal fishing methods, but other from hundreds of lagoon villages still practice them for profit. Unless the positive change is replicated throughout the lagoon area, the goal of sustainable natural resources management is not achievable. The review team suggests the following steps to be taken for replication:

1. Together with HUAF specialists, make good documentation of the whole process of creating and capacity building the local fisheries associations and the associated activities.
2. Analyze in depth the impact of the combined activities on the attitudes and practices of fishermen, and the causes of the impact.
3. Share the findings with other like-minded NGOs and governmental departments, and discuss the opportunities for replication.
4. Support the replication efforts by providing technical advice.

## **VII. Summary of key findings (including strengths and weaknesses, appropriateness, best practices and lessons learned)**

- The project has provided effective and appropriate material aid to the beneficiaries to improve their lives, which include electrification, ground preparation for sampan families, support for building houses and toilets. These activities addressed the priority needs of the local communities and households. The process of selecting beneficiaries was participative and transparent, so no tension or conflict happened between those who received and did not receive support. The beneficiaries highly appreciated NAV's assistance and actively contributed to the activities. They contributed between 20-70% of the required capital, depending on the activity.
- The support has changed the lives of the beneficiaries in a significant way. Having electric power means better access to information and better conditions for children to learn. A solid house protects the family from disaster vulnerabilities and does not require money for repair every year. Proper sanitation facility leads to better health for the family members and improved sanitation conditions for the whole community.
- The action-based education has brought positive changes in people's attitudes regarding sanitation and environment, which resulted in many concrete actions, such as digging a rubbish hole, planting trees, building a rubbish tank, periodic cleaning of the community etc. The project also increased the level of cooperation between the villagers to care for the environment. This is an important development aspect, given the fact that the two villages were new resettlement communities, where a strong sense of community had not existed.
- The project has produced mixed results in terms of empowering local people to work together for the development of their own communities. There are evidences of active and dynamic community groups, for example the environmental group in My On village. However, most of the self-help or income generation groups are passive and dependent on the resources from outside. This characteristic is also true for the two Fisheries Associations in Quang Phuoc and Quang An communes.
- The livelihoods support (provision of fishing nets) and diversified income generation models (pigs, sows, buffaloes, rabbits, eels etc.) have brought a good impact on household income. Through the capital support and technical training, the beneficiaries become more capable to produce successfully and have profits. None of the models have failed, i.e. resulted in net loss for the families. However, some models were discontinued because of epidemics, for example pig raising.

- The poly-culture model (fish + crab + shrimp) introduced to the communities by NAV and HUAF offers a viable alternative to monoculture shrimp raising. Although not all the households participated in the pilot had profits, because some did not follow the technical advice on the density of shrimp, the communities became convinced about the profitability and low risk of the model. The rate of applying the model jumped from a few households in 2006 to around 50-60% in 2007 to practically 100% in 2008. There remain some issues like the market of the Kinh fish and the involvement of the local specialist staff in the aquaculture models. These issues need to be resolved in the next period of the project implementation.
- The project, together with the PFA, has created Fisheries Associations in each of the two communes. Those associations will be the main vehicle to run the provincial policy of granting fishing rights to communities. The project, in cooperation with HUAF, provided the Associations with training in lagoon environmental management, the ban on destructive fishing methods and alternative livelihoods techniques (eel raising, household economy management and credit). The members of the Associations signed a declaration denouncing the use of illegal fishing methods, such as electric rods. All of these activities have resulted in a decline in using illegal fishing methods. People no longer are silent about violations and the violators. However, the problem of destructive fishing methods is far from being resolved. Good practices at a very small scale cannot bring significant change lagoon-wide. There is a need to continue replicating successful models in other areas of the lagoon. The issue of open access to aquatic resources needs to be replaced with granting fishing rights to the Fisheries Associations.
- The project coordinated well with other resettlement programs to support sampan people stabilize on land. Under the project's influence, the People's Committee of Quang Phuoc commune agreed to allocate housing land to the families for free. The project supported them in ground preparation and then building a house. In the resettlement component, a model house was built by the project for the villagers to follow its design. However, it did not happen, because the house was not culturally appropriate. It was a waste of money.
- The project has significantly increased the participation of women in the community affairs. Their confidence and self-esteem have been greatly enhanced. There are other benefits to women, such as improved attitude on saving, improved ability to plan household's incomes and expenses, better management of household economy etc. However, the participation rate for women in the project activities was lower than men's and is declining. The proportion of women in the Fisheries Associations is also low. The project should pay more attention to these aspects in the next implementation period.
- The project has enhanced the accountability and effectiveness of the local organizations, including the commune People's Committee, the project management board and the Fisheries Associations. They are better aware of the needs of the most vulnerable groups in the community and have taken actions to address the needs. The project's strong emphasis on participation and empowerment certainly contributes to the increased accountability.

### **VIII. Recommendations (for improvement of project impact)**

- In the expansion to new project areas, continue to use the existing grassroots partnership, i.e. the project management board consisting of both people from the commune People's Committee and people selected by the community. This form of partnership, coupled with capacity building for the Board, proved to be effective in fostering participation and drawing the local government closer to the realities of the grassroots people.

- Continue to consistently follow the participatory approach in the project cycle and selection of beneficiaries. This is especially important when financial support is given to some community members, but not to the others.
- Continue the action-based education, with a strong emphasis on raising awareness but not giving material incentives for carry out actions. The action-based education proved to be effective in promoting self-reliance and collective actions. Establish a partnership with a mass organization, preferably the District Women's Union, in the implementation of ABE to transfer the approach.
- Community groups and collective actions should be developed bottom-up. One or a combination of the following approaches can be applied:
  - Identify existing forms of cooperation between villagers and support them. In Phuoc Lap village, the review team identified forms such as rotating credit group (hụi), where every member contribute a certain amount of money and they take turn to receive the whole sum to buy fishing equipment. In My On we failed to identify any form of villager-led cooperation. (Nhóm môi trường ở Mỹ Ôn là một nhóm kiểu này không- tự thành lập vì lợi ích của cộng đồng)
  - Identify community felt needs that can push people towards collection action. In this process, it is important to identify potential barriers and then remove or at least not letting them hinder the coming together of the people.
  - Identify potential leaders who can unite and lead people in specific forms of collaboration. Train them in facilitation and conflict resolution skills to increase their effectiveness. It is important to identify and train women leaders as well.
- In the diversification of income sources and introducing new livelihoods models, the project should form a tripartite partnership of NAV, HUAF and local technical specialists. This will ensure the sustainability when the project withdraws.
- Work with other organizations, projects and government agencies to replicate successful models in natural resources management. The combination of establishing and building capacity of community-based organizations, offering alternative livelihoods means, explicit commitment not to use illegal fishing methods, enhanced environmental awareness and peer pressure brings good results. Together with activities to enhance the social capital, for example the action-based education, the results would be even better.
- Advocate the province to grant fishing rights to the local Fisheries Associations.
- Pay greater attention to the coordination between the project activities and similar ones carried out by other actors, for example the aquaculture planning of the Aquaculture Extension Center.
- In future expansion, stop building a model house. Instead of it, give appropriate support to the villagers to build their own house. They know how to build disaster-resistant houses.
- The project should put more deliberate efforts into increasing the participation of women in the FAs. These efforts may include:
  - Advocating the leadership and members of the Association to change the bylaw in order to explicitly stress the equal opportunity and right to be a member for men and women.
  - Educating men and women community members on the benefits of membership and encourage women, especially from female headed households, to join and participate in the association's activities.
  - Educating the leaders and members of the association about the benefit of involving women in the management of the association.
  - Training men and women in leadership and management.

- The project should put a stronger emphasis on inviting women to attend what is traditionally reserved for men. And by gender awareness raising encourage men to step into traditional women's domain. In this way the existing labor division and stereotypes are challenged and changed.

## Annexes

### *Plan of field work*

<b>Date</b>	<b>Time</b>	<b>Activity</b>	<b>Place</b>	<b>Methodology and tools</b>
1/7/2008	7:30-9:30	-Group discussion with a Self Help Group. -Group discussion with 5-7 poor women beneficiaries in natural resources management activities. -Group discussion with 5-7 poor men beneficiaries in natural resources management activities.	Phuoc Lap village, Quang Phuoc commune	Group discussion, PRA tools
1/7/2008	9:30-11:30	-Household interviews: 1 female headed household, 1 sampan household and 1 averagely well-off beneficiary.	Phuoc Lap	In-depth interview
1/7/2008	1:30-5:00	-Interview leaders and village mass organizations (Women's Union and Fisheries Association) -Interview BOM (all 6 members) -Interview commune leaders and technical staff in charge of agri and aquaculture. -Interview 2-3 leaders of SHG or interest group.	Phuoc Lap	In-depth interview
2/7/2008	7:30-9:30	-Group discussion with a Self Help Group. -Group discussion with 5-7 poor women beneficiaries in natural resources management activities. -Group discussion with 5-7 poor men beneficiaries in natural resources management activities.	My On village, Quang An commune	Group discussion, PRA tools
2/7/2008	9:30-11:30	-Household interview: 1 very poor, 2 poor, 1 averagely well-off and 1 well-off.	My On	In-depth interview
2/7/2008	1:30-5:00	-Interview leaders and village mass organizations (Women's	My On	In-depth interview

		Union and Fisheries Association) -Interview BOM (all 6 members) -Interview commune leaders and technical staff in charge of agri and aquaculture. -Interview 2-3 leaders of SHG or interest group.		
3/7/2008	8:00-11:30	-Interview district leaders of Quảng Điền -Interview the District Department of Natural Resources and Environment of Quảng Điền -Interview the Provincial Fisheries Association. -Interview HUAF staff. -Interview NAV staff in charge of the project	Quang Dien district  Hue City	In-depth interview
3/7/2008	2:30-5:30	-Initial feedbacks of the review results to NAV and the partners.	NAV office in Hue	Presentation and discussion

*The project logframe*

**RESETTLEMENT OF PEOPLE LIVING ON BOATS AND LIVELIHOOD IMPROVEMENT**

	<b>Performance Indicators</b>	<b>Impact Indicators</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Goal</b> Livelihood of vulnerable and marginalized groups is improved		Livelihood of vulnerable and marginalized people, specifically boat people and women, is improved	1. Baseline data 2. Information from relevant agencies 3. Interviews with villagers	
<b>Purpose</b> Vulnerable and marginalized groups are empowered.		Vulnerable and marginalized people, specifically boat people and women are actively taking part in community development activities.	1. Reports from BOMs, Groups 2. Observation-field visits and reports 3. Information from relevant agencies, CPC.	
<b>Outputs</b>				
1. Board of Managements are established in a	- BOMs established -No. of	BOMs are acting on behalf of marginalized and	1. Observation-field visits, reports 2. Interviews with	

democratic way.	meetings held -No. of men and women participating in meeting where BOMs were selected.	vulnerable people in the community and are accountable to them.	BOM and villagers.	
2. Self-Help Groups for community development are established and functioning.	-No. of SHGs established -Number of trainings undertaken -No. of SHG meetings held	-More target people, like boat people and women, actively take part in community development activities.	1. Reports from BOMs, SHGs. 2. Observation during field visits and reports 3. Interview	People see the value of being organized.
3. A plan for development of income sources is established together with the communities in cooperation with Hue University of Agriculture and Forestry (HUAF)	-Plan for developing income sources in place.	-New income activities are generated providing increased income for the poorest.	1. Baseline data 2. Reports from SHGs, BOMs, HUAF, AEC. 3. Interviews with hhs	HUAF have knowledge and experience on the special environment in the lagoon
4. More information about the debt situation of the villagers is provided and analyzed and measures included in the annual activity plans.	-Reports on the debt situation available - The activity plans reflect measures on debt issues.	-The debt is not a hindrance for people to develop a better livelihood.	1. Baseline data on debt 2. Reports from BOMs 3. Interviews with indebted hhs.	Villagers are willing to share their real situation.
5. Knowledge about the legal ownership of water resources is introduced and shared with villagers.	Reports/memos on ownership of water resources available.	- People are aware of their rights and can advocate their concerns related to use of water resources -People have increased access to sustainable water resource use	1. Number of meetings with authorities where this is discussed 2. Baseline data on water resources.	Information is available.
6. Interest Groups/Income Generating Groups are established based on the income generation plan.	-No. of IGs established -No. of income sources increased.	- Income sources diversified and income increased	1. Baseline data 2. Reports from BOMs, Groups. 3. Observation-field visits and reports	
7. Technical training is provided	-No. of training	-Income sources diversified and	1. Baseline data 2. Reports from	



based on identified needs.	undertaken.	income increased	BOMs, Groups. 3.Observation-field visits and reports	
8.Demonstration models on new and advanced technologies are established and disseminated	-No. of demonstration models on new technologies in place	-Many villagers have applied the models and income is diversified and increased	1. Baseline data 2.Reports from BOMs, Groups. 3.Observation-field visits and reports	Natural disasters do not destroy the models.
9. Information and training on the importance of hygiene and sanitation is provided.	-No. of trainings conducted -No. of improved action models introduced.	- Number of people using sanitation facilities - Water born and contagious diseases reduced.	1.Medical statistics 2.Observation-field visits and reports 3.Interviews with villagers and health personnel 4. Baseline data.	
10. A model house showing alternative ways of constructing houses is set up.	-Model house is in place	- Authorities show interest in the methodology and apply it in other resettlement projects.	1.Interviews with authorities 2.Reports from villagers on visitors to see the model 3. Interview with the architect.	Local authorities are interested in and cooperated with on providing necessary documents.
11.Funds are sought for a pilot to cover the construction of house for 32 hhs based on the model house concept	-Number of potential donors approached and responded	- Authorities show interest in the methodology and apply it in other resettlement projects.	1.Interviews with authorities 2.Reports from villagers on visitors to see the model 3.Interview with the architect .	Institutions with funding capacity are interested.
12. Electricity lines are connected to the villages	-Electricity lines are connected to the villages.	-Children are improving their school performances and people are more informed due to access to radio and television - Men and women have a choice to expanding their time for working or free time activities due to light.	1.Interviews with teachers and children 2.Interviews with people	
Activities	Input			
1.1Facilitate election of BOMs based on villagers' votes	1.1NAV: HR, facilitation, guidelines -CPC: decision of establishment			

<p>1.2 Facilitate training on project management, financial management, gender and self-reliance</p>	<p>-Villagers: involvement, election  1.2 Trainers: Lectures, handouts  BOMs: participation,  NAV: HR, budget  NAV staff: facilitation, organization.</p>			
<p>2.1 Facilitate establishment of SHGs at village level</p> <p>2.2 Facilitate training on group management, (CD, PM) financial management, gender and self-reliance.</p> <p>2.3 Facilitate review and planning processes of the SHGs</p>	<p>2.1 NAV: facilitation, guidelines.  -BOM: Co-facilitation participation  -Villagers: Participation</p> <p>2.2 NAV: HR, budget  NAV staff: facilitation,  -Villagers: Participation  -Trainers: lectures, handouts,</p> <p>2.3 NAV's staff: guidelines, assistance  -BoMs: Facilitation  -Group's members: participation,</p>		<p>SHG's report</p>	
<p>3.1 Establish a co-operation with HUAF establish ToR and Agreement/MO</p> <p>3.2 Get an overview of potential income activities as well as risks related to the development of these activities in</p>	<p>3.1 NAV: Budget, HR  HUAF/AEC: information, advices, various services.</p> <p>3.2 NAV: budget, HR  NAV staff: assistance</p>		<p>Consultant's report, BoM's report, feedback from villagers</p>	

the area. 3.3 Conduct market surveys for the proposed production activities.	HUAF/AEC: relevant data, recommendation 3.3. NAV: budget, consultant NAV staff: participation, assistance Consultant: facilitation			
4.1 Survey and analyze the debt situation.	4.1 NAV: budget, HR NAV staff, BOMs, : assistance Villagers: participation, assistance Consultant: Facilitation, findings, recommendation		Consultant report Baseline data Interview banking officers, authorities and indebted households.	
5.1 Identify information sources and collect information on legal ownership and traditional practice of fishing ground in the lagoon.  5.2 Share and discuss information with villagers	5.1 NAV: HR, budget, -NAV staff: co-ordination, -BOMs: facilitation, -CPC: assistance -Villagers: participation  5.2 NAV & NAV: budget, assistance, BOMs: facilitation, -Villagers: participation		Baseline data Interview with villagers Reports from the relevant agencies.	
6.1 Facilitate the establishment of Income Groups based on interest and potential	6.1 NAV staff: guidelines, facilitation BOM: assistance -Villagers: Participation		Consultant's report, BoM's report, feedback from villagers	

6.2 Support and the development of income activities	6.2 NAV: HR, budget -NAV staff, -BOMs: assistance -Group: facilitation (Gr. Heads) and participation (members)			
7.1 Identify trainings and facilitate relevant technical training based on the defined needs	7.1NAV: HR, budget -NAV staff: TNA, co-ordination of training activities -Consultants, trainers: lectures, handouts, -BOMs: facilitation -Villagers: participation		Consultant report, interview trainers, trainees, BOMs	
8.1 Consider and select suitable models  8.2 Support establishment of selected demo models  8.3 Organize workshops to disseminate	8.1 NAV staff, BoMs : Participation  8.2 NAV: HR, budget -NAV staff: assistance, BOM or Villagers: establish demo 8.3 NAV: budget -BoMs: facilitation		Reports from BOMs, Groups. Feedbacks from villagers.	8.3 There are suitable models for the area.
9.1 Organize action based-education activities on health and sanitation.	9.1NAV: HR, budget NAV staff: Co-ordination Trainers: Facilitation Villagers: participation & implement improved actions		Evaluation reports and reports from BOMs, groups, trainer Feedback and performance from villagers	

<p>10.1 Work with CPC on land allocation and tax exemption.</p>	<p>10.1 NAV staff: proposal -BOM: assistance</p>		<p>Reports from BOMs, NAV staff, Feedbacks from villagers</p>	
<p>10.2 Conduct village meetings to discuss customs and culture related to the structure of the house and the public area.</p>	<p>10.2 NAV staff: facilitation -BOM: assistance -Villagers: participation -Consultant: Co-operation</p>			<p>10.4 No flood occurs during experimental period.</p>
<p>10.3 Work with Mr. Quoc -the architect on design, cost estimation, implementation plan.</p>	<p>10.3 NAV: Budget, HR, Consultant -NAV staff: Co-operation -BOM: assistance -Consultant. Facilitation -CPC: participation -Villagers: participation</p>			
<p>10.4 Facilitate implementation, monitoring and handing over.</p>	<p>10.4 NAV: budget, HR, constructor -NAV staff: facilitation -Constructor: implementati on -BOM, - Villagers: Participation, assistance, monitoring</p>			
<p>10.5 Conduct a workshop for dissemination of the model.</p>	<p>10.5 NAV: budget -NAV staff: facilitation -BOM: assistance -Villagers: participation -Consultant: Co-operation</p>			

	-CPC: Co-operation			
11.1 Seek potential funding for expansion. 11.2 Facilitate expansion.	11.1 NAV: facilitation  11.2 NAV: budget, HR, constructor BOM, villagers: participation		Reports from BoM, NAV staff Feedbacks from villagers	7.1 Budget is available, model is suitable.
12.1 Facilitate the procedure of connecting electricity to the villages.	12.1 NAV: Budget, HR -NAV staff: co-ordination -BoM: Co-operation -CPC: contribution -Villagers: participation, contribution		Reports from BoM, NAV staff, consultants, Feedbacks from villagers	