

FINAL EVALUATION REPORT

KEY PROJECT DATA

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KEY EVALUATION DATA

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ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AECID	Spanish Agency for International Development Cooperation
ASEAN MRA-TP	ASEAN Mutual Recognition Arrangement on Tourism Professionals
BDS	Business Development Services
CBT	Community-based Tourism
CBTN	Community-based Tourism Network
CB-TREE	Community-based Training for Economic Empowerment
CCV	Central Coast Vietnam (Private Tourism Sector Marketing Initiative)
CPC	Communal People's Committee
CO	Country Office (ILO)
DARD	Department of Agriculture and Rural Development
DCED	Donor Committee on Enterprise Development
DCST	Department of Culture, Sports and Tourism
DOIT	Department of Industries and Trade
DOLISA	Department of Labour, Invalids and Social Affairs
DPC	District People's Committee
DPI	Department of Planning and Investment
DWCP	Decent Work Country Programme
DWT	Decent Work Technical Support Team (ILO)
ESRT	Environmentally and Socially Responsible Tourism Capacity Development Programme
EVAL	Evaluation Unit (ILO)
FAO	Food and Agriculture Organization
F&B	Food and Beverage
FFI	Flora and Fauna International
GDP	Gross Domestic Product
GIZ	German Society for International Cooperation
GMS	Greater Mekong Sub-region
GOV	Government of Vietnam
GSO	General Statistics Office
HRPC	Handicraft Research and Promotion Centre
HITT	High Impact Tourism Training for Jobs and Income Project
HTM	HTM Management Consultancy Company Limited
ILO	International Labour Organization
JICA	Japan International Cooperation Agency
LED	Local Economic Development
LUX-DEV	Luxembourg Agency for Development Cooperation
M&E	Monitoring and Evaluation
MCST	Ministry of Culture, Sports and Tourism
MEM	Monitoring and Evaluation Manual
MOLISA	Ministry of Labour, Invalids and Social Affairs
MSWHS	My Son World Heritage Site
MTE	Mid-term Evaluation
NGO	Non-Government Organization
OECD/DAC	Evaluating Development Co-operation - Summary of Key Norms and Standards
PARDEV	Partnership and Field Support Department (ILO)
PCA	Provincial Cooperative Alliance
PMB	Project Management Board (SIT Project)
PO	Project Office (SIT Project)
PPC	Provincial People's Committee
PPD	Public-Private Dialogue
PPP	Public-Private Partnership
PRODOC	Project Documents
PRISED	Poverty Reduction through Integrated Small Enterprise Development Project
PSC	Project Steering Committee (SIT Project)
PMB	Project Management Board (SIT Project)
QNPC	Quang Nam People's Committee
QTA	Quang Nam Tourism Association
SBA	Small Business Association
RO	Regional Office (ILO)
RTC	Responsible Travel Club of Vietnam
RTG	Responsible Travel Group
SEDP	Socio-Economic Development Plan
SIT	Strengthening of Inland Tourism in Quang Nam Project
SNV	Netherlands Development Organization
TNA	Training Needs Assessment

TOT	Training-of-Trainers
TPC	Tourism Promotion Centre
T&T	Travel and Tourism
UN	United Nations
UNEG	United Nations Evaluation Guidelines
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organization
USD	United States Dollar(s)
VC	Value Chain
VCA	Value Chain Analysis
VCCI	Vietnam Chamber of Commerce and Industry
VCD	Value Chain Development
VNAT	Vietnam National Administration of Tourism
VND	Vietnamese Dong
VT	Vocational Training
VTMB	Village Tourism Management Board
WCHS	World Cultural Heritage Site
WG	Working Group (SIT Project)
WTTC	World Tourism Council
WU	Women's Union
WWF	World Wide Fund for Nature

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The Independent Final Evaluation was conducted by the evaluation team of the HTM Management Consultancy (HTM). The evaluation included a desk review, inception report, field mission, stakeholder's workshop and evaluation report. The report was prepared by Kai Marcus Schröter, International Evaluator/ Team Leader and General Director of HTM. Extensive data research, collection, analysis and logistical assistance were provided by Nguyen Thi Ha, National Consultant and HTM's Sales and Marketing Manager.



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The evaluation team drew from contributions of a wide range of public and private sector stakeholders. We would like to express our sincere gratitude to the following parties: the representatives from the donor, international development agencies, non-government organizations and other project partners in Hanoi, and the provincial-, district and communal people's committees, women- and labor unions, trade cooperatives, educational institutions and facilities, tourism association, information and promotion centers, travel agencies and tour operators, local product retailers; and all other tripartite constituents in Quang Nam province, who have participated in the design, implementation and completion of this final evaluation.

Last but not least, we would like to thank the CBT and Weaving Business Groups, all women and men from the My Son, Dhroong and Bho Hoong I communities in Duy Xuyen and Dong Giang districts, for their kind support, valuable input and gracious hospitality during the evaluation's field mission.

EXECUTIVE SUMMARY

SUMMARY OVERVIEW OF PROJECT AND EVALUATION

The "Strengthening of Inland Tourism in Quang Nam Province (SIT)" was a technical cooperation project in Vietnam, funded by the Grand Duchy of Luxembourg and implemented by the ILO. Its overall aim was *to utilize Quang Nam's tourism sector as a driver for poverty reduction in the province, especially for individuals from disadvantaged areas*. The SIT project was initially planned for a period of 3 years, from May 2010 to May 2013 (36 months). It kicked off with the establishment of the PMB in May 2010, but came into effect only after one year delay in July 2011. A non-cost extension was granted by the donor and the ILO until the end of December 2013. Thus, the project had a final duration of 30 months. As of 31 December 2013, the project formally ended and closed.

The Final Independent Evaluation was conducted by the HTM from 05 November to 05 January 2014. Its overall aims were to assess (i) *to what extent progress has been made in achieving the project's outcomes* and (ii) *how project outcomes have contributed to implementing the Decent Work Country Programme*. The evaluation's outputs were an inception report, the presentation of preliminary findings and key recommendations, and this final report.

PROJECT BACKGROUND AND CONTEXT

Intervention Logic, Strategy and Main Means of Action

Travel and tourism has grown significantly in Vietnam over the years. As a major contributor to the country's socio-economic development, the GOV declared the tourism sector a spearhead industry and formally recognized its outstanding role for employment, investment and poverty reduction (National Action Program for Tourism 2013-2020, 2011; Strategy on Vietnam's Tourism Development until 2020, Vision to 2030, 2013).

In spite of these positive developments, Vietnam's tourism is concentrated in relatively few major destinations, thus limiting the sector's impact. Whilst some areas have developed into favoured hotspots and seen a steady increase of foreign and domestic tourists, other more remote mountainous areas and their inhabitants have benefitted little. Central Vietnam – home to ample historical, cultural and natural tourist attractions and three world heritage sites, with strong development at the coastline and beaches, but little tourism inland – exemplifies this problem. In partnership and cooperation with other international development agencies, tourism projects and local government initiatives, the ILO aimed at addressing these challenges through the implementation of the SIT project. The project's main objective was *to develop a replicable and sustainable approach that contributes to gender sensitive pro-poor and pro-jobs tourism development in Vietnam*. The immediate objectives/ outcomes of the project were:

- **Immediate Objective/ Outcome 1:** Pro-poor Development of the Hospitality and Travel Industry for Inland Tourism in Quang Nam
- **Immediate Objective/ Outcome 2:** Pro-poor Development of Two Selected Value Chains which Are Critical to the Development of the Hospitality and Travel Industry for Inland Tourism in Quang Nam
- **Immediate Objective/ Outcome 3:** Awareness of the Project's Experience, Lessons Learnt and Tools among Stakeholders in the Tourism Sector, Nationally and in Selected Other Provinces

The detailed outputs and activities can be seen in the Terms of References (TOR) of the SIT project (Appendix 2, page 94).

The project's intervention logic, strategy and main means of action were based on the VCD approach. The aim of this approach was to develop pro-poor and pro-jobs tourism, as well as to support the building of favourable tourism policies. This strategy was expected *to contribute to developing more inland tourism destinations and creating better economic livelihoods and employment for local people*. At the same time, the project aimed at creating replicable and sustainable tourism models for other regions, in line with Vietnam's Tourism Action Plan and SEDP. The project was implemented under full guidance from the Hanoi Core Statement principles, as an integral part of the One UN Plan Result Area for Pro-poor Employment Creation for Youth, and designed to contribute to the ILO's Vietnam Decent Work Country Programme. PRODOC had stipulated the targeted beneficiaries of the project as follows:

Direct and Ultimate Beneficiaries

- Government Authorities, Agencies and Departments
- State Mass Organizations
- Trade Cooperatives, Business Associations and Promotion Centers
- Tourism and Hospitality Businesses
- Rural Communities and Local Villagers (Men and Women)
- Local Business Owners (Men and Women)
- Tourists

Geographic Coverage

The project covered the geographic area of the central province Quang Nam, Vietnam, which included the municipality and provincial capital of Tam Ky and the two districts of Duy Xuyen and Dong Giang. This area was chosen on the one hand for its well developed coastal tourism and popular world heritage sites, and on the other hand for its inadequate tourism infrastructure and above average poverty in the inland.

Management Structure

In coordination with donor, project partners and local beneficiaries, ILO-CO Hanoi was entrusted with the overall direction, implementation and supervision of the project. The project received technical assistance from ILO-DWT Office Bangkok and administrative support from ILO-Headquarter Geneva. The project was based in Tam Ky and headed by the PMB, which consisted mainly of leaders from local authorities, mass organizations and SIT's project management. Its main role was to steer and supervise the project and advise on, identify and approve areas of interventions. The ILO-PO was in charge of planning, managing, coordinating and implementing activities. It was supported in the development of CBT and Local Product Value Chains and the organization of other related output and activities by technical working groups (WG's).

Present Situation

Though having started with delay, the project was effectively implemented. SIT concluded with the handover to local partners and formally closed on 31 December 2013. The ILO has secured funding and approved three new projects related to tourism development and rural youth employment in the central provinces of Thua Thien-Hue and Quang Nam, due to start in Q1 2014. As these projects will pick up on and have synergies with SIT's objectives, the findings and conclusions from this final evaluation may be useful and shall therefore be taken into consideration for the planning, design and implementation of upcoming relevant interventions.

EVALUATION PURPOSE, SCOPE AND CLIENTS

Purpose and Scope

In accordance to ILO norms and standards, a final evaluation was to be conducted for the project. The type of evaluation was "decentralized" and "independent". The purpose, scope and clients of the evaluation were clearly defined in the evaluation's TOR. Its main purpose was *to determine the achievement of stated objectives and outputs, identify constraints and contributing factors, determine the steps taken towards sustainability, determine the potential as model for future interventions, assessing the lessons learned and making recommendations for possible future projects*. The evaluation was planned, designed and implemented as per ILO Policy Guidelines for Results-Based Evaluation (ILO, 2013). These are governed by high-level ILO evaluation policies, which in turn adhere to UN norms and standards (see Chapter 3.1, page 24). The evaluation's scope was to assess key evaluation criteria of the

project as follows:

1. Relevance and Strategic Fit
2. Validity of Design
3. Project Progress and Effectiveness
4. Adequacy and Efficiency of Resource Use
5. Effectiveness of Management Arrangements
6. Impact Orientation and Sustainability

Clients and Audience

The evaluation's clients and audience are:

- Donor (Grand Duchy of Luxembourg)
- Implementing Agency (ILO)
- Project Partners (the various international donors and development agencies with stakes in closed, on-going or upcoming tourism related interventions in Vietnam, primarily the LUX-DEV, UNESCO, SNV, ESRT, and secondarily the AECID-FPSC, PATA, Caritas, WWF, FFI, JICA, GIZ, ADB and others)
- Direct Beneficiaries (the various local government authorities and departments, state agencies, mass organizations, trade cooperatives, business associations, promotion centers, primarily the QNPC, DCP's in Duy Xuyen and Dong Giang, DCST, DOLISA, DOIT, DPI, Quang Nam WU, Quang Nam Federation of Labour, QTA, VCA, SME's Promotion and Consulting Centre, TPC and others)
- Ultimate Beneficiaries (the targeted rural communities in Quang Nam province, women and men of the My Son, Dhroong and Bho Hoong I villages)

Time Period and Geographic Coverage

The evaluation was conducted from 05 November 2013 to 05 January 2014. It covered the Quang Nam province in Central Vietnam, and included the municipality and provincial capital Tam Ky, the two districts of Duy Xuyen and Dong Giang, and the communes of My Son, Dhroong and Bho Hoong I. These areas were selected in accordance to the project's areas of interventions.

Targeted Beneficiaries

The evaluation identified and targeted the following concise groups of stakeholders:

1. Government Authorities/ Agencies, State Organizations
2. Donors/ Development Agencies
3. Education/ Training Institutions
4. Trade Cooperatives/ Associations/ Promotion Centers
5. Travel Agencies/ Tour Operators
6. Hotel/ Guest House/ Home-stay Operators Others
7. Community-based Tourism Employees/ Workers/ Villagers
8. Handicraft/ Local Products Retailers
9. Others

EVALUATION METHODOLOGY AND DATA COLLECTION

Methodology Rationale

The rationale of data collection methods and choice of instruments was based on requirements from TOR, ILO Policy Guidelines for Results-Based Evaluation, and the Guidance Note 8 and Checklist 4 referenced therein (ILO, 2013). The following two main points were the most important for the selection of methods and tools: First, the collection of data through a mix of different methods and from different data sources, in order to strengthen credibility and usefulness of evaluation results. Second, the design of a rating system which would produce reliable and valid empirical data, allowing a more systematic assessment of the project's performance, and the measuring, comparing and reporting of project performance across different agencies, organizational levels and programmes. A range of data collection methods and instruments were selected and clearly described in the inception report, each with advantages and disadvantages. For further details see Appendix 03, page 100. The evaluation's data collection methods and instruments utilized were:

1. Desk Review
2. Survey/ Questionnaires
3. Face-to-Face Interviews
4. Onsite Observations
5. Focus Group Discussions

Data Collection and Analysis

The **Desk Review** delivered valuable baseline information, especially in relation to project outputs, activities and indicators. In due process of the evaluation, the number and content of project documents and materials proved very comprehensive. Given the constraints of time and available resources, the evaluation team had to limit documents for study and focus on materials most relevant for the project's assessment, such as semi-annual and annual progress reports, technical reports, value chain reports, case studies, training manuals, marketing and promotion materials and others. Measures to mitigate potential selection bias were taken as described in the inception report. A complete list of information and data sources can be seen in Appendix 04, page 101.

The **Questionnaires** produced comprehensive quantitative data on key evaluation criteria of the project. In view of local context and stakeholder's participation, limitations of using such instrument were duly recognized in the inception report. Because of the short time between survey preparation and field mission, no piloting of surveys could be conducted. The use of the questionnaire encountered some difficulties due to limitations in design and size, as well as in the number and capacity of participants. Thus, it fell somewhat short in the delivery of data as expected. Other instruments were used to mitigate this. Still, some relevant data and useful information could be retrieved, e.g. stakeholder groups, gender, age, education, nationality and ethnicity, as well as on participant's views about project relevance and strategic fit, validity, efficiency, effectiveness, impact and sustainability. A complete list of surveyed persons can be seen in Appendix 07, page 110.

The **Interviews** delivered qualitative data on the project's key evaluation criteria, corroborating earlier findings from desk review and surveys. A potential selection bias was countered by measures as described in the inception report. Guided by a semi-structured interview, with questions related to key evaluation criteria and project indicators, participants expressed their views freely and gave valuable feedback on the project's performance. The interviews generated a list of project achievements, challenges and expectations, which fed into this report's recommendations. A full list of key informants can be seen in Appendix 6, page 108.

The **On-site Observations** were conducted in order to investigate tangible results of the project and to confirm earlier findings from desk review, surveys and interviews. Direct visitations of local communities, villages and other areas of interventions, as well as inspections of CBT, home-stay, weaving facilities and others, yielded some first-hand impressions backed by photographic evidence.

The **Focus Group Discussions** were executed to further corroborate initial findings from desk review, interviews, surveys and onsite observations. They delivered comprehensive qualitative data on the project's efficiency, effectiveness, impact and sustainability for targeted communities. As such, the focus group discussions were conducted in a most conducive environment. One limitation was, however, that the contributions made in discussions could not be segregated. This was mitigated through forming groups relatively homogenous by gender, age and ethnicity (CBT and Local Product Business Groups). The discussions brought very good results, with participants openly sharing their views about project achievements, challenges and expectations. Results from focus group discussions found their expression in recommendations, which in turn spilled over to lessons learnt. A complete list of focus groups can be seen in Appendix 07, page 110.

Data Sources

The evaluation used a range of primary and secondary data sources. The main secondary sources of data (for desk review) were the various progress and technical reports of the project, such as Project Document, Semi-annual and Annual Progress Reports, Tourism Value Chain Analysis Report, Community-based Tourism Report, Handicraft Value Chain Analysis Report and Mid-term Evaluation Report and others. These were generally of good quality and quite productive for the qualitative assessment of the project. The main primary data sources (for survey, interviews, on-site observations and focus group discussions) were the different groups of stakeholders. These sources delivered comprehensive quantitative and qualitative data.

Major Limitations

The evaluation team could not conduct a sufficiently thorough desk review and in-depth study and analysis of all project documents and materials as it would have liked to. The main reasons for this were the volume and complexity of documents and materials, and limitations of allocated time and resources. To begin with, the ILO evaluation guidelines necessitated some extensive reading and studying, as did the comprehensive output of project documents and materials. The evaluation team had to limit materials and focus on those most relevant to project assessment. Potential selection bias was countered by choosing a wide and diverse range of relevant documents, with studies conducted by different people. It must be noted that the desk review fell short of generating reliable and valid quantitative data on the project's performance, due to limitations of M&E system, indicator tracking and statistical data. Ultimately, the allocated working days for desk review were insufficient.

The survey encountered some difficulties due to limitations of design and surveyed participants. Because of short time between survey preparation and field mission, no piloting of questionnaires could be conducted. The survey's questions were based on specific evaluation questions from the TOR. This made the questionnaire long. In addition, questions were more policy oriented, rather than technical- or intervention-specific. They were more directed at the evaluator than at project stakeholders. Several participants expressed difficulties in providing answers. A further

explanation of the survey's design and purpose, as well as the revision of some ambiguous questions solved these problems. When on field mission, some senior government officials were reluctant to take part in the survey. Moreover, the evaluation team intended a wide distribution and use of questionnaires in the targeted communities. This was not feasible, since the evaluation team could only meet village elders and representatives of the CBT and Weaving Working Groups. In addition, limited levels of villager's education seemed to make the use of surveys unsuitable. In change from the inception report, and except for the My Son CBT business group, no questionnaires were used in the targeted communities. Potential selection bias was countered through a wide range of stakeholder groups and a mix of data collection methods. A relatively large percentage of survey questions was replied in the category "Cannot Answer/ Don't Know/ Not Applicable". Potential risks of data reliability and validity were mitigated through triangulation of different methods. Due to the small sample size, the applicability of survey data to larger subsets is limited.

SUMMARY OF MAIN FINDINGS AND CONCLUSIONS

Overall Assessment

Based on its findings, the evaluation rates the SIT project overall as *Satisfactory*. The project achieved its immediate objectives and outcomes to a large extent. A majority of stakeholders agreed that the project was relevant and strategically fitting, valid in design, efficiently managed and effectively implemented. As evidenced by findings of the evaluation, most stakeholders also consented that though the project had made considerable impact on beneficiaries, it was not sustainable at its current stage.

As per findings from the survey, in summary of the key evaluation criteria, stakeholders rated the project as "Good" to "Very Good" (Chart 01). The average score for all criteria was 4.0 (Good), with "Relevance and Strategic Fit", "Validity of Design", "Efficiency" and "Effectiveness" achieving 4.0 or higher, "Impact and Sustainability" scored with 3.76 slightly below (Chart 02).

Chart 01 (Project Assessment – Key Evaluation Criteria)

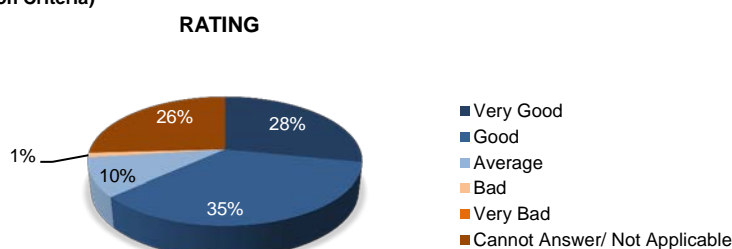
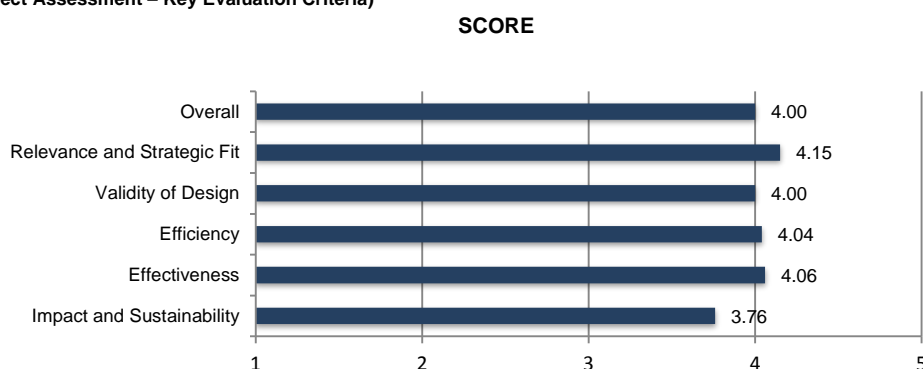


Chart 02 (Project Assessment – Key Evaluation Criteria)



Findings from interviews and focus group discussions correlated with findings from the survey (Chart 03 to 05). In summary, stakeholders expressed a high degree of satisfaction with the performance of the project. The conduct of useful activities with tangible results, raising awareness and changing mindset of villagers, overall committed stakeholders and engagement of targeted communities, and contributions made towards job creation, income generation, livelihoods improvements and reduction of poverty through CBT and local product value chains were all highlighted by stakeholders as major achievements of the project. In regards to challenges, participants pointed out the limited educational background and skills of local villagers, long-term dependencies on public services, limited entrepreneurial spirit and business skills and the lack of direct linkages and access to tourism markets, which were regarded as considerable threats to the impact and sustainability of the project's achievements. A majority of villagers expected a further expansion and development of CBT products and services, the taking ownership of tourism activities and receiving continued support and training in this regard.

Chart 03 (Project Assessment – Achievements)

ACHIEVEMENTS

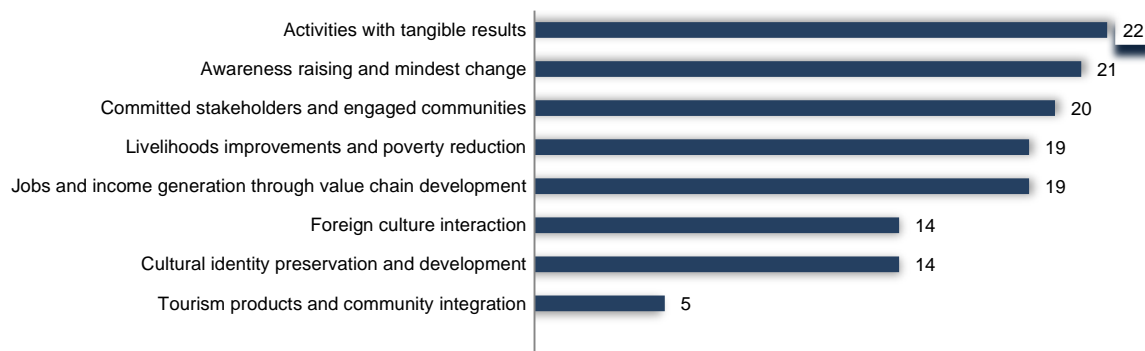


Chart 04 (Project Assessment – Challenges)

CHALLENGES

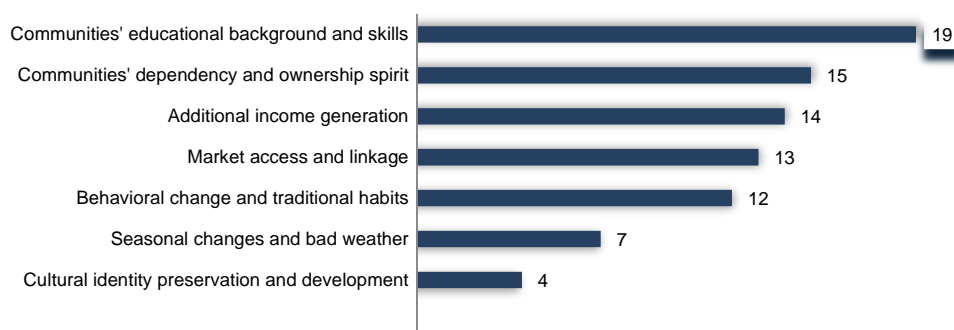
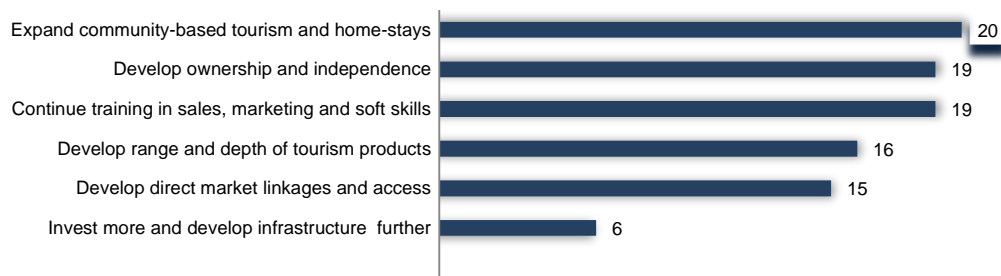


Chart 05 (Project Assessment – Challenges)

EXPECTATIONS



The unquestionable results and achievements of the project were seen by many as the starting point for lasting improvements and as the foundation for a sustainable development in targeted communities. Therefore, most project stakeholders suggested a continuation of the current project, or new and similar interventions which would pick up on SIT's previous achievements. These suggestions are also supported by the findings and conclusions of the evaluation. For further details and explanations, please refer to Chapter 4, page 36.

In the following, in line with ILO evaluation guidelines, recommendations are listed in form of short summary statements. Additional and detailed information and rationale on these are provided in Chapter 5.1., page 75.

Recommendations

1. Examine the country's tourism needs and scrutinize local counterpart's calls for project proposals and beneficiaries' requirements.
2. Adjust strategic approach and narrow objectives of tourism interventions. Address cross-cutting issues and achieve macro-policy objectives through focusing on industry/ sector-driven project outputs and activities.
3. Improve research and mapping of relevant tourism projects during the early planning and design of new interventions. Take lessons learned and good practices into consideration. Avoid overlaps and duplications. Identify most relevant project partners and follow through with cooperation.

4. Establish a sound monitoring and evaluation system from the beginning of projects, in line with established tourism performance indicators. Align DCED with UNWTO standards. Identify and apply key issues, targets, indicators, baseline data and data collection methods consistently and coherently throughout the project.
5. Coordinate and align planning, design and implementation of tourism projects with approval processes, annual work plans and budgets of local counterparts and beneficiaries
6. Research, identify and describe tourism project beneficiaries accurately and adequately. Take local context into account.
7. Improve adequacy and efficiency of use of resources by reducing administrative expenses and increasing technical cooperation, assistance and consultancy in tourism
8. Streamline, simplify and increase effectiveness of project management arrangements, organizational structures and decision making processes.
9. Shift administration and management of the SIT project from government agencies (direct beneficiaries) to administration by the ILO and to management by rural communities (ultimate beneficiaries)
10. Strengthen strategic human resources management and technical coordination of tourism projects. Combine local knowledge and relations with international know how and expertise.
11. Shift project interventions' approach from capacity building activities and workshops for local government agencies to technical assistance and practical on-the-job trainings in rural communities.
12. Ensure project interventions result in favorable government policies for a sustainable tourism development, which are then effectively implemented on provincial and national level.
13. Institutionalize dialogue and partnerships between public and private tourism sector. Leverage knowledge, expertise and support from the tourism and hospitality industry. Improve capacity of the public sector in tourism planning, management, marketing and promotion. Facilitate and promote further tourism market linkages.
14. Increase management capacity and effectiveness of tourism associations, business organizations and other private sector representatives on provincial and national level.
15. Develop existing and create new tourism products and services, which are attractive, competitive, customer focused and market driven.
16. Provide further training to rural communities. Implement trainer development programmes and apply TOT model to all future training interventions. Build capacity and empower villagers to take full ownership of CBT activities and participate in entire value chains. Facilitate and promote market access and direct sales of products and services to tourists.
17. Continue and expand the output of relevant, practical and user-friendly training manuals, toolkits, and tourism and local product marketing materials.
18. Invest further in physical and public tourism infrastructure.

In the following, lessons learned and emerging good practices are listed in form of short summary statements. Additional and detailed information and rationale on these are provided in Chapter 5.2., page 86.

Lessons Learned

1. Industry/ sector-oriented project outputs and activities help to address cross-cutting issues and achieve macro-policy objectives of LED and DWCP interventions.
2. DCED standards of monitoring and evaluation require further capacity building of stakeholders, alignment with industry/ sector standards and proper application during project planning, design and implementation.
3. Results of LED and DWCP interventions are unlikely to be sustainable without the sufficient participation, engagement and support from the private sector. Public-private dialogue and partnerships need to be strengthened and institutionalized.

Emerging Good Practices

1. TOT, CB-TREE and practical, on-the-job CBT trainings are effective tools to empower rural communities in taking ownership of community-based tourism activities, participating in the entire value chains, accessing markets, and marketing and selling local products and services to customers directly.

1. PROJECT BACKGROUND

1.1 PROJECT ECONOMICAL, SOCIAL AND POLITICAL CONTEXT

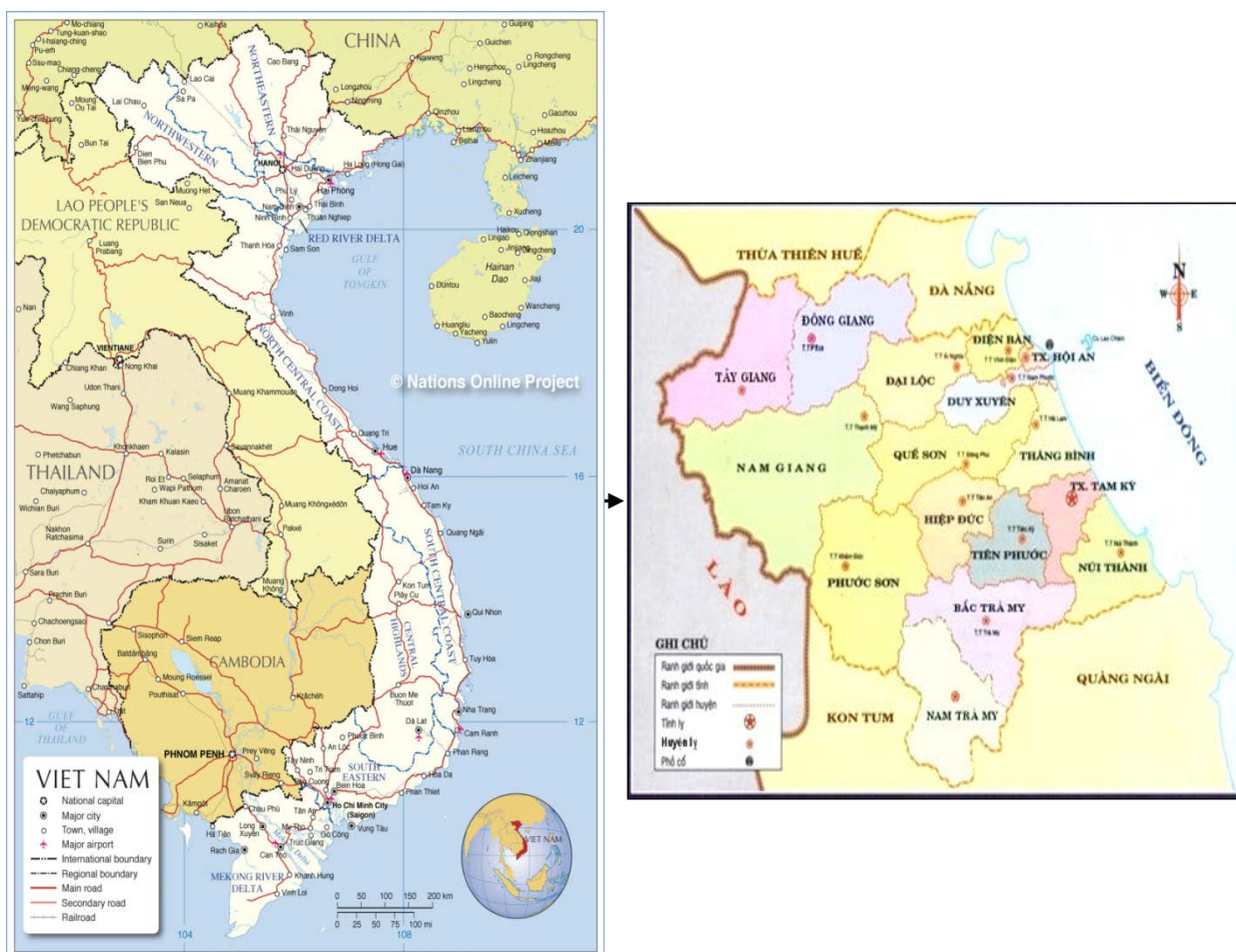
Economical Context

The T&T sector has grown significantly in Vietnam over the years. As a major contributor to the country's socio-economic development, the GOV formally declared the tourism sector as a spearhead industry and recognized its outstanding role for employment, investment, income generation and poverty reduction in the country (National Action Program for Tourism 2013-2020, 2011; Strategy on Vietnam's Tourism Development until 2020, Vision to 2030, 2013).

In 2012, the T&T industry's direct contributions to Vietnam's GDP were VNĐ 129,696 billion (4.5% of GDP) and total contributions VNĐ 270,637 billion (9.4% of GDP). The sector directly provided 1,831,500 jobs (3.6% of Total Employment) and attracted an estimated VNĐ 77,565 billion in capital investment. This makes T&T the second largest economic sector in Vietnam (EuroCham, 2013).

In spite of these positive developments, economic activity in the tourism sector in Vietnam tends to be concentrated in a relatively few major destinations. Quang Nam's coast has attracted significant investment, including from large international hotel chains. In addition, there has been some development around the province's world cultural heritage sites recognized by UNESCO, My Son Sanctuary and Hoi An Ancient Town. The province is also part of the "World Heritage Corridor", which connects to the world heritage site of the former imperial capital of Hue in Thua Thien-Hue province. However, tourism around these attractions is largely limited to day trips from the coast. Further inland, there has hardly been any development, in spite of attractions such as large rain forests, mountains, historical relics and cultural diversity. The province's inhabitants include a number of ethnic minorities, such as the Hoa, Co Tu, Xe Dang, Gie Trieng, Cor and Quang Nam, whose ways of life offer visitors a unique experience.

Map 01 (Vietnam, Quang Nam Province and Districts – Project's Geographic Coverage)



Source: <http://www.quangnamtourism.com.vn/english/quangnam.htm>

While the inland districts offer excellent tourism potential, they have remained poor. Of Quang Nam's 16 districts, 3 are on the list for special support under Government Resolution No. 30a/ 2008, which provides special assistance to the 61 poorest districts of the country. An estimated 21.5% of Quang Nam province's 1.5 million people still live below the poverty line, compared to 14.8% nationwide. Poverty is concentrated in rural areas, which account for 82.8% of the population. This includes the ethnic minorities in 8 mountainous districts, who make up 6.2% of the population. The province's economy is dominated by agriculture, 68% of the population derive their income from this sector (Vietnam Cooperative Alliance, 2010). In 2008, services, including tourism, contributed only 20% to the province's GDP (General Statistics Office, 2008). Quang Nam still relies heavily on external funding, with 52.7% of the province's budget being provided by the central Government.

In 2008, the province received 2.3 million visitors, resulting in total revenue of 769 billion VNĐ (US\$ 42 million), making up only around 6% of the province's GDP. Together with other related services, this shows little improvement from their share of 10% GDP in 2004 and is still quite far from the revenue targets of 4.644 billion VNĐ per year in 2015 (21.19% GDP), and 12,677 billion VNĐ in 2020 (25-27% GDP), as set out in the "Master Plan for the Development of Quang Nam Tourism to 2015, with the Vision to 2020".

Social Context

Travel and Tourism (T&T) is generating considerable jobs and income in Vietnam and has been identified at national and provincial levels as a key sector for employment and economic growth. The importance of T&T for employment is amplified by the fact that a large percentage of workers in the industry are unskilled, semi-skilled, women or young people. This fact becomes even more significant in view of Vietnam's recently acquired middle-income status and its path towards industrialization by 2020, as well as the opening of the common ASEAN market in 2015 – which will allow free movement of tourism professionals and create new employment opportunities (ASEAN MRA-TP, 2013).

One of the most noticeable features of the tourism sector in Vietnam is its dominance of young and particularly female workers, representing 58% of the total workforce (Nam Do Tour, 2009). In certain areas, this is even more notable. In hotels and restaurants, women represent 71% of the workforce, in housekeeping, beauty and spa services the rate is 95%. Services indirectly related to the tourism sector, such as food services and handicraft, are sharing the same characteristics. The potential contribution of tourism to job creation in general and for female workers in particular, will continue to increase as the country has been repeatedly ranked on the top of the world in terms of T&T growth. An *Economic Potential Study* conducted in Danang in 2006 by the EU Vietnam Private Sector Support Programme, implied that tourism was generating many more jobs than official figures suggest. Tourism has lower barriers to entry than many other non-agricultural sectors of the economy, it is labour intense and female dominated, which makes tourism development ideal for stimulating pro-poor and gender equitable growth.

Unemployment remains relatively high, which is of great concern for the province. Studies show that the rate of youth without or with unstable jobs is with 76.4% alarmingly high (Quang Nam Youth Union, 2008). Quang Nam province has recognized the need for job creation and the tourism sector has been identified as an option for sustainable development (Quang Nam Newspaper, 2009). In Quang Nam province, about half of the labour-force in tourism and indirectly-related activities are women, slightly lower than the average national rate (58%). Most of female workers are found in hotels, handicraft workshops, retail shops or as tour guides.

Political Context

As indicated by this plan, the tourism's potential to contribute more to growth of the province's economy, reduce poverty and create jobs in its interior, has been well recognized by the provincial Government. The earlier Resolution No. 06/NQ-TU of the Provincial Party Congress in June 2007 already reflects the perception that tourism is the province's main economic driver, i.e. the core sector that can boost growth in other sectors. The Resolution explicitly states that the development of tourism is the key task of the whole province for the benefit of the people and human development, to bring the province out of poverty and facilitate a shift in the economic structure away from reliance on agriculture.

The Resolution set out two main objectives:

- Quang Nam should become a centre of excellence in Vietnam's tourism sector with a well-recognized brand name and 10 million visitors by 2020
- Development of community-based tourism, and bringing tourism development opportunities to rural and mountainous areas

The "Master Plan for the Development of Quang Nam Tourism to 2015, With the Vision to 2020" translated these objectives into an action plan. The plan was first introduced on 2 April 2008, and was revised in Decision No. 2879/QĐ-UB of 28 September 2009 of the QNPC. Four areas are planned to become key tourism zones:

- The historical attractions (around Hoi An)
- Community-based tourism sites (in handicraft villages, villages of minority groups)
- A recreation and trade centre (around Tam Ky)
- An eco-tourism area (in the western districts of Phuoc Son, Nam Giang, Dong Giang, Tay Giang)

Accordingly, six key tourism products were targeted for promotion including historical tourism, recreation, study-tours for research, eco-tourism, trekking and tourism combined with conferences. The Master Plan specified nine sets of measures to realize the targets, of which the most important are (i) creation of an enabling governance environment, (ii) diversification of above-mentioned tourism products starting by developing a tourism potential "inventory" to map out suitable plans to fill market demand; (iii) furthering the linking and cooperation with neighbouring provinces and countries; (iv) human resources development, not just limited to skills training for tourism services and management but also tourism awareness raising for local people; and (v) initiation of policies to attract tourism to interior areas.

Although the provincial government has since developed a number of more concrete policies and strategies, few results have been recorded in practice. In fact criticism has been voiced about the recent massive development of resorts along the beach while inland areas have received little investment. The few initiatives in inland tourism have not shown much success. For instance, a travel company's development of tours to a traditional crafts village in Dong Giang district drew 30 visitors only over a period of more than a year. Initiatives have been scattered, unplanned, there has been little coordination and potential synergies have not been exploited (Tuoi Te Newspaper, 2009). A very

recent effort of Quang Nam to address these shortcomings is the decision to invest around 78.5 million US\$ for infrastructure, to boost sustainable development in the western areas bounded by Laos, with a particular focus on the western mountainous economic region.

One of the key reasons for the slow growth of inland tourism is the inability of localities to keep tourists for a longer period of time and increase their spending. According to provincial statistics in 2006, the average tourist stays 1 to 2 days in the province only (Quang Nam Newspaper, 2009). For foreign visitors this is 2.18 days while for domestic tourists it is 1.98 days. In 2012, although official statistics have not been published, the average direct revenue per visitor of less than 3 US\$ suggests there has not been much improvement. The underlying causes of this situation have not been well analyzed. Like in other places in Vietnam, inherent weaknesses in the tourism and hospitality sector, such as a lack of varied, attractive and competitive tourism products, insufficient tourism branding, marketing and promotion, weak tourism infrastructure, the lack of well-trained human resources and adequate facilities, are likely to be key factors. It has also been observed that there is a lack of coordination among public and private sector stakeholders in the province to address such underlying causes (Quang Nam Newspaper, 2009). A number of suggestions have been put forward to develop closer links among key players and develop clear plans for financing and development of support services and human resources. However, the provincial government and other stakeholders lack a good analysis of underlying constraints in the tourism market system and have so far been unable to coordinate and collaborate so that the limited financial resources can be allocated to priority interventions to address these.

Together with the provincial initiatives on tourism development, the ILO was aiming to address these challenges through implementing the SIT project from July 2011 to December 2013. In summary, the rationale behind the selection of Quang Nam province for this project was:

- a relatively high level of poverty, especially in the interior of the province
- good political commitment to tourism development at the provincial level, as reflected in development plans and targets, but a lack of capacity to strategically develop and coordinate needs-based programmes
- a mixed presence of successful tourism activities (the coast, Hoi An, My Son) as well as remote and isolated poor districts and villages, where potential exists but little development is taking place
- an environment generally conducive to tourism development

1.2 PROJECT OBJECTIVES

Logical Framework

The intervention logic of the SIT project had been clearly outlined and described in PRODOC. The project's interventions focused on pro-poor development of the hospitality and travel industry for inland tourism in the province, piloting some critical value chains in the industry. The project worked on three thematic areas:

1. Framework conditions, including training and human resources development and improving the business environment
2. Inland tourism destinations development with Ho Chi Mail Trail and My Son area
3. Pro-poor local product development for tourism

The VCD approach was applied to identify main constraints and opportunities for pro-poor and pro-jobs development of the hospitality and travel industry in Quang Nam province as well to identify areas of intervention. The project supported the province in building a clear strategy and plan to promote inland destinations as well as to formulate a province-wide home-stay policy of a more strategic nature. This strategy was expected to contribute significantly to developing more inland tourism destinations and creating better economic livelihoods for local people, employability of youth and productive employment for all.

At the same time, the project aimed at creating demonstration models and approaches for pro-poor tourism development to address similar needs in other parts of the country. It was expected that the project would provide a replicable and sustainable approach that contributes to pro-poor and pro-jobs tourism development in Vietnam (development objective), in line with Vietnam's Tourism Action Plan and the SEDP. The project was also designed to contribute to the ILO's DWCP, the Country Programme Objective "Increased Productive Employment and Income". Under Outcome No. 127, the project supported the "effective formulation and implementation of local strategies for pro-poor, employment-intensive economic and sustainable enterprise development".

Development Objective

The project's development objective was *to take a replicable and sustainable approach that contributes to gender sensitive pro-poor and pro-jobs tourism development in Vietnam. The emphasis was on young men and women, but not to the exclusion of others. The approach will be developed and tested in Quang Nam province.*

Indicators

- In Quang Nam province: Net additional income in enterprises specifically targeted by project interventions, owned by women and men, have increased by 10% over the project period (includes new enterprises)
- At least 1,000 enterprises have realized financial benefits as a result of project interventions (including new enterprises)
- Net full-time employment in enterprises that have been specifically targeted by project interventions has increased by 10% (including new enterprises)
- Such employment meets fundamental rights and standards requirements within the framework of Vietnamese legislation
- Women and men have benefited from the project on an equal basis
- Young people will make up at least 75% of those who have gained employment.
- Nationally: The approach has been adopted in at least one other province during the project period

1.3 PROJECT DONOR AND FUNDING ARRANGEMENTS

The budget of the project was US\$ 1,350,000, with funding arrangements and contributions made by the parties as follows:

International Donor – Grand Duchy of Luxembourg

- One International Expert (full-time, 20 months)
- Two Project Assistants (full-time, one for 36 months, the other for 30 months)
- One Administrative and Financial Assistant (full-time, 30 months)
- One Project Driver (full-time, 30 months)
- National and International Consults for specialized inputs
- Project missions
- Seminars, i.e. training materials, hall rent, certificates, accommodation for trainers etc.
- National and international study tours
- Revision and Printing of Training Materials
- Project Equipment, i.e. one project vehicles, LCD projector, office furniture, stationary
- Operations and maintenance of equipment
- Sundries for the operation of the project management unit and some costs in the project unit
- Advisory board, project management board meetings
- Monitoring missions by the ILO
- Evaluations

Implementing Agency – International Labour Organization

- Availability of tools, approaches and training materials in the area of youth employment, local economic development, policy environment, public-private-partnerships, job quality, business development services, small business associations, gender equality, CB-TREE, and other business management training programmes
- Project management
- Technical and administrative support from the ILO's offices in Hanoi, Bangkok and Geneva

Local Counterpart and Beneficiaries – Quang Nam People's Committee

- Project office space in Tam Ky and utilities (US\$ 1,000/ month, total US\$ 30,000)
- Time and working hours of 10 staff from partner agencies, devoted to implementation of project activities (part time, 2 months/ year, 60 months)
- Contributions in kind, such as training venues, local transport, interpretation
- Financial contributions towards various training/ workshop activities

1.4 PROJECT STAKEHOLDER AND PARTNER CONTRIBUTIONS

Implementing Agency – International Labour Organization

The ILO, as the tripartite UN agency, brings together governments, employers and workers of its member states, in joint action to promote decent work and social justice throughout the world, and supports the development of tourism policies and projects in a number of countries. The ILO is one of the leading agencies in the emerging pro-poor market systems development approach, which was the basis for the SIT's design. This approach aims at lasting changes in market systems that benefit the poor. ILO developed and applied this approach in Ghana, Sri Lanka, Nepal, China and India.

The ILO office in Vietnam opened in 2003. Currently, the ILO's work in the country covers a wide range of areas: social insurance, employment and enterprise development, occupational safety and health, industrial relations, the ratification of ILO conventions, and the formulation of labour laws. In Vietnam, ILO uses the emerging pro-poor market systems development approach under the PRISED project, which was completed in September 2009. The

VCD is a key element in this approach. Its methodology has been specifically designed to ensure a focus on pro-poor growth and employment, including aspects of decent work that relate to dialogue, rights, equal opportunities and social protection. It is designed to be inclusive and participatory and to facilitate local action rather than taking an interventionist approach. It has been used in wide variety of sectors, including tourism. The SIT's project design was also backed by the ILO's experience in Vietnam in LED. In Quang Nam in particular, ILO provided support through its Women Entrepreneurship Development and Gender Equality (WEDGE) programme and launched its project of LED for Youth Employment, with which the SIT project collaborated. LED's work has focused on developing the small enterprise sector in Vietnam, including household as well as micro enterprises and self-employment in the informal economy, with the ultimate aim to stimulate local economic growth, generate decent employment for women and men, and reduce poverty. Other activities in the portfolio of the LED programme of the ILO are those aimed at increasing the understanding of LED, creating capacity at the local level and contributing to the sharing of knowledge, innovative approaches and best practices. Its main strength is stimulating effective local public-private partnerships for enterprise development and employment creation.

Local Counterpart and Beneficiaries – Quang Nam People's Committee

The executing authority and implementing local partner of the project was the QNPC, and here first and foremost the DCST, which reported to the GOV on the implementation of the project. As per the proposed strategy, most of the project's activities were conducted and resources utilized in the province. Therefore, most of the implementing partners were at provincial and district levels. The QNPC/ DCST directed the project, with support from the ILO's Chief Technical Adviser (CTA) and later the National Project Coordinator (NPC). Other implementation partners included the various government agencies, departments of the People's Committees in selected areas on provincial, district and communal level, e.g. DOLISA, DOIT, various state agencies and mass organizations, such as the Women's Union and Labour Union, as well as several (semi-public/ private) Trade and Business Associations and Promotion Centres, such as the Hoi An Tourist Association and Tourism Promotion Centres.

The project's targeted beneficiaries in detail were:

Direct Beneficiaries

- PPC's and local government agencies, together with their subordinates
- Provincial level departments, such as DOLISA, DCST and other relevant agencies at regional and national levels
- Private sector organizations such as business associations, the VCCI and the VCA
- Provincial mass organizations like the Vietnam Trade Union, Women's Union, Farmer's Union, Youth Union
- Business development service providers

Ultimate Beneficiaries

- Men and women of the inland areas of Quang Nam, who were better equipped and had more chances to embrace tourism development in their communities and gain productive employment opportunities. These included a large share of youth, but not exclusively, as mature people were regarded as key to generating jobs and opportunities for youth
- Male and female owned businesses, with greater chances to access "soft" infrastructure to complement their investment (e.g. human resources, enabling legal environment)
- Tourists, who were offered additional products and services which responded to their demand, domestic and international tour operators and travel professionals, who were able to expand their range of products and services

Project Partners

A range of potential partners were identified in PRODOC, with projects directly or indirectly related to tourism development, on a regional, national or provincial level. It must be noted here that the list of project partners as identified in PRODOC was had missed out on several for the SIT relevant tourism projects in Vietnam, but listed some less relevant (and closed) projects. Though this was to some extent later corrected, it had an impact on the effectiveness of the project. SIT built on, complemented or cooperated with the following organizations and projects (in order of priority):

- **International Labour Organization, "Youth Employment through Local Economic Development in Quang Nam Province"** (January 2010 to December 2012). The objective of this project was to improve the employability and employment opportunities for young women and men by upgrading skills and improving job opportunities in through enhanced business enabling environment, business development services and overall market access. This project was not a tourism development project, but SIT considered two value chains of the project as relevant to tourism: rattan and bamboo product and vegetable growing. This project also conducted broader public-private dialogue events, which were relevant to tourism as well. It used a participatory chain development methodology, and the experience and capacity could therefore be shared. The SIT project also shared office space, human and other considerable resources with this project.

- **United Nations Educational, Scientific and Cultural Organization, “Integrated Culture and Tourism Strategy for Sustainable Development in Quang Nam”** (December 2009 to December 2012). The overall objective of this project was to promote sustainable and local economic development in Quang Nam province by using culture as a central pillar. The specific objectives of this project are to address the fast growing tourism numbers at the World Heritage Sites in Quang Nam, by assisting the authorities and the local communities with sustainable and integrated tourism planning and to develop a strategy for sustainable and local economic development using culture as a central pillar, fostering integrated efforts among government sectors and other stakeholders. This project held a significant scope for mutual strengthening of impact, as it enhanced the attractiveness of the main inland tourism sites. The results of the VCD exercises by SIT fed into the planning of this project.
- **SNV Netherlands Development Organization, “High Impact Tourism Training for Jobs & Income (HITT)”** (2010 to 2013). The overall objective of this project was to contribute to sustainable, scalable, pro-poor economic growth in seven least-developed and low-income countries in Sub-Saharan Africa and Asia through the development and implementation of an integrated, market-driven tourism TVET system targeting the informal economy. The specific objectives of this project were to expand access for disadvantaged and marginalized communities to practical and importantly market-oriented vocational training and facilitate direct links with the tourism industry to maximize production, income and employment opportunities for participants. This project contributed to SIT in a significant way, as outputs and activities in terms of home-stay, tour guide, driver trainings and manuals were shared.
- **European Union Delegation to Vietnam, “Environmentally and Socially Responsible Tourism Capacity Development Programme (ESRT)”** (2011 to 2015). The overall objective of this project is to mainstream responsible tourism principles into Vietnam’s tourism sector to enhance competitiveness and contributing to achieving the Socio-Economic Development Plan (SEDP). The project aims to strengthen institutional and human capacity in order to fully realize the substantial socioeconomic development benefits available from the tourism sector while protecting and enhancing the resources (natural and cultural) on which the sector depends. It builds on the successful EU project for Human Resources Development in Tourism (HRD Tourism Project) and sustains and further expands on the Vietnam Tourism Occupational Skills Standards System (VTOS). This project contributed to SIT in form of shared workshop and training activities, the translation of the Toolkit on Poverty Reduction through Tourism into Vietnamese as well as lessons learned.
- **European Union Delegation to Vietnam, “Vietnam Human Resources Development in Tourism Project”** (2005 to February 2010). The overall objective of this project was to upgrade the standard and quality of human resources in the tourism sector in Vietnam, and to enable the Government and tourism sector to sustain the training quality and quantity upon the project’s completion. This project complemented SIT through sharing lessons learned.
- **European Union Delegation to Vietnam, “Vietnam Private Sector Support Programme (VPSSP)”** (2006 to 2008). This overall objective of this project was to improve the lives of people living in Danang through developing the tourist sector and improving its links to the poor. This project complemented SIT through sharing lessons learned.
- **Luxembourg Agency for Development Cooperation, “Strengthening of Human Resources in the Hospitality and Tourism Industry in Vietnam”** (January 2010 to December 2014). The overall objective of this project is to supply the hospitality and tourism industry in key tourist zones identified by the GOV with qualified personnel. The specific objectives of this project are to achieve an increased quantity and improved quality of graduates from selected tourism schools/colleges in key tourist zones through upgraded capacity of schools to deliver practice-orientated and demand-driven training. This project complemented SIT in a number of important ways. Apart from playing a key role in the VCD exercises, cooperation took the form of representation on the SIT project’s steering committee and through regular informal meetings and briefings.
- **Asian Development Bank, “GMS Sustainable Tourism Development Project”** (November 2006 to October 2010). The overall objective of this project was to reduce poverty, contribute to economic growth, increase employment, and promote the conservation of the natural and cultural heritage. The specific objective of the project is to promote sustainable tourism in the lower Mekong basin through infrastructure improvements, community and private sector participation, and sub-regional cooperation. The Project will comprised four parts: Part A, tourism-related infrastructure improvements; Part B, pro-poor, community-based tourism development; Part C, sub-regional cooperation for sustainable tourism; and Part D, implementation assistance and institutional strengthening.

This project complemented SIT through sharing lessons learned.

1.5 PROJECT ORGANIZATIONAL ARRANGEMENTS

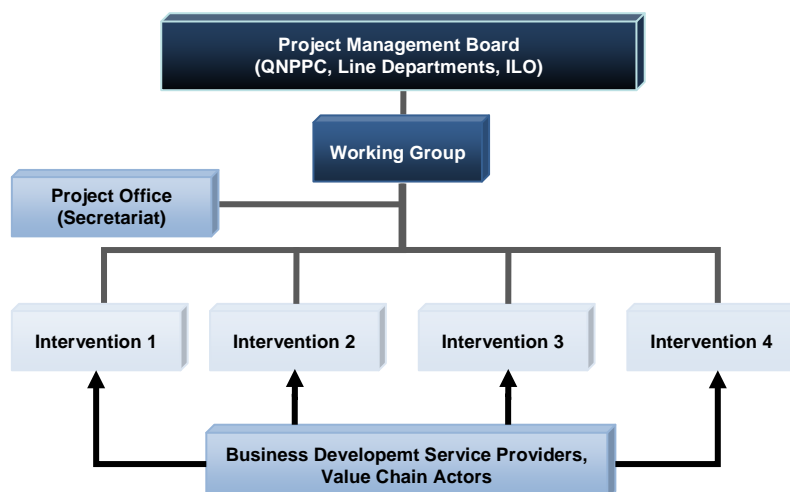
Institutional Framework and Management Arrangements

The management and implementation of the project followed the trend of decentralization in Vietnam. The institutional framework and management arrangements were designed in a way that they would facilitate the decision making process at all levels, in order to make the project interventions meet the real demand for support in the province, districts and communes, as well as to achieve the delivery of the project in a short timeframe. The framework aimed to generate local ownership and facilitate local initiative.

Project Implementation Structure

As shown in Figure 01 below, the project was organized in PMB, Working Groups, PO/ Secretariat, with BDS and Value Chain Actors feeding into interventions. The detailed functions, roles and relationships within the structure are explained in the following.

Figure 01 (Project Implementation Structure)



Source: ILO-SIT Project Document (PRODOC), June 2010

As per the proposed project strategy, most of the project's activities were initiated and resources used in the province. Therefore, the majority of implementing partners were based at provincial and lower levels. However, a National Advisory Committee, which included members of relevant ministries, donor and implementing party was suggested to be established, to guide the implementation process and ensure that best practices are brought up to national level and disseminated to other provinces.

The provincial PPC acted as the coordinator with support from the ILO's CTA. Other implementation partners included DPC's and CPC's and their line divisions, DCST, DOLISA and other departments, the QTA, women, labour and other mass organizations, and the communes in the targeted districts. Private enterprises were also included in the value chain. BDS and vocational training providers played a key role as well

Given the nature of value chains, and the need to build capacity in the province, some implementing partners were also located outside the province. These included national BDS providers, such as the VCCI located in Danang and, prominently, the Danang Tourism Vocational School and its international counterpart Lycée Technique Hôtelier "Alexis Heck" in Luxembourg. The VCCI Danang was an important partner, as the project could build on their experience in economic development of Quang Nam province, within the framework of PRISED. The involvement of large national and international private sector players in the value chain was essential, during the VCD exercises, as well as for the implementation of specific interventions.

Project Management Board

Since the majority of project activities were implemented in the province and since the project had an open nature, with interventions decided after the first VCD exercise, the provincial PMB played a crucial role. During kick-off phase, the PMB ensured that all preparation and start-up of activities were in line with the project's strategy. Later on, the PMB guided and approved interventions that came out of VCD exercises, in particular those which required Government funding. The PMB facilitated the inclusion of such interventions in provincial plans and budgets.

The PMB was headed by the Vice Chairman of the PPC. The key members were the leaders and representatives from DCST, DOLISA, DPI, associations, DCP's, and a representative from the ILO and Luxembourg government. Similar to the WG, the PMB could be extended when specific interventions were decided on. The project aimed at least 30% of representatives on the PMB to be women. The PMB guided and monitored implementation of the inception plan and agreed on proposals for specific interventions after the first VCD exercise. Since quick implementation was desirable, it was stressed that close monitoring and rapid decision making was expected from

PMB, based on a strong cooperation with the PO. The PMB was to give feedback on semi-annual and annual work plans within 7 working days from the time they were submitted.

A Secretariat ('To Giup Viec') was set up to liaise between PMB and PO. Delegates to the Secretariat worked with the PO on a daily basis, taking care of core responsibilities, such as monitoring, advising on and even implementing some project activities, as designated by QNPC, in case own interventions were approved after the first VCD exercise. The Secretariat was coordinated by a Chief of Secretariat, nominated by the QNPC, who was available on a full time basis, in order to liaise and cooperate with the CTA, other project staff and short-term consultants. Right after the inception phase and the completion of the first VCD exercise, the Secretariat was extended to include technical staff, with the purpose of assisting relevant line departments, state agencies, mass organizations and targeted communities on their proposals for specific interventions. For each intervention, management arrangements were decided later on, under guidance and assistance from PMB and PO. Staffing of the PMB and Secretariat was a local counterpart contribution from the province's budget.

Project Office

The PO was staffed by an international expert for the role of CTA, two programme assistants and an administrator. Upon departure of the CTA from the project, one of the local programme assistants was promoted to NPC. The PO was responsible for the overall management and implementation of the project, in particular VCD exercises other activities. The PO maintained close interaction with the Chairman of the PMB and the Chief of Secretariat, in order to coordinate the implementation of the project with the PO. Developing and maintaining relations with stakeholders was one of the important tasks.

As the ILO also launched the "Youth Employment through Local Economic Development in Quang Nam Province" project, office space was provided by QNPC and cost effectively shared with the SIT project.

Working Groups

The participatory approach to VCD, which the project introduced, was new to the province. It resulted in a large range of proposals for interventions. Hence, a WG for the tourism value chain was needed to facilitate activities and ensure they were in line with the objectives of promoting sustainable, gender sensitive pro-poor and pro-jobs tourism development in Quang Nam province. One of the key functions of the WG was to participate in and learn from the first VCD exercise to identify key interventions for pro-poor improvement of the hospitality and travel value chain. Members of the WG were among the facilitators of upcoming VCD exercises, either at provincial, district or communal level.

At the beginning of the project, the WG comprised representatives from the QNPC, selected departments, mass organizations, trade associations from the province and the districts, including the VCCI and the Trade Union. After the first VCD exercise and the selection of proposals for implementation, the WG extended to include representatives from other relevant agencies and organizations, including from the private sector. Other WG's were set up for different interventions, such as the WG for local products. The project aimed at equal representation of women and men on the WG, women making up at least 30% of its members.

Intervention Coordinators

For each intervention, the PMB appointed an Intervention Coordinator who worked closely with the PO and under the guidance of the PMB. Intervention Coordinators were nominated by the stakeholder who took the lead in implementing the intervention. The Intervention Coordinator worked with those concerned to prepare plans and reports on the implementation of activities, and the achievement of outputs under the specific interventions. These were submitted to the PO and Chief of Secretariat for consolidation.

1.6 PROJECT IMPLEMENTATION

Implementation Strategy

The SIT project was to achieve its goals by building on experiences and making use of lessons learnt of ILO's local economic and tourism development projects in Vietnam, Sri Lanka and other countries. It also was to apply best practices in pro-poor, gender sensitive enterprise development as currently emerging globally. This approach had demonstrated its effectiveness for interventions that focused on the development of specific value chains, as compared to taking a more generic approach towards general business management training or business services development.

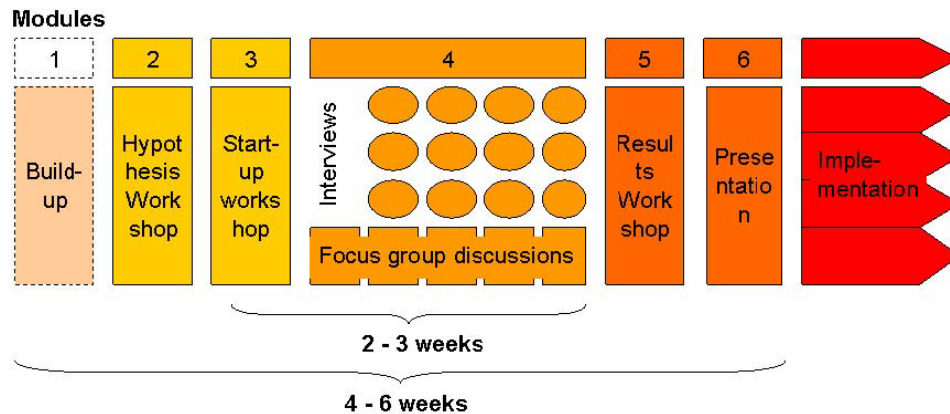
In summary, the project's implementation strategy was to:

- Use a VCD approach, which includes taking gender and youth issues into consideration, to identify main constraints and opportunities of pro-poor development of the hospitality and travel industry in Quang Nam and their causes
- Develop proposals to address these constraints and opportunities and their causes

- Support some of the key proposals financially and technically, while others are implemented by either the public sector, the private sector, or other projects, without such support, or with technical support only

A schematic overview of implementing the VCD approach with the SIT project can be seen as follows:

Figure 02 (Participatory Value Chain Development Process)



Source: Wijesena, G., ILO Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, Vietnam, January 2012

Implementation Plan

This SIT was an ILO-executed project, where national agencies played a critical role in formulating and implementing the immediate objectives/ outcomes, outputs, activities immediate outcomes and monitoring the impact of the project. Implementation and work plans were developed, coordinated with project partners and updated every six months.

The project's implementation, events and milestones could be summarized as follows:

- Months 01 to 09 – Project with inception phase of 9 months started. In this preparatory period, project document finalized, in consultation with donor, other international development agencies and local counterpart and beneficiaries in Quang Nam province. Management and staff identified and recruited. Institutional structure was established, PMB, PO/ Secretariat and Working Group. Stakeholder mapping completed. The ILO's existing VCD Manual adapted to tourism sector and local context, translated into Vietnamese. This last activity and establishment/ induction of WG done under the guidance of CTA, who joined in Month 07
- Months 10 to 12 – Training of VCD facilitators and first VCD exercise completed. Management Information and Quality Control System developed. Agreement on and establishment of selection criteria for proposals, which had resulted from VCD exercise
- Months 13 to 18 – Detailed proposals for interventions in tourism value chain prepared and submitted for approval by PMB. Some interventions started. Decisions made for financial support to some interventions with potentially lasting impact on pro-poor and pro-jobs tourism development. Decisions taken on conducting other VCD exercises
- Months 19 to 21 – Interventions implemented. More VCD facilitators trained and VCD exercises conducted. Handover of project management conducted from CTA to NPC
- Months 22 to 25 – Interventions in tourism value chain continued. Detailed proposal for interventions in local product value prepared and submitted for approval by PMB. Some interventions continued. One further VCD exercise implemented. Mid-term evaluation conducted
- Months 26 to 30 – Interventions implemented. Detailed proposal for third value chain prepared and submitted for approval by PMB. Some interventions continued. National level seminar conducted, lessons learnt published and shared. Stakeholder workshop and project handover. Final independent evaluation conducted

Monitoring, Reporting and Evaluation

Monitoring, reporting and evaluation were intended to be integral parts of the project strategy and followed standard ILO guidelines and policies. The QNPC, PMB and ILO-PO were responsible to monitor the implementation and results of the project through an internal control system.

During months 10 to 12, along with first VCD exercise, a consultancy specialized in impact assessments was engaged to design a monitoring and evaluation strategy and system. This was based on the DCED "Standard for Measuring Achievements in Private Sector Development" and had to meet at least the minimum requirements for comparability with other private sector development programmes. The main indicators as stipulated in the logical framework of the project met this requirement. In line with this standard, result chains were developed for all

interventions, which showed how an activity was expected to lead to a desired result. A simple guideline on result chains and key indicator development was developed and presented as one input for the training on project proposal development, to ensure that all future interventions were designed and documented in an effective manner, facilitating the monitoring and evaluation. On that basis, a simple but clear and consistent Management Information and Quality Control System was to be set up, in order to monitor achievements of project indicators and outputs. The database was to be continuously updated by the Project Office, the Secretariat and all intervention coordinators during the implementation of the project. The results were to be reported to the QNPC, PMB, ILO, involved ministries, particularly MCST and MOLISA, and other key stakeholders.

2. EVALUATION BACKGROUND

2.1 EVALUATION PURPOSE AND SCOPE

The main purpose of the evaluation was *to determine the achievement of stated objectives and outputs, identify constraints and contributing factors, determine the steps taken towards sustainability, determine the potential as model for future interventions, assessing the lessons learned and making recommendations for possible future projects.*

The evaluation's specific purpose was to:

- Determine whether the project achieved stated objectives and outputs
- Identify the constraints and enablers during project implementation
- Determine the steps taken towards sustainability of the project
- Determine the potential for using project interventions as demonstration models
- Assess the lessons learnt and present recommendations for possible future projects

In particular, the evaluation assessed the following:

- Contributions to pro-poor tourism sector development
- Contributions to promoting public-private dialogue and participation in policy discussions
- Development and promotion of Inland tourism destinations/ local products
- Production of tools for community-based tourism
- Formulation of project exit strategy and/or continuation

In detail, the evaluation covered Tam Ky, the municipality and provincial capital, and Duy Xuyen and Dong Giang, two of the poorer districts of Quang Nam province, with the communes and villages targeted for intervention:

Table 01 (Evaluation's Geographic Coverage)

Country	Province	Municipality/ District	Commune	Village
Socialist Republic of Vietnam	Quang Nam	Tam Ky City	n/a	n/a
		Duy Xuyen	Duy Phu	My Son
		Dong Giang	Ta Lu	Dhroong
			Song Kon	Bho Hoong I

2.2 EVALUATION WORK PLAN AND OPERATIONAL SEQUENCE

A work plan had been proposed for the final evaluation in the TOR. As the HTM's assignment and evaluation started with a slight delay, and due to a too tight schedule, the evaluator requested and submitted a revised work plan to the evaluation manager, together with the draft inception report. In due process, the evaluation was extended for three weeks and an updated timeline submitted in the final inception report. This extension became necessary mainly due to the following reasons: Firstly, the comprehensiveness and complexity of desk review materials; secondly, the hospitalization of the lead evaluator over Christmas, thirdly, the unavailability of resources and closure of ILO offices over the festive season and national holiday, and lastly, the time required for the evaluation team to familiarize with the new DCED Standard.

The final operational sequence of the evaluation with major dates and events was as follows:

- Beginning November 2013 – Initial desk review started. Interviews and scoping with project constituents and partners in Hanoi conducted. Initial Inception Report drafted and submitted
- Mid November 2013 – Field mission to Quang Nam province planned and undertaken
- End November/ Beginning December 2013 – Upon return to Hanoi, data canvassing, entering and analyzing started. Community-based tourism road show in Hanoi attended. Final inception report submitted. Desk review continued.
- Mid to End December 2013 – Key preliminary findings and principal recommendations at final stakeholder workshop in Tam Ky presented. Additional materials from project received. Desk review continued and concluded. Last project stakeholders interviewed and outstanding surveys collected. Data canvassing,

entering and analyzing concluded. Draft evaluation report begun. Christmas holidays, sick leave. of Evaluator

- Beginning January 2014 – National holidays. All data analyzed and consolidated. Draft evaluation report continued.
- End January/ Beginning February 2014 – National Holidays. First draft evaluation report submitted to Evaluation Manager. First draft reviewed, commented and revised. Commenting and revising continued
- Mid February/ End February 2014 – Final draft to stakeholders submitted for review and commenting. Comments consolidated and final draft revised. Final evaluation report submitted and approved

2.3 EVALUATION CLIENTS AND AUDIENCE

The principal clients and audience (and their management base) of this evaluation are:

Donor

- Grand Duchy of Luxembourg (Hanoi)

International Agency

- International Labour Organization (Hanoi)

Project Partners

- ILO “Youth Employment through Local Economic Development in Quang Nam Province” (Hanoi)
- UNESCO “Culture, Tourism and Sustainable Development” (Hanoi)
- SNV “High Impact Tourism Training for Jobs & Income (HITT)” (Hanoi)
- Lux-Dev “Strengthening of Human Resources in the Hospitality and Tourism Industry in Vietnam ” (Hanoi)
- EU “Environmentally and Socially Responsible Tourism Capacity Development Programme (ESRT)” (Hanoi)
- EU “Vietnam Private Sector Support Programme (VPSSP)” (Hanoi)

Local Implementing Parties and Beneficiaries

- PPC, DCP's and CPC's in Quang Nam province
- (Under the PC's) Provincial and District Departments, such as DOCST, DOLISA, DOIT and others
- State Agencies and Mass Organizations, such as Women's Union, Trade Union, Federation of Labor etc.
- Trade and Business Associations, such as VCA, VCCI Danang
- Tourism Promotion Centers, such as Tourism Promotion Centre (TPC) Hoi An, and Tourism Associations, such as the QTA
- Rural Communities, men and women in Duy Xuyen and Dong Giang Districts, My Son, Dhroong and Bho Hoong I Villages, local business owners and groups with community-based tourism, home-stay and local products/ weaving operations

2.4 EVALUATION MANAGEMENT TEAM

As external consultant for conducting the final independent evaluation of the SIT project, the HTM Management Consultancy (HTM) appointed the following experts to the evaluation team:

1. Mr. Kai Marcus Schröter, International Evaluator/ Team Leader
2. Mrs. Nguyen Thi Ha, National Consultant

The curriculum vitae of these experts were submitted with the inception report and will be posted by EVAL on the ILO database. The work base of the evaluation team was Hanoi, Vietnam.

The evaluation was managed by Oktavianto Pasaribu, Evaluation Manager, Department for Strategic Programming and Management (PROGRAM), ILO Head Office in Geneva, Switzerland, and received technical support from Charles Bodwell, ILO Technical Specialist from the DWT Bangkok.

2.5 EVALUATION NORMS AND STANDARDS

The evaluation followed the principal evaluation standards and ethical norms as prescribed by the following documents:

1. ILO Policy Guidelines on Results-based Evaluations

The TOR of the evaluation provided web links and references to evaluation norms and standards to be observed by evaluators. The main point of reference were the ILO Policy Guidelines on Results-based Evaluations, with comprehensive descriptions and explanations, checklists, guidance notes and templates. These guidelines were

based on the UN Norms for Evaluation in the UN System (UNEG, 2011) and OECD/DAC Evaluating Development Co-operation - Summary of Key Norms and Standards (OECD/DAC, 2002).

In spite of constraints of time and human resources during desk review as well as the comprehensiveness and complexity of materials, the evaluation team appreciated the ILO Policy Guidelines for Results-Based Evaluation (once it had 'wrapped its head around it') as exceptionally well-written and structured, systematic, clear and concise, and as a very helpful tool for conducting the evaluation.

2. DCED Standard for Results Measurement

No direct reference was made to DCED in the TOR of the evaluation. DCED Standard for Results Measurement are in a trial phase within the ILO organization and used for the first time in Vietnam. The DCED Standard for Results Measurement is a set of 8 categories, each with a set of control points that the project should have complied with. Each category has a set of compliance criteria, some of them must be complied with while for others compliance is recommended. However, committing to the full application of the framework was a very comprehensive exercise and the SIT conceded that within the current timeframe and resources constraints (costs and staffing), it had not been possible to adhere to all recommendations within the framework. Upon initial consultation with the Evaluation Manager, the evaluation team agreed, as much as was feasible from the project's side, to apply DCED for this final evaluation. The limitations of implementing DCED are described in Chapter 3.5, page 32.

3. UN Evaluation Group/ PARDEV's Technical Cooperation Manual/ EVAL

The evaluation was required to conduct a participatory and inclusive evaluation. Therefore, project stakeholders and constituents were involved in the planning, design and implementation of the evaluation and, where feasible, consulted throughout the process.

4. ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects

ILO evaluation policies prescribe the consideration of gender issues for all of its projects. Therefore, the evaluation team considered gender issues throughout the planning, design and implementation of the evaluation. Gender sensitive questions were integrated in the interviews, questionnaires and focus group discussions. Where feasible, all data of the evaluation is presented sex-segregated.

5. ILO Code of Conduct Agreement with ILO Evaluation Consultants

As the appointed external consultant, the HTM committed on behalf of the entire evaluation team to the ethical norms of the ILO Code of Conduct Agreement with ILO Evaluation Consultants.

3. EVALUATION METHODOLOGY

3.1 KEY EVALUATION CRITERIA AND QUESTIONS

The purpose, scope and clients of the final evaluation were clearly defined in the evaluation's TOR. The evaluation's main purpose was *to determine the achievement of stated objectives and outputs, identify constraints and contributing factors, determine the steps taken towards sustainability, determine the potential as model for future interventions, assessing the lessons learned and making recommendations for possible future projects.*

The final evaluation was planned, designed and implemented as per TOR, in line with ILO Policy Guidelines for Results-Based Evaluation (ILO, 2013) and the various EVAL checklists, guidance notes, templates or tools referenced therein. These guidelines were based on the ILO Evaluation Policy (ILO, 2005) and ILO Results-based Evaluation Strategy for 2011-15 (ILO, 2011e), which in turn adhered to the OECD/DAC Principles (OECD/DAC, 2002) and the Norms and Standards of the UN Evaluation Group (UNEG, 2005a and 2005b). The evaluation also followed the specific requirements of the ILO Evaluation Unit (ILO 2009b) and Evaluation in the ILO (ILO, 2011f).

As specified in the ILO Monitoring and Evaluation Manual and based on the project's objectives, outputs and activities as specified in PRODOC, the evaluation addressed the following concerns and key evaluation criteria and questions:

Relevance and Strategic Fit

- To what extent were project activities relevant to implementing national, provincial and partner's needs and priorities, programmes for national and provincial development and poverty reduction?
- To what extent was design and implementation of capacity building and other activities involving stakeholders or demand-driven?
- How did interventions link with the DWCP and the One UN Plan?

Validity of Design

- Were project strategy, objectives and assumptions appropriate for achieving planned results?
- Did the project make use of a monitoring and evaluation framework?
- Was data regularly collected?
- To what extent were project indicators useful to measure progress?

Effectiveness

- Was the project making sufficient progress towards its planned objectives?
- What factors influenced the effectiveness of the project's capacity building and other activities?
- Were the quantity and quality of outputs satisfactory?
- Did outputs transform into outcomes?
- How were stakeholders involved in project implementation?
- Did the project effectively and efficiently succeed in mainstreaming gender equality in its areas of work (outputs) and processes?
- What interventions had effects on gender relations?
- What multiplier effects could be identified?

Efficiency

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

Impact and Sustainability

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

Based on the before mentioned main questions, the evaluation was to answer a range of specific questions as formulated in the TOR.

3.2 DATA COLLECTION METHODS AND INSTRUMENTS

Methodology Rationale

The rationale behind the data collection methods and instruments was based on the ILO Policy Guidelines for Results-Based Evaluation, Chapter 4.2 and the ILO Evaluation Unit Checklist 4: Validating Methodologies and Guidance Note 8: Ratings in Evaluation (ILO, 2013).

Pursuant to these, the selection of methods and instruments depended on several factors:

- Evidence most relevant to best answer main evaluation questions
- Data collection methods and instruments most suitable for generating this evidence
- Data type and sources
- Data collection process, feasibility and costs, based on available resources and time
- Data access, availability and stakeholder participation, based on local context
- Data limitations, potential risks and validity
- Data analysis process most appropriate to generate useful findings

The following two main points were paramount: first, in order to strengthen the credibility and usefulness of evaluation results, the collection of data was to be done by using a mix of different methods, instrument and sources (technique of triangulation). Second, a rating system was to be designed to produce reliable and valid empirical data, thus

allowing a more systematic approach towards the project's assessment as well as the measuring, comparing and reporting of performance of the project over different organizational levels, programmes and agencies.

The rationale of designing a nominal and interval rating system (for the questionnaire) was guided by the following:

Box 01 (Ratings in Evaluation – Guiding Principles)

"The late 1990's marked the onset of the "results revolution" in international aid evaluation (...). Rating practices have evolved as a key component of reviewing and reporting performance data (...).

There are several reasons why ratings systems have become so popular (...):

1. They are relatively easy to use. Giving a rating of some object is one of the most common measurement approaches in contemporary societies. Once a set of criteria has been developed, it is relatively simple for organization professionals or their consultants to rate a programme on one or more dimensions of interest
2. Rating systems are easy to present to key stakeholder audiences. A simple rating system can summarize a broad range of key features of a programme in just a few numbers
3. Rating systems are understandable by key audiences of interest. Most professionals these days have had considerable experience with the types of quantitative summaries that rating systems produce
4. Because they are quantitative in nature, with care, ratings can be aggregated, making it possible to summarize across a portfolio of related programmes
5. The numerical nature of rating systems gives the appearance of precision and suggests that there is an empirical or scientific basis for the results

However, rating systems also pose considerable challenges. The quantitative and presumed scientific basis of ratings and their apparent ease of use, presentation and comprehensibility can mask a range of methodological issues (...). (One) cannot assume that just because a quantitative value is used that the value is either consistently obtained (reliability) or accurate (validity). In order for a rating system to work well it needs to be well-tested and carefully applied"

Source: Box 01: ILO Evaluation Unit, ILO Policy Guidelines for Results-Based Evaluation, Guidance Note 8: Ratings in Evaluation, March 2013

The range of selected data collection methods and tools was clearly described in the inception report, each with advantages and disadvantages. HTM had gained previous experience in the scientific application of quantitative and qualitative methods, as well as the collection of primary and secondary data. Given the criteria as prescribed by TOR and ILO evaluation guidelines, the following data collection methods and instruments were found to be the most appropriate, and therefore used for the final evaluation of the project:

1. Desk Review – to collect qualitative data, understand background, follow progress, assess relevance and strategic fit, validity of design, effectiveness and efficiency of project
2. Survey/ Questionnaires – to collect quantitative data, obtain empirical data on stakeholder's profiles, assess all key evaluation criteria and specific evaluation questions
3. Key Informant Interviews – to collect qualitative data, understand stakeholder's views, answer indicator performance questions, verify and corroborate findings from desk review and survey
4. On-site Observations – to collect qualitative data, assess impact and sustainability of project, verify and corroborate findings from desk review, survey and interviews
5. Focus Group Discussions – to collect qualitative data, understand stakeholder's views, assess effectiveness, efficiency, impact and sustainability of project, assess, gender, youth and other issues, verify and corroborate findings from desk review, survey and interviews,

A summary overview of data collection methods, types, instruments, their advantages, disadvantages and targeted stakeholders can be seen in Appendix 04, page 101.

Instrument Design and Data Collection

Desk Review

Desk review is the systematic analysis of existing documentation, including quantitative and descriptive information about projects, their outcomes and outputs, such as documentation from capacity development activities, donor reports, and other evidence. The advantage is that they are cost effective. The desk review of this evaluation was expected to provide broad information, quantitative and qualitative data on the performance of the project, especially in regards to project progress, outputs, activities and indicators.

At the onset of the evaluation, an initial desk review was conducted for a range of comprehensive documents as referenced in the TOR, mainly of ILO evaluation guidelines, guidance notes, checklists, templates and PRODOC. After completion of initial desk review and during time of drafting the inception report, a further list of documents was received from the project on 09 November 2013. It became apparent that the project had produced considerably more material than previously known. Due to restricted resources, the evaluation team had to limit the documents and materials for review. The list stated 32 documents, of which 28 were received before end of the evaluation. Of these 28 documents, 17 were considered crucial for the project's assessment (e.g. tourism and local product value chain analysis, case studies, progress reports etc) and therefore included in an extended review. A complete list of information and data sources can be seen in Appendix 04, page 101. The documents reviewed were in detail:

Documents # 01-24 had been completed and issued by the project at the time of desk review. 20 of these documents were made available to the evaluation team, most of them in softcopy on the 09 November 2013 (e.g. inception report, tourism value chain and local product analysis reports, community-based tourism report, semi- and annual progress reports etc.), others in hardcopy during the field mission on 11 to 18 November 2013 (e.g. community-based tourism and weaving product brochures, leaflets, maps etc.). 14 of these materials were included in the evaluation and reviewed from mid November to begin of December 2013.

Documents # 25-32 had been completed at the time of the evaluation, but not issued yet (awaiting the project's approval), or were ongoing and subject to finalization or approval. These documents were not available to the evaluation team until the final stakeholder workshop on 10 December 2013, when they were received in hardcopy. Of these 7 documents, 3 were included in the evaluation and reviewed from mid to end of December 2013.

Some documents listed in the TOR (# 04-10) were not made available to the evaluation team before end of the evaluation and therefore excluded from desk review. These were mainly national level strategy papers on Vietnam's socio-economic and tourism development. As the evaluation team was sufficiently familiar with these, it was nonetheless able to reflect on the project's performance in these regards.

The desk review was concluded by the end of December 2013. The evaluation team encountered some difficulties and limitations during desk review. The desk review yielded comprehensive and valuable information on the project's progress, outputs and activities, but fell somewhat short of delivering quantifiable data on the project's performance.

Survey/ Questionnaires

Surveys are instruments, where a sample of the project/ programme population is extracted. They are usually administered face-to-face by enumerators, on the basis of a pre-written and pre-coded questionnaire. The advantage of surveys is that they can examine a problem in a measurable and comparable way. In order to obtain a solid foundation of relevant empirical data, this instrument was applied in the evaluation. It was expected to deliver information on stakeholder groups, sector, gender, age, education, nationality and ethnicity, as well as quantifiable, measurable and comparable data on key evaluation criteria and evaluation questions of the project.

To begin of the evaluation, the evaluator was advised by the technical/ backstopping specialist at ILO-RO-Bangkok that the use of surveys/ questionnaires was not so common for final independent evaluations within the organization. It was agreed, however, that it would be interesting to see how such tool would work with rural communities and that it may prove useful for generating quantifiable and comparable data. In view of the local context and stakeholder participation, limitations of using such instrument were duly recognized in the inception report. As tripartite constituents, the representatives of donor, implementing party, project partners and direct beneficiaries were targeted for the survey. The questionnaires were distributed amongst diverse stakeholders. For the purpose of the survey, these were divided into the following distinct groups:

1. Government Authorities/ Agencies, State Organizations
2. Donors/ Development Agencies
3. Education/ Training Institutions
4. Trade Cooperatives/ Associations/ Promotion Centers
5. Travel Agencies/ Tour Operators
6. Hotel/ Guest House/ Home-stay Operators Others
7. Community-based Tourism Employees/ Workers/ Villagers
8. Handicraft/ Local Products Retailers
9. Others

The survey was intended to be well structured, systematic, simple and easy-to-use. The questionnaire was made available in hard- and softcopy, in two versions of the English and Vietnamese language, with the former prevailing. In order to achieve optimum results, the evaluation team had asked for effective preparation, participant briefing and logistical support from ILO staff in the field. This was provided well. All participants were given an additional brief by the evaluation team on the purpose, significance and use of the survey. They were requested to fill out the questionnaire in hardcopy and return it on site, or submit it in softcopy later, whatever more convenient. If participants chose to submit the questionnaire electronically, the deadline was one week from receipt. Submission of participant's name and other personal information was on a strictly voluntary and confidential basis. They were asked however to provide all other information full and complete. Identities were not revealed and individual answers disregarded for the analysis and interpretation of data. The average time required for each survey was 30 minutes.

The questionnaires were divided into three sections: Section 1: Personal Information, Section 2: Project Information and Section 3: Survey. Section 1 assessed the personal profile of stakeholders by group, sector, gender, age, education, nationality and ethnicity; Sector 2 assessed the involvement of stakeholders in the project. In line with ILO evaluation guidelines (ILO Guidance Note 8: Ratings in Evaluations, 2013), both section used a nominal scale of measurement. Section 3, the questionnaire itself, assessed participant's views on the project's performance in regards to the key evaluation criteria under DCED. The questionnaire was divided into the following six sub-sections: 1. Validity of Design, 2. Project Progress and Effectiveness, 3. Impact Orientation and Sustainability, 4. Relevance and Strategic Fit, 5. Efficiency and 6. Questionnaire Evaluation. Based on the TOR, the questionnaire comprised a

total of 95 closed-ended questions (“How do you rate...?”). Feedback received from initial survey of participant's led to some revision of the survey and further fine-tuning of ambiguous questions. For Section 3, an interval 6-point Likert Scale was used for measurement, from 1 (Very Bad) to 5 (Very Good), with the lowest numerical value assigned to the most negative and the highest numerical to the most positive value. The difference between each value was equal. The point “Cannot Answer/ Don't Know” was assigned the neutral numerical value = 0. All results in the charts (in per cent) were derived from the arithmetic mean of all answers for each particular question/ criteria. With the purpose of increasing reliability and validity of answers, clear definitions and an additional brief explanation were provided to survey participants as follows:

- Value 1 (Very Bad) = project failed objective entirely (particular evaluation criteria)
- Value 2 (Bad) = project did not fully meet objective (particular evaluation criteria)
- Value 3 (Average) = project neither failed nor achieved objective (particular evaluation criteria)
- Value 4 (Good) = project did mostly meet objective (particular evaluation criteria)
- Value 5 (Very Good) = project fulfilled objective entirely (particular evaluation criteria)

Prior to field mission, the exact number of individual stakeholders to be surveyed was unknown. Any sampling procedure should aim to select a statistically representative subset of the population. Large samples allow for more refined analysis and are representative of more subcategories of the population (sub-region, province etc.). As described in the draft inception report, the evaluator had initially planned to include all villagers in the survey, with an estimated Total Sampling Units (N) = 200. The use of the questionnaire encountered some limitations in design, size and participants (see Chapter 3.5). With the exception of one group from My Son (which participated due to opportunity), the questionnaire could not be used with villagers. The actual subset of participants was therefore much smaller (n = 38). This affected somewhat the validity of data. However, though the actual subset was not representative for the entire population of rural communities in the inland of Quang Nam province, it can be reasonably assumed that the data was valid and at least representative for all villagers in the particular community. Due to a reduced subset, the method of Simple Random Sampling was adapted to Purposive Sampling. Further measures were taken to mitigate sampling bias. To avoid group bias, questionnaires were filled by participants in relative private. In detail, the survey was undertaken with the following parameters:

1. Total Sampling Units (N) (number of persons directly involved in project activities) = 200
2. Total Sampling Size (n) (number of persons surveyed) = 38 (electronically 21/ paper 17)
3. Sampling Fraction (f) = $n/N = 38/200 = 0.19 = 19\%$
4. Interval Size (k) = $N/n = 200/38 \approx 5.3$

The survey produced quantitative data, allowing a more systematic approach towards the project's assessment. Participants expressed their views in a quantifiable manner. Despite some limitations, the questionnaires produced valid responses and useful information on stakeholder's groups, sectors, gender, age, education, nationality and ethnicity, as well as on the project's performance in regards to each key evaluation criteria. This facilitated a statistical analysis and subsequent quantitative interpretation of the project. Due to their length, the questionnaires were not included in this report, but submitted to EVAL separately from the final report. A complete list of surveyed stakeholders and applied instruments can be seen in Appendix 07, page 110.

Key Informant Interviews

Key informant interviews are a qualitative and in-depth method. They are often conducted one-on-one, with a wide range of stakeholders who have first-hand knowledge about the initiative's operations and context. These experts can provide particular knowledge and understanding of problems. The majority of questions is open-ended and meant to stimulate discussion. The advantages of key informant interviews are that they can provide insight on the nature of problems and give recommendations for solutions. They can provide different perspectives on a single or on several issues.

In addition to the before mentioned instruments, interviews with key informants were conducted to gather qualitative information and primary data. These were expected to provide answers on the wide range of performance indicator questions as specified in the inception report, and to verify the data obtained from desk review and survey. In order to achieve comparable results, the interviews were undertaken with identical groups of stakeholders as in the survey. The interviews were intended to be simple, practical and open. They were conducted in a private and undisturbed environment as well as in a comfortable and friendly manner. Same as for the survey, good field preparation, advance participant briefing and smooth logistical arrangements were essential. During field mission, all participants were given again a short brief by the evaluation team on the purpose, significance and conduct of interviews. The interviews were semi-structured and interviewers equipped with interview guiding sheets and questions. Measures were taken to counter potential selection and interviewer bias. To avoid group bias, interviews were conducted individually, in few cases with two interviewees at a time (but of the same party and at similar level). The interviews were mainly led and conducted by the National Consultant in the Vietnamese language. That the National Consultant was a native of Quang Nam province was very important and helpful, not only in regards to local knowledge of the area, but also for creating a warm, personal and 'trustworthy' atmosphere with locals. The Lead Evaluator took a more passive, yet guiding role, which was advisable. Measures were taken to counter potential selection bias. Interviewees were encouraged to share their views on the project's performance freely and openly, make recommendations for improvements of the project and any lessons learned. Given permission from participants, the

interviews were recorded. Interviewees were given guarantee of confidentiality, their identities and individual answers not revealed and disregarded for the analysis and interpretation of data. The average duration for each interview was 40 minutes.

The interviews were divided into three main parts: 1. Brief introduction of interviewers and interviewees, 2. Semi-structured interview with guiding questions on the project's performance (in conformity with project objectives and indicators), and 3. Final remarks or questions from interviewees. Interviewees were segregated by stakeholder group, sector, gender, age, education, nationality and ethnicity. The interview guides comprised a total of 23 open-ended questions derived from project performance indicators of PRODOC (log frame) and 21 open-ended questions from the Monitoring and Evaluation Manual (results chains). The interview questions can be seen in Appendix 5, page 103). PRODOC's indicators could be converted to clear and concise questions, covering the project's development and immediate objectives, outputs and activities, whereas the evaluation team encountered difficulties converting indicators from the M&E Manual. They seemed less relevant and were formulated ambiguously and in poor grammar. The use of these questions for the interviews was therefore limited. Measures were taken to counter potential selection and interviewer bias. To avoid group bias, questionnaires were filled by participants in private. The method of Purposive Sampling was applied.



The interviews were conducted within similar parameters as the survey. Some stakeholders, who had taken part in the survey, did not participate in interviews (mostly foreign managers from other projects, who were not available for face-to-meetings in Vietnam). The parameters were:

1. Total Sampling Units (N) (number of persons directly involved in project activities) = 200
2. Total Sampling Size (n) (number of persons participants in questionnaire = 36
3. Sampling Fraction (f) = $n/N = 36/200 = 0.18 = 18\%$
4. Interval Size (k) = $N/n = 200/36 \approx 5.6$

The interviews delivered qualitative data on the project's performance, corroborating earlier findings from desk review and surveys. Participants shared their views relatively freely and gave valuable feedback on the project's performance. The interviews contributed to generating a list of project achievements, challenges and expectations from the point of view of stakeholders, which fed into the recommendations and lessons learnt. A complete list of key informants can be seen in Appendix 06, page 108.

On-site Observations

On-site observations entail the use of a detailed observation form to record accurate information on-site about how a programme operates (ongoing activities, processes, discussions, social interactions and observable results as directly observed during the course of an initiative). The advantages of on-site observations are that they can see operations of a programme as they are occurring and they that can adapt to events as they occur.

Direct on-site observations were used in this evaluation to investigate tangible results of the project. These observations were expected to corroborate earlier findings from desk review, survey and interviews. In order to make a fair and valid assessment of the project's performance, it was important for the evaluation team to see project stakeholders and beneficiaries, normal villagers, women and men, 'in action and under 'real circumstances', in normal places and conditions of work and production etc. Moreover, it was important to inspect the physical premises and facilities, which had been created with support from the project, such as home-stay facilities, guest accommodation, cooking, dining, sanitary facilities and conditions etc. Last but not least, social interaction and exchange with the locals was envisaged and welcome, in order to observe behaviour, knowledge, skills and attitudes. Advance notice to villagers of the visits were given, but it was requested from the evaluation team that no 'special welcome arrangements' be made, as this may distort 'reality'. With due attention to cultural context and local etiquette, the evaluation team was allowed to inspect and observe freely and openly any place and facility requested. Site selection bias was avoided.

In addition to the results from desk review, survey and interviews, the onsite observations, direct visitations in the targeted local communities and inspections of community-based and other facilities, yielded some first-hand impressions and photographic evidence. In general, this helped to verify earlier findings, as well as to assess

performance and make conclusions on the project's Relevance and Strategic Fit, Project Progress and Effectiveness and Impact Orientation and Sustainability.

Focus Group Discussions

Focus group discussions are interviews with small groups of 6 to 8 people. Their purpose is to explore in-depth stakeholder opinions, similar or divergent points of view, or judgments about a development initiative or policy, as well as gather information about their behaviors, understanding and perceptions of an initiative, or to collect information around tangible and non-tangible changes resulting from an initiative. The instrument of focus group discussions was used in this evaluation. From previous experience working with local communities in ethnic minority areas, the evaluation team knew that due to educational, cultural and gender barriers, focus group discussions were a more appropriate method and effective tool than surveys or interviews. The focus group discussions were conducted to further corroborate initial findings from desk review, interviews and onsite observations. They were expected to deliver first-hand accounts and comprehensive qualitative data from targeted communities mainly on the Progress and Effectiveness and Impact Orientation and Sustainability of the project.

As tripartite constituents, the representatives of ultimate beneficiaries, communities in My Son, Dhroong and Bho Hoong I, villagers, women and men, were targeted for the focus group discussions and specified in the following groups of stakeholders:

1. Community-based Tourism/ Employee/ Worker/ Villager
2. Handicraft/ Local Products / Employee/ Worker/ Villager

The focus group discussions were arranged in a most conducive environment and performed in an open, warm and friendly atmosphere. In order to achieve optimum results, good preparation, prior briefing of participants and logistical support in the field were requested from ILO-PO. This was well provided. To generate reliable and valid data as well as to avoid group bias, each focus group was requested, where feasible, to be divided in (relatively) homogenous groups of gender, age and status. Where homogeneity was not feasible, attention was paid to equal representation of gender. The intended group size was 6-8 persons. A particular focus of the evaluation team was that women in the groups could speak their mind freely and raise any specific gender issues. The average time dedicated to each focus group discussion was 60 minutes.

All participants were shortly introduced to the evaluation team and provided a brief on the purpose, significance and conduct of focus group discussions. The focus group discussions were semi-structured, with a relatively free flow of discussions, and mainly led by the National Consultant in the Vietnamese language. Again, the National Consultant being a native of Quang Nam province was very important to all focus groups, as it helped to create a 'trustworthy' and conducive environment in the local context. In addition, being female facilitated the dialogue and contributions from women, which were well represented in the focus groups. Due to some (minor) language barriers (Co Tu dialect), the discussions were held in a calm, soft spoken and sympathetic manner. Where necessary, questions were explained and repeated. The ILO's Tourism Intervention Specialist, who accompanied the evaluation team in the field and who was well known to villagers, provided, where necessary, additional assistance. This 'local' approach proved to be very effective. The Lead Evaluator, being foreigner and male, took a more passive, yet observing role. He raised some final questions at the end of the discussion for further clarification. Participants were encouraged to share their views on project impact and performance freely and openly, and to make recommendations for the succession of the project. Measures were taken to counter potential group and interviewer bias.

The four focus group discussions took place directly in the villages, one in a mixed group in the village's meeting house (My Son), one in a female only group at the handicraft production and promotion facility (Dhroong) and two in majority female groups at the 'Guol', the village community house (Dhroong and Bho Hoong). Two of the four focus groups were larger than intended. This had a (minor) effect on the collection of data. The focus group discussions were undertaken with the following parameters:

1. Total Number of Focus Groups = 4
2. Total Number of Participants = 48



3. My Son Community-based Tourism Group = 8 (4 female/ 4 male)
4. Dhroong Community-based Tourism Group = 6 (3 female/ 3 male)
5. Dhroong Weaving Group = 14 (14 female/ 0 male)
6. Bho Hoong I Community-based Tourism Group = 20 pax (5 female/ 15 male)

The focus group discussions delivered quantitative and qualitative data, with participants openly expressing their opinions about achievements, challenges and expectations, and making suggestions for a possible succession of the project. The focus group discussions were particularly effective in extracting information in regards to concerns of the women in the villages, such as work, gender, family, health and cultural issues. Results from these discussions helped to verify and validate earlier findings in regards to Relevance and Strategic Fit, Project Progress and Effectiveness, and Impact Orientation and Sustainability, which found their expression in the recommendations and lessons learned. A complete list of focus groups can be seen in Appendix 07, page 110.

3.3 VALIDITY OF METHODS AND INSTRUMENTS

The data collection methods and instruments as described in Chapter 3.2 were tried and tested and found reliable and valid. The relevant points of reference for the validation of methodologies and instruments were the ILO Evaluation Unit, Checklist 4: Validating Methodologies, and the Guidance Note 8: Ratings in Evaluations (ILO, 2013). Pursuant to these, valid and reliable evaluation methods should be free from any consistent alignment with one point of view which would result in a lack of objectivity, fairness or impartiality. To ensure validity and reliability in evaluation methodologies, a combination of methods is often used. Reliability refers to the consistency of measurement, for example, ensuring that a particular data collection instrument will elicit the same or similar response if administered under similar conditions. Measures were applied to mitigate the limitations and risks of selected methods and instruments. The guiding principles for the validation of methods and instruments were:

Understanding Project Background

- Project described – The project was clearly described, permitting stakeholders to determine if proposed methods were appropriate
- Evaluation purpose and procedures described – The evaluation purpose and procedures were clearly stated, permitting stakeholders to determine if there was good alignment between evaluation purpose and methods used. In the ILO, evaluations are usually conducted to demonstrate to donors the accountability of projects for funding received, to promote organizational learning and to improve the implementation of future interventions.
- Complete and fair assessment of strengths and weaknesses made – The evaluation methods were implemented in a rigorous manner, permitting to identify strengths and weaknesses of the project in a complete, fair and unbiased manner

Selecting Criteria and Methods

- Evaluation criteria described – The evaluation criteria against which the project was to be assessed were clearly defined (as per ILO evaluation guidelines and OECD/DAC criteria)
- Methods answered evaluation questions – The evaluation methods collected information and data, addressing the pertinent evaluation questions
- Methods were appropriate for information and data sources – The evaluation methods were appropriate for the sources from which information and data was collected
- Methods were local context/ culturally-sensitive – The evaluation methods took cultural, educational and gender issues into consideration
- Methods were cost-effective - The evaluation methods generated sufficient information and data, justifying the resources spent

Validating Methods

- Quantitative and qualitative data analysis included – The techniques for analyzing quantitative information included descriptive and/or inferential statistics. The techniques for analyzing qualitative information included content analysis (i.e., determining patterns, categories, taxonomies, themes, etc.)
- Data triangulated – The use of a mix of methods and multiple data sources was applied, rather than relying on one source or one piece of evidence
- Evidence reviewed and validated – The evaluation evidence was reviewed by external experts and stakeholders for reliability, validity and impartiality
- Strategies to verify data built in – The strategies to verify data, which enhance reliability and validity of results, were built in
- Data accurately measured – The measurements were accurate (valid), inferences and conclusions drawn from data were reasonable and justifiable
- Data consistently measured – The measurements were consistent (reliability), data collection instruments would elicit same or similar responses if administered under similar conditions

In terms of validating the construct of data and ratings, there are a variety of ways, each of which has its own advantages and disadvantages. In line with Guidance Note 8, Evaluation of Ratings of the ILO Policy Guidelines for Results-Based Evaluation, the following simple measures were applied in this evaluation:

1. Independent judges examine a project (either directly or through project reports) and make an “expert” judgment of whether the assigned ratings are valid: The evaluation team used a range of different methods and data sources, primary and secondary, and examined the different progress and technical reports as well as the mid-term evaluation, taking judgments of different experts into account
2. Compare two independent presumably valid rating systems applied to the same projects and determine whether the ratings are correlated: The evaluation team compared the data collected during evaluation with secondary data from the project, determined the level of correlation or examined and took into account any major discrepancies
3. Correlate ratings with actual controlled project evaluation outcome assessments as a means of validating that the ratings reflect measureable results: The evaluation team designed methods and instruments, used data sources and identified indicators in strict adherence to norms and standards of DCED, TOR and ILO evaluation guidelines, and correlated ratings with results from other project assessments
4. Demonstrate that a set of ratings of multiple criteria behaves as one would theoretically expect. For instance, multiple ratings of indicators of the same criterion (convergent validity) should be more highly correlated with each other than are multiple ratings or indicators of different criteria (discriminate validity): The evaluation team demonstrated the validity of ratings, by comparing multiple results from different methods on the same indicators or criteria (which established high correlation)

3.4 INFORMATION AND DATA SOURCES

Separated by the method of data collection, some information and data sources have already been mentioned in 3.2. A detailed list of data sources utilized and information researched for the evaluation can be seen in Appendix 4, divided by data type, method and source, title of document, publishing/ receiving date and reference number from the project's list of documents, if any (*note: the listed names of documents of the project were not always consistent with the document's titles and contents*).

3.5 LIMITATIONS AND RISKS OF METHODS AND DATA

The evaluation went generally well, as methods, instruments and data collection had been planned, designed and conducted with care. Any limitations and risks were duly recognized and mitigated. In detail, the limitations and potential sources of bias were as follows:

Desk Review

The desk review saw some limitations. The evaluation team could not conduct a sufficiently thorough and in depth review, study and analysis of all project documents and materials as it would have liked to. The main reasons for this were the sheer volume and complexity of documents and materials, their sporadic availability and the limitations of allocated time and resources during the evaluation.

To begin with, the (newly established) ILO Policy Guidelines for Results-Based Evaluation, with comprehensive and essential checklists, guidance notes and reference materials, required some very extensive reading and studying. Furthermore, the SIT project had over time made comprehensive output of useful and relevant documents and materials, which also required an extended review and analysis. The evaluation team had to limit documents for review and focus on materials which were considered most relevant for the project's assessment, such as for example Semi-annual and Annual Progress Reports, Technical Reports, Value Chain Case Studies and Analysis', Training Manuals and Toolkits, Tourism and Brocade Weaving Marketing and Promotion Materials, and others. Effects from potential selection bias were countered by making a wide and diverse choice of documents, and by different evaluators reviewing the materials.

Also, throughout the project, materials were not always properly and consistently referenced and referred to. In some cases, document titles and executive summaries did not adequately reflect purpose and contents (e.g. Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province (aka '*Value Chain Development Report*'), Report on Market Study for Product Supply Chain for the Tourism Value Chain in Quang Nam, Report on Training Needs Assessment and Elaboration of Capacity Building Action Plans for Project Target Groups in Dong Giang and Duy Xuyen Districts, Quang Nam Province and the Local Product/ Brocade Weaving Report (aka '*Brocade Weaving Case Study*')). This made it at times difficult to follow the rationale and performance of interventions.

Moreover, it should be noted that the desk review fell short of generating reliable and valid quantitative data on the project's performance, due to limitations of M&E system, indicator tracking and statistics.

Lastly, the comprehensiveness and complexity of the desk review was not sufficiently reflected in the TOR's allocation of consultant working days (6 man days, including briefing, desk review and inception report). The described factors contributed to a delay of the evaluation for about two weeks.

Survey/ Questionnaires

The questionnaires encountered some limitations in design and with surveyed participants. These limitations were duly recognized and mitigated during the planning and implementation stages of the evaluation. In line with TOR and DCED requirements, and because of the short time for preparing data collection instruments prior to field mission, the evaluation team decided to use the already formulated specific evaluation questions as basis of the survey. These 95 questions made the survey quite long. In addition, the questions were based on the project's key evaluation criteria, which were more policy oriented rather than technical or intervention specific. They also seemed to be more directed at the evaluator than at project stakeholders. Because of the short time between survey preparation and field mission, no piloting of the questionnaires could be conducted, though the evaluation team gained some input from first surveys undertaken with project partners in Hanoi.

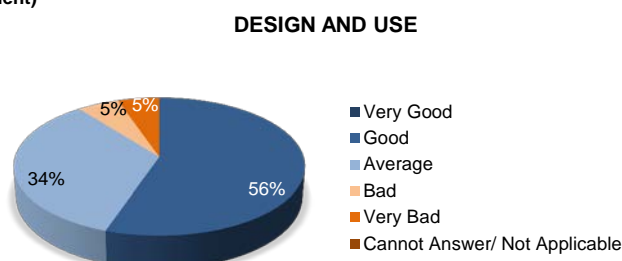
Some foreign participants (3) of international development agencies and project partners commented that the questions were not aimed at them, that their exposure and involvement in the project had been limited, and that they could not take part in the survey or provide some answers only. Project partners seemed somewhat unfamiliar with the (new) key evaluation criteria under DCED. The further explanation of the survey's design (e.g. the provision of a tick box for questions which could not be answered, rather than leaving questions blank) and the application of other measures (e.g. fine-tuning of some ambiguous questions) mitigated some of these problems.

When on field mission, some intended participants (4), mainly local government officials in senior position, were reluctant to take part in the survey, for time constraints and other reasons. They delegated the survey to subordinates. Moreover, the evaluation team initially intended a wide distribution and use of questionnaires in the targeted communities. This quickly proved unfeasible, since the evaluation team could only meet with village elders and representatives of the community-based tourism and brocade weaving business groups. In addition, limited education levels of villagers seemed to make the use of a sophisticated questionnaire inappropriate. In change of the inception report, except for the My Son CBT Business Group, which was included due to opportunity, the instrument of the questionnaire was not applied in the targeted communities. Potential selection bias from the project was countered through a wide range of stakeholder groups and a mix of data collection methods.

A relatively large percentage of survey questions was answered in the category 'Cannot Answer/ Not Applicable', indicating either problems with the questionnaire's design and use, unclear or non-applicable questions, or a lack of participant's involvement, knowledge or understanding of the project. Any effect on the questionnaire's data reliability and validity was mitigated through the application of interview control questions and the conduct of focus group discussions. Due to the small sample size, the applicability of the survey's results to larger subsets is limited.

The quality of the questionnaire was assessed as *Somewhat Satisfactory*. A majority of participants (90%) rated the questionnaire's design and use as 'Good' and 'Average', without any "Very Good" and some 'Bad' and 'Very Bad', indicating the participant's general acceptance of the instrument, but with room for improvement.

Chart 06 (Questionnaire Assessment)



Key Informant Interviews

The interviews encountered minor limitations. Two key stakeholders of the project were scheduled for interviews, but not available:

1. Mrs. Lisa Gordon-Davis, Programme Manager, SNV's "High Impact Tourism Training for Jobs and Income Project" (HITT) (Informant based in Cambodia. A Skype interview was scheduled by the project, but the informant could not be reached at this time. Due to time constraints, the evaluation team did not re-schedule)
2. Mr. Massimo Pera, former CTA, FAO's "Market Oriented Agro-Forestry to Reduce Poverty in Quang Nam Province Project" (Informant left Vietnam. A Skype interview was scheduled by the project, but the informant preferred to communicate via email. Subsequently, the informant participated in the survey)

In addition, the evaluation team would have liked to interview/ survey three other key informants. Project management did not schedule these and due to short preparation time, the evaluator could not make a request in this regard:

3. Mrs. Mimi Groenbech, former CTA, ILO's LED and SIT Projects (Informant left Vietnam. No interview/ survey was scheduled)
4. Mr. Fabrice Burtin, Managing Director Indochina and Indonesia, QUO Global, Consultant for UNESCO, developed strategy and brand of "Created in Quang Nam" (Informant based in Thailand. No interview/ survey was scheduled)
5. Ms. Nguyen Thi Hien, General Manager of Hoi An Motorbike Tours Company, member of the Inland Tourism Products Working Group (No interview/ survey was scheduled)

As with the survey/ questionnaires, a potential selection bias was mitigated through the wide choice of different stakeholders. The risk of interviewer bias was countered through the application of professional techniques and instruments (e.g. interview sheet, semi-structured interview, recording etc.).

On-site Observations

Minor limitations were experienced during observations in the field. The evaluation team would have liked to see some of the range of actual CBT products and services offered to tourists in the targeted communities (e.g. Thach Ban Lake near My Son), but this was not arranged by the project and unfortunately not introduced by villagers.

Focus Group Discussions

The Focus Group Discussions encountered few limitations. As with the interviews, potential interviewer and group bias was mitigated through the application of professional techniques and instruments.

In summary, the described limitations of methods and risks of data validity were countered through the following combination of measures:

- Applying a mix of data collection methods, instruments and data sources (triangulation)
- Diversifying groups of stakeholders and interviewees
- Reviewing and amending work plans (where appropriate)
- Revising meeting lists and interviewees (where appropriate)
- Extending or shorting meeting times (where feasible)
- Considering local context (during planning and conducting data collection)
- Making suitable interview arrangements (privacy/ confidentiality)
- Creating atmosphere of friendliness and trust (during data collection)
- Focusing on direct and ultimate beneficiaries' needs and issues
- Displaying empathy and applying sensitivity towards gender, age and other issues
- Taking cultural and educational limitations into consideration
- Applying professional interview techniques (interview guiding sheets, changing interviewers etc.)
- Implementing interview control questions (approach same question/ criteria from different angles)
- Other measures

3.6 STAKEHOLDER PARTICIPATION RATIONALE

The rationale for project stakeholder's involvement and participation in the final evaluation was based on UNEG and ILO evaluation guidelines. The UN Evaluation Group stated that: "Stakeholders should be consulted in the planning, design, conduct and follow-up of evaluations". The ILO Policy Guidelines for Results-Based Evaluation further explained that "Participation is one of the guiding principles of ILO's tripartite approach and one of its comparative strengths. The core stakeholders should participate as early as possible in the planning stage..."

Guidance Note 7 "Stakeholder Participation" of the ILO evaluation guidelines outlined the principal process of stakeholder participation as follows:

1. Stakeholder Identification and Analysis
2. Evaluation Design, Conduct and Follow-up
3. Evaluation Capacity Development

Stakeholder Identification and Analysis

Step 1 (Identify all Stakeholders) – Stakeholders are individuals or entities with an interest or stake in the evaluation. This stake may be positive or negative and may relate to either their influence and control over the evaluation or to the evaluation's influence and control over their livelihoods.

When planning the evaluation, stakeholders must be identified and consulted (in key issues, about method, timing, responsibilities etc.) and should be kept informed throughout the evaluation process. If the key stakeholders are involved in obtaining answers to the questions they are interested in, then they are more likely to implement the recommendations. The ILO's key stakeholders are the tripartite constituents, who compose its organizational membership. The TOR and the evaluation clearly identified the following primary and secondary stakeholders:

Primary Stakeholders

Representatives of Government

- Central government – MCST, MOLISA, MOIT, MPI in Hanoi
- Provincial, district and communal government and departments – PC's of Quang Nam province, Duy Xuyen and Dong Giang districts, and My Son, Dhroong and Bho Hoong I villages, DCST, DOLISA, DOIT, DPI

Representatives of Employers' Organizations

- Provincial tourism association, provincial chapters – QTA in Hoi An
- Provincial trade associations/ cooperatives – Quang Nam Cooperative Alliance in Tam Ky
- Municipal business association – VCCI in Danang

Representatives of Workers' Organizations (ambivalent)

- Provincial mass organizations: Women's Union, Trade Union, Federation of Labor in Quang Nam province

(Note: The two last constituents, 'employer' and 'worker's organizations' are not really independent entities in the sense of ILO's tripartite definition. Most business and mass organizations in Vietnam are 'state organizations' in terms of governance, legislation, statutes, representatives and memberships – see Recommendation 14).

Secondary Stakeholders

Donor

- Grand Duchy of Luxembourg in Hanoi

International Implementing Parties

- International Labour Organization

International Development Agencies, Non-government Organizations and Project Partners

- ILO "Youth Employment through Local Economic Development in Quang Nam Province" (Hanoi)
- UNESCO "Culture, Tourism and Sustainable Development" (Hanoi)
- SNV "High Impact Tourism Training for Jobs & Income (HITT)" (Hanoi)
- Lux-Dev "Strengthening of Human Resources in the Hospitality and Tourism Industry in Vietnam" (Hanoi)
- EU "Environmentally and Socially Responsible Tourism Capacity Development Programme (ESRT)" (Hanoi)
- EU "Vietnam Private Sector Support Programme (VPSSP)" (Hanoi)

Step 2 (Summarize Characteristics of Each Stakeholder) – Briefly summarize the main characteristics of each of the stakeholders. This step is particularly important when stakeholder analysis is being undertaken as part of participatory evaluation design, since often the understanding that individuals hold about other stakeholders has not been shared.

Step 3 (Conduct Stakeholder Analysis) – The choice of characteristics for each stakeholder analysis (e.g. motivation and constraints, strengths and weaknesses, expectations etc., depended on the situation and in particular, on how far the eventual evaluation design was pre-determined.

Step 4 (Present Results of the Analysis) – These are presented in a matrix. The matrix format works well for participatory evaluation design and group work.

Due to time constraints, no formal summary of characteristics or individual stakeholder group analysis was conducted during the evaluation. The TOR had already clearly outlined the evaluation design and made sufficient description of stakeholders. Moreover, the evaluator wanted to keep an open approach towards stakeholders during the evaluation.

Evaluation Design, Conduct and Follow-up

Step 5 (Identify Issues to Carry Forward) – Stakeholder analysis generates many ideas, which need to be carried forward to evaluation design. These are recorded in the final column of the stakeholder matrix as an aide memoire for the next stage of design.

Step 6 (Periodic Review and Updating) – Evaluation design is an iterative process. As the design process proceeds, greater understanding of the stakeholders is developed. As a result, the stakeholder analysis can never be

considered as being complete. Periodic review and updating is required as more information becomes available. Evaluation managers may also find it useful to update the stakeholder analysis during the start-up and implementation phases.

All groups of stakeholders contributed to the evaluation in various ways. The extent of stakeholder's involvement in evaluation planning and formulation of TOR was not known to the evaluation team, but it can be reasonably assumed that due procedures were followed. The ILO-HQ, DWT Bangkok, CO Vietnam and PO were instrumental in the preparation and design of the evaluation. Maximized participation in the planning phase helped to ensure that the focus and methodology were appropriate. The involvement of participants in conducting an evaluation is determined by its type (final independent and internal evaluation). The ILO-PO was essential to the success of the evaluation, as it made all logistical arrangements and stimulated the whole-hearted participation of stakeholders. As described in Chapter 2.2 and 3.2, the evaluation's methodology and data collection was reviewed and updated, as a better understanding of stakeholders was developed and circumstances somewhat changed. Maximized participation in the data collection phase ensured that the evaluation team registered all points of view. Stakeholders participated in questionnaires, as informants in individual interviews and in group discussions. There was relatively little engagement from stakeholders when preliminary findings and key recommendations were presented at the final workshop.

The final action on an evaluation report is the initiation of the management response and follow-up to recommendations. This strengthens the use of evaluation findings, promotes organizational learning and accountability for evaluation results, and thereby contributes towards an improved programme, project design and delivery. This exercise also aims to increase stakeholder and management buy-in to the findings, to facilitate in-depth dialogue about evaluation results, and to ensure follow-up of agreed recommendations through formal processes.

Evaluation Capacity Development

Through participation in the evaluation, ILO constituents can gain hands-on experience with the new ILO Policy Guidelines for Results-Based Evaluation (DCED standards) and improve their know-how regarding its practical application. Developing the evaluation capacity of constituents is one of the priorities of the ILO's Evaluation Strategy.

4. MAIN FINDINGS

4.1 SUMMARY OVERVIEW

Overall Assessment

Based on its findings, the evaluation rates the SIT project overall as *Satisfactory*. The project achieved its immediate objectives and outcomes to a large extent. A majority of stakeholders agreed that the project was relevant and strategically fitting, valid in design, efficiently managed and effectively implemented. As evidenced by findings of the evaluation, most stakeholders also consented that though the project had made considerable impact on beneficiaries, it was not sustainable at its current stage.

Findings from interviews and focus group discussions correlated with findings from the survey. In summary, stakeholders expressed a high degree of satisfaction with the performance of the project. The conduct of useful activities with tangible results, raising awareness and changing mindset of villagers, overall committed stakeholders and engagement of targeted communities, and contributions made towards job creation, income generation, livelihoods improvements and reduction of poverty through CBT and local product value chains were all highlighted by stakeholders as major achievements of the project. In regards to challenges, participants pointed out the limited educational background and skills of local villagers, long-term dependencies on public services, limited entrepreneurial spirit and business skills and the lack of direct linkages and access to tourism markets, which were regarded as considerable threats to the impact and sustainability of the project's achievements. A majority of villagers expected a further expansion and development of CBT products and services, taking ownership of tourism activities and receiving continued support and training in this regard.

The unquestionable results and achievements of the project were seen by many as the starting point for lasting improvements and as the foundation of a sustainable development in targeted communities. Therefore, most project stakeholders suggested a continuation of the current project, or new and similar interventions which would pick up on SIT's previous achievements. These suggestions are also supported by the findings and conclusions of the evaluation.

Assessment of Key Evaluation Criteria

The following presents the survey's findings in regards to participant's assessment of key evaluation criteria. A majority of surveyed participants (over 63%) rated each of the key evaluation criteria as "Good" to "Very Good" (Charts 07 to 10), with the only exception of "Impact and Sustainability". This result represents a high satisfaction of

stakeholders with the project's performance in all major aspects. The highly congruent rating for almost all key evaluation criteria signifies a coherent view of stakeholders in this regard.

In terms of "Impact and Sustainability", only 36% rated the project as "Good" to "Very Good" (Chart 11), a majority of participants (53%) replied in this category with "*Cannot Answer/ Not Applicable*" and 2% with "*Bad*", indicating some dissatisfaction with the project in this regard. The high number of "Cannot Answer/ Not Applicable" was ambiguous, as it could be interpreted in different ways, e.g. that questions did not apply or were unclear. However, this interpretation was unlikely, since questions for all other key evaluation criteria were properly answered by survey participants. In addition, the survey's findings were confirmed by interviews and focus group discussions, which revealed some concerns about the impact and sustainability of the project. This is further supported by anecdotal evidence from many private tourism and hospitality sector representatives, travel managers, hotel executives and others, to whom the evaluation team spoke to during and after the field mission. These stakeholders all appreciated the project's interventions as a starting point, but overwhelmingly expressed their views that the project's achievements were not sustainable at the current stage.

Chart 07 (Key Evaluation Criteria Assessment)

RELEVANCE AND STRATEGIC FIT

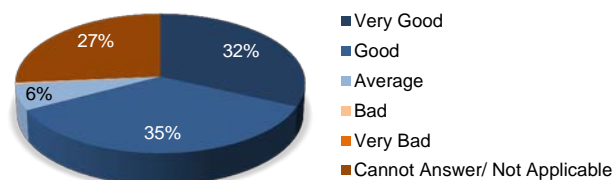


Chart 08 (Key Evaluation Criteria Assessment)

VALIDITY OF DESIGN

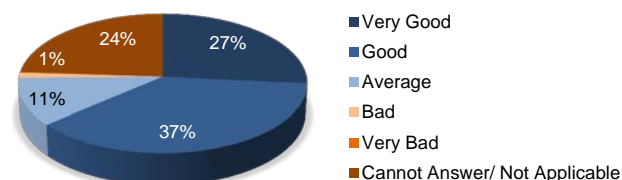


Chart 09 (Key Evaluation Criteria Assessment)

EFFICIENCY

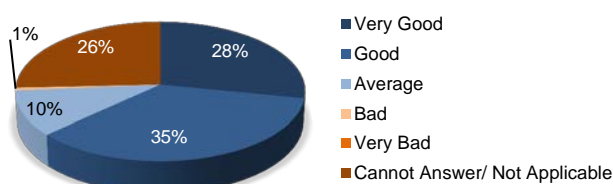


Chart 10 (Key Evaluation Criteria Assessment)

EFFECTIVENESS

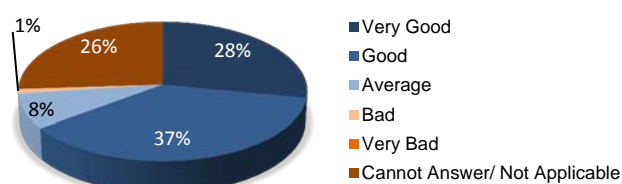
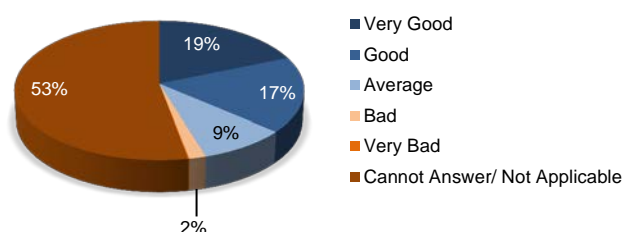


Chart 11 (Key Evaluation Criteria Assessment)

BY IMPACT AND SUSTAINABILITY



Assessment of Stakeholder's Profiles and Backgrounds

The following presents the findings and makes short analysis of stakeholder's profiles and backgrounds, separated by the different methods and instruments applied. This allows the correlation and increases reliability and validity of data. Due to time constraints and limitations of data collection methods, the evaluation team could not directly link the assessment of project performance and key evaluation criteria with stakeholder's profiles and background. Further research in this regard may be advisable. Nevertheless, it is believed that the data presented is still relevant and useful, as it balances stakeholder's views and provides some baseline information for future interventions. The data was derived from two main methods, survey and interviews. The stakeholder groups and sources of data were coherent and consistent, which allowed the comparison and correlation of findings from both methods.

Stakeholder Groups

a) Survey/ Questionnaire Findings

The large majority of participants (42%) were local government officials and representatives of state agencies and mass organizations from the province and districts of Quang Nam. The other stakeholder groups (40%) consisted mainly of representatives from the targeted villages, the CBT and Brocade Weaving Business Groups, the international donor, development agencies and foreign project partners, local trade cooperatives, alliances and tourism promotion centres, and institutions involved in tourism and hospitality education in Quang Nam province. Only 9% of surveyed participants were representatives from the travel and retail sector (Charts 12 and 13).

The public sector was strongly represented compared to the private sector. This may be interpreted on the one hand as the project having relied heavily on support (and control) from public administration, and on the other hand, lacked linkages to and engagement from the private tourism sector, considering that the SIT project was a LED and VCD intervention. Also, it should be noted that though heavily involved in tourism in the Quang Nam province, the foreign invested tourism and hospitality sector was little involved in the project and not represented during the evaluation. This may indicate that constituents lacked sufficient capacity or felt otherwise reluctant to engage the foreign sector in the project, which was confirmed during interviews and focus group discussions.

Chart 12 (Surveyed Stakeholders)

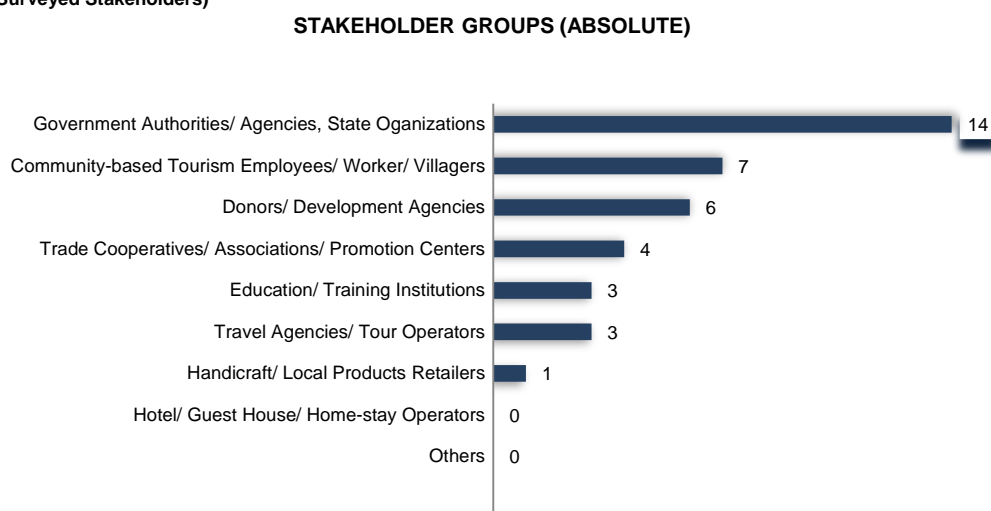
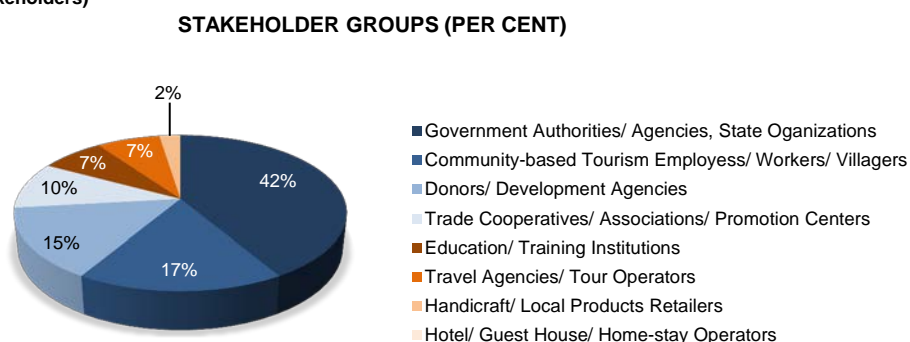


Chart 13 (Surveyed Stakeholders)



b) Interview Findings

Results from interviews correlated with findings from the survey and confirmed the indications (*Note: CBT groups were not interviewed, but participated in focus group discussions*). A large majority (47%) of participants were local government officials, representatives from state agencies and mass organizations in the province and districts of Quang Nam. Other stakeholder groups (42%) consisted mainly of representatives from the international donor, development agencies and foreign project partners; trade cooperatives and alliances, tourism promotion centres and local institutions involved in tourism and hospitality education in the province. Only 11% of surveyed participants were representatives from the travel and retail sector (Charts 14 and 15).

Chart 14 (Interviewed Stakeholders)

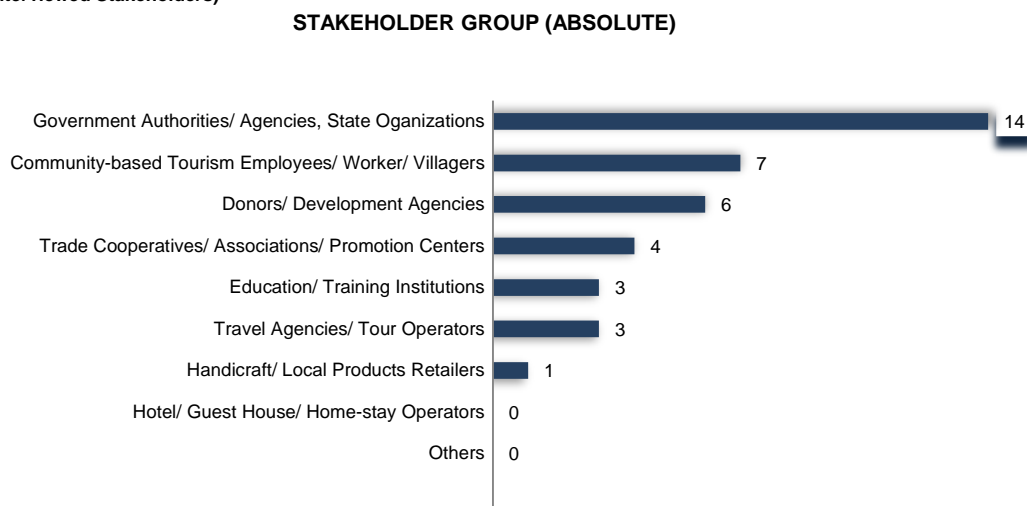
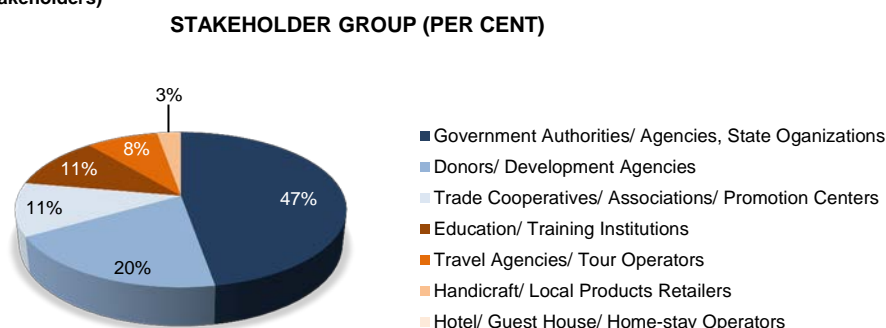


Chart 15 (Interviewed Stakeholders)



Segregation of Stakeholder Profiles and Background

a) Survey/ Questionnaire Findings

As explained in Chapter 3.5, the data in regards to the assessment of key evaluation criteria could not directly be linked to profiles of surveyed participants. More research may be advisable in this regard. However, the evaluation team attempted to shed some light on project stakeholder's profiles. The following presents a breakdown of profiles and backgrounds by sector, gender, age, education, nationality and ethnicity (Vietnamese nationals).

A majority of surveyed participants were from the public sector (71%), male (63%), age 33-45 (61%), with university degree (60%), Vietnamese (87%) and of Kinh ethnicity (94%) (Charts 16 to 21). This seems to correlate with the average profile of Vietnam's administrators. It may also signify the project's reliance on the public sector and a relative dominance of male government officials. In this regard, it was important to compare corresponding findings from interviews, and in particular from focus group discussions, in which women and ethnic minorities had a more significant part.

Chart 16 (Surveyed Stakeholders)

SECTOR

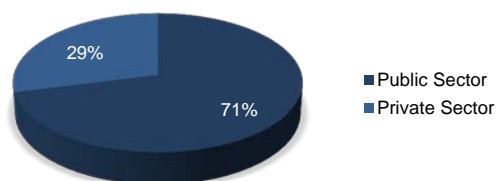


Chart 17 (Surveyed Stakeholders)

GENDER

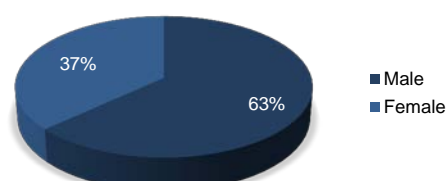


Chart 18 (Surveyed Stakeholders)

AGE

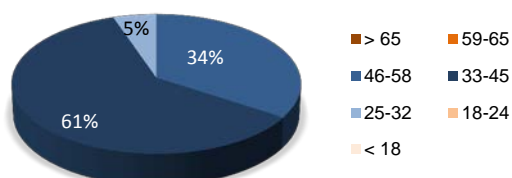


Chart 19 (Surveyed Stakeholders)

EDUCATION (DEGREE)

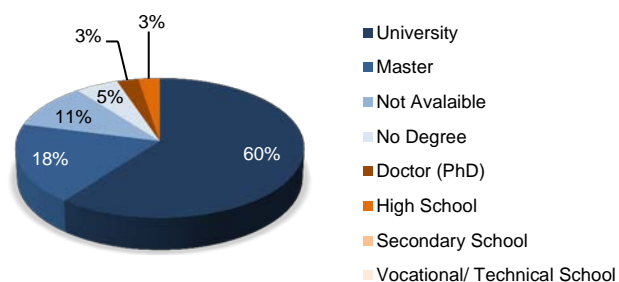


Chart 20 (Surveyed Stakeholders)

NATIONALITY

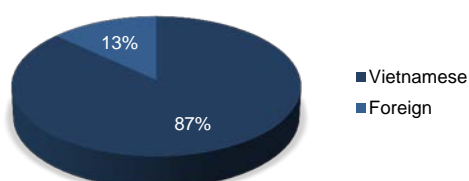
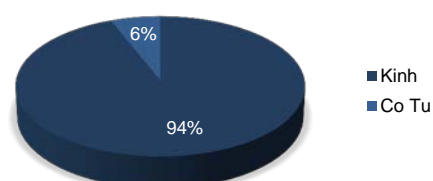


Chart 21 (Surveyed Stakeholders)

ETHNICITY (VIETNAMESE)



b) Interview Findings

The picture in regards to profile and background of interviewees looked somewhat similar to survey participants (Charts 22 to 27). An even larger majority was from the public sector (89%) and male (75%). Results in the other categories, age, education, nationality and ethnicity, were very similar. This correlates with the findings from the survey and seem to reaffirm the argument made there.

Chart 22 (Interviewed Stakeholders)

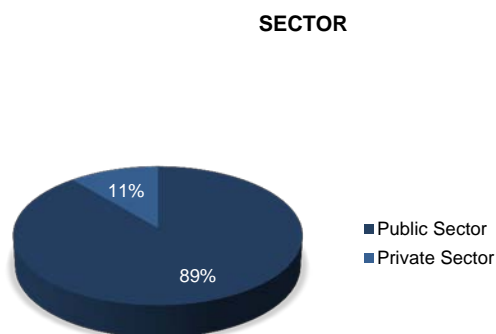


Chart 23 (Interviewed Stakeholders)

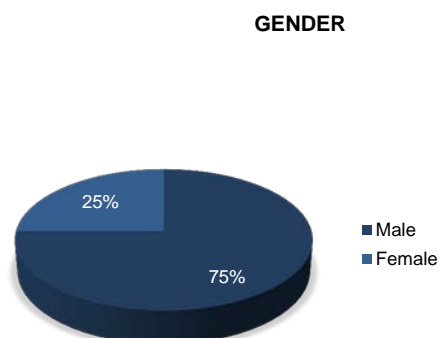


Chart 24 (Interviewed Stakeholders)

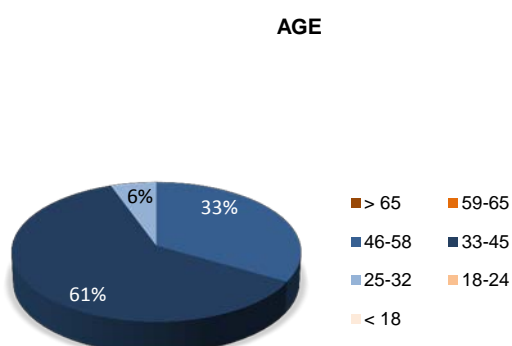


Chart 25 (Interviewed Stakeholders)

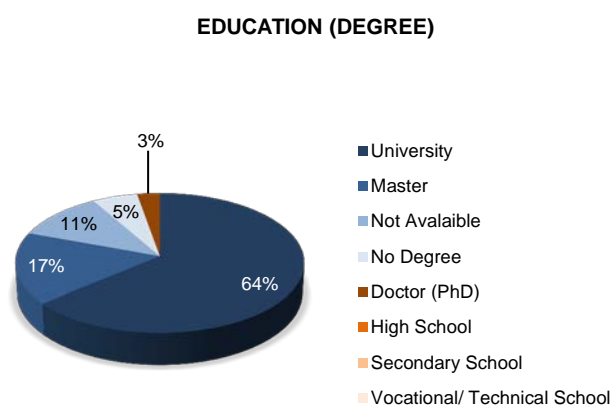


Chart 26 (Interviewed Stakeholders)

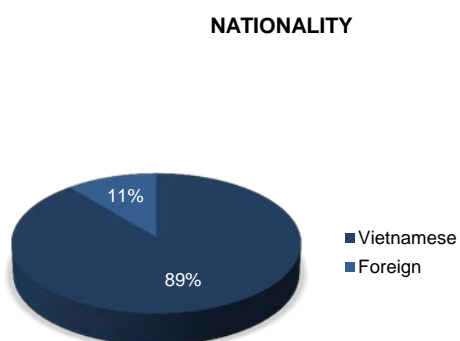
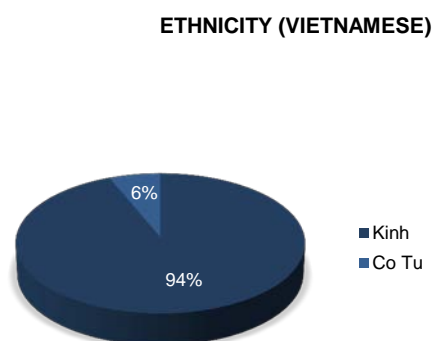


Chart 27 (Interviewed Stakeholders)



c) Focus Group Discussions' Findings

Though limitations of methodology and instruments did not allow data retrieval for all categories of profiles and background, participants of focus group discussions (three CBT and one Brocade Weaving Group) could be segregated by gender (Charts 28 to 31). In addition, the focus group discussions facilitated an open and frank dialogue, which generated valuable qualitative information and allowed some particular insight into issues related to gender, youth and ethnic minorities.

The gender in all working groups was well balanced, with equal participation in the My Son and Dhroong CBT Groups. The Dhroong Brocade Weaving Group was entirely run by female and the Bho Hoong CBT Group by a large majority. This shows that the project was successful in developing and establishing the two value chains in line with

the project's objective of gender equality. The high percentage of female involved in these working groups is also an expression of the new roles and respect found for women in previously male dominated communities.

Chart 28 (Focus Group – My Son CBT Group)

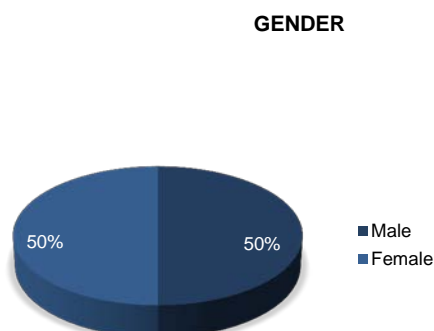


Chart 29 (Focus Group – Dthroong CBT Group)

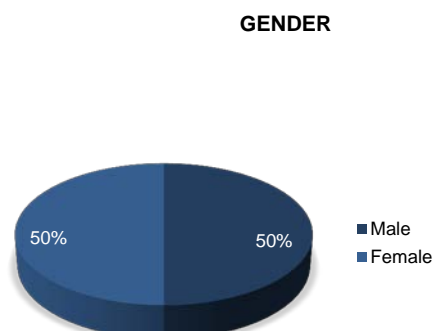


Chart 30 (Focus Group – Dthroong Weaving Group)

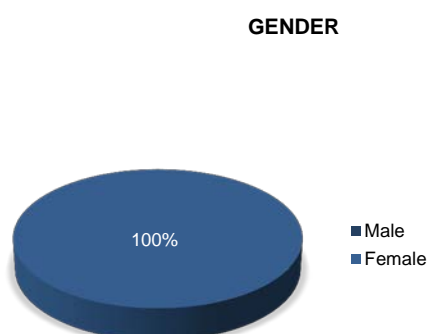
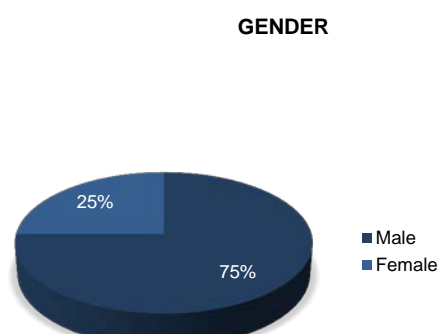


Chart 31 (Focus Group – Bho Hoong I CBT Group)



Assessment of Achievements, Challenges and Expectations

In terms of achievements, overwhelming consensus was reached by participants that the project had conducted useful activities with tangible results, especially the practical on-the-job trainings. It had contributed to increasing capacities, raising awareness and changing mindsets of villagers, particularly in regards to entrepreneurial spirit, tourism activities, cultural identity, negative habits and gender issues. The project was further hailed for its overall committed stakeholders, the engagement of villagers in activities, and for having contributed to job creation, income generation, livelihoods improvement and poverty reduction, through the development of CBT and Local Products Value Chains. Lastly, villagers praised the project for having facilitated cultural interaction and exchange with foreigners, which was considered as rewarding and enriching their lives, and at the same time, having increased awareness of own traditions, habits and identity. The development of tourism products and services, as well as the involvement and engagement of the community in associated activities, was generally highly regarded and appreciated.

In regards to challenges, many participants pointed out the limited educational background and skills of villagers, causing difficulties for the maintenance and development of further tourism activities in the communities. As villagers had depended many years on public administration's subsidies and support, they admitted they developed complacency and lacked entrepreneurial spirit and business skills. Limited means of developing linkages with the private tourism sector, as well as little direct access to tourism markets and individual travellers were seen as major impediments to the impact and sustainability of the project. Many villagers saw the risk of eroding knowledge and skills as well as the return to old habits and behaviours, if numbers of travellers, and subsequently, income from tourism activities would diminish. Some parties (especially in My Son) voiced concerns about the unequal participation and sharing of benefits from CBT activities. This had created some jealousy amongst villagers, which may have serious implications for future CBT activities and expansions. Some heads of the CBT Business Groups bemoaned the lack of compensation for their efforts and time. Other villagers mentioned seasonal changes, bad weather and the preservation of local culture and identity as challenges to the further development of CBT.

In terms of expectations, the majority of villagers were seeking to expand CBT and home-stays, reduce dependencies and take ownership of tourism activities in their communities. Villagers expressed their hopes and expectations for continued training, on particular topics such as tourism and handicraft product development, tourism management, marketing and promotion, booking, reservation and sales, small business skills and bookkeeping, customer service, foreign language and other soft skills. Many villagers wished for the expansion of tourism products and services in range and in depth, and in this regard, expressed again the need for capacity building and training to develop further market linkages and direct tourism market access.

Major Achievements and Shortcomings

Based on findings from a combination of multiple sources, methods and instruments, the main achievements of the SIT project can be summarized as follows:

- The project increased the management capacity of government authorities, mass organizations and business associations on provincial, district and communal level, enabling them to understand the principles of developing, managing and promoting tourism and local product value chains in the inland of Quang Nam province
- The project raised the awareness for developing more favorable conditions, policies and programmes in tourism and establishing a more regular dialogue and effective partnerships with the private tourism sector
- Through the implementation of the two tourism and local product value chains in the poorer districts of Duy Xuyen and Dong Giang, the conduct of practical workshops, trainings and study trips, as well as the production of essential toolkits and training manuals, the project significantly increased the knowledge and skills in community-based tourism and handicraft production and sales with villagers from the My Son, Dhroong and Bho Hoong I communities
- Through these interventions, the project improved the overall livelihoods in the targeted communities, created new jobs, additional income and ultimately helped to reduce dependencies and poverty, in particular of marginalized groups, women and youth
- The project raised the awareness of villagers and improved cultural identity and gender equality in the targeted communities
- The project's interventions generated a replicable model for pro-poor and pro-job community-based tourism which could be duplicated in other provinces of Vietnam and the region
- Thus, the project made considerable contributions to the ILO Vietnam Decent Work Country Programme, Outcome 2 and 3

However, the project fell short in the following aspects:

- The project could not achieve sufficient capacity or establish a lasting structure for the further maintenance, development and expansion of the community-based tourism model in the inland of Quang Nam province. Management structures, human resources, know-how and financial capacities of provincial, district and communal People's Committee's, as well as mass organizations and other state agencies remain inadequate, as does the general understanding of tourism destination branding, marketing, promotion, development and management
- An inadequate legal framework, policies, rules and regulations and complicated administrative procedures will continue to hamper the tourism development in the inland of Quang Nam and other poorer and remote districts in Vietnam. The reasons for these shortcomings can mainly be seen in inherent structural weaknesses in regards to communication, cooperation and coordination between government agencies and tourism authorities, on provincial and national level
- The public sector lacks of a systematic and institutionalized approach to dialogue, exchange and partnership with the (local and foreign) private tourism sector. The capacity of the Quang Nam Tourism Association remains weak
- In order to sustain and further develop community-based tourism and local products, the knowledge and skills of villagers in the My Son, Dhroong and Bho Hoong I communities remain insufficient in regards to tourism market principles and mechanisms; tourism product and services development, marketing and promotion; tourism product competitiveness and quality management; entrepreneurial spirit and small business skills; direct market access, private sector dialogue, engagement and partnership; customer service and satisfaction

Key Internal and External Factors

The following provides a concise overview of the in- and external factors which contributed to the project's performance in form of a SWOT Analysis (Table 02).

Table 02 (Project SWOT Analysis - Internal and External Factors)

KEY INTERNAL FACTORS	<p>STRENGTHS</p> <p>Relevance and Strategic Fit</p> <ul style="list-style-type: none"> The development objective of taking an approach towards replicable and sustainable pro-poor and pro-jobs tourism development was highly relevant to the inland tourism of Quang Nam province and its poorer districts of Duy Xuyen and Dong Giang. It was strategically fitting well with Vietnam's Tourism Action Plan, Socio-Economic Development Plan (SEDP), Hanoi Core Statement, One UN Plan Result Area for Pro-poor Employment Creation for Youth and ILO Vietnam Decent Work Country Programme <p>Validity of Design</p> <ul style="list-style-type: none"> The design and formulation of Terms of Reference, Project Document (PRODOC), aims, objectives/ outcomes, outputs and activities were clear, comprehensive, logical and coherent <p>Project Progress and Effectiveness</p> <ul style="list-style-type: none"> The immediate objectives of developing the pro-poor hospitality and travel industry in the inland of Quang Nam province in general, and the two selected community-based tourism and local product value chains in the targeted Duy Xuyen and Dong Giang districts in particular, were achieved to a large extent <p>Adequacy and Efficiency of Resource Use</p> <ul style="list-style-type: none"> The funding for capacity building workshops, tourism/ handicraft value chain developments, technical and tourism trainings, manuals and marketing materials was economically used and well converted into results <p>Effectiveness of Management Arrangements</p> <ul style="list-style-type: none"> The wide stakeholder participation and the project's management and coordination (National Project Coordinator), as well as the allocated technical expertise, consultancy and specialist intervention for tourism/ local product development were effective in achieving the results of the project <p>Impact Orientation</p> <ul style="list-style-type: none"> The pro-poor and pro-jobs tourism development, the creation of additional employment and income for marginalized groups, primarily women and youth, was strategically oriented at making broader, long-term and sustainable changes 	<p>WEAKNESSES</p> <p>Validity of Design</p> <ul style="list-style-type: none"> The monitoring and evaluation system was changed during project implementation from PRODOC's traditional log frame to result chains under DCED standards. At that time, these standards were not well understood by the project management. The M&E Manual and indicator tracking tables lacked in formatting quality and depth. Previous baseline data, indicators, indicator tracking and data collection were not coherently and consistently converted into DCED, leading to an overall weak monitoring of the project <p>Project Progress and Effectiveness</p> <ul style="list-style-type: none"> The delay of the project affected implementation, effectiveness and impact of interventions. Substantial parts of the project, outputs 1.3, 2.2 and 3, had not been implemented by the end of 2012, therefore putting the project's activities and completion in 2013 under pressure. Some workshops, trainings, case studies, reports, manuals and marketing materials of 2013 seemed late and somewhat rushed, therefore could not unfold their full potential and effectiveness with beneficiaries <p>Effectiveness of Management Arrangements</p> <ul style="list-style-type: none"> The difficulties in recruiting adequate management and staff and the subsequent compensation measures at the early stages led to an overall weakening of human resources capacity, strategic management, technical coordination and tourism expertise of the project. Timing and capacity of the shared Chief Technical Advisor seemed inadequate, as did at times the deployment of short term consultants, technical experts and intervention specialists. Though the project picked up and improved during the second half of the project, these effects could not be fully mitigated <p>Sustainability</p> <ul style="list-style-type: none"> The management capacities, structures, resources and know-how of government authorities, state agencies, and trade and business associations remain insufficient. A weak cooperation, coordination and implementation on provincial and national level, limited knowledge and skills of beneficiaries related to tourism/ handicraft market principles, product and services development, competitiveness, market access, private sector dialogue and engagement, will continue to hamper the long-term and sustainable tourism development of the inland of Quang Nam province
	<p>KEY EXTERNAL FACTORS</p> <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> The increase of international visitors and domestic tourists to Vietnam and Quang Nam province The growing interest in sustainable and responsible tourism products and services provides potential for further development of tourism inland in Quang Nam and other provinces The expansion to (a minimum) of five home-stay facilities in each targeted community of Duy Xuyen and Dong Giang district The further development, expansion and marketing of a branded Ho Chi Minh Trail tourism product on provincial, national and regional level 	<p>THREATS</p> <ul style="list-style-type: none"> The lack of tourism development, marketing, promotion skills and direct market access by targeted communities of Duy Xuyen and Dong Giang districts, dependencies and unequal distribution of benefits from tourism activities The erosion of acquired community-based tourism/ handicraft knowledge and skills, loss of cultural identity and traditions, degradation of developed community-based tourism products and services and natural resources, decreasing interest and increasing dissatisfaction of tourists, lower visitor return rates and reduced employment and income from tourism activities/ handicraft sales, diminishing roles, participation and equality of women The disillusioning and withdrawal of the private tourism sector from engaging in targeted areas and from community-based tourism projects in other provinces of Vietnam

4.2 CONTRIBUTING FACTORS

Following the summary overview of findings, the positive (+) and negative (-) factors which contributed to success or failure of the SIT project, or elements thereof, are described and examined. .). These factors are listed under the corresponding key evaluation criteria and led to the conclusions presented in Chapter 5.

Relevance and Strategic Fit – The extent to which the objectives of a development intervention were consistent with beneficiaries' requirements, country's needs, global priorities and partners' and donors' policies; and the extent, to which the approach was strategic and ILO used its comparative advantage.

Development Objective and Immediate Outcomes

(+)

SIT was highly relevant and strategically fitting. All stakeholders asserted that the project had indeed been very relevant to the context of Vietnam's tourism in general and to Quang Nam's situation in particular. It was commonly agreed that the project's objectives were consistent with national and provincial tourism development plans and strategies, and that they were in line with beneficiaries' requirements, especially the needs of rural communities in the poorer inland districts of Quang Nam province. The ILO made good use of its competitive advantage by applying experiences from similar and related interventions, such as the EST project in Laos and the LED and DW programmes Vietnam. The project was generally well prepared, with PRODOC and Inception Report being regarded as good quality and suitable. SIT was in line with Vietnam's Tourism Action Plan, Hanoi Core Statement Principles and the SEDP. It contributed to ILO's Country Programme Objective and Outcome No. 127, DWCP Outcome 2 and 3 and P&B Outcome No. 03. In terms of global priorities, the project was conforming to the One UN Plan Result Area for Pro-poor Employment Creation for Youth (Semi-Annual Progress Report, 2012).

(-)

Some of SIT's objectives, outputs and activities were too wide and ambitious (e.g. Output 1.3.; Activities 5.; 6.1.; 7.; 8.3.; and 10.). International donors and development agencies generally formulated strategic aims and objectives of tourism interventions with a focus on macro-policy and cross-cutting issues. Though these were valid concerns and within the ILO mandate, this approach resulted sometimes in a lesser focus on technical assistance and sector-oriented interventions, which had a more direct and tangible impact on beneficiaries, and which would contribute to addressing these policies and issues better.

Validity of Design – The extent to which the design was logical and coherent

Project Planning and Design

(+)

SIT's design and preparation of TOR, PRODOC, Inception Report and general formulation of aims, objectives/ outcomes, outputs and activities was clear, logical and appropriate.

(-)

SIT's planning and implementation did not fully match the annual work plans and budget cycles of local counterpart and beneficiaries (due to a considerable delay in the start of the project). This had some serious consequences and unforeseen effects on the management of the project and the implementation of activities.

(-)

The project's identification of and strategic approach towards beneficiaries was somewhat inaccurate. As stated by PRODOC and implemented by the project, the PPC's and departments were regarded as separate entities and different beneficiaries. The DCST, DOLISA, DOIT and others are directly subordinated line departments to the PPC's, with relatively autocratic structures, little independence and same or similar interests. They should not be regarded as separate beneficiaries. Also, in accordance with the system in Vietnam, mass organizations, trade and business associations are not fully independent, but rather dependent from the state – politically, legislatively, administratively and fiscally. This finding was relevant to the tripartite approach and the planning and implementation of PPD and PPP related interventions.

Project Partnerships

(+)

The project endeavored a wider participation and close partnerships with a variety of ILO constituents. First and foremost were the cooperation with the DCST, DOLISA, DOIT and other departments, on provincial, district and communal level. The project also cooperated and coordinated with the Quang Nam Federation of Labour, the PCA and mass organizations such as the Women's and Youth Union.

(-)

By design and strategic approach, SIT relied heavily on the management support from provincial and district authorities. Lessons learned from other CBT interventions in Vietnam had shown that this approach was not always the most effective one. Though the involvement and support of local authorities was essential to the development of tourism in general, and the establishment of CBT's in the inland districts of Quang Nam in particular, an approach towards a more facilitating role of the government may have been advisable. The SIT spent considerable time and

resources on working with the 'direct beneficiaries', whereas more practical and sector-oriented interventions for 'ultimate beneficiaries' may have contributed more to the impact and sustainability of the project.

(-)

The mapping of partners by PRODOC and Inception Report was not entirely accurate. The project had identified some programmes in Vietnam which were already closed for some time or less relevant, but missed out on a range of other, for SIT more relevant tourism projects (e.g. CARITAS' Pro-Poor-Tourism, PATA's Community Tourism Training Exchange, AECID's Ngoc Son Ngo Luong, SNV's Pro-Poor Sustainable Tourism, SNV's Responsible Travel Pilot, FFI's Building Community Institutions for the Development and Management of Pro-poor Nature-based Tourism in Pu Luong Nature Reserve, WWF's Ecotourism In and Around Protected Areas in Vietnam, JICA's Strengthening the Community-Based Management Capacity of the Bidoup Nui Ba National Park projects etc.).

Monitoring and Evaluation System and Process

(+)

The system of results measurement under the DCED Standard and the M&E system under OECD/DAC guidelines were suitable and sound.

(-)

SIT's results measurement, monitoring and evaluation system was not systematically or consistently implemented. PRODOC planned for the Log Frame system, whereas later in the project, the Results Chains system under DCED was applied. The M&E Manual and indicator tracking tables were inadequate in formatting and depth. Previous baseline data, indicators, tracking tables and data collection were not adequately converted to DCED. Indicator tracking tables (aka 'Outcome Indicator Table') were not consistent with objectives/ outcomes, outputs and (revised) activities from the work plan 2012-2013. Activities were not consistently numbered, and several indicators were formulated ambiguously. The project did not apply existing international guidelines and best practices for the M&E of tourism projects. Very limited statistical data was collected and those figures provided were considered by the evaluation team as unreliable and invalid. Overall, the results measurement and monitoring of SIT was inadequate, especially in quantifiable terms. This contributed to difficulties in evaluating the project's performance. Most of these challenges were recognized by the project, but due to constraints in time, technical and human resources, could not be adequately addressed (Progress Reports 2012 and 2013). The situation was also observed in the MTE 2013, as reflected in Box 02. Since the MTE was conducted relatively late in the project (February 2013), it remained unclear to what extent recommendations could be considered and acted upon.

Box 02 (Recommendations on Monitoring and Evaluation System and Process)

1. Follow through on the project's commitment to meet DCED Standard, but take a pragmatic approach and not always aim to reach the highest of these standards. The project should address these issues of assessment of internal (or external if possible) audits of the M&E system
2. The establishment and application of this system to the project is low. So, to some extent, the procedure for intervention selection is therefore unlikely to have a significant effect in the first period of the project
3. Although the result chains were developed, it seems to be very complicated and needs to be simplified so that the interventions can be categorized, which would enable it to validate the direct effects of an intervention through clear outcomes and impacts
4. Although the MEM, especially the baseline indicators for monitoring and evaluation was introduced, the Evaluation Team found that the baseline survey was conducted late, and some information was not collected. Additionally, data collection methods are not well defined
5. Some indicators are too general, and thus difficult to measure. Some impact indicators are too ambitious, and need to be adjusted.

Source: Hao, D. V., ILO-SIT Mid-term Evaluation Report 2013, June 2013

Several relevant and useful documents existed (see Appendix 8, page 112), which provide comprehensive details and best practices on the development of professional M&E systems for tourism interventions. This includes results measurement, key issues, indicators, indicator tracking, data sources, collection and methodologies, statistical analysis and interpretation etc. Table 03 presents the principal steps for developing a monitoring system in CBT, whereas Table 04 shows just one example of a compendium of indicators for the professional measurement of results of CBT interventions.

Table 03 (Eight Steps for Monitoring CBT Projects)

STEP	PROCESS
1. Planning to Monitor	<ul style="list-style-type: none"> Discuss and plan the idea of monitoring with the community Set objectives for monitoring Discuss general practical issues such as who will be involved, the boundaries of the study area, the resources required, and timing for monitoring
2. Scoping Key Issues	<ul style="list-style-type: none"> Research key issues facing the CBT business and community Hold community meeting to review and prioritise issues Seek input of monitoring working group to finalise list
3. Developing Indicators	<ul style="list-style-type: none"> Review long list of existing indicators to match these with the key issues Brainstorm in small groups to find new indicators to match issues Screen potential indicators using simple screening questions Fine-tune indicators with technical expertise where necessary
4. Collecting Data	<ul style="list-style-type: none"> Identify data sources Design data collection methods such as surveys and questionnaires. Design a simple database to hold the results.
5. Evaluating Results	<ul style="list-style-type: none"> Establish year-one benchmarks Identify appropriate thresholds for management response
6. Planning the Response	<ul style="list-style-type: none"> Identify poor performing indicator areas Research possible causes for poor performance Decide on a management response Draw up an action plan
7. Communicating Results	<ul style="list-style-type: none"> Design communication methods for different stakeholder groups Publish results and update regularly
8. Reviewing and Adapting	<ul style="list-style-type: none"> Review objectives and key issues Review indicators and data collection Review of management responses

Source: Twining-Ward, L et al, *A Toolkit for Monitoring and Managing Community-Based Tourism*, SNV Netherlands Development Cooperation, 2007

Table 04 (Indicators for Community and Destination Economic Benefits)

Components of the issue	Indicators
Employment (see also issue section on Employment p. 119)	<ul style="list-style-type: none"> Number of local people (and ratio of men to women) employed in tourism >> Baseline Indicator; Ratio of tourism employment to total employment; % of tourism jobs held by local residents; Average tourism wage/average wage in community; Ratio of part time to full time employment in tourism; Average tourism employee income (and ratio to community average).
Business investment in tourism	<ul style="list-style-type: none"> Number of tourism businesses in the community, and % owned locally; Number and type of business permits and licences issued; Ratio of the number of local to external businesses involved in tourism; Asset value of tourism businesses and % owned locally; Longevity of tourism businesses (rate of turnover).
Tourism revenue	<ul style="list-style-type: none"> Tourist numbers; Tourist spending/spending per tourist; Occupancy rates in accommodation establishments; Revenues generated by tourism as % of total revenues generated in the community >> Baseline Indicator; Local GDP and % due to tourism (see Box 3.19 on Tourism Satellite Accounts); Total fees collected by community for access/use of community attractions; Revenue from business permits, licenses or concessions and taxation.
Community expenditures	<ul style="list-style-type: none"> Existence of tourism budget/plan; Annual expenditures on tourism (% of total tourism revenue); Amount and % of infrastructure expenditures for tourism; Amount and % of total annual operating expenditures for tourism ; Cost of tourism advertising and promotion per number of tourists; Amount and % contribution of tourism revenues to the cost of water, sewage, roads, food production, energy, waste management, air quality, human resources development, etc.
Net economic benefits	<ul style="list-style-type: none"> Net tourism revenues accruing to the community; Economic Multipliers: Amount of additional revenue in other businesses for every dollar of tourism revenue (based on satellite accounts where available).
Changes in cost of living	<ul style="list-style-type: none"> % increase/decrease in land and housing prices over time; % increase/decrease in average family weekly income; % increase/decrease in expenditures (groceries, transportation, leisure etc.).

Source: Manning, Dr. E. W. Et al, *Indicators of Sustainable Development for Tourism Destinations - A Guidebook*, World Tourism Organization, 2004

Project Progress and Effectiveness – The extent to which the intervention's immediate objectives were achieved, taking into account their relative importance.

Project Progress

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The SIT's immediate objectives/ outcomes were achieved to a large extent, particularly in regards to capacity building of provincial authorities in Tam Ky, and the development of the two selected community-based tourism and local products value chains in Duy Xuyen and Dong Giang districts, the poorer inland districts of Quang Nam province.

Table 05 (Assessment of Outputs Achieved Versus Work Plan, Status: December 2013)

Objective/ Outcome	Progress to Date	Comments
Immediate Objective/ Outcome 1: Pro-poor Development of the Hospitality and Travel Industry for Inland Tourism in Quang Nam		
Output 1.1: Capacity developed to conduct Value Chain Development exercises for pro-poor tourism development.	Completed	This output was successfully completed
Output 1.2: A participatory Value Chain Development exercise of the hospitality and travel industry completed	Completed	This output was successfully completed
Output 1.3: Technical and financial support provided to interventions to develop the hospitality and travel industry value chain	Completed	This output was successfully completed
Immediate Objective/ Outcome 2: Pro-poor Development of Two Selected Value Chains which Are Critical to the Development of the Hospitality and Travel Industry for Inland Tourism in Quang Nam		
Output 2.1 Two exercises on selected value chains that are critical to the development of the hospitality and travel industry for inland tourism in Quang Nam completed.	Completed	This output was successfully completed
Output 2.2: Technical and financial support provided to interventions to develop the selected value chains	Completed	This output was successfully completed
Immediate Objective/ Outcome 3: Awareness of the Project's Experience, Lessons Learnt and Tools among Stakeholders in the Tourism Sector, Nationally and in Selected Other Provinces		
Output 3.1: Experience, lessons learned and tools documented and shared nationally and with selected other provinces	On track	This output is partially achieved, and the project has concrete plans in place for a series of relevant activities and reports

Project Indicators

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SIT had made some impact in regards to performance indicators. The evaluation team conceded that through the creation of the two value chains as pilots, the project contributed to the job creation, income generation and poverty reduction in the targeted communities. Unfortunately, for reasons as previously explained, key indicators of the project were not properly monitored and measured, thus the full and exact extent of the project's achievements could not be objectively assessed. Based on the MTE's review from June 2013, the final evaluation (FE) conducted an update on these assessments in the following tables (*Note: these updates should be regarded in addition to, not as a replacement of the MTE's assessments*):

Table 06 (Assessment of Project Indicators, Outcomes and Impact, Status: December 2013)

Level	Change	Indicator	Status	Assessments
Market Uptake Level	Immediate Objective/Outcome 1: Pro-poor Development of the Hospitality and Travel Industry for Inland Tourism in Quang Nam			
	Targeted promotional strategies to promote inland tourist destinations are developed and implemented.	Annual number of tourist nights in the inland districts increased	Indicatively Achieved	<p>MET Assessment:</p> <ul style="list-style-type: none"> The key indicators applied were: 1) total visitor numbers in Nam Giang and Dong Giang districts, measured by registered overnight stays; and, 2) visitor numbers for day-use and overnight stays at the three CBT's: My Son, Bo Hong, and Dhroong Both sets of numbers were tallied based on data that hotels submitted to the provincial government (this reporting is a legal requirement). In My Son, Duy Xuyen district, the number of visitors using home stay services rapidly increased. In Dhroong and Bo Hong, the CBT's opened in June 2013 and marketing activities were conducted <p>FE Assessment:</p> <ul style="list-style-type: none"> Nam Giang should have not been included. Though it is an inland district, it was not an area of Sit's project intervention. SIT's contribution to an increase in visitors in this district are difficult to assess In accordance to tourism standards, 'day-visitors' are distinctively different from 'overnight stays',

Level	Change	Indicator	Status	Assessments
				<p>and should have been counted separately. They have different dynamics and effects on CBT, thus their relevance for assessing the project's impact is different. For example, under the SIT project, in My Son, there were a lot of tourists as 'day-trippers' (for lunch), but very few overnight home-stays. These were falsely counted and reported as 'visitors'</p> <ul style="list-style-type: none"> A clear distinction must be made between lodging types. Hotels/ Guest Houses are typically not home-stays, and they have very different dynamics and impact on local communities. Though overnights at hotels can be included in the count of total visitors, in accordance to tourism industry definitions, they should be separated from home-stays and not per se included as (pro-poor) CBT activities. The referred hotels/ guest houses were usually not directly located in villages, rarely owned or operated by (average, poor) villagers, and had thus a lesser impact in targeted communities
	Raising capacity of service providers to deliver training and relevant assistance to stakeholders on marketing/ promotion of tourist destinations.	Tourists' perception and awareness about Quang Nam inland destinations improved.	Unknown	<p>MTE Assessment:</p> <ul style="list-style-type: none"> Capacity building was conducted for both public and private entities. The project planned trade fairs (?), promoting the new destinations, conducted by the TPC. Quang Nam-based private sector travel companies have entered partnerships with the CBT's – negotiated on the CBTs behalf by the SIT project -- to promote and market their services. The project conducted road shows to promote the CBT destinations in Hanoi and HCMC in November 2013 <p>FE Assessment:</p> <ul style="list-style-type: none"> The tourist's perceptions and awareness of inland destinations of Quang Nam province, as indicators for an increased capacity of stakeholders in tourism marketing and promotion, were not measured before and after SIT's interventions. No comparison analysis and interpretation of existing data was performed during project implementation The marketing and promotion activities conducted in form of 'road shows' (in Hanoi and HCMC) lacked in professionalism and access to the wider travel trade. These road shows were organized and strongly perceived as 'public sector workshops', failing to reach wider circles of more established and professional travel agents/ tour operators, who would have a more vested interests in CBT and the promotion of new travel destinations in Vietnam. The foreign travel sector was virtually absent. The road shows were conducted late in the project (November/ December 2013), and their impact could thus not be fully evaluated
		Number of teachers of vocational schools able to teach new/ updated curriculum	Unknown	<p>MTE Assessment:</p> <ul style="list-style-type: none"> Capacity of teachers was improved, but more needs to be done to strengthen their skills and their self-confidence. Application of new curriculum for the trainings in remote areas is still of concern. The project planned for continued teacher development later in 2013 <p>FE Assessment:</p> <ul style="list-style-type: none"> No reliable baseline data on this indicator was available, neither in quantitative (numbers of vocational tourism and hospitality teachers), nor in qualitative terms (ability of teachers to teach new/ updated curricula) It remained unclear, how the capacity of teachers was objectively assessed The implementation of new curricula by the schools as well as the status of teacher development by the SIT project remained unclear
	Improving skills of professional tour	Percentage of tourists satisfied with tour guides'	Unknown	<p>MTE Assessment:</p>

Level	Change	Indicator	Status	Assessments
	drivers and guides.	and tour drivers' performance increased		<ul style="list-style-type: none"> Prior to the SIT project, only 40% of tourists were satisfied with the performances of tour guides and drivers. By using a TOT approach, many local guides and drivers were trained in 2013. <p>FE Assessment:</p> <ul style="list-style-type: none"> The skills of tour guides and drivers have improved through SIT's training interventions It remained unclear, how these improvements were objectively measured and how these changes impacted on tourist's satisfaction. The tourist's satisfaction before and after SIT's interventions was not measured
	Addressing shortage of skilled drivers and guides	Number of tour guides and tour drivers employed have increased	Indicatively Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> Training materials for tour guides and drivers were effectively prepared and training courses organized in 2013. As many courses were conducted relatively late in the project in 2013, the impact of these trainings could not be properly assessed at the end <p>FE Assessment:</p> <ul style="list-style-type: none"> No complete or reliable data on this indicator was available, neither in quantitative (numbers of employed tour guides and drivers before and after SIT intervention), nor in qualitative terms (how the changes in numbers of tour guides and drivers have addressed the shortages in the sector)
	Promoting proper road rehabilitation and maintenance system especially in areas with strong tourism potential	Commitment from local authorities to improve tourism infrastructure, as expressed through public and private sector dialogue events	Indicatively Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> Many meetings and workshops were organized to discuss investment in tourism infrastructure in the inland region. The project team focused on the development of locations already well-served by good roadways. This included all three CBT's. The project also recognized that the current construction of roads and bridges westward from My Son, and planned road and bridge development northwards from My Son, were of highest priority with the biggest tourism potential. <p>FE Assessment:</p> <ul style="list-style-type: none"> Measured by the number of meetings, authorities were committed to the improvement of tourism infrastructure To what extent this commitment resulted in favorable tourism development policies, public-private partnerships, investment and actual infrastructure projects, remained unclear
	Raising capacity of BDS service providers to offer training and other services that meet industry demands	Number of small hotel and guest houses having introduced the toolkits	Partially Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> Toolkits for managing small hotels and guest houses were produced and trained. ILO formulated plans to distribute the toolkits to intended owners and operators <p>FE Assessment:</p> <ul style="list-style-type: none"> The introduction of toolkits and the conduct of practical trainings on small hotel and guest house management and operation was very good, useful and commendable Hotel and guest house owners and operators are important actors of the tourism value chain, but not the main actors of CBT or home-stays, nor were they the ultimate beneficiaries of the project, but the average villager. The targeted communities require further strengthening of skills, continued training and follow up activities, otherwise the project's achievements will not be sustainable in this regard
	Improving working	Percentage of workers with	Partially	

Level	Change	Indicator	Status	Assessments
	conditions and awareness on workers right	employment contracts has increased. Awareness for gender specific issues at the work place in the tourism sector has increased	Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> This was considered an ongoing process. The DOLISA and the WU's conducted studies on the tourism labor market, working conditions, and gender issues in the tourism sector, under collaboration with partners and coordination of activities. The findings from these studies were presented to relevant stakeholders in workshops <p>FE Assessment:</p> <ul style="list-style-type: none"> The SIT's tourism value chains development and trainings created decent jobs, generated income, improved conditions and raised awareness in the targeted communities. The respect for gender issues and the roles of women in the villages improved The exact numbers of tourism workers/ employees was not counted before and after SIT intervention. Working relations between host families and villagers remained largely informal, without labour contracts. Data provided was not reliable
	Strengthening Business Association and industry groups and promoting dialogue and cooperation among actors.	Capacity of the QTA and other sector sub-groups to represent their members has improved.	Partially Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> This was partially achieved in that the project has influenced meaningful management restructuring, strategic plan development and capacity building within the QTA. What was not known at this time is to what degree the QTA would implement strategic recommendations made by the project <p>FE Assessment:</p> <ul style="list-style-type: none"> The SIT project initiated some changes in the QTA. It remains to be seen whether these changes were deep and substantial enough, and if capacity, representation, effectiveness and competitiveness of the association were sufficiently improved, so that it can fulfill member's expectations and cope with the sector's challenges in the region Different from SIT's progress report, the newly elected QTA Chairman is the former Chairman and also General Director of a leading state-owned tourism enterprise, the Hoi An Tourist Company. He is also a representative of the party and various state organizations in Quang Nam. This enterprise was 'privatized' in 2009/10 and converted to the Hoi An Tourist Holding. State-owned influence and public sector interests remain dominant in the QTA, as leadership, management structures, statutes and memberships are largely unchanged. Privately owned hotel and tourism companies continue to see the association's representation of the sectors interests and its work as ineffective
		Number of QTA's members increased	Unknown	<p>MTE Assessment:</p> <ul style="list-style-type: none"> Increases in memberships were only expected if QTA succeeded to improve outreach and benefits provided to potential private tourism sector members <p>FE Assessment:</p> <ul style="list-style-type: none"> No information on QTA memberships was provided before and after SIT intervention. The number, types and quality of members is not expected to significantly change in the foreseeable future
	Reducing regulatory and administrative bottlenecks.	Number of actions for improving the business environment for tourism sector in place, and at least 50% of actions implemented by the end of the project	Partially Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> In the target districts, Duy Xuyen and Dong Giang, some official decision notes were issued by authorities, sent to the communes and other relevant agencies, which showed their support to the CBT villages and local products development

Level	Change	Indicator	Status	Assessments
				<p>in reducing administrative steps, encouraging tourism development of the province.</p> <p>FE Assessment:</p> <ul style="list-style-type: none"> Local authorities seem committed to reduce administrative burden and regulatory bottlenecks The SIT's progress reports made no specific mention of documents issued, future action plans developed or concrete measures taken. It was therefore difficult to assess the effectiveness of such administrative decisions, and whether they led or will lead to the effective removal of bottlenecks and actual improvements in the tourism sector. Major hurdles for the tourism sector remain (in the region as well as nationally), such as for example, the licensing of foreign tour guides, tourist transport vehicles, provincial border crossings (e.g. on tour circuits with foreigners on motorbikes), private hospitality and tourism training services providers, vocational tourism and hospitality training curriculum development, teacher's training and education etc. The private tourism and hospitality sector in Quang Nam is optimistic for the market's development, but remains skeptical in regards to the removal of administrative bottlenecks by the government
	Improving access to credit/ micro-finance.	Number of households and entrepreneurs accessing micro-finance loan increased	Unknown	<p>MTE Assessment:</p> <ul style="list-style-type: none"> The accessibility to available credit services was assessed and some solutions to improve the access to credit were identified, but no interventions were implemented <p>FE Assessment:</p> <ul style="list-style-type: none"> Workshops in this regard were conducted, raising awareness and sharing information These workshops also revealed that access to credit by the ultimate beneficiaries (villagers) was very difficult, since lenders required considerable assets as collaterals. It was unclear whether new and concrete financing models would be established (e.g. pro-poor banks, special low-interest loans, government secured loans, small business start-up funds etc.), which target households in the poorer inland districts of Quang Nam province No figures on households and entrepreneurs were provided, who were able to secure micro-finance loans
	Immediate Objective/ Outcome 2: Pro-poor Development of Two Selected Value Chains which Are Critical to the Development of the Hospitality and Travel Industry for Inland Tourism in Quang Nam			
	Creating marketable inland tourism Intervention area.	Number of tourists staying more than one night in inland destinations increased.	Indicatively Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> The My Son CBT opened informally with paying guests in March 2013, Bho Hoong I and Dhroong CBT's in June 2013, with active support from the SIT project, Tra Kieu Travel and Active Adventures <p>FE Assessment:</p> <ul style="list-style-type: none"> The numbers of visitors increased substantially, from very low levels to considerable numbers It remains to be seen whether uptake from the tourism market will be sufficient and if visitor numbers reach economy of scale to sustain the new CBT value chains No reliable figures on the length of stay of visitors before and after the SIT intervention were provided. The private sector was already partially involved in tourism activities in these areas before SIT's arrival. It was therefore default to assess the project's direct impact. Provided statistics were ambiguous
		Number of companies promoting/ selling inland destinations.	Unknown	MTE Assessment:

Level	Change	Indicator	Status	Assessments
				<ul style="list-style-type: none"> Tra Kieu Travel, Le Nguyen Travel, Active Adventure and ILO promoted the CBT's to travel agents and tour operators. <p>FE Assessment:</p> <ul style="list-style-type: none"> No follow up or summary assessment of travel agents/ tour operators (TA/TO's) was conducted, who had actually added the new inland destinations to their product portfolio. Based on conversations with representatives from the (wider) private tourism sector and some anecdotal evidence, knowledge and interest from TA/TO's in the new inland destinations and CBT remained limited. The lack of support from the travel trade endangers the project's sustainability The road shows were organized (in Hanoi) rather as 'public sector workshops' then 'private sector product and sales presentations', thus generating little response and impact. TA/TO's are first and foremost interested in market demand, customer products and services, commercial and sales terms, and only secondarily in 'community engagement' and 'poverty reduction'. One does not work without the other The 'exclusive representation model' and marketing, promotion and sales of the new inland destinations by Tra Kieu Travel and Le Nguyen Travel may be considered as a conflict of interest by other TA/TO's, who see them as competitors. They have their own local partners and ground handlers and may prefer to develop and sell these new products to customers directly. This hinders the development of these new CBT value chains Supported by further capacity building and training, local villagers should be empowered to take ownership of CBT activities and conduct their own marketing, promotion and sales. The marketing and sales through intermediaries will hinder the development of (sufficient) capacity, ownership and independence
	Introducing policy/ incentives to develop home-stays.	A home-stay promotion policy formulated	Partially Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> A strategy for the promotion and development of tourism in the inland was drafted, which included specific references to CBT's with home-stays. DCST included CBT's in their new promotional messages <p>FE Assessment:</p> <ul style="list-style-type: none"> The effectiveness and implementation of home-stay development strategies, promotion policies and incentives remains to be seen. This should be monitored. In the past, many well-intended policies have remained on paper only
	Promoting tourism-related inland products and improve productivity, designs and facilitate market linkages.	Number of new market outlets selling local products from inland areas increased.	Unknown	<p>MTE Assessment:</p> <ul style="list-style-type: none"> The SIT project worked closely with UNESCO and local stakeholders to develop the branding, sales, marketing, and distribution of local tourism products. The Tourism Promotion Center in central Hoi An opened in August 2013 <p>FE Assessment:</p> <ul style="list-style-type: none"> The exact number of sales outlet was not assessed The effectiveness and quality of the TPC should be monitored. The ownership and management of the TPC is state-owned and not professionally organized, nor commercially- or customer-oriented. The presentation, cleanliness, and display of local products were inadequate (e.g. water stained packaging). The staff's knowledge of inland destinations, local attractions and CBT activities in the targeted communities was poor (e.g. staff did not know details of the Ho-Chi-Minh Trail). Further staff training is necessary, but most importantly, a suitable management structure should be put in place. This requires

Level	Change	Indicator	Status	Assessments
				further technical assistance. After departure of ILO-SIT and UNESCO, funding of the TPC remains unclear. This endangers the sustainability of previous project achievements. Due to the lack of income, there is a real threat for the TPC to return in the future to commission-based sales practices. The TPC should be developed as a self-sustaining model (although the TPC had been developed and opened by UNESCO and ILO some 6 months before, at the time of the final evaluation in November 2013, such model was not yet put in place). Direct sales as a not-for-profit commercial activity should be allowed, as long this is regulated and monitored, well managed, professionally organized and transparent (e.g. no staff commission scheme with external retailers). The TPC may be set up as a PPP model, engaging a private sector operator who runs the TPC professionally, but also adheres to the objectives of the programmes and to not-for-profit rules and regulations.
		Number of inland handicraft product types branded and promoted in conjunction with the inland destination and 'Made in Quang Nam' brand	Partially Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> The SIT project provided expert trainings on local products development, design and pricing (brocade weaving) to Bho Hoong I and Dhoong communities In partnership with UNESCO, some local pro-poor products (pottery, wood carvings, rattan, brocade weaving) were branded, packaged and displayed for tourists <p>FE Assessment:</p> <ul style="list-style-type: none"> Trainings and technical support provided for the development, design and pricing of local products were professional and effective The marketing, promotion, business development, display and sales of local products remains weak The branding and packaging of local products was not fully completed and not integrated into local work processes. The understanding and capacity for branding and marketing of local products remains limited
	Immediate Objective/ Outcome 3: Awareness of the Project's Experience, Lessons Learnt and Tools among Stakeholders in the Tourism Sector, Nationally and in Selected Other Provinces			
	Implementing community awareness campaign and training	Number of models for pro-poor tourism developed	Partially Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> The targeted communities' awareness was raised during the planning and implementation of CBT and local product development activities. This occurred on district and commune levels <p>FE Assessment:</p> <ul style="list-style-type: none"> The SIT project's CB-TREE, CBT, Local Product, Small Hotel/ Guest House and Home-stay Trainings were effective and successful The capacity of local villagers for CBT and their direct access to tourism markets remains weak. Local communities require further training in tourism product planning, development, management, branding marketing, promotion, reservation, sales, and soft skills, such as small business skills, basic bookkeeping, customer service, safety and security, environmental protection etc.
	Communication activities.	Number of articles, programs from the Media covering of SIT project, local products and inland destinations increased	Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> Extensive online and print media attention at national and provincial level was attained for the opening of three CBT's. The SIT project newsletters and ILO website regularly featured these activities. Project stakeholders communicated developments to their professional networks

Level	Change	Indicator	Status	Assessments
				FE Assessment: <ul style="list-style-type: none"> The CBT's and other SIT project activities were communicated and promoted well Project activities were mainly communicated and distributed amongst public sector channels, local government, international development agencies, NGO's and some, mainly local TA/ TO's. Due to the limited knowledge and understanding and the lack of existing network and communication channels with the private tourism and hospitality sector, the SIT project's objectives and activities remained largely unknown among wider circles of TA/TO's, hotels, resorts, restaurants, transport companies and other contributors to the (regional and national) tourism value chain, thus limiting its impact. The foreign private tourism and hospitality sector in Vietnam remains largely unaware of the SIT project.
Impact on Household's and Poverty	Increased net income	At least 25% of income from tourism activities increased in 50% of inland destination households	Indicatively Achieved	MTE Assessment: <ul style="list-style-type: none"> Net annual income derived from tourism activities increased in the My Son, Dhroong and Bho Hoong I communities. Income was generated through the provision of home-stay and accommodation, food and beverage, handicraft sales, cultural performance and tour services. The direct benefits went to the families who provided the services My Son had already five home-stays in operation, with other families seeking entry into the program and CBT cooperative. The desired effect of inspiring others to invest and participate in CBT was realized. In addition to revenue generated from overnight accommodations and meals, a number of visitor activities were marketed: bicycle tours, guided treks, farm visits and cooking classes. Plans were made for a local craftsman to feature his stone carvings to visitors and for a local artist to present his work and creative process to visitors. Other activities generating revenue for the entire community were planned. Additionally, non-CBT entities were to develop sales from the growing influx of visitors In Dhroong and Bho Hoong I, local households benefitted from sales of CBT activities, accommodation, food and beverage, cultural performance, plus sales from locally-produced products (brocade weaving products in Dhroong, and rattan products in Bho Hoong I). In Bho Hoong I, SIT project-led CBT and rattan product development were to be connected and to complement the bungalow home-stays developed in the village by Active Adventures Thanks to strong support from SIT project, local households gained skills in CBT, following limited training and engagement development of bungalows within their village that were managed by an outside entity since 2006. SIT successfully engaged and trained community members at a much higher level than what was accomplished in the past. Additionally, visitor activities including trekking were developed for the first time Available services: home-stays, accommodation, food and beverages, cultural performances FE Assessment: <ul style="list-style-type: none"> Through the development of the two CBT and Local Product Value Chains, as well as the provision of practical trainings, SIT project built capacities and made significant contributions to job creation, income generation, livelihood improvements and poverty reduction in the targeted communities Income of those households (families) had increased, who participated directly in CBT and who provided the related services to visitors. However, not all households participated (equally). In My Son, no mechanism of sharing or re-distributing revenues from CBT and Local Products sales were put in place, causing some friction between villagers. Fair and transparent

Level	Change	Indicator	Status	Assessments
				<p>distribution systems should be developed and put in place, otherwise the project's impact will be limited and achievements not sustainable</p> <ul style="list-style-type: none"> No data was provided on average household income before and after SIT interventions. Statistics need to be clearly defined in regards to districts, communities, villages and households. The term 'inland destinations' is too wide
	Generating employment for local people, especially poor, women and youth labourers	An equivalent of 150 full time jobs created in intervention areas, with 50% of the number of beneficiaries less than 30 years old	Indicatively Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> This objective was mostly achieved, since CBT (home-stays), handicrafts, and other services such as souvenir, shops, selling food, culture performances, etc., were well developed and operational <p>FE Assessment:</p> <ul style="list-style-type: none"> SIT's interventions positively impacted on employment of women and youth in the targeted communities No data was provided on the exact number of jobs created and the number of youth employed
	Scale (= targeted HH's)	HH's benefitted directly from project interventions	Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> It was clear that a number of households who directly participated in CBT and non-CBT services benefitted substantially. The precise numbers were not known until late 2013 <p>FE Assessment:</p> <ul style="list-style-type: none"> Households which participated in CBT and local product value chains benefitted from job creation, income generation and poverty reduction. No data was provided on the exact number of households which benefitted directly from interventions
		HH's benefitted indirectly from project interventions (copying)	Partially Achieved	<p>MTE Assessment:</p> <ul style="list-style-type: none"> There are a number of HH's who benefitted indirectly from SIT project interventions. In My Son, some HH's joined the CBT by developing and operating home-stay facilities by themselves, inspired by the project. All three villages with CBT's, plus the nearby communities, benefitted substantially from increased jobs of home-stay activities, and from the enhanced spending power for other local goods and services of those directly receiving visitor revenue <p>FE Assessment:</p> <ul style="list-style-type: none"> No data was provided on the exact number of households which benefitted indirectly from interventions

Value Chain Development – My Son and Bho Hoong CBT's

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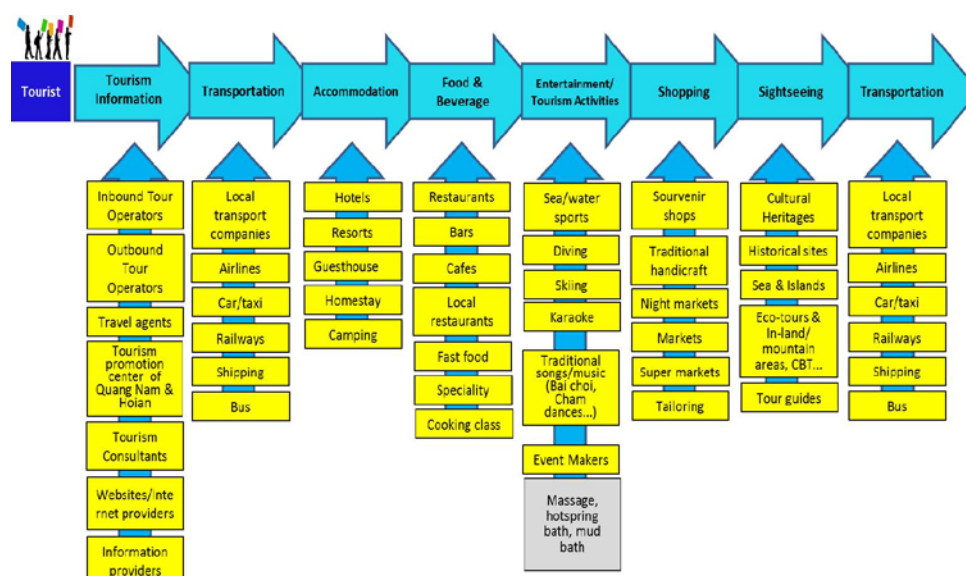
The Inception Report paid particular attention to the mapping of stakeholders and the establishment of the following WG's: 1. Tourism Products Working Group, focusing on establishing the Bho Hoong I CBT as a pilot model; 2. Training and Human Resources Working Group, mobilizing western area ethnic minority youths to attend trainings at vocational tourism and hospitality schools, and 3. Local Products Working Group, aiming at the production and promotion of local handicrafts for tourists. Initial discussions revealed several issues, such as that the focus on one area in the inland only was too narrow to attract a critical mass of tourists, that it would be difficult to develop inland tourism without the involvement of local people from districts and villages, and that it was not feasible to take villagers from inland areas for training at coastal vocational schools. Based on this and other feedback received from stakeholders, the project instigated a number of changes from July 2011 onwards. These were proposed, discussed and agreed at the initial meeting with the PSC on 18 November 2011, and the project's strategy was adjusted accordingly. In the Inception Report, the project focused only on Bho Hoong I as a CBT model, but following further consultation and expert recommendations, the idea of the "Ho Chi Minh Trail" was developed, with the Bho Hoong I CBT attached to this product. Tourists needed a series of inland attractions, so that average stays could be extended

and opportunities provided for LED. Similarly, the My Son CBT was attached to the MSWHS. To develop the My Son area in such a way that local people could benefit from tourism, it needed to develop tourist facilities and activities, such as accommodation, meals, cultural performances, trekking, hiking, kayaking etc. In Bho Hoong I, interventions focused strategically on CB-TREE training and CBT promotion. In My Son, apart CB-TREE training, the project supported the development of home-stays in five selected households, in partnership with the private sector.

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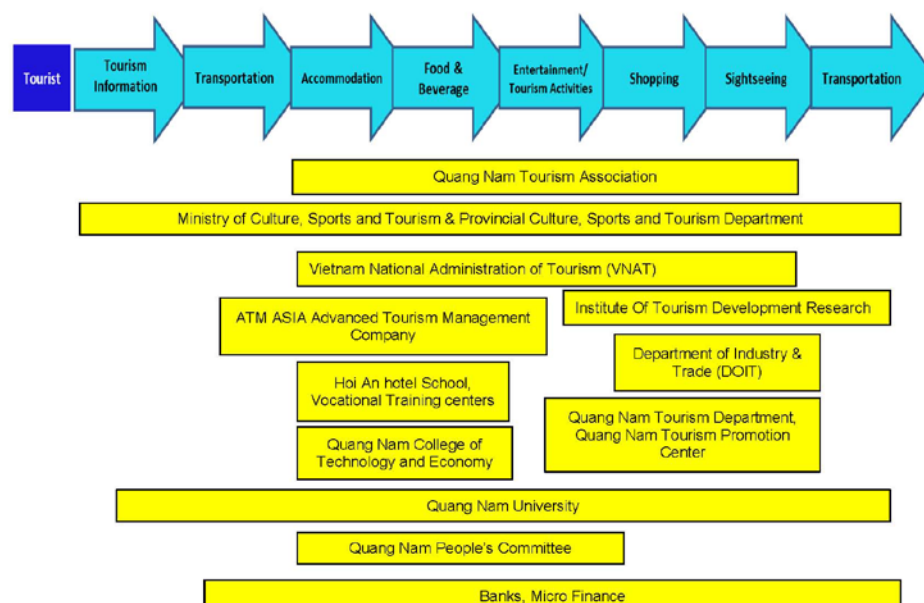
SIT trained the selected members from the three WG's on ILO's "Participatory Value Chain Development for Decent Work" and conducted a VCA on Quang Nam's tourism sector. The VC exercise began early December 2011 and was completed end of January 2012. In due course, this exercise resulted in a clear, comprehensive and strategic outline of the development of the two VC's (Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, Vietnam, January 2012) (Figure 03 to 07).

Figure 03 (Tourism Value Chain – Business Sectors)



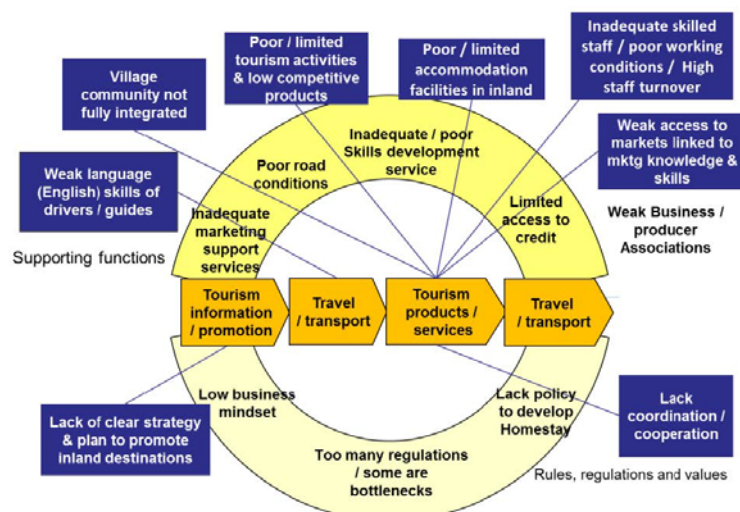
Source: Wijesena, G., ILO-SIT Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, Vietnam, January 2012

Figure 04 (Tourism Value Chain – Supporters)



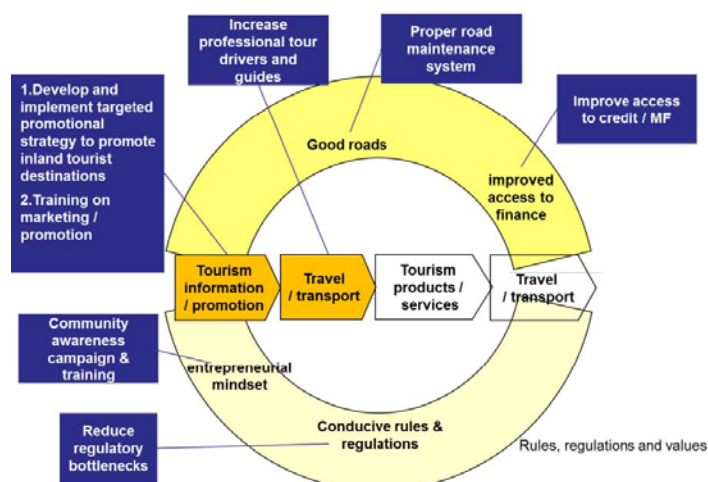
Source: Wijesena, G., ILO-SIT Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, Vietnam, January 2012

Figure 05 (Tourism Value Chain – Main Constraints)



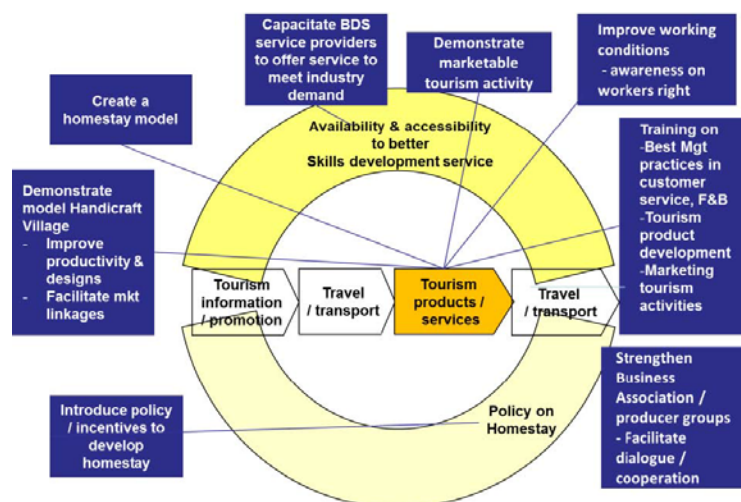
Source: Wijesena, G., ILO-SIT Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, Vietnam, January 2012

Figure 06 (Tourism Value Chain – Solutions for Tourism Information/ Promotion and Travel/ Transport)



Source: Wijesena, G., ILO-SIT Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, Vietnam, January 2012

Figure 07 (Tourism Value Chain – Solutions for Tourism Products/ Services)



Source: Wijesena, G., ILO-SIT Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, Vietnam, January 2012

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However, the lack of a clear strategy and plan from provincial authorities to promote tourism was a major bottleneck. The promotion of inland tourist attractions had not been given sufficient attention. The lack of an effective coordination and fruitful collaboration amongst public and private sector stakeholders in marketing and promoting tourism, and the poor business mindset of relevant actors (“wait until customers come to our doorstep”) restricted the sector’s potential. Only a few inland sites appeared on tourist maps and other promotional materials (Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, Vietnam, January 2012).

Intervention Matrix

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SIT organized a workshop on 06 January 2012 to develop an intervention matrix for the pro-poor tourism development in Quang Nam province, with broad participation from the public and private tourism sector. The evaluation team could not find evidence for the mandate of developing such intervention matrix. As such, it was not stipulated in PRODOC or the Inception Report. Possible reference was made in PRODOC under Activity 1.2.12. The problem with this intervention matrix and subsequent work plan (Annual Progress Report 2012) was that it seemed overly ambitious. The new activities formulated differed considerably from original plans and no reference or explanations of changes were provided in reports. The numbering of outputs was inconsistent with PRODOC. It should have followed the original system, which was numbered in reference to outcomes and outputs, e.g. Outcome 1, Output 1 and Activities 1.1., 1.2. etc., not Activities 1, 2, 3...10). This may have added to the confusion in results measurement and monitoring, and to the later challenges in evaluating the project’s quantitative performance.

Inland Destination Development and Promotion – My Son CBT and Ho Chi Minh Trail

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The Inception Report did not specify the geographic areas to be developed for CBT, with the exception of the Bho Hoong I village. After the VC exercise was completed, two principal tourism areas were agreed upon: 1. Expand the project’s support for Bho Hoong I CBT to a broader geographic area in the inland mountain area, and brand the route as “Ho Chi Minh Trail”. 2. Draw on the significant volume of tourists visiting the MSWHS on day-trips, with little meaningful economic value generated for surrounding communities. Further, support the LED in My Son through the development of additional tourism products and services which would extend tourist’s average stays. SIT proceeded in developing two destinations based on the rationale of an international tourism expert: 1. My Son – this world heritage site welcomed some 200,000 visitors annually, with virtually none of them staying either overnight or spending any significant amount of money in the area. If only the smallest of percentages of those annual visitors was converted to revenue, based on the project’s interventions, contributions to pro-poor economic development would be profound. Many travel professionals were interviewed on this subject for more than two years, tour operators with offices in Hanoi, some in Hoi An, and they universally endorsed this concept and committed to buy into it. 2. Ho Chi Minh Trail - the Bho Hoong I village near Highway 14 had already been developed for tourists some years ago and enjoyed the support from provincial and district authorities. The company Active Adventure Travel had proven the marketability of the village, having received 450 visitors in 2011. It had also committed significant capital to physical improvements and upgrades, which were completed in April 2012. The concept of the “Ho Chi Minh Trail” as a tourist route and branded as such seemed to have strong market potential. After these two geographical areas were selected, several start-up activities were conducted.



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A series of activities to develop My Son as an inland tourism destination was envisaged. The project consulted with Duy Xuyen’s district and communal authorities, and with a representative group of villagers, to explain the possibilities and gauge interest. Both sides expressed high commitment which led to the decision to go ahead with the My Son CBT. Building on experiences from the LED project, SIT began with the application of the CB-TREE model. The national expert, whom ILO used under the LED Project, went to the village in June 2012 to present this approach. A full training needs assessment was undertaken in July 2012 and action plan for capacity building was prepared. The CB-TREE included the following elements:

- Providing training for villagers to work as a group and as a cooperative in the long-run; set up a sustainable and community-driven model that benefits from tourism, operates in a business-like manner and improves the livelihoods of community members
- Converting five houses to home-stays, raise those five households out of poverty and inspire the development of a village cooperative with further home-stays in the future, which can be financed through the cooperative (with support from a private foundation that funded the physical conversions); develop low-impact and sustainable tourism activities, such as hiking, kayaking, etc. on and around Thach Ban Lake, adjacent to the world heritage site and the village, where the home-stays were developed

Public-Private Partnership – My Son CBT and Ho Chi Minh Trail

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To accomplish the development of the My Son CBT, the SIT facilitated a PPP with a local travel company, Tra Kieu Travel, to assume two main roles as follows:

- Manage the physical conversion of five houses in the My Son village, suitable to budget-level home-stay facilities for overnight visitors, including the provision of meal services
- Act as exclusive general sales agent for a minimum period of two years. All reservations for home-stays during that period would be taken and bookings handled by this company, at rates the agent determined. The company acts as exclusive booking agent, but must accept sales from all sources

It was expected that this project intervention would lead to a replicable model for other similar communities across Vietnam. The usual term 'Home-stay' used in both the English and Vietnamese language was considered by the project management as 'misleading', as it wanted to include small local hotels and guest houses in the project's interventions. It therefore decided to refer to the term 'Community-stay' instead.

Box 03 (Pro-poor Tourism and Home-stay Development)

"Located in Duy Phu commune, Duy Xuyen district –home to the My Son Sanctuary which was recognized as a World Cultural Heritage site by UNESCO, My Son village includes 50 Kinh households. The World Heritage site attracts more than a quarter of a million annual visitors, but until now the local community has benefited very little from the tourism. That benefit was limited to jobs at the heritage site, but hardly any jobs or revenue were generated from providing services to visitors. Agriculture is the main sector for the village's economy. Common products produced by local people are rice, cassava, banana, and sugar cane. Due to small fertile cultivated areas and a shortage of water, crops productivity is low. On average, the household income is about 20 VNĐ million/ year. At present, about 27% of the local households are poor. Normally, the poor lack employment and do not have the opportunity to do tourism types of businesses.

Before the introduction of the SIT project, tourism was a very new concept in the minds of the local people. Now thanks to the trainings on tourism business and management, study tours organized by the SIT project and awareness and knowledge of local farmers, as well as women in particular on tourism, the CBT and home stay in particular have significantly improved.

Apart from trainings, in order to support the local farmers to be involved in the tourism industry, SIT has developed close cooperation with Tra Kieu Travel Joint Stock Company which currently has investments to develop home stays for 5 households in the village. With a high commitment to develop tourism, and the investment of the local community (about 350 USD/ household), the company invested time and resources to manage the conversions and construction of sections of the 5 homes. The conversions of the homes included a private and comfortable guest bedroom, modern toilet and shower. Funding for the US\$ 3,000 per house conversions came from a USA-based private foundation, arranged by SIT and managed by Tra Kieu Travel Company. The business relation between the local community and the company was made through a commercial contract in which Tra Kieu Travel Joint Stock company was responsible for tourism product development, trainings for local farmers, site destination promotion and attracting visitors. SIT negotiated with and on behalf of the local community to complete the contract in a fair, pro-poor manner.

Thanks to strong support from both the SIT project and Tra Kieu Travel Joint Stock Company, the local farmers soon received visitors in the beginning of 2013. The numbers of visitors for home stays in My Son are rapidly increasing since many orders were recorded recently.

We discussed about the benefits from tourism with the local farmers. The main benefits they would receive from tourism are: 1) they will have additional income from tourism activities such as assisting in accommodation, selling food, and being a tourist guide, 2) they can now sell local products, handicraft products in particular, 3) they will have the opportunity to communicate with outsiders, especially foreigners, learning from and benefiting by this cross-culture exchange.

In conclusion, the My Son home stay model is an example of successful pro-poor tourism in which the tourism company plays the entry point for engaging the local farmers through its investment, high commitment, and good governance. The activities of the SIT project were efficiently implemented because i) the approach of the project and its purposes are proper with the demand of both the local community and travel company, ii) selecting the travel company as a partner to roll-out the activities allowed the project to use the advantages of all the available resources of travel company. Beside the project budget, Tra Kieu Travel Joint Stock Company also invested much and has a high commitment to support farmers' for the cost of building, trainings, promotion and attracting visitors. Tra Kieu Travel Joint Stock Company is aware that activities of the project are close to the interests of company."

Source: Report on Training Needs Assessment and Elaboration of Capacity Building Action Plans for Project Target Groups in Dong Giang and Duy Xuyen Districts, Quang Nam Province – Case Study My Son CBT Duy Xuyen District, Interview and Focus Group Discussion, 21 February 2013

Box 04 (Community-based Tourism Development – My Son)

"We're proud to announce the birth of a new CBT – a "community-based tourism" entity – at the My Son World Heritage site in Quang Nam Province, Vietnam.

I've been working in Quang Nam for either UNESCO or ILO (both are UN agencies), with local institutions, supporting quite a variety of sustainable tourism initiatives. Robin Tauck visited last year, and awarded a grant from her [TRIP Foundation](#) to support conversions of the homes of villagers at the World Heritage site into homestay facilities. I worked with ILO to arrange training of the host families to serve the guests, and with ILO we selected and contracted [Tra Kieu Travel Company](#) in a Public-Private Partnership to operate and market the CBT.

The first guests arrived a few weeks ago, delighted at the experience. In addition to comfortable and clean overnight accommodations at the edge of the archaeological site, guests enjoy the countryside, including Thach Ban Lake a short walk away from the homes, which offers stunning scenery and a picturesque Buddhist pagoda at water's edge. This is truly an authentic visit, staying in the homes of local residents and seeing life up close in a gorgeous setting. Guests can walk, bicycle, row a boat on the lake, visit with Buddhist monks at the pagoda, visit the local market, get a demonstration at local farms, and take long or short mountain hikes.

Community-Based Tourism refers to locally-owned and operated facilities – in this case a cooperative was formed, owned by the participating families – that offer authentic experiences for the visitors, preserving local culture and sense of pride, ensuring environmental protection, fostering cross-cultural understanding, and so much more. All that is evident in this newly-created CBT at My Son.

Until now, visitors could only day-trip to My Son from nearby Danang or Hoi An hotels. Now they can stay longer to enjoy the lovely scenery and to experience an authentic Vietnamese village. "Slow travel" is sustainable travel/tourism....and this is a wonderful example of it.

I can't help but think back to my first visit to My Son, marvelling at the historic remains of a spiritual centre in this tranquil and beautiful spot, but also troubled standing at the edge of a bomb crater where the once-tallest tower of the site was destroyed by aerial bombing in August, 1969. I wondered as an American how I might help "fill in some craters" in Vietnam, figuratively of course. Since then, I think I have helped do so in a number of cases, but this one is a special, tangible case, seeing the smiles of the participating families. Hope you'll come and visit!"

Source: Durband,R, My Son World Heritage Site – A CBT Is Born, <http://www.robintauck.com/blog/son-world-heritage-site-cbt-born/>), website as viewed 22 January 2014

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SIT decided to establish a partnership with one travel company for the purpose of supervising the external funding, conversion of villager's houses to home-stays and the exclusive handling of marketing, promotion, sales, reservation and handling of visitor's bookings. This was not the best model. The establishment of PPP's was crucial for the sustainability of CBT activities and generally commendable. However, such partnerships shall not be established to the expense of hindering the community to build capacity and take ownership of CBT activities. This was observed and also clearly expressed by villagers during evaluation. Though a suitable mechanism needed to be found to supervise the external fund and conversion to home-stays, this should not have been combined with the exclusive right to handle all visitor bookings (though it may have been the only motivation for the travel company to handle funding and conversion of homes). Funding and development of home-stays should have been handled by the community. SIT could have facilitated the process and also provided necessary technical assistance to villagers. This would have increased their product knowledge, engagement and consensus with CBT activities. In regards to the general sales agent agreement, though the private partner was mandated by SIT 'to accept bookings from any source', this was not a realistic or workable solution. Other travel agents and tour operators do not wish to share their (source of) clients with other 'competitors', they have their own 'ground handling' agents, local resources and relationships, and rather prefer to sell and handle bookings with their travel partners on the ground or end-customers directly. This arrangement represented in effect a control of access to the CBT site by one party. This was also expressed in conversation between evaluation team and travel agents in Hanoi. It will in effect hinder a wider uptake from the tourist trade, the development of sales channels with other travel agents and the direct sales from villagers to individual tourists, in Quang Nam and on national level. Instead of empowering the My Son community to market and sell their products directly (at their own decided rates), through entering non-exclusive agreements with a wider range of travel agents and tour operators (acting each as direct sales agents to the end customer), they rely on one intermediate party only. The exclusive agent did not have a (genuine) interest in sharing know-how with the community in regards to developing direct market linkages, access and sales channels. The current model does not strengthen capacities, nor is it line with best CBT practices. As also signs of jealousy and friction amongst community members suggested, it does in fact endanger the sustainability of the established CBT in My Son.



In addition to the before mentioned, the selection of five households for home-stays, though transparent, and the current income model from CBT activities, were not suitable. Ownership of and income generated from CBT activities shall not be bound to the provision of 'physical' products and services alone (e.g. from the five home-stay families). The provision of CBT activities is a community effort, and includes the provision of 'non-physical', tangible assets to tourists, which they experience when visiting the villages. Tourists also make use of community and public facilities, which are not individually owned, but require investment, maintenance and resources from the community as a

whole. For these reasons, the entire income generated from CBT activities should belong to the community. All monies shall be collected, accounted and managed by a single, capable and elected community body. All direct contributions to CBT activities (e.g. accommodation, meals, cultural performances etc.) shall be reimbursed to individual or group providers, at fixed cost prices and on a monthly basis. The remaining profits shall either be equally disbursed on a monthly basis amongst all households of the community (census), or collected as a community fund and spent for community purposes in accordance to an annual budget approved by villagers.

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There seemed to have been some confusion from the project (and possibly the villagers) about the concept 'Home-stays', as developed in the My Son and Bho Hoong I CBT's. The term 'community-stays' was coined to add local hotels, guest houses and villager's newly converted lodging facilities to the more traditional 'Home-stay' concept. In accordance to established CBT definitions, 'Home-stay' is a special form of tourism, in which the learning aspect between visitor and community, and the direct exchange and sharing between guest and host is the determining factor, not the lodging or the type of accommodation. This factor usually includes the sharing of facilities and activities, e.g. cooking and eating meals together, cultural exchange, shared social activities etc. There is also an important 'pro-poor' and 'community' component to Home-stays. Also, the concept of Home-stays (in rural communities and/ or with ethnic minorities) commonly evokes with foreign tourists the expectation of a more traditional type of lodging, e.g. directly located in the village, built in traditional style and with traditional materials etc. (e.g. wooden houses built on stilts). Home-stays are also often open and shared accommodation, not separate guest rooms. Home-stays can be 'modern-built' (by brick and concrete), but should in any case be a facility shared between a host family from the village and (foreign) visitors, on a normal and regular basis, not just provide 'room or sleeping space in a house owned by local people'. The evaluation team found these tangible aspects somewhat lacking in the 'home-stays' developed under SIT in the My Son and Bho Hoong CBT's. The e modern, separate rooms are more similar to guest houses and lack the feel of traditional home-stays. The evaluation team therefore doubted that travel agents/ individual tourist would actually buy into these 'community-stays', or that these facilities would in fact be able to compete with the more attractive traditional 'Mol' style bungalows in Bho Hoong I, or for that matter, with other more established home-stay destinations in Vietnam (e.g. Lao Cai, Ha Giang, Hoa Binh etc.). It was not too late, but the 'community-stay' concept definitely needed further development and improvement, especially in regards to the 'tangible' aspects of 'home-stay' and a more 'traditional' fitting out and atmosphere.



Public-Private Partnership – Bho Hoong I and Dhroong CBT's

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Both villages were potential for the development of CBT and local product value chains. A travel company named Active Adventure had brought tourists to Bho Hoong I village before, where they stayed in traditionally-built huts. However, a proper public-private partnership had not been established and so the company faced challenges in working with the local government and village members, who expressed jealousy with the (selected) households which participated and provided for these activities. The project focused on creating a smooth partnership among relevant stakeholders, to facilitate better dialogue and problem solving. A CB-TREE was conducted in order to strengthen the capacity of villagers and to engage and reap additional benefits of tourism.

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The development of CBT in Bho Hoong I encountered some difficulties, as evidenced by the refusal from the Head of the CBT Group to the travel agent for tourists to take their lunch and dinner meals in the (more attractive, because large, central and traditional) community house. The 'Goul' house and exchange with community members during meal times represented one of the major attractions for foreign visitors. The official reason given for this refusal was 'occupation of the community house due to English language lessons of community members during these times'. The underlying causes and sensitivities in this regard could not be openly discussed during the evaluation, but there was anecdotal evidence indicating that community leaders did not feel appropriately compensated for their role in CBT activities. In view of similar situations in My Son, it must be said that SIT lacked the sufficient technical know-how, expertise and capacity in CBT management (and maybe time and resources), in order to adequately address and resolve these complex issues. The project would have required a full-time and permanent international tourism

expert, in order to initiate and effect permanent changes for this (and other) complex and time-consuming interventions.

Box 05 (Challenges in CBT Development)

"In spite of a successful CBT group formation, maintaining and developing the CBT groups is still of much concern due to several challenges. Firstly, the CBT groups were just established in recent months by the SIT project, in order to have strong CBT organizations requires further support in terms of trainings, and support to strengthen the CBT groups. Secondly, although the farmers joined voluntarily in CBT groups, there are the possible conflicts among the members related to benefit sharing, commitments and transparency of information. In several cases, the Evaluation Team found that there was still a lack of trust among the group members, especially between the heads of the groups within the group members. Thirdly, capacity of heads of the CBT groups on group management is still limited, and not enough to enable them to support their members and/or address the demands of group members. Finally, the most noticeable feature mentioned by most of the group-heads was the lack of any forms of allowance or incentive for the heads of CBT groups."

Source: Hao, D. V., ILO-SIT Mid-term Evaluation Report 2013

CBT Awareness Raising – Nam Giang and Dong Giang Districts

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To help understand and decide whether to engage in the project, an awareness raising campaign was undertaken for rural communities in the two districts. It was important for villagers to grasp the potential benefits and implications of engaging in tourism. After the training course, people had gained some basic knowledge of CBT. They recognized their potential of delivering tourism products and services in the future, decided how to share benefits amongst community members and how to manage unexpected impacts, which may result from tourism activities. The training course helped local people to engage more in the planning and development of tourism. Given that private companies had already implemented some tourist activities before, with very few community members participating in them, not all understood how these activities would be implemented, who would contribute what, and how villagers would benefit. The awareness raising was important to sensitize the community for CBT activities, to provide them with new ideas of how they could utilize their resources for the development of tourism products and services, the generation of additional income from CBT and new and related activities, such as brocade and rattan weaving.

Start Your Business Training (SIYB) and Micro-Financing Models – Dong Giang District

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Part of the project's strategy was to support enterprise start-ups and therefore, in cooperation with the DOIT, a SIYB training was conducted. This training targeted mainly women living in the inland of Quang Nam province, as well as hotels and restaurants in the area. Thirty-seven ethnic minority villagers participated, 30 of them women. The training did not only provide participants with basic knowledge of starting a new business, but also an opportunity for both learners and facilitators to exchange experiences and increase capacity. For participants, this was an opportunity to share their own stories related to doing business. For example, one group of women from the Zara village in Nam Giang district came to the training, not only to acquire new knowledge, but also to share their experiences in brocade weaving with other women from Dong Giang district. Therefore, this became a forum for villagers to listen and learn from fellow community members, rather than from 'outsiders', which made discussions more relevant and meaningful. The facilitators had been trained through the SIYB's TOT program, organized by the LED project. After attending TOT courses, facilitators conducted SIYB trainings for LED, but also for SIT. This was an example of the project's efforts to build capacity with local partners, and subsequently, to mobilize them for contributing to project activities. In addition, trainers affiliated with provincial departments who had assisted in this activity, and gained better understanding of people, economic conditions and resources in the inland areas.

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A major barrier was the limited capacity of ethnic minority people in developing and managing an income-generating project. Basic business management and bookkeeping skills were a pre-requisite for taking ownership of CBT activities. ILO's SIYB and GET Ahead (Women Entrepreneurship Programme), were suitable tools for enhancing small business management skills. Training and working together helped people to feel more confident and overcome psychological barriers. Other trainings included the terms and conditions of bank products and services, so clients could understand about their options and make better choices. The demonstration of successful business models also helped people to realize the potential of tourism projects, understand the needed vocational skills and to make informed investment decisions in this regard. In summary, this intervention included training in small business management skills, basic bookkeeping skills and knowledge to form and manage cooperatives.

Infrastructure Development

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Poor infrastructure was recognized as one of the main constraints in terms of bringing tourists to inland destinations. It had been clear that it was beyond the capacity of SIT to undertake any sort of infrastructure projects. However, it

was also determined that SIT could engage in advocacy and awareness raising about the significance of infrastructure development for the general tourism flow in the inland of Quang nam province, but also but also for LED and the sales of local products in poorer districts and communities. A smaller activity to support dialogue in this regard was undertaken. Naturally, tour operators were very keen to see a better road network. It was agreed that the QTA would take the lead in exchanging with local authorities on the improvement of the road system. A bridge and roadway construction project was subsequently begun to connect the My Son area across the Thu Bon River with the road connecting Nam Giang district, the southern end of the Ho Chi Minh Trail (Highway 14G), which had been developed and promoted for tourism, and connected with the National Highway 1 and coastal areas.

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SIT produced a document which made specific recommendations for interpretive and informational roadside signposts in the two targeted areas. DCST welcomed that input and pledged to disseminate the information to relevant provincial and district authorities, and urge them to erect the specific signposts in a standardized design.

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The project endeavored to introduce and promote PPD, and to take a tripartite approach towards developing provincial tourism by working to connect three actors: businesses associations, labour unions and relevant government agencies. In collaboration with the VCCI, constraints of Quang Nam's tourism industry were identified and an action plan to remedy these was introduced. In an effort to improve the tourism investment environment in the mountainous areas, a first-time PPD between local authorities and tourism businesses in Quang Nam province was held in Dong Giang District. Through discussions, the advantages and opportunities of tourism as well as the difficulties and challenges were highlighted. As a result, approaches were formulated for the development of tourist destinations in Dong Giang District and other highland districts of the province. The Dong Giang PC and DCST committed to improve tourism infrastructure and to call for investment in mountainous areas. This would include short-term actions such as electrical stations, water treatment for Bho Hoong I, an environmental clean-up in Dhrong CBT and long-term actions, such as improvements to Road 14G (as per the 2020 master plan).

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Though these efforts are commendable, PPD's and PPP's in the province and on district level were sporadic, frail and small. The short-comings in tourism infrastructure and investment environment had already been identified and well documented for some time. The planning, coordination, management, execution and maintenance of infrastructure projects were inadequate. Despite various commitments made by authorities, with the exception of the (national) Ho Chi Minh Trail project, infrastructure and investment in the inland of Quang Nam remains poor.

Local Product Development – Brocade Weaving and Spice Baskets

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For the development of local products, based on experiences from other organizations, the project did not directly support production, but focused more on design, distribution and promotion. SIT identified the involvement of the private sector as key to the success of this value chain. In particular, securing commitments from partners to serve as distributors and establish sales channels was considered essential (Semi-annual Progress Report 2012). Due to time and resource limitations, the SIT focused on facilitating market linkages between producers, distributors and retailers, which had promotion and sales channels in the popular tourism areas in Hoi An and Danang in place. The project worked with the local product working group in late 2011 and decided to launch a study, which assessed what products were available and which would be the most marketable.

Box 06 (Local Product Value Chain Development)

"Located in Dong Giang district, Dhrong and Bho Hoong village are home to 171 Co Tu minority ethnic households, most of which are poor. Traditionally, agriculture and forest exploitation are the main livelihood of the villages' households. Common products produced by local people include cassava, rice, and banana. Due to unsustainable farming practices and overexploitation, crop productivity is low and most local people are hungry. Normally, they only have two meals per day if they stay at home and three meals if they work in the fields. Annually, local people eat cassava for 10 months.

These villages still maintain a rich culture, including weaving, rituals, dancing and singing, and traditional food. There are also many traditional houses built on stilts that remain. Most women in the Dhrong village know how to weave cloth, and men in Bho Hoong village can weave bamboo/rattan. But due to a lack of market oriented activities, most products are often for self-consumption because handicraft producers did not have business knowledge and relationship with craft traders. So, how to make local products to be marketable in tourism market is a big problem.

Upon the SIT project introduction in 2011, these villages have been selected for tourism by the province, and already SIT and its partners have been working there to support the development of CBT. They have also been working on the home stay model and local products for the tourism market. In order to link locally produced products with tourism markets, and in collaboration with different partners, the private sector in particular, SIT organized many successfully training courses to raise the capacity of local handicraft producers. Information from group discussions in the village indicated that thanks to the trainings on new materials, designs and technique the weavers in Dhrong village could produce new trendy products which could meet the tourists' souvenir needs. In addition, the training courses on business skills (numeracy skills for recordkeeping, financial literacy skills for pricing, accounting, normal business operations, and starting a business (making a business plan, marketing, accounting, and production) were very useful and highly appreciated by the local weavers.

Besides, SIT is also actively supporting the marketing activities for locally produced products. In close cooperation with Ava who is a European designer and owner of a boutique retail store in Hoi An, the local weavers received much assistance in designing marketable products based on Co Tu culture weaving, later to be sold at her retail store chains in Hoi An and other outlets. Recently, thanks to the introduction and strong support of SIT the business relations between the weaving groups in the villages and those with Craft Link were established following the successful accomplishment of the first business order.

In conclusion, SIT interventions have given the significant changes i) capacity of the local weavers toward market oriented production has significantly improved, ii) weaving groups are established, strengthened and linked with other actors in the handicraft value chains, iii) and much employment and income are likely generated for the local women.

Source: Report on Training Needs Assessment and Elaboration of Capacity Building Action Plans for Project Target Groups in Dong Giang and Duy Xuyen Districts, Quang Nam Province – Case Study My Son CBT Duy Xuyen District, Interview and Focus Group Discussion, 22 February 2013

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SIT conducted a study to assess the viability of combining local products with tourism, as a means to support LED in the inland areas. This study focused on identifying potential products and target customers. It revealed that foreign tourists, the majority being Westerners, made up only 30% of total annual visitors to Hoi An. However, compared to domestic tourists, they spent an average of 65% more daily, on lodging, food, transportation and shopping. Informal interviews also revealed that international tourists were seeking locally made and fair-traded, easy-to-transport, unique and attractive souvenir items, but had difficulty finding such items. While most souvenirs in existence had been presented as authentic and locally-made, they were in fact often cheap and low-profit, mass-produced imports. Local craftsmanship was regarded as an asset in this regard. Local handicrafts could potentially meet tourist's demand for unique products, would generate employment and foster LED. The study also found that most Quang Nam handicraft communities did not engage in any marketing. Very few products were ready to be sold to foreign customers. Opportunities existed to meet customer's demands and also better local's economic conditions. But in order to do so, villagers needed to improve product quality, design, packaging, fair-trade and link ups with the higher-end tourism market. This would add value to local products (Market Study for Product Supply Chain for the Tourism Value-Chain in Quang Nam, January 2012).



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Two product lines were identified as the project's focus. The first was brocade weaving, a product related to an existing activity, and already earmarked for development early in the process. The second was a combination of spices and/or teas, packaged in locally-made rattan. While the products identified for this project were already in existence, modifications needed to be made to make them more appealing to end-customers. Therefore, these products underwent some changes and modifications through collaborative efforts.

The Co Tu ethnic minority people resided in the remote, mountainous areas of Quang Nam province. They had limited opportunities to participate in wider economic activities. And while many Co Tu women were skilled in the well-preserved tradition of weaving, their end-products were often used as commodities for trading with other Co Tu villages, given away as gifts or kept by themselves. There was an opportunity to upgrade these products to high-value handicraft souvenirs, through engagement with the private sector. The weaving activity and production sites itself were an additional attraction, which could further enhance the tourism development in the community. At first, the project wanted to cooperate with FIDR, a Japanese NGO which had been working with Co Tu products in the Zara village of Nam Giang district, Quang Nam province. SIT could save resources of training Co Tu woman in Dong Giang district and focus on creating market linkages. However, the FIDR project later decided that collaboration would be postponed until Zara weaver's capacity had improved. Without interest from FIDR and the Zara weaving group, the project was in need of an alternative source to facilitate market linkages. Around the same time, a Hoi An-based European fashion designer and retailer, specialized in brocade weaving, expressed interest in working with the Co Tu weavers to produce accessories which would appeal to foreign tourists. The project considered this to be an opportunity for developing products, promotion and sales channels, which had already access to international (mostly Western) consumers. The designer submitted a proposal for the assessment of weaver's capacity and infrastructure, and laid out conditions which included the development of products to be sold exclusively at her Avana Boutique Retail Store in Hoi An and online. The project started the cooperation on a consultant basis. This new form of cooperation was created to provide technical assistance in designing marketable Co Tu weaving products. In July 2012, the designer began to work with the weaving villages on the design of prototypes.



The second product combined local spice products with rattan packaging. This was planned as collaboration between SIT and FAO's "Market Oriented Agro-Forestry to Reduce Poverty in Quang Nam Province" project. A separate study from FAO had concluded that while the Quang Nam province produced marketable commodities (specifically in Tien Phuoc and Phu Ninh districts), they generated little profit for farmers/ producers. Many of these products were exported out of the province or Vietnam, were in most cases little processed, without value-added branding or packaging, which meant low profits. By applying a market-focus and value-added approach, profits could be increased through the production of traditional and for the province typical spice commodities, such as cinnamon, peppercorn, ginger and turmeric. During the product development stage, FAO engaged entrepreneurs to supply spice raw materials and inner packaging, while ILO took charge of exterior packaging by rattan producers. A design contest was planned, which would result in prototypes, display items and marketable packaging (Participatory Market and Business Development Training, Investigation and Planning, May 2012).

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Similar as with the exclusivity arrangements in the CBT's, projects should be concerned not to facilitate exclusive agreements in regards to production, promotion and sales of local products such as brocade weaving. The binding to one particular retail company may be beneficial to creating a market linkage on the short run, but on the long run, this will limit partnerships and conflict with the interests from other businesses, thus with producers – the rural communities. There are better models and win-win scenarios to engage with the private sector.

In regards to the second product line, the implementation of spice baskets remained unclear. Upon inspection of the Hoi An Tourism Information Centre, the evaluation team found evidence of spice products on display. There was also some indication from the survey that the CTA of the FAO had been somewhat discontented with SIT in regards to the effectiveness of creating new markets and market linkages for local products.

Local Product Branding – Brocade Weaving, Wood Carving and Pottery

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In November 2012, UNESCO, FAO and ILO organised a joint conference on local products for 92 stakeholders. The following activities were discussed: 1. Local product development (through support from the three UN organizations), 2. Information centres upgrade and 3. Local product branding. Stakeholders appreciated the approach and implementation started. The activities agreed upon included support for the renovation of two tourism information centres in Hoi An, capacity building for local producers, collaboration on local product branding and associated mechanisms, and support for the creation of a producer's network. In the three CBT model villages, SIT supported the installation of mini "welcome centres", where information about the village was provided and local products sold. Some trainings on merchandising were facilitated in Bho Hoong I and Dhroong, prior and after completion of these centres. Furthermore, under the UNESCO initiative, brand development, packaging design and local products promotion were conducted until December 2012, with support from an international expert of the QUO Global branding company. Following initial research and strategy development, the "Crafted in Quang Nam" umbrella brand and the "Created in Quang Nam" product seal were developed, which included logos, visual graphics and other collateral marketing materials. Subsequently, the consultant developed various packaging models and sub-brands for local products of some villages, such as for the Thanh Ha Pottery Village and the Kim Bong Wood Carving Village. The evaluation team recognized and appreciated the branding and product packaging design as work on international standard, with for the province typical and unique design, and principally attractive and appealing to foreign tourists. These interventions were undertaken with the purpose of improving design and attractiveness, increasing recognition and adding value to local handicraft products. Ultimate goals were to increase marketability and sales of these products in tourism markets, and thus to contribute to the local economic development and improvement of livelihoods in rural communities of Quang Nam province.



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When conducting the field mission, the evaluation team found evidence that the before mentioned initiatives in local product development, branding and promotion were not well absorbed and not sufficiently taken up by the local public and private sector. This included not only the villagers as producers, but more significantly, the local tourism information and promotion centres, government agencies, mass organizations and trade cooperatives. Despite some capacity building by UNESCO, FAO and ILO in regards to branding, packaging, marketing, promoting, distributing, displaying and selling of local products, the overall value, purpose and process of these branding and packaging exercises seemed not well understood. They were under-appreciated and most importantly, not integrated into local planning and management processes. This was evidenced for example by the apparent lack of interest or understanding from leaders of local authorities, trade cooperatives and tourism promotion centers. Another indication for the low uptake, market penetration and promotion of the brand was when googling 'Made in Quang Nam Logo', there were very few hits. The professional branding of local handicraft products and the establishment of tourism information and promotion centers, though steps in the right direction, remain isolated and weak endeavors, if not fully integrated into local work processes and as part of an effective trade promotion on provincial and even national level.



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When visiting the two centers developed by the projects, the Hoi An Tourism Information Centre (TIC) in 10 Nguyen Hue Street and the Quang Nam Tourism Promotion and Information Centre (TPIC) in 51 Phan Chu Trinh Street, the evaluation team found the management and operation of these centres inadequate. This was reflected, for example, in the limited knowledge, skills and attitudes of the management (e.g. Quang Nam Brand), poor product knowledge of staff (e.g. Ho Chi Minh Trail), sloppy display of products (dusty items, rain-stained packaging, disarray, old or absent promotion materials) etc. Though the projects had made some progress in regards to marketing and promotion of Quang Nam's tourism and local handicraft products, the poor management of these centers endangered the sustainability of these results. The challenges in this regard were only to some extent realized by SIT (Annual Progress Report 2012).



The newer developed TIC was physically in a better shape than the TPIC. However, some problems were discovered there as follows: The understanding, knowledge and interest of the Vice-Director (local government official) and of the center management in regards to branding, retail sales, tourism information, customer service, staff management and centre operation seemed limited. The centre staff, though very friendly, was not particularly well trained in foreign language skills, tourism product knowledge and promotion skills. They acted rather as 'Hostesses' than as effective tourism information and promotion staff. Moreover, since no sales model had been developed and implemented by the projects and as no sales of local products was allowed at this time, the centre did not have any (official) revenue and thus no self-sustaining source of income. This puts the TIC's at a serious and acute risk. After projects will cease their support, management and staff may soon return to a (commission-based) 'ticketing agent' operation model. Considerable and urgent intervention is advised in form of technical assistance from an international tourism marketing, promotion and sales expert, who could develop a sustainable operation model for the TIC, in cooperation with the local counterpart (possibly through a public-private partnership with an outsourced operator), provide further capacity building of management and training of operational staff.



The situation for the TPIC seemed similar, albeit for another reason. The evaluation team did not directly assess the capacity of management and staff, or the operation of the centre. Observations indicated, however, similar challenges as with the TIC. The TPIC looked overall not very clean and tidy, SIT promotion materials were still unpacked in boxes on the floor, displayed brochures and maps were messy and not in good shape (disarray, crinkled and rolled up promotion materials). The standing bamboo rack should be replaced by a wooden, wall-mounted rack with small material-sized Plexiglas (MICA) boxes, to keep the shape of brochures and achieve an orderly display and better

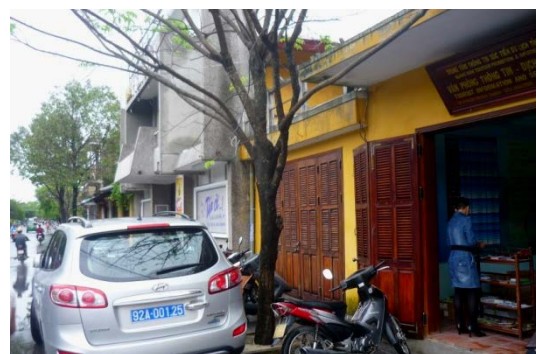
visibility). Overall, the centre looked neither well frequented by tourists nor really in operation (e.g. no staff was visible in proper business attire, or for that matter, in (branded) uniform and with name tag etc.). However, the main problem with the TIPC was another matter. As the evaluation team learned from the interview with the Director, it was planned (by city authorities) to relocate the current TIPC to the building next door. The reasons for this move were not clear. Although the current TIPC was not very big, it was yet traditional style, cozy and certainly suitable as a tourism promotion centre. With some small measures, this premise could easily be upgraded. The new place, however, was a former Soviet-era style cinema (currently closed), a musty place in a quite massive concrete building. Though premises were larger and an 'upgrade' planned (the structure of the building cannot be easily changed), it is also quite an ugly site and not suitable to host, represent or promote the charming tourism of an 'Ancient Town' and World Heritage Site, for which Hoi An has become renown and popular with tourists from all over the world. In case operation of the cinema continues, the TIPC would be moved into the foyer, which would obviously be quite unacceptable. In view of limited public funding and know-how, provincial and municipal authorities (PPC's and DCST's) are here encouraged to think 'small and simple', upgrade the current facility, get tourism promotion 'off the ground' first, establish effective centre management structures and 'think big' later.



Tourism Market Research

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SIT focused on inland tourism and a study of potential tourism destinations was needed. The project worked closely with DCST to support such study, which provided an overview of Quang Nam's inland tourism, including destinations, on which the project focused. The project assisted with technical input from a sector expert and a collection of photographs that helped promotional activities. The study aimed at developing the Ho Chi Minh Trail and My Son surroundings, but also at developing a tour through the districts of Dong Giang, Nam Giang, Phuoc Son, Hiep Duc, Tien Phuoc, Phu Ninh and ending in Tam Ky city. The study helped to build the tour and provide information about the above-mentioned areas. In order to obtain baseline data for the better development of inland promotional activities, relevant governmental stakeholders were trained in market research and data collection. This was also an essential element in determining marketing strategies, and the reason the project dedicated time to a workshop that resulted in a Quang Nam Visitor Survey Questionnaire and Survey. This survey was conducted from August to September 2012, when many international tourists would arrive, led by the DCST and undertaken by two volunteer students from the Portland State University, USA, with support from local students.



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To conduct tourism market research is a major and crucial component in most tourism development projects. In order to produce reliable and valid data, considerable professional expertise in tourism market research, design of data collection methods and instruments, statistical analysis and interpretation and careful planning and execution are required. In this regards, the evaluation team assessed that the delegation of this task to students, though maybe cost effective, was inappropriate. As reviewed by the evaluation team, the value and quality of information provided from the Quang Nam Visitor Survey was quite moderate.

Tourism Product Development

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The lack of an inclusive tourism promotional strategy was identified as a key constraint for the development of the tourism sector, which included the inland destinations, where the poorest communities live. At the same time, these areas presented great potential as a tourist destination due to unique characteristics in terms of cultural, historical and natural attractions. To address these shortcomings, the project presented to DCST and other stakeholders the solution of promoting 'regions' and 'attraction' within the province, not administrative districts as target destinations. District names were neither meaningful to international visitors, nor effective branding mechanisms for domestic visitors, but branded geographic areas do resonate as marketing and branding frames of reference. Therefore, two areas benefited from new approaches to promotion: by casting firstly an 'umbrella brand' of "The Ho Chi Minh Trail", covering Nam Giang, Dong Giang, and Tay Giang districts, that not only include the promotion of the historic trail system, but additionally, ethnic minority villages and outdoor activities. Secondly, My Son was to be re-casted from being known merely for brief (half-day) visits to the archaeological site, into a broader concept of outdoor/ nature, cultural activities and home-stays.

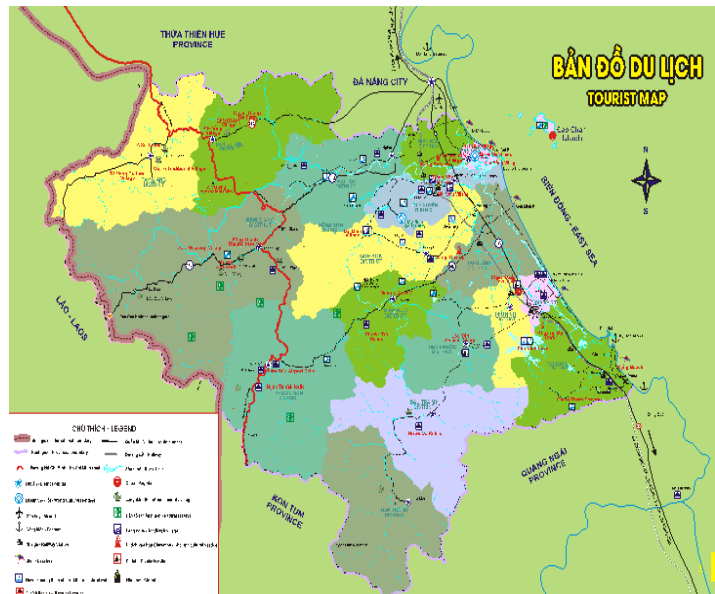
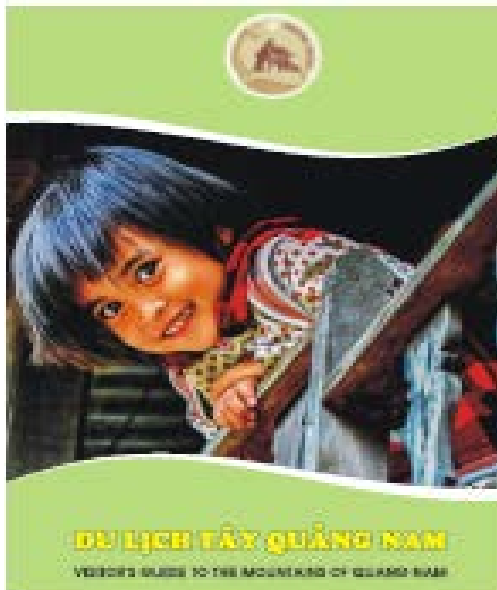
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The evaluation team would like to point out that the Ho-Chi-Minh Trail (Highway 14) has not been fully developed as a tourism product yet, in accordance to its great potential for foreign tourist markets. It is suggested to be designed, packaged and branded as a grand "Ho-Chi-Minh Trail Historical Tour". This notorious route would have a great appeal to many American and European tourists, such as 'history buffs', adventurers and motorbike enthusiasts. It could be designed for example as a 5 Days/ 4 Nights packaged tour, either on North-South direction (e.g. Thua Thien-Hue – Quang Nam – Kon Tum provinces) or vice versa. Key features of this could be: 1. An 'adventure' road trip by motorbike or bicycle on the newly built Highway 14 (roughly following the historical trail), 2. Informative stop-overs/ rest stops en route at historical/ war-time landmarks and relics, e.g. military installations, command posts, bunkers, pillboxes, fortifications, artillery relics, airstrips, ruins etc., with branded, multi-language signposts, explanations and pictograms, local war veterans as information providers/ guides, 3. Stopovers/ rest stops at the 1.2 km of newly developed, but poorly marketed original Ho-Chi-Minh trail, which could be separately branded as the 'Historical Ho-Chi-Minh Trail Open Air Museum', 4. Additional stop-overs/ rest stops at point of interests, e.g. Prao Town, Co Tu Traditional Village, Dhroong and Bho Hoong Traditional Villages, A Vuong Hydro-Electrical Dam, Song Thanh Natural Reserve, Grang Waterfall, Zara Weaving Village, Kham Duc Airport Relic, Ngok Ta Vak Relic etc. 5. Start/ conclusion of tour towards coastal areas of Quang Nam province, including stop-over at My Son World Heritage Site and Hoi An, with possible combination of extended beach holidays. Further possible link-ups with existing loop tours to Khe Sanh, Demilitarized Zone (DMZ) and Hue. The "Ho-Chi-Minh Trail Historical Tour" shall maintain the character of a true historical tour as the core product, not as a nature or cultural tour (though including elements of both). Prao Town could be developed and branded as the 'central information and stop-over post' of this packaged tour, which would include the provision of peripheral (and basic) tourist services, lodging, food and beverages, rest and recreation, motorbike repair etc., with the potential of generating additional income. Key will be to create an attractive product which draws visitors. Further research and only some (minor) infrastructure investment will be necessary. Further requirements are the provision of comprehensive intervention and technical assistance - international tourism management and marketing expertise, capacity building, training, close coordination and cooperation between authorities of different provinces and districts, and the engagement of the private tourism sector. The main form of investment which would be needed is know-how, not capital.

Tourism Promotion Materials

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The SIT produced a set of comprehensive promotion materials for the inland destinations of Quang Nam. These materials were printed, distributed in tourism information centers in Hoi An town and given away to tourists for free:



Source: ILO-SIT Project

Tourism Training

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To improve the quality of human resources in the travel sector and to promote inland destinations in the Quang Nam province, the project and DCST organized a three-day training course for travel agencies and tour operators. This training was an opportunity for participants to obtain new knowledge and skills, and to apply best practices in the field more systematically, as most participants worked in small and medium-sized enterprises in Hoi An and had not received any formal training as tour operators. As Ms. Hien, a tour operator of a local travel company in Hoi An shared with the Project: “This training course is really useful for us to gain knowledge and skills of operating tours in a professional manner”. The project also took the opportunity of providing information to participants about the SIT project, new tourist products and destinations along the Ho Chi Minh Trail, and of creating a network to work together in promoting inland tourism. After the workshop, participants also learned about practical steps of implementing and promoting inland destinations. Firstly, they conducted a familiarization trip to identify potential highlights, products that could be included in the tour itinerary. Secondly, they established a dialogue with government officials to improve the infrastructure of inland districts, in particular for building and repairing the road system. And thirdly, they wanted to include inland destinations in their portfolio and promote these when ready to receive tourists.

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Tour Guides and Drivers were considered important factors in contributing to the quality of tourism services, but the weakness was the development of the sector as concluded during the value chain assessment. Hence, the project wanted to enhance Quang Nam's attraction to tourists, by improving human resources of tour and transportation services and training guides and drivers. To identify which kind of training was to be provided to tour guides and drivers, a training need assessment was conducted by the DCST, with technical and financial support from the project. The final report was to highlight gaps of knowledge and skills of tour guides and of drivers and recommend practical solutions to fill these gaps for relevant stakeholders' reference and follow-up. The main findings and recommendations were then to be disseminated to schools and relevant governmental agencies, so they may subsequently modify or build up training programs and address the bottlenecks in tour guide and bus driver certification processes. Both the quantity and quality of tour guides and tour drivers was assessed as a weakness for development of the sector, as established during the value chain assessment. On the quantity side, it was assessed that more guides and drivers were needed. This was a good opportunity for job creation, especially for young people and the project was working to build the institutional capacity for training more tour guides and drivers, while at the same time, ensuring that the quality was enhanced. A small survey was conducted by DSCT to identify the weaknesses of current tour guides and drivers. The findings were that the major deficiencies lie in lacking customer and service orientation, poor communications skills, including foreign language skills, and poor understanding of people with different cultural backgrounds.

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In collaboration with the HITT (SNV Netherlands Development Cooperation) and REACH, a local non-government organization, ESRT project and the Academy of Responsible Tourism (ART), the SIT project contributed to the development of three training manuals on “home-stays”, “local guides” and “tourism drivers”. Based on these manuals, all three TOT training courses were implemented (18-20 trainees for each course), in order to develop a

network of trainers in these three training skills and to ensure the effectiveness of training manuals. These manuals will be introduced widely in the country by the HITT project with the “high impact” training approach. Meanwhile, SIT disseminated the manuals to its partners in Quang Nam province and to other partners within the system of relevant ILO and Lux-Dev projects. After the TOT training, the trainers applied their knowledge while conducting training for direct beneficiaries in the three villages. The courses about home-stay operation with cooking skills, housekeeping, etc. received very positive feedback from the local people. The CBT villages’ results show good improvements, for example, the cooking group in My Son served their food for the first time for visitors in February 2013, and after five months of operation they had served more than 1,000 meals with very good satisfaction. The training for direct local guides was organized in July 2013.

In addition, a toolkit of “Good Practice Guides for Small Hotels and Guest Houses” was developed with support of the SIT project. It contains two parts: (1) A written “Good Practice Guide” for owners, managers, and for workers and (2) A full set of DVD video to help to improve skills of Receptionists, Housekeepers, and Breakfast Services in small hotel and guest houses. Project partners are very interested in this toolkit, as are other provincial leaders to whom it was introduced and disseminated in a workshop in early July of 2013. The training/ coaching courses based on these training manuals and toolkit were implemented, using the “high impact training” and “on-the-job-training” approaches, with the aim to contribute filling the gaps of human resource in the tourism sector in Quang Nam province. Moreover, a MOU with Lux-Dev VIE/031 was discussed to bring Quang Nam tourism-related instructors from provincial vocational schools to join in their training courses. This collaboration aims at improving capacity for tourism vocational school trainers which can help indirectly increase the quality of the graduated students from these colleges.

The project was working with the HITT Project to improve the quality of guides and drivers, while at the same time building local capacity to train more people. The SVN-HITT Project was developing training materials for local guides and home-stay operators, and an agreement was made between the two projects to work together on this. As a first step, the SIT Project financed the participation of 13 trainers in the HITT’s TOT session (January 2013). It was then assessed that more TOT training was needed in Quang Nam, for which the project organized another complete TOT session for local guides. The TOT training in home-stay operations run parallel and was conducted in the intervention areas of inland destinations. The HITT Project was initially supposed to develop the curriculum for tour drivers, but this was put on hold due to lack of funding. The SIT Project agreed to fund the completion of the manual and training materials. Based on the survey to assess the quality of drivers and tour guides, in collaboration with DCST, the project realized the importance of these as “tourism ambassadors”, who strongly influenced the image of tourism in the province. Together with the HITT and ART (a local training services provider), after the local guide training manuals were developed, a series of TOT trainings were organized. In collaboration with HITT, nine trainers from the provincial vocational schools and tourism department took part in a training course in early 2013. After training, these trainers committed to apply their acquired knowledge at work, and also conducted some training for direct beneficiaries organized by the project in the targeted communities. Similarly, the Project implemented a TOT training course for drivers together with the North Quang Nam Vocational School and 18 trainees. These came from tourism companies and relevant governmental agencies, and were to become trainers for transferring skills and knowledge to their staffs. In order to continue the efforts of improving skills and raise awareness of these two disciplines, in Q3 2013, SIT implemented further “local guide” and “tourist driver” training courses in the CBT areas of the project, My Son, Bho Hoong I, Dhoong, and in Hoi An.

Training Service Providers and Technical Support

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Two schools, Tam Ky and Dien Ban Vocational Schools, were identified for the human resource development component of the project. A written agreement, which included a number of activities, was formulated with the Tam Ky School. After launch of these activities, the project also engaged with the Dien Ban School to transfer best practices and experiences from the Tam Ky School. Some training courses were provided to teachers of those schools to improve their capacity as training service providers. The project also entered into a cooperative agreement with Lux-Development. The Lux-Dev Project (VIE/031) “Strengthening of Human Resources in the Hospitality and Tourism Industry in Vietnam” was also financed by the Government of Luxembourg. It supported the tourism sector with a nationwide impact. SIT worked closely with this sister project in human resource development, because VIE/031 project had similar goals of strengthening capacities in the hotel and tourism industry in Vietnam. Ultimately, this allowed both projects to assist each other in the implementation and ‘scaling up’ of specific activities, based on the experience gained during the pilot phase. The VIE/031 project agreed to provide selected trainings to teachers of the two vocational schools. This was considered a useful and cost-effective way for SIT to train teachers.

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However, the VIE/031 project met some difficulties and thus the cooperation with SIT was put on hold. Furthermore, the evaluation team received some critical remarks from the CTA of VIE/031 “The relationship between the two projects (was) a positive one, but the divergence in terms of locale and project objectives made it difficult for the MOU to gain any traction in the area of teacher training”.

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Finally, in order to respond to the issue of lack of skilled workers and managers in small hospitality operations, the project conducted a workshop and introduced the toolkit on "Good Practices Guide for Guesthouses and Small Hotels", developed by the ILO-EST Project in Laos, to training service providers in Quang Nam province. This toolkit was both worker- and manager-directed. The printed materials were ready for use in September 2012. Video material needed to be re-filmed in Vietnam, and Quang Nam was ideal, as costs were low and strong networks existed. When the toolkit was ready, it was offered to the Tam Ky Vocational School for use in their off-site 3-month tourism courses, which included sessions in the Nam Giang/ Dong Giang districts.

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During the consultation workshop, the project learned that both of the existing training institutions were not in the position to introduce and utilize this toolkit, while at the same time, none of them possessed such materials or offered such training. This gave some indication of the state of the vocational training system in Vietnam, the inadequate understanding of the industry's training needs as well as serious administrative bottlenecks in the implementation of new, practical driven and professional training curricula.

Human Resource Development Cooperation

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To better implement activities in developing inland destinations, SIT also worked closely with the ESRT project, funded by the EU, in the fields of sharing experiences in home-stays and developing the home-stay handbook; providing entry-level training for housekeeping and food service providers; conducting workshops to promote responsible tourism and disseminating best practices on responsible tourism development; providing technical advisors for public-private dialogues and other activities..

Poverty Reduction and Decent Work

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At national level, a workshop was conducted in Hoi An, to assess the tourism sector from a 'decent work-perspective'. Various tools, policies and international best practices for the creation of decent work through tourism were presented. The event helped policy makers and other relevant stakeholders to steer towards sustainable growth, increased employment and poverty reduction. This not only included the creation of jobs in tourism, but decent and productive work opportunities. UN Convention 172 on the working conditions in tourism was presented and participants recommended that Vietnam ratified this, as it could lead to better social protection and a more sustainable development of the sector. However, it was noted that before ratification, Vietnam would need to improve implementation of the labour code, in order to ensure a level playing field for enterprises in the sector.

Project Visibility

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The project continuously engaged with the media, especially newspapers and television. Project activities were extensively covered in national newspapers, radio and television, such as 'Vietnam News', "Labour, Youth", "Quang Nam Newspaper", "Quang Nam Radio and Television" and others. A monthly newsletter on project activities was initiated in April 2012, from January 2013 issued and disseminated monthly. For example, the workshop on poverty reduction and decent work through tourism development received much media coverage. The SIT project became well-known in the public media, especially in connection to pro-poor tourism development in Central Vietnam.

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Communication of the project was generally driven and its outreach limited to local administrations and the international aid community. Notwithstanding the media coverage and some resonance with local tour operators, the project did generally not penetrate the private tourism or hospitality sector and remained largely unknown in wider industry circles, with travel agents, tour operators, hotels, airlines and other potential multipliers with high stakes in travel to Quang Nam, interest in new responsible tourism products and access to foreign tourist feeder markets.

Adequacy and Efficiency of Resource Use – The extent to which resources and inputs (funds, expertise, time, etc.) were used economically and converted into results.

Project Budgeting and Resources Use

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The funding for capacity building workshops, tourism/ handicraft value chain developments, technical and tourism trainings, manuals and marketing materials were economically used and converted into results well. Some budgeting positions and allocation of funds was unclear.

Effectiveness of Management Arrangements – The extent to which management capacities and arrangements put in place supported the achievement of results.

Project Management Structures and Arrangements

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SIT's wide stakeholder participation and the project's management and coordination (National Project Coordinator), as well as the allocated technical expertise, consultancy and specialist intervention for tourism/ local product development were effective in achieving the results of the project.

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The project was approved in May 2010, but it had taken more than one year for its preparation (Annual Progress Report, 2011). Because approval of the project was late, time for implementing activities was shorter. The duration originally proposed was 5/2010-5/2013 (36 months), but the actual was less than 30 months. As a result, instead of activities spreading over three years, they condensed in less than two. Substantial parts of the project, e.g. Outputs 1.3., 2.2., and 3., were not fully implemented by the end of 2012. Though the project picked up and improved during the second half, the delay could not be fully mitigated (Annual Progress Report, 2012). Some of the workshops and trainings conducted in 2013 seemed rushed and several of the training manuals, case studies and reports were produced and published too late to be taken entirely into consideration or to exert their full effect. The ILO, project management, staff and other stakeholders came under pressure to implement activities and complete the project on time, which ultimately had some effect on the quality of activities and the project's overall performance.

Although the project's approach was appropriate and consistent with original documents, and generally suitable with local conditions, its implementation experienced some challenges (Mid-term Evaluation Report 2013). In the project management structure as well as the implementation of the project interventions, the PMB encouraged the participation of stakeholders, especially the provincial professional departments and mass organizations. However, levels of interest and cooperation to implement project activities were inconsistent between parties. Except for the DCST, the motivation from other partners, especially DPI and DOIT was not high. Most of the planned activities were approved and conducted according to the project's time schedule, but they often did not coincide with the annual work plan of provincial departments, since their financial plans were often made and approved the year earlier. Consequently, coordination in the implementation of project activities was limited, especially activities which were partly co-funded by local government departments. These included funds such as for industrial extension, managed by DOIT to support the handicraft sector and local product development and promotion; and the budget for rural training of workers, managed by DOLISA to support trainings on tourism employment, knowledge and skills.

Box 07 (Recommendations on Project Planning, Management and Implementation)

"Currently, the partnership of SIT with local partners works well. To further strengthen the existing effective cooperation between ILO, and the project office and local government, the project team should continue to take the advantage of the powerful position of the Vice Chairman of PPC who is also chair of the PMB, the legal basis to mobilize commitment of government officials and professional departments.

To improve the mechanism to strengthen the coordination and cooperation between the SIT project and the involved parties, clear guidelines and code of conducts for each member from different governmental agencies should be approved by the PPC and/or PMB to make the responsibilities clear, and the commitments of the different bodies who are partners of the project.

Designing more project interventions on policy advocacy from the central to provincial and district level are the key points towards enhancing this pilot model of inland tourism to pro-poor and pro-job. It will be very favourable to the sustainability of the project if the project intervention becomes integrated into the socio-economic development plan of the commune, district, and province. So, the process of project planning and its interventions should be made sooner and try to integrate into the local planning."

Source: Hao, D. V., ILO-SIT Mid-term Evaluation Report 2013

Project Implementation

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The difficulties in recruiting adequate management and staff at SIT's early stages, and the subsequent mitigating measures, led to an overall weakening of human resources capacity, strategic management and technical expertise of the project. The National Project Assistant was first identified, but an interim solution had to be found concerning the Chief Technical Advisor position. As it was challenging to fill the vacancy. ILO arranged for short-term consultants to fill the gap until a CTA could be identified. It was then agreed to share the CTA from the LED project with SIT. This arrangement started early November 2011. It was also agreed to seek an arrangement for the two project teams to work closely together and endeavour to obtain joint office facilities. The province agreed to support this and end of December 2011, allocated additional space in the Cultural Centre and the LED team moved in. In September 2011, the National Project Coordinator and the Admin/ Finance Assistant were contracted. The project was not designed to have a full time CTA. The CTA ended the full time contract early on 31 December 2012, 7 months short of the initial plan of 20 months under PRODOC. The project (changed strategic direction and) sourced technical advice on a

consultancy basis (Annual Progress Report, 2012, page 2). In accordance to the assessment of the evaluation, timing and expertise of the interim appointed CTA seemed inadequate, as did at times the deployment of short term experts and intervention specialists on a consultancy basis, and the sharing of resources between the projects. Though SIT picked up and improved during its second half, these effects could not be fully compensated.

Project Management Board/ Project Steering Committee

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The wide stakeholder participation and the project's management and coordination (National Project Coordinator), as well as the allocated technical expertise, consultancy and specialist intervention for tourism/ local product development were relative effective in achieving results of the project. Concerning the cooperation with the partners and their understanding about ILO's role, there was still a need for closer consultations between the Project Office and the DCST, the main stakeholder in implementing activities, to ensure that all partners understood well the role, possibilities and limitations of ILO's technical assistance. Strong leadership was required from the PMB (DCST). In the earlier stage, the project was challenged by the fact that DCST did not have much time to take care of all project activities. Discussions on this issue were held with the leadership and it was agreed that monthly coordination meetings would be held, and that a Secretariat would be established, to assist the PMB and directly work with the ILO-PO on daily basis and to support administrative matters.

Working Groups

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The Inland Tourism Working Group consisted of 14 members who were experienced members from travel agencies, tour operators, hotels and resorts, DCST and Department of Ethnic Minorities, Tourism Information and Promotion Center. Representation of the tourism sector was generally good and appropriate. However, representation of the hospitality, hotel and restaurant sector, as well foreign engagement, was weak. The evaluation team spoke directly to former leading members of the WG, and several sector representatives and industry experts recognized the overall importance of the project's initiatives, but doubted impact and sustainability. Some had withdrawn from the WG in disappointment about progress and implementation of some activities. The Training & Human Resource Development Working Group consisted of 16 members including human resources managers of hotels and resorts, principals and teachers from the tourism vocational schools, the Tourism Information and Promotion Center and DOLISA. Memberships of human resources managers and stakeholders of TVET in tourism were good and appropriate. However, this group had no foreign members. The Local Product Working Group consisted of 13 members from DOIT, WU, IPESA, DARD, QTA, Tourism Information and Promotion Center, Youth Union, as well as some companies from the private sector. Representation of this group was too mixed and somehow inappropriate, e.g. membership of the F&B Club (?). Most members were from the public sector, with few relevant private sector members, especially handicraft members, and no foreign involvement, who are often true drivers of LED.

Impact Orientation and Sustainability – The extent to which the project took a strategic orientation towards making significant contributions to broader, long-term and sustainable development changes; and the extent to which the results of the project are durable and can be maintained or even scaled up and replicated by intervention partners after major assistance has been completed.

Impact Orientation

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The pro-poor and pro-jobs tourism development, the creation of additional employment and income for marginalized groups, primarily women and youth, was strategically oriented at making broader, long-term and sustainable changes. Most stakeholders and constituents felt that the project had a significant impact on the lives of local people. The development of two value chains for community-based tourism/ home-stay and local products were seen as the key to success. The direct beneficiaries – government authorities and private sector organizations – commented on their better understanding and increased capacity for managing, marketing and developing future pro-poor tourism in the inland of Quang Nam province. Members from the targeted communities, men and women in the villages – the ultimate beneficiaries – reported that the project had played a significant role in changing their lives to the better. In particular, the development of community-based tourism, home-stay, handicraft and other local product value chains was lauded for having resulted in new job opportunities (for women especially, but not exclusively), additional incomes, improved livelihoods, reduced dependencies and poverty. The technical interventions, activities and outputs – workshop, manuals, trainings and field study trips – as well as the financial support provided for the improvement of community infrastructure, were all praised as very useful and highly appreciated. The villagers of My Son, Dhrong and Bho Hoong I felt generally encouraged in making use of the newly acquired skills and knowledge and humble signs of a new entrepreneurship emerged amongst some villagers. In addition, it was noted that the project had a significant impact on the overall awareness rising towards issues of gender equality and other vulnerable groups, such as youth and children. Women in these rural communities seemed to have found new roles and respect from their male counterparts. Lastly, it was mentioned that the project had a positive impact on the villager's cultural awareness and identity, which led to the "rediscovery" of some local folklore and traditions.

Sustainability

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The evaluation revealed some shortcomings of the project and to different extents, stakeholders and constituents voiced their concerns. There was an overall consent that at the current state, the project's achievements and results were not sustainable. The management capacities, structures, resources and know-how of government authorities, state agencies, and trade and business associations remain insufficient. A weak cooperation, coordination and implementation on provincial and national level, limited knowledge and skills of beneficiaries related to tourism/handicraft market principles, product and services development, competitiveness, market access, private sector dialogue and engagement, will continue to hamper the long-term and sustainable tourism development of the inland of Quang Nam province

Public-Private Sector Dialogue and Partnerships

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It must be noted that one of the big challenges the project team found during the research period, through experiences shared by stakeholders, was the local people's awareness on developing tourism in the Western area of the province. The government had invested much in programs and training on raising villagers' awareness of tourism, including in Bho Hoong Village. However, the results from previous efforts were disappointing. This was a key factor directly influencing the development of the CBT model and its replication for the future. Hence, the project needed to focus on this issue, empowering local communities, engaging them in interventions, creating efficient and lasting CBT models that remained beyond the end of the project, and which could serve as examples for future pro-poor and pro-job tourism development. The project endeavoured to develop PPD's and PPP's, but this task could not be achieved as the QTA, led by the DOST, was not in the position to represent the private tourism sector adequately. SIT's cooperation with the QTA saw slow progress and little private sector engagement. The project advocated at several occasions for DCST to ensure that the private sector gets more involved. Eventually, some changes in the management board were made, but effectiveness and impact remained in question.

Labour and Gender Issues

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The value chain assessment of the project established that the sector was characterized by a number of constraints, such as a high degree of job uncertainty, lack of social protection, high staff turn-over and poor implementation of labour laws, creating unfair competition for businesses who do adhere to the law. For that reason, the project launched a study on working conditions in cooperation with the Federation of Labour and the VCCI. The purpose was to learn more about work place issues in tourism enterprises and arrive to conclusions for improving conditions and possibly preparing for a campaign to increase awareness. The report and subsequent discussions revealed interesting facts about issues concerning high staff turnover: little dialogue and poor mutual understanding between employers and employees. In the presentation workshop held in December 2012, participants discussed how relations could be bettered. The project was requested to support a number of activities to help partners improve conditions through better understanding of the labour law, promoting dialogue for good relations and management of the human resources.

Gender aspects in the tourism industry were seen as an integral part to working condition interventions. However, at an early stage, it became clear that the area deserved more attention and so it was decided to have a separate survey and series of activities with the WU, and to bring onboard a gender expert to guide the work. In cooperation with the provincial WU, an assessment on specific gender issues to promote better employment opportunity for female working in tourism sector was started. A chain of activities was implemented to raise awareness, facilitate good working conditions and gender equality in the tourism sector in Quang Nam province. This included: 1. Research on "Working Conditions in The Tourism Sector of Quang Nam Province", 2. A report on "Gender Issues in Tourism Sector of Quang Nam Province", 3. A social marketing campaign that was conducted for two months to raise awareness for social responsibility of tourism enterprises in general, and the people and employees in particular, and 4. A "CSR Workshop" held in June 2013. This workshop combined all knowledge gained from research, actual experience from the social campaign, reactions from employers and employees in the tourism industry. All trainings about gender equality received very good feedback from communities. The training aimed at increasing gender equality and family involvement in the building of prosperous, equal, modern and 'happy' families. After the training, some village women reported that their husbands had started helping them in their daily household work and in farming. The WU had prepared the logistics but unfortunately, the project met difficulties with the first expert that was supposed to support activities, which caused delay. A new expert with solid ILO experience was identified and started the technical aspect of the work in January 2013.

5. CONCLUSIONS

5.1 RECOMMENDATIONS

This evaluation endeavoured to provide clear, concise, actionable and time-bound recommendations to donor, implementing parties, project partners, direct and ultimate beneficiaries and other stakeholders. Recommendations are “proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources” (OECD/DACE, 2002).

The following recommendations are an important part of this report and may form the basis for a continuation or exit strategy of the SIT project. They have been derived from the findings of the evaluation, are backed by evidence, link to the drawn conclusions, and spill over into lessons learned. A lesson learned may eventually become an emerging good practice. It must be noted that though these recommendations address some actors outside Vietnam, and may also be relevant to other project interventions, they are specifically intended for the SIT project. Although further explanations and rationale are provided, a certain degree of understanding of the local context and knowledge of the project may be required to appreciate these recommendations.

All recommendations as below are consistent with the short summary statements made in the Executive Summary. The following tables provide additional information on recommendations as follows:

1. Numbered Recommendation (in logical order)
2. Key Evaluation Criteria (relating to the recommendation)
3. Summary Statement (consistent with below statements)
4. Problem Statement (providing the rationale behind the recommendation)
5. Explanatory Text/ Rationale (providing further explanation and rationale to the recommendation)
6. Addressed Actors (mentioning to whom the recommendation is directed for action)
7. Priority Level (assessing the level of urgency for action)
8. Required Resources (assessing the level of any human, financial or other resources required)

Table 07 (Recommendations)

Type of Conclusion	Summary Statement	Explanatory Text
Relevance and Strategic Fit The extent to which the objectives of a development intervention were consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies; and the extent to which the approach was strategic and the ILK used its comparative advantage		
Recommendation 01	Examine the country's tourism needs and scrutinize local counterpart's calls for project proposals and beneficiaries' requirements.	<p>Problem Statement: SIT's objectives were overall consistent with beneficiaries' requirements, country needs and partners' and donors' global policies and priorities. However, most tourism interventions in Vietnam are based on the local counterpart's calls for project proposals, but not always meeting the country's strategic tourism needs or global tourism priorities and practices.</p> <p>Explanatory Text/ Proposed Actions: International donors have begun to withdraw ODA and most international development agencies have reduced or ceased their engagement in tourism related interventions in Vietnam (e.g. SNV, GIZ). The reasons are on the one hand, the shift of donor's and development agencies' strategies due to Vietnam having achieved middle-income status, and on the other hand, the limited impact and sustainability of tourism projects in the country. To increase the relevance and strategic fit of future tourism interventions, it is recommended that an even closer consultation and coordination between international donors and development agencies, and an increased scrutiny of local counterparts' is taking place. On a strategic level, examine the country's tourism needs and whether its policies and practices in this regard are in fact line with global tourism developments. Identify mismatches. Examine whether calls for proposals of local counterparts' are in line with global trends and if beneficiaries' requirements are reasonable. Gradually increase the local counterpart's contributions and involvement in tourism interventions, without compromising quality. Hold local counterparts more accountable for results and the sustainability of tourism interventions. Make future interventions conditional to a track record of successfully implemented tourism related programmes and projects.</p> <p>Links to: Recommendation 02</p> <p>Addressed Actors: Donors/ Grand Duchy of Luxembourg, ILO-HQ Technical Unit Geneva/ Enterprise Department, ILO-DWT Bangkok, ILO-CO Hanoi, Development Agencies, Importance: High Priority, Time Frame: Long-term, Resource Implications: No Resources Required</p>
Recommendation 02	Adjust strategic approach and narrow objectives of tourism interventions. Address cross-cutting issues and achieve macro-policy objectives through focusing on industry/ sector-driven project outputs and activities.	<p>Problem Statement: SIT's objectives were generally consistent with beneficiaries' requirements and country needs. Some of the project's objectives, outputs and activities were too wide and ambitious.</p> <p>Explanatory Text/ Proposed Actions: International donors and development agencies generally formulate strategic aims and objectives of tourism interventions with a focus on macro-policy and cross-cutting issues (e.g. local economic development, decent work programmes, women and youth employment, issues of marginalized groups, gender equality, poverty reduction etc.). Though these issues are very valid, they sometimes lead to a lesser focus on sector-oriented interventions and technical assistance, through which these issues could be (indirectly, but more efficiently) addressed. To further increase the strategic fit and validity of future tourism interventions, it is recommended that a more sector- and market-driven approach is taken, especially for CBT/ LED/ DW programmes. Vietnam's principal capacity in tourism development is still limited, which requires the continuation of sector-specific interventions and technical assistance. This should be addressed directly and in priority, with a focus on tourism development as the primary objective, thus contributing (indirectly) to the overall cross-cutting objectives. Strategically, focus on technical assistance and sector-driven outputs and activities (e.g. community-based tourism, tourism product and services development, tourism competitiveness, tourism market access, private-sector dialogue and partnership), which have a direct and tangible impact on beneficiaries. Narrow project scope and limit activities. Formulate and define sharper core activities. Allocate more technical resources to these. Eliminate intervention activities, which are too wide, peripheral or ambitious (e.g. Annual Progress Report 2012, Project Work Plan 2013 (page 46ff): Output 1.3, Activities 5, 6.1., 7, 8.3 and 10).</p> <p>Links to: Recommendation 01 and 03</p> <p>Addressed Actors: Donors/ Grand Duchy of Luxembourg, ILO-HQ Technical Unit Geneva/ Enterprise Department, ILO-DWT Bangkok, ILO-CO Hanoi, Development Agencies, Government of Vietnam/ MCST, VNAT, Importance: High Priority, Time Frame: Long-term, Resource Implications: No Resources Required</p>
Validity of Design The extent to which the design was logical and coherent		
Recommendation 03	Improve research and mapping of relevant tourism projects during the early planning and design of new interventions. Take lessons learned and good practices into consideration. Avoid overlaps and duplications. Identify most relevant project	<p>Problem Statement: SIT's identification of project partners was not fully logical or coherent, as it stipulated some closed and less relevant projects and partners in Vietnam, but did not take a range of other, more relevant tourism projects into consideration.</p> <p>Explanatory Text/ Proposed Actions: During planning, design, inception and implementation phases, the project identified some of the relevant tourism projects and partners in Vietnam, but missed out on a range of essential other projects: e.g. CARITAS Pro-Poor-Tourism, PATA Community Tourism Training Exchange, AECID Ngoc Son Ngo Luong, SNV Pro-Poor Sustainable Tourism, SNV Responsible Travel Pilot, FFI Building Community Institutions for the Development and Management of Pro-poor Nature-based Tourism in Pu Luong Nature Reserve, WWF Ecotourism In and Around Protected Areas in Vietnam, JICA Strengthening the Community-Based Management Capacity of the Bidoup Nui Ba National Park etc. Some of these were very relevant to SIT in regards to lessons learned and good practices, especially in terms of pro-poor and community-based tourism models, sustainable and responsible tourism practices, home-stays, technical and vocational training in tourism and hospitality etc. Some of the projects identified in PRODOC and later reports were already long closed or less relevant: e.g. EU Vietnam Human Resources Development in Tourism, EU Vietnam Private Sector Support Programme, ADB GMS Sustainable Tourism Development etc.</p> <p>To improve the validity of design for future tourism interventions in Vietnam, during the planning and design stage, identify and map all (closed, on-going and up-coming) tourism related programmes/ projects. Identify relevant projects and take lessons learnt/ good practices into close consideration. Avoid overlaps and</p>

	partners and follow through with cooperation.	<p>duplication. Make clear and concise distinction of objectives/ outcomes, outputs and activities from other similar projects. All the before mentioned requires coordinated management and technical input from the beginning of any (tourism) intervention. During project implementation, eliminate projects which have closed or become irrelevant, update and align project partners with the current project. Identify project synergies, linkages, shared resources and activities. Negotiate and enter into formal cooperation agreements at an early stage. Establish formal communication channels and follow through with collaboration and cooperation. Strengthen mutual understanding. Leverage and exchange further experiences (e.g. lessons learned, emerging good practices), and share outputs of projects (e.g. progress reports, case studies, training manuals, evaluation reports etc.).</p> <p>Links to: Recommendation 02</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Development Agencies/ Project Partners, Importance: Medium Priority, Time Frame: Medium-term, Resource Implications: Some Resources Required</p>
Recommendation 04	Establish a sound monitoring and evaluation system from the beginning of projects, in line with established tourism performance indicators. Align DCED with UNWTO standards. Identify and apply key issues, targets, indicators, baseline data and data collection methods consistently and coherently throughout the project.	<p>Problem Statement: SIT's monitoring and evaluation system was not consistent, coherent and systematic.</p> <p>Explanatory Text/ Proposed Actions: In terms of project evaluation and monitoring, PRODOC was inconsistent, as from the beginning, it applied the Log Frame system (see Annex 1), but required later, during project implementation (month 10 to 12), the development of a Results Chain system under the Donor Committee for Enterprise Development's "Standard for Measuring Achievements in Private Sector Development" (DCED) (Chapter 5). These standards were relatively new to the overall ILO organization and not well understood by the ILO-CO and PO at that time. Interventions and trainings provided to project management and beneficiaries in this regard were inadequate and not sufficiently absorbed. The status of the foreseen set up of a Management Information and Quality Control System, as referred to in Progress Reports, and the effectiveness of such system, remains unclear. Responsibilities and structures for the collection and analysis of data were not clearly delegated and implemented, or allocated resources were inadequate (e.g. appointing volunteer students from Portland Sates University for market research and surveys). The monitoring and evaluation system (M&E Manual) was generally inadequate in design and format. The results chains were identified and formulated well. However, the indicator tracking tables were poorly designed. The Initial indicators from PRODOC's log frame were insufficiently integrated into the new results chain system. Formulation and numbering of indicators was overlapping, inconsistent and confusing, making monitoring and evaluation under DCED very difficult (e.g. Annual Progress Report 2012, numbering of activities differs and is confusing). Key issues, targets, indicators, baseline data, data collection methods and responsibilities were in several cases not logical, not detailed or unavailable. The formulated indicator tracking of the project did not follow established standards for the assessment of sustainable and community-based tourism activities, as for example provided by the UNWTO's "Indicators of Sustainable Development for Tourism Destinations – A Guidebook" (2004), SNV's "A Toolkit for Monitoring and Managing Community-Based Tourism" (2007), UN's "Tourism Satellite Account: Recommended Methodological Framework 2008" and the UN's "International Recommendations for Tourism Statistics 2008". Statistics received from the project, on tourism activities in the targeted communities were poorly formatted, inconsistent and not coherent. They seemed not reliable or valid. Overall, in terms of indicators and DCED Standard and based on the available statistics, the evaluation team could not conduct an assessment of the project's performance.</p> <p>To improve the validity of design for future tourism interventions in Vietnam, identify, describe and establish a sound evaluation and monitoring system during the early planning and design stages of projects. Follow established UN guidelines and other standards for monitoring and evaluation of tourism projects. Align these, where possible, with DCED and ILO standards for results measurement. Use ILO Evaluation Unit Guidance Note 8 and Checklist 4 as reference for the design of data collection systems. Do not 're-invent the wheel' and keep key issues, indicators, data collection methods, baseline data and targets clear and simple. As the Guidance Note 8, Ratings in Evaluations, states: "More than two or three indicators for each criterion are undesirable because it increases the burden of rating". It is recommended to follow 'CREAM' – Clear, Relevant, Economic, Adequate and Monitorable - as the guiding principle on the quality of indicators for tourism projects in Vietnam. Prepare for a proper monitoring and evaluation of projects during the inception phase. Build sufficient capacity and train project management and stakeholders on indicator tracking and data collection. Deploy technical experts in tourism statistics for the design of M&E system, framework, indicator tracking, data collection methods, and the collection, analysis and interpretation of tourism data. Allocate sufficient time and resources. Search for and utilize existing tourism data. Specify responsibilities, frequency and procedures etc. of data collection and analysis. Use and apply M&E systems consistently and coherently throughout the entire duration of the project. Shall changes in the M&E system become necessary, inform and align all stakeholders involved in data collection, revise the complete system and documentation accordingly.</p> <p>Links to: No Other Recommendation</p> <p>Addressed Actors: ILO-Evaluation Unit Geneva, ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ DCST Quang Nam (lead) and other relevant departments, QTA, Importance: High Priority, Time Frame: Long-term, Resource Implications: Some Resources Required</p>
Recommendation 05	Coordinate and align planning, design and implementation of tourism projects with approval processes, annual work plans and budgets of local counterparts and beneficiaries.	<p>Problem Statement: SIT's project planning and implementation did (due to a delayed start of the project) not fully match the annual work plans and budgeting cycles of the local counterpart and beneficiaries.</p> <p>Explanatory Text/ Proposed Actions: Take approval times of local counterparts and beneficiaries into consideration when planning and designing project interventions. Set, if possible, deadlines to avoid costly delays. Make appropriate and timely plans for human resources, recruitment and staffing of project. Account for the inception period of projects. In case of unavoidable delays, inform stakeholders and constituents, seek immediate extension of the project from donor and implementing parties, make timely updates and amendments of project documents, work plans and budgets (PRODOC, Inception Report and others). Extensive delays (of over 12 months) shall lead to a complete review and overhaul, or the cancellation of project interventions.</p> <p>Links to: Recommendation 08 and 10</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ DCST (lead) and other relevant departments, Mass Organizations, QTA, Importance: Medium Priority, Time Frame: Medium-term, Resource Implications: No Resources Required</p>
Recommendation 06	Research, identify and describe tourism project beneficiaries accurately and adequately. Take local context into	<p>Project Statement: SIT's identification and description of direct beneficiaries was somewhat inaccurate and inadequate. Precise identification and description of beneficiaries (in the local context) improves the validity of design and impact orientation of interventions.</p> <p>Explanatory Text/ Proposed Actions: PRODOC and other documents identified the PPC's and DCST, DOLISA, DOIT etc. as separate entities and different direct beneficiaries. In Vietnam, these departments are however not independent entities in the sense of the tripartite system, but directly related and subordinated, politically, legally, administratively and fiscally. They should be regarded as one and the same beneficiary. Also, in accordance with the system in Vietnam, mass</p>

	account.	<p>organizations and trade and business associations are not (fully) independent entities, but rather state agencies. The Women and Labour Unions, for example, are political organs under the administrative regime and management of the state. This is insofar relevant for tourism projects, as it needs to be taken into consideration when planning and implementing PPD and PPP interventions.</p> <p>Link: Recommendation 14</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Importance: Medium Priority, Time Frame: Medium-term, Resource Implications: No Resources Required</p>
<p style="text-align: center;">Adequacy and Efficiency of Resource Use</p> <p style="text-align: center;">A measure of how economically resources/ inputs (funds, expertise, time, etc.) were converted to results</p>		
Recommendation 07	<p>Improve adequacy and efficiency of use of resources by reducing administrative procedures and increasing technical cooperation, assistance and consultancy in tourism.</p>	<p>Problem Statement: SIT's project management made generally effective use of resources and converted these well into results. Some of the budgeted items were inconsistent with guidelines and unclear.</p> <p>Explanatory Text/ Proposed Actions: The evaluation detected some discrepancies between the costs items budgeted in PRODOC (Annex 2) and the Progress Reports 2011 and 2012. For example, the International Expert was budgeted for 20 working months (Budget Line 11.01), but the CTA worked only 13 months (01/2012-01/2013 - due to the delayed start of the project and some difficulties in filling this position). In addition, the CTA was employed for both ILO-SIT and LED projects for some months at the same time. This has likely been accounted for within the ILO-CO. However, these cost savings were not factored in the annual budgets, nor were the organizational and financial implications of these important management decisions adequately addressed in the Progress Reports. Furthermore, the costs of local project personnel (13.01-13.03) were considerably higher than the norms stipulated in the UN-EU Guidelines for Financing of Local Costs in Development Co-operation in Vietnam, 2012. The number of and costs for different National Consultants were not broken down (17.01). Costs of the Final Independent Evaluation (16.50) were budgeted properly (US\$ 27,000), but in actual considerably lower (US\$ 16,500) and seemingly not in accord with the ILO Policy Guidelines for Results-Based Evaluation, Chapter 3.6. Office running costs (51.00) budgeted in PRODOC's body text (US\$ 1,000/ month), differed from the amount mentioned in PRODOC's Annex 2 (US\$ 2,000/ month). In addition, the SIT project office was later shared with the ILO's LED project, but this cost saving measure was not properly accounted for in the annual budgets. Moreover, the SIT project had received indirect support through a grant provided by the TRIP Foundation/ Robin Tauck (US\$ 3,000 per household). The fund was administered by the Tra Kieu Travel company and a partnership agreement between the two parties facilitated by the SIT. The evaluation team did not review this partnership agreement. Clearly, the TRIP grant and SIT's role were commendable. However, as it was related to and used to support SIT's project activities, Progress Reports should have made clear mention and provided a detailed description of this external funding arrangement (and somewhat sensitive matter). The reports should have also examined any possible implications for the SIT project. The grant most definitely had an impact on the targeted communities, most of them positive. There may have been some negative impacts, such as the creation of dependencies with the said tour operator (and fund administrator) and increasing jealousy amongst community members etc., for which the evaluation team found some indications. Lastly, the nature of some other cost items was unclear to evaluators and not explained in reports, such as 'Fellowship' (31.01) and 'Program Support' (68.00).</p> <p>To increase the adequacy and efficiency of resources, as well as the transparency of future tourism interventions, it is recommended that budgeted cost items are briefly explained or commented, and where necessary, broken down into sub-lines. Highlight and explain any proposed changes to budgets and allocated resources in annual progress reports. Obtain formal approval from the implementing party (represented by a CTA) and the local counterpart (represented by a Co-Director). Carry over any unused or excess of funds. Factor in any cost sharing arrangements between projects and any other external contributions, and break them down in the annual budgets. Observe UN-EU local cost norms for project staff and management. Minimize administrative expenses in favour of technical assistance, consultants and tourism expertise. Scrutinize the local counterpart's cash and monetary value of in-kind contributions to the project budget. Maintain budget lines and transparency in line with donor and ILO regulations.</p> <p>Links to: Recommendation 08</p> <p>Addressed Actors: Donors/ Grand Duchy of Luxembourg, ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ MCST, VNAT, DOCST (lead) and other departments, Importance: Medium Priority, Time Frame: Medium-term, Resource Implications: No Resources Required</p>
<p style="text-align: center;">Effectiveness of Management Arrangements</p> <p style="text-align: center;">The extent to which management capacities and arrangements put in place supported the achievement of results</p>		
Recommendation 08	<p>Streamline, simplify and increase effectiveness of project management arrangements, organizational structures and decision making processes.</p>	<p>Problem Statement: SIT's project capacities and management arrangements were sufficient to support the achievement of results. Some working structures may have been redundant.</p> <p>Explanatory Text/ Proposed Actions: The different working levels and bodies of the project, Project Steering Committee (PSC), Project Management Board (PMB), Working Groups, Working Group Committees, Project Office (PO), Secretariat, were at times referred to inconsistently and used in reports interchangeably. Therefore, the evaluation could not fully comprehend and assess the effectiveness of the project's management arrangements.</p> <p>To increase the effectiveness of management arrangements in future tourism interventions, it is recommended to keep project management structures lean and simple. Keep administrative procedures to a minimum. Use and apply terminology of management bodies consistently throughout the project. Highlight and distinguish (in reports) any permanent from temporary working bodies. Any changes to original management arrangements should be justified and explained. For example, PRODOC does not mention a Project Steering Committee, nor does it describe the functions and roles of a Secretariat, the many Working Groups or a Working Group Committee which were later established. On the other hand, PRODOC suggested the establishment of a National Advisory Committee (NAC), which was to include members of relevant ministries, donor and implementing party, and which was to guide the implementation process and ensure that best practices were brought up to national level and disseminated to other provinces. As reports did not make any further mention of this, it remained unclear during the evaluation whether this body was established, or by what other means the best practices were brought up and disseminated on national level.</p>

		<p>Links to: Recommendation 07 and 10</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ DOCST, Importance: Medium Priority, Time Frame: Medium-term, Resource Implications: No Resources Required</p>
Recommendation 09	Shift administration and management of the SIT project from government agencies (direct beneficiaries) to administration by the ILO and to management by rural communities (ultimate beneficiaries).	<p>Problem Statement: SIT's management arrangements were adequate for the initial project, with a strong emphasis on government agencies (direct beneficiaries), participatory approach and public sector capacity building. Any succession of the project shall change management arrangements and strategic approach towards an emphasis on targeted communities (ultimate beneficiaries), technical assistance and practical trainings and private sector capacity building.</p> <p>Explanatory Text/ Proposed Actions: As stipulated by PRISED, the project was designed to be inclusive and participatory, and to facilitate local action rather than taking an interventionist approach.</p> <p>To maximize management arrangements and support achievement of results, it is recommended that continued interventions take a new approach and emphasize on strengthening ownership and management of the project by ultimate beneficiaries. Continue to build capacity of rural communities. Empower them to take ownership of the project and making own decisions in regards to interventions, thus strengthening independence and entrepreneurial spirit. The participatory approach shall remain, but roles and functions of stakeholders will change. The ILO shall take the role as administrator, government agencies, mass organizations and others take a facilitating/ supporting role.</p> <p>Links to: Recommendation 11 and 16</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ DOCST, Importance: High Priority, Resource Implications: Some Resources Required</p>
Recommendation 10	Strengthen strategic human resources management and technical coordination of tourism projects. Combine local knowledge and relations with international know how and expertise.	<p>Problem Statement: SIT's management arrangements were overall adequate for the implementation of the project. However, project delays caused by late approvals and staffing difficulties weakened the strategic management and technical coordination of the project.</p> <p>Explanatory Text/ Proposed Actions: Substantial project delay due to late approval and initial staffing difficulties affected the performance of the project. Initial work plans and schedules could not be kept. This put considerable pressure on the ILO-CO and project management in regards to recruitment, project implementation and activities. In addition, the project's human resources planning and recruitment process appeared uncoordinated and inadequate, e.g. there seemed to have been no job advertisement published for the international CTA position. The change of senior technical experts from inception to implementation phase of the project, the deployment of a shared CTA (LED and SIT project) and the recruitment of short-term consultants, technical experts, tourism and local products intervention coordinators and specialists on a consultancy basis (3-months renewable contracts), seemed inadequate and unsuitable. All these issues resulted in an overall weakening of the project's strategic leadership and management, technical coordination and tourism expertise.</p> <p>To improve the effectiveness of management arrangements for future tourism interventions, it is recommended that a proper and professional planning of human resources, staffing and recruitment is undertaken to begin of the project. Human resources are a decisive factor which can 'make or break' a project. Develop a clear human resources and recruitment plan for the project. Develop TOR and job profiles. Combine local knowledge and relations (e.g. local culture and customs, local relations, coordination and cooperation, language skills) with international know how and expertise (e.g. international work experience, strategic project management, tourism development and other technical expertise etc.). Post jobs openly and transparently. Strike a balance between employing national consultants and foreign experts without bias. Appoint full time international CTA or STA with major background in tourism development, for the entire duration of the project. Share project management between CTA and representative of local counterpart. Define responsibilities clearly and fairly. Appoint a full time local NPC with considerable experience in tourism development and preferably strong connections to the geographic areas of interventions. Hire additional (short or long term) national and international technical experts and consultants for key interventions, as per the project's work plan.</p> <p>Links to: Recommendations 05 and 08</p> <p>Addressed Actors: Donors/ Grand Duchy of Luxembourg, ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ MCST, VNAT, DCST, Importance: High Priority, Time Frame: Long-term, Resource Implications: Considerable Resources Required</p>
<p style="text-align: center;">Intervention Progress and Effectiveness</p> <p style="text-align: center;">The extent to which the intervention's immediate objectives were achieved, or are expected to be achieved, taking into account their relative importance</p>		
Recommendation 11	Shift project interventions' approach from capacity building activities and workshops for local government agencies to technical assistance and practical on-the-job trainings in rural communities.	<p>Problem Statement: SIT's immediate objectives were achieved to a large extent. Based on the project's achievements, a strategic shift is required for outputs and activities in future interventions.</p> <p>Explanatory Text/ Proposed Action: The design of the interventions was very suitable for the beneficiaries' initial needs and requirements. Since capacities have been built with local government authorities and value chains developed in the targeted communities, future interventions should focus their approach and the majority of activities on technical, practical and on-the-job trainings.</p> <p>To increase the effectiveness of future tourism interventions, it is recommended that outputs and activities are shifted from capacity building exercises and workshops (mainly focused on provincial government authorities, mass organizations etc.) towards technical assistance and practical on-the-job tourism trainings (mainly focused on rural communities, villagers, women, youth etc.), with the main goal to develop further capacity, empower direct beneficiaries and make the established tourism value chains more sustainable.</p> <p>Links to: Recommendation 09 and 16</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ MOST, VAT, DUST, Importance: High Priority, Time Frame: Short-term, Resource Implications: Some Resources Required</p>
<p style="text-align: center;">Impact Orientation and Sustainability</p> <p style="text-align: center;">The strategic orientation of the project towards making a significant contribution to broader, long-term, sustainable development changes;</p>		

and the likelihood that the results of the intervention were durable and could be maintained or even scaled up and replicated by intervention partners, after major assistance has been completed		
Recommendation 12	Ensure project interventions result in favorable government policies for a sustainable tourism development, which are then effectively implemented on provincial and national level.	<p>Problem Statement: SIT's strategic orientation towards impact and sustainable development changes was high. It is however uncertain, whether the project's interventions initiated systemic and structural changes, which will result in more favourable government policies, rules and regulations for a more sustainable and responsible tourism development on provincial and national level.</p> <p>Explanatory Text/ Proposed Actions: Despite some improvements in tourism planning, the making and implementation of more sustainable and responsible tourism development policies is unsatisfactory, in the inland of Quang Nam province and on national level in Vietnam. Many administrative hurdles and bottlenecks remain. Projects should ensure that interventions result in more favourable conditions or for tourism development, for example in regards to the licensing of tourism businesses, foreign tour guides or tourism transport vehicles, the development of tourism infrastructure, tourism products and services, tourism branding, marketing and promotion, the de-regulation of visa policies (visa-on-arrival, visa exemptions), the technical and vocational education and training in tourism and hospitality, sustainable and responsible tourism practices, the institutionalizing of PPD and PPP between public and private tourism sector; the inter-ministerial exchange, cooperation and coordination in regards to policies affecting tourism development etc. Projects shall find ways to hold local counterparts more accountable for the timely implementation of tourism policies.</p> <p>To increase the contribution towards broader, long-term and more sustainable development changes of future tourism interventions, it is recommended that lessons learned and emerging good practices are widely shared, disseminated, passed on the government chain (National Advisory Committee) and taken up on ministerial level (MCST). There shall be some kind of formal dialogue and communication between donors, international development agencies and the Vietnamese government on how interventions have resulted in more favourable tourism policies, any imitations encountered, and on the progress of implementing these policies. Such dialogue should be frequent and regular (e.g. through annual communiqués). The information shall be fed back into donor's and international agencies' formulation of development goals and intervention objectives, and be taken into consideration for the allocation of funds and future development aid, thus instilling a sense of accountability with the local government towards results and the implementation of policies.</p> <p>Links to: Recommendations 01,0 2, 13 and 14</p> <p>Addressed Actors: Donors/ Grand Duchy of Luxembourg, Development Agencies, ILO-DWT Bangkok, ILO-CO Hanoi, Government of Vietnam/ MCST, VNAT, DCST, Importance: High Priority, Time Frame: Long-term, Resource Implications: Some Resources Required</p>
Recommendation 13	Institutionalize dialogue and partnerships between public and private tourism sector. Leverage knowledge, expertise and support from the tourism and hospitality industry. Improve capacity of the public sector in tourism planning, management, marketing and promotion. Facilitate and promote further tourism market linkages.	<p>Problem Statement: SIT's intervention results will not be durable without sufficient and long term participation, engagement and support of the private tourism sector. Explanatory Text/ Proposed Actions: Currently, dialogue and partnerships between public and private tourism sector are sporadic and not institutionalized. The public sector does not actively seek support or take sufficient advantage of the know-how and experience of the tourism and hospitality industry. Capacities in tourism management, marketing and promotion, and the development of market linkages and direct access to tourism markets remain limited.</p> <p>To achieve that results of future tourism interventions are maintained, scaled up or replicated, it is recommended that regular dialogues and effective partnerships between the public sector and private tourism sector in Quang Nam province are implemented and institutionalized. Link future interventions in this regard with the ongoing ESRT activities and take lessons learned into consideration. Refer also to activities of the Tourism Advisory Board (TAB) under VNAT, the Vietnam Business Forum (VBF)/ Tourism Working Group (TWG), EuroCham's Tourism and Hospitality Sector Committee (THSC) and the Ministry of Planning and Investment's Consultative Meetings (MPI-CM)). Actively seek support and leverage the knowledge and expertise from the (domestic and international) tourism and hospitality sector, on provincial, national and international level. Network, communicate and share experiences with private tourism sector representatives in the region, e.g. investors, developers and owners in tourism and hospitality, destination marketers, travel agents, tour operators, hotels, resorts, restaurants, handicraft and local product retailers etc. Invite (foreign) guest speakers, experts and panellists from the industry. Expand outreach to the private tourism sector vertically (from the province of Quang Nam to Vietnam nationally) and horizontally (from mainly local Travel Agents/ Tour Operators to more foreign owned or operated hotel, resort, restaurant, transport, retail, tourism and hospitality education facilities, consultants enterprises. Get more hotel, resort and restaurant owners in the Quang Nam province (and others) involved in the project. Link up with the new Pegasus International UniCollege in Danang (major Singapore investor in hospitality education, part of the KinderWorld Group). Facilitate the development and promotion of further market linkages on vertical levels (marketing different tourism products in the same geographic area) and horizontal levels (marketing same tourism products in different geographic areas). Develop a Quang Nam tourism brand, highlight competitive advantages and promote investment opportunities. Create favourable conditions and equal playing fields for Vietnamese and foreign investors. Develop and strengthen tourism marketing communication, networking, promotion and public relations (through private sector, not public sector or NGO channels). Create a branded destination website, collateral marketing materials, social media platform etc. Gain access to and cooperate stronger with foreign and privately-owned tourism businesses, rather than mainly with locally and state-owned enterprises. Enter partnership and close cooperation with the Central Coast Vietnam (CCV), a Quang Nam based (foreign) destination marketing initiative. Engage and cooperate more with the Responsible Travel Club (RTC) in Hanoi and the Responsible Travel Group (RTG) in Hue. Organize professional tourism road shows in Hanoi, Hue, Danang and Ho Chi Minh City. Support the participation or co-exhibiting in domestic travel fairs in Hanoi (VITM-Vietnam International Travel Mart) and Ho Chi Minh City (ITE-International Travel Expo). Organize familiarization/ field trips for travel agents, tour operators and other tourism multipliers from the private sector in Hanoi and Ho Chi Minh City. Engage and cooperate with the Vietnam Hotel Association (VHA) and Vietnam Tourism Association (VITA).</p> <p>Links to: Recommendation 12 and 14</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ MCST, VNAT, DCST, QTA, VCCI, EuroCham (THSC), AmCham (HTSC), Private Tourism and Hospitality Sector (TA/TO's, Hotels, Resorts, Restaurants, Transport, Destination Marketing Initiatives, Vocational Training Colleges, Consultancies etc.), Importance/ High Priority, Time Frame: Long-term, Resource Implications: Some Resources Required</p>
Recommendation 14	Increase management capacity and effectiveness of tourism associations, business	<p>Problem Statement: SIT's intervention results will not be maintained, scaled up or replicated without strong and adequate representation of the private tourism sector. The capacity, involvement and influence of trade associations and other business organizations in Quang Nam remain limited. These organizations are not fully independent private sector representatives, but rather semi-public institutions.</p> <p>Explanatory Text/ Proposed Actions: Without the adequate support from various channels of the private tourism sector, it is currently unlikely that the community-</p>

	<p>organizations and other private sector representatives on provincial and national level.</p>	<p>based tourism and local product value chains will be sustained, enlarged or expanded by local authorities in Quang Nam or other provinces. The articulation and representation of the private tourism sector's interests by the Quang Nam Tourism Association (QTA) is weak. Trade and business organizations in Vietnam are de facto semi-public, rather than private sector representatives. Their statutes, management and memberships are mandated and administered by the state. (Non-state owned) tourism enterprises, travel agents, tour operators, hotels, restaurants etc. show little interest in membership or engagement with the QTA. The membership of foreign businesses is restricted or not opportune. In regards to the various Tourism Promotion Centres (TPC's), knowledge and understanding of tourism marketing and promotion, customer service, and exchange and cooperation with tourism enterprises and local product retailers remains insufficient. Furthermore, trade and business associations such as the Vietnam Chamber of Commerce and Industry (VCCI) or the Vietnam Cooperative Alliance (VCA) have generally little knowledge, vested interest or stakes in the development of the tourism and hospitality sector.</p> <p>To increase the capacity and effectiveness of these Business Development Service (BDS) providers, it is recommended to focus on national level interventions (with participation on provincial level), as the described challenges are systemic. Reform central level legislation and the administration and management of 'private sector organizations'. Support the development of trade and business associations, which are separate and independent from the public sector's administrative, financial and human resources. Support their opening to market economy mechanisms and remove membership entry barriers (e.g. foreign enterprises). Institutionalize PPD and PPP through forming professional and open working groups with a well balanced mix of representatives from the public and private tourism sector, foreign and domestic. Establish formal communication channels and regular meetings for an open, constructive and effective dialogue. Follow up on the implementation and results. Conduct a substantial and nationwide tourism image campaign for the wider public, in order to improve Vietnamese society's views about the sector and to raise awareness and increase understanding of its significance. Strengthen tourism trade and business associations by providing further capacity building and technical trainings (e.g. tourism management, marketing and promotion, market linkages, direct market access etc.), on national and provincial level. Develop stronger ties with the ESRT project in this regard.</p> <p>Links to: Recommendation 06, 12 and 13</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ MCST, VNAT, DCST, QTA, Business Associations and Groups/ VCCI, EuroCham (THSC), AmCham (HTSC), Private Tourism and Hospitality Sector (TA/TO's, Hotels, Resorts, Restaurants, Transport, Destination Marketing Initiatives, Vocational Training Colleges, Consultancies etc.), Importance: High Priority, Time Frame: Medium-term, Resource Implications: Some Resources Required</p>
<p>Recommendation 15</p>	<p>Develop existing and create new tourism products and services, which are attractive, competitive, customer focused and market driven.</p>	<p>Problem Statement: SIT's development of community-based tourism and local product value chains in rural communities was impact oriented and made significant contributions to the creation of employment and income, livelihoods improvements and poverty reduction. However, these achievements will only be sustainable, if tourism products and services are attractive, competitive, customer focused and market driven, and taken up by the private tourism sector.</p> <p>Explanatory Text/ Proposed Actions: The project's interventions in the poorer inland districts of Quang Nam Nam were based on the needs and requirements of the local counterpart and beneficiaries. They were relevant and strategic fitting. Also, community-based tourism has potential with international and domestic tourists, as they seek unique and authentic travel experiences. However, tourists do not come because of the project's objectives or the commune's poverty. Tourists come when they think that it is worthwhile visiting, and if travel agents believe that there is demand and that they will be able to sell the product well. This implies that community-based tourism products and services have a certain market appeal, are attractive and competitively priced, deliver a unique experience, and fulfill the needs, demands and expectations of customers.</p> <p>To ensure the sustainability of future CBT/ LED interventions, it is recommended that development agencies/ implementing parties take a more sector-focused, rather than policy-driven approach to value chain development in tourism related projects. As stated in the Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province, "Value Chain(s) refer(s) to the fact that value is added to preliminary products through the combination of other resources" and "...Value chain development is about making the consumer/ customer at the end of the chain happy". Therefore, research, identify and analyze customer needs, demands and expectations. Identify and highlight the core competitive advantages of a particular tourism product and service (factor in the intangible elements of a travel experience). Create attractive and professional tourism/ handicraft products and services, which are competitive, customer focused and market driven. Educate and train communities in different tourism concepts and apply correct terminology (e.g. 'home-stay' versus 'community-stay'). Endeavour to create a full and complete value-added chain of tourism products and services, which make - in summary - a unique and rewarding travel experience. Test the product and seek feedback and advice from the market (travel agent, tour operator, tourist, tourism development experts). Brand and package the tourism product. Create and tell a story around it. Build capacity and empower local people and villagers to take ownership of the CBT process and value chain, the direct planning, designing, packaging, marketing, promoting, selling and managing of their tourism products and services. Educate and involve the community, share benefits fairly. Establish standards and procedures for a consistent delivery of quality products and services. Train all actors involved in the delivery. Aim for customer's total satisfaction and repeat travellers.</p> <p>For the further development of CBT products and services (e.g. as branded tour packages) in the My Son, Dhroong and Bho Hoong I communities, observe the findings and conclusions of the following technical reports, which were of high quality, namely the Report on Training Needs Assessment and Elaboration of Capacity Building Action Plans for Project Target Groups in Dong Giang and Duy Xuyen Districts, Quang Nam Province (# 11) and the Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province (aka Value Chain Development Report) (# 02). Upgrade and integrate home-stay products in the targeted communities to ASEAN Home-stay Standards (January 2014) (http://www.ttgasia.com/article.php?article_id=22398), apply for certification and use this for branding and marketing purposes. Develop branded and packaged "Ho-Chi-Minh Trail Historical Tour", 5 Days/ 4 Nights (one of Quang Nam's greatest, yet untapped inland tourism potential).</p> <p>For the further development of handicraft products and services, observe the findings and conclusions of the following technical reports, which were of high quality, namely the Report on Market Study for Product Supply Chain for the Tourism Value Chain in Quang Nam (# 10) and the Weaving Report (aka <i>Brocade Weaving Case Study</i>) (# 29).</p> <p>Links to: Recommendations 13, 14 and 16</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ DCST (lead) and other departments, QTA, Women's Union,</p>

		Federation of Labour, SME Promotion Cooperative, TPC's, Business Associations and Groups/ VCCI, EuroCham (THSC), AmCham (HTSC), Private Tourism and Hospitality Sector (TA/TO's, Hotels, Resorts, Restaurants, Transport, Destination Marketing Initiatives, Vocational Training Colleges, Consultancies etc.), Importance: High Priority, Time Frame: Medium-term, Resource Implications: Considerable Resources Required
Recommendation 16	Provide further training to rural communities. Implement trainer development programmes and apply TOT model to all future training interventions. Build capacity and empower villagers to take full ownership of CBT activities and participate in entire value chains. Facilitate and promote market access and direct sales of products and services to tourists.	<p>Problem Statement: SIT's conduct of a wide range of training activities in rural communities was impact oriented and made significant contributions to improving knowledge, skills and attitudes of local villagers. This resulted in new employment, additional income, improved livelihoods and reduced poverty, as well as to an increased awareness of cultural identity and gender issues. However, the risk that these achievements are not sustainable is high. The acquired knowledge and skills need further strengthening and re-enforcement, so that villagers do not lose them. Also, further expansion of scope of trainings is required. Currently, the targeted communities do not possess the means of independently developing further market linkages or accessing the tourism market directly.</p> <p>Explanatory Text/ Proposed Actions: Community-based Tourism is commonly defined as "tourism that takes environmental, social, and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life" (Responsible Ecological Social Tours Project, 1997). Besides this social agenda, successful CBT models also need to look at the needs of the market. The development of CBT takes time, sometimes up to a few years. When tourism products are not sufficiently attractive or competitive, or services provided are of inadequate quality, the tourism market loses interest, visitor numbers dwindle, and the acquired knowledge and skills of communities erode. A negative development cycle may be set in motion, which cannot be stopped or reversed easily. Also, to ensure that the achievements of the project are sustainable, villagers need to be equipped with the right tools and appropriate level of knowledge and skills, to steer the CBT development in the right direction, develop further linkages with tourism enterprises and be able to access tourism markets and individual travelers directly.</p> <p>To increase the chance of sustainability, it is recommended that future tourism interventions continue the general path of training, but focus (in majority, but not exclusively) on technical assistance and practical on-the-job trainings in the targeted communities. The main objective of such trainings shall be to develop further capacity and to empower rural communities and local villagers to take full ownership of CBT activities. This will enable them to participate in the entire tourism value chain and reduce dependencies. To do so, implement trainer development programmes and apply the training-of-trainer approach as the principal model for all future training activities. Devise training strategies and plans on district level. Develop clusters of small training centers in each district capital (e.g. Prao Town), with the objective to develop a sustainable pool of master trainers in each commune. In order to facilitate exchange and understanding and create synergies, bring different communes together and combine same or similar trainings. Conduct master trainings on TOT Methodology, CB-TREE and CBT Management. Make extensive use of existing high-quality documents from the SIT project, such as the ILO Toolkit on Poverty Reduction through Tourism (# 16) and the Report on Training Needs Assessment and Elaboration of Capacity Building Action Plans for Project Target Groups in Dong Giang and Duy Xuyen Districts, Quang Nam Province (# 11), but also of very relevant documents not previously used, such as the UNWTO Tourism and Poverty Alleviation: Recommendations for Action, 2004 and the SNV Toolkit for Community-based Tourism 2007. Apply cross-training and avoid specialization of master trainers. The district government should take the responsibility to facilitate, support and finance these district level trainings (with possible co-financing from international aid and technical assistance from international tourism development experts). Village management boards (VMB's) should take the responsibility for identifying potential master trainers and ensuring sustainable levels, replacement and availability of master trainers in villages over extended periods of time. VMB's, together with the master trainers, plan, design and implement simple training plans for villagers on an annual basis. Apply technical and practical trainings in different CBT disciplines, conducted by the master trainers in the villages and on-the-job. Test the suitability of the master trainer model and adapt, where necessary. Apply a range of suitable training methods and tools. Train villagers regularly on basic CBT skills, e.g. welcoming and greeting guests, basic English, tour guiding, home-stays, housekeeping, cooking, cleaning, hygiene, safety and security, first aid, responsible and sustainable tourism practices etc. Use existing high-quality CBT training curricula, manuals and toolkits from the SIT project, such as the Good Practices Guide for Small Hotels and Guesthouses (Book and DVD) (# 20), Home-stay Operation Manual (# 21), Local Guide Training Manual (# 22), Driver Guide Manual (# 23) and the latest ASEAN Toolboxes (MRA-TP). Divide groups by disciplines, interest and abilities, but also apply cross-training to maintain flexibility of villages and sustainability of CBT activities. Future interventions should expand the scope of training activities and focus on topics such as tourism and local product and services development skills, tourism branding marketing, promotion, sales skills, negotiating skills, booking and reservation skills, small business and basic bookkeeping skills, quality management skills, cultural awareness, customer service, complaint handling, foreign language etc. Involve, seek partnerships and cooperate in all training activities with the (local and foreign) private tourism sector, e.g. through inviting guest lecturers, conducting study or field trips, arranging short term trainings or internships at travel agencies, tour operators, hotels, resorts, guest houses, restaurants, handicraft shops etc. Foster the integration of the community and the understanding of the needs and benefits of training. Make (regular) education and attendance of trainings mandatory for all villagers, women, men and youth, even when not directly or permanently involved in CBT activities. Rotate villagers and training participants. Implement quality control measures for trainers and training programs (with possible external semi-annual audits by district officials and with support from international tourism development experts). Devise recognition and reward system for outstanding trainers and trainees.</p> <p>In terms of empowerment of rural communities and villagers, consider the guidelines of the UNWTO Tourism and Poverty Alleviation: Recommendations for Action, 2004 and the SNV Toolkit for Community-based Tourism 2007. Involve the entire community and educate villagers about the role, contributions and benefits of CBT. Raise villager's awareness about the value of their tangible and intangible assets in the community, their cultural traditions and identity, and the importance of these for the tourist's overall experience and community's livelihoods. Add value to tangible tourism products and facilities. Build capacities and empower local villagers to take full ownership of CBT activities. Implement clear, transparent and effective CBT management structures. Ensure villagers participate in the entire tourism value chain (e.g. marketing) and that knowledge is transferred from tourism enterprises to communities. Share all benefits from CBT activities openly and fairly. Eliminate intermediaries and dependencies. Allow cooperation and investment from profit-oriented businesses, but phase out or terminate any exclusivity agreements between villages and companies (e.g. Le Nguyen Travel in My Son, Adventure Travel in Bho Hoong I, Craft Link in Dhoong Village, Avana Boutique for Bo Hoong I and Dhoong). Select partners and create solutions which are win-win for all parties (possibly under mediation/ facilitation from district authorities and assistance from international tourism development experts).</p> <p>Links to: Recommendations 09, 11, 15 and 17</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ DCST (lead) and other departments, QTA, Women's Union,</p>

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Recommendation 17	Continue and expand the output of relevant, practical and user-friendly training manuals, toolkits and tourism and local product marketing materials.	<p>Problem Statement: SIT's output of training manuals, toolkits and marketing materials had a direct and tangible impact on rural communities. They contributed significantly to the improvement of knowledge, skills and attitudes of local villagers, and the creation of new jobs and additional income from CBT and Brocade Weaving activities.</p> <p>Explanatory Text/ Proposed Actions: To support training efforts and overall effectiveness, impact and sustainability of future interventions, it is recommended that the output of relevant, practical and user-friendly written documents and publications for the inland of Quang Nam province be continued and expanded. For training manuals, guide books and toolkits, expand on such subjects as tourism/ local product and services development, tourism branding, marketing, promotion and sales, small business skills, tourism market linkages and access, contract negotiation, booking and reservation, basic bookkeeping, tourism data collection and statistics, customer service, quality management, safety and security, health and hygiene, sustainable and responsible tourism practices, environmental protection etc. Review, integrate and upgrade existing training materials and toolkits to the latest regional standards, e.g. the ASEAN Home stay Standards, the competency standards and toolboxes developed under the ASEAN Mutual Recognition Arrangement for Tourism Professionals (MRA-TP), respectively the revised and upgraded Vietnam Tourism Occupational Skills standards (VTOS). These include 2 main labour divisions, Hotel Services and Travel Services, 6 labour sub-divisions, Front Office, Housekeeping, Food Production, Food and Beverage Services, Travel Agencies and Tour Operations, and 32 specific job titles (http://www.asean.org/resources).</p> <p>For tourism marketing and promotion materials, continue to develop, upgrade and professionalize design, formatting and contents to international standards (essentially, develop a complete new suite of tourism marketing materials, possibly with support from international aid and technical assistance of a professional and experienced tourism marketing and branding expert). Apply regular branding and marketing principles (market research, 8 P's, market segmentation, target market identification etc.). Brand all tourism maps, brochures, leaflets, books and DVD's consistently, attractively and on international design standards, in order to increase recognition and use by foreign (and domestic) tourists. Improve the Visitor's Guide to the Mountains of Quang Nam (Book), Visitor's Guide to Bho Hoong Village (Leaflet), Visitor's Guide to Dhroong Village (Leaflet), Ho Chi Minh Trail Road (Leaflet), Tourism Map Quang Nam Province (Map/ Information), My Son – The World Heritage Site plus Outdoor Adventures (Brochure/ Flyers). These existing materials are a start, but of local and moderate quality in terms of design, formatting and contents. They are not very attractive and lack in usefulness for foreign tourists. Particularly, the Ho Chi Minh Trail Road leaflet and the Tourism Map of Quang Nam should be overhauled, as these products and materials would have a wide appeal and big potential for bringing more (individual) travellers to the inland of Quang Nam province. For example, the Tourism Map's legend is not consistent and contains errors, important attraction icons are missing, e.g. for handicraft and home-stay villages. The Ho Chi Minh Trail is not branded and no attractions are highlighted. There are errors in colour coding, no scale and no dimensions are provided, background information and descriptions of attractions are limited, no tour packages are introduced, no (direct) addresses or contact details for home-stays are mentioned, etc.).</p> <p>For local product marketing materials, continue to develop the range and contents. Branding, formatting and design of the Co Tu Yaya – The Brocade Weavers of the Central Highlands, The Village of Dhroong, Quang Nam Province (Catalogue) is attractive, done nicely and professionally. However, the contents could be more customer and sales, rather than mainly project and community oriented. Additional information should be provided, such as brand, product item names, descriptions of materials, production and use, code numbers, prices, names, addresses and contact details of community local production sites and retail etc. This would serve the purpose of promoting and direct selling of community-based local products (brocade weaving) to tourists.</p> <p>Links to: Recommendation 16</p> <p>Addressed Actors: ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Development Agencies, Government of Vietnam/ DCST (lead) and other departments, QTA, Women's Union, Federation of Labour, SME Promotion Cooperative, TPC's, Associations and Groups/ VCCI, EuroCham (THSC), AmCham (HTSC), Private Tourism and Hospitality Sector (TA/TO's, Hotels, Resorts, Restaurants, Transport, Destination Marketing Initiatives, Vocational Training Colleges, Training Services Providers, Hospitality and Tourism Consultancies, Retail Shops etc.), Importance: High Priority, Time Frame: Medium-term, Resource Implications: Considerable Resources Required</p>
Recommendation 18	Invest further in physical and public tourism infrastructure.	<p>Problem Statement: SIT's support and investments in infrastructure development were small scale and limited by the project's objectives and resources. They were however impact oriented, contributing to the improvement of villager's livelihoods and are likely to be maintained or even scaled up by intervention partners.</p> <p>Explanatory Text/ Proposed Actions: The development of public and private infrastructure constitutes an important, nevertheless costly part of tourism development, in the inland of Quang Nam province and on national scale in Vietnam. This requires prudent planning and proper management. The local counterpart, provincial and district governments need to take the lead in identifying needs, and be held accountable for planning, fund allocation, speedy implementation and effective management and maintenance of public infrastructure projects, rather than calling for external funding and waiting for aid interventions. Infrastructure projects can be small scale, but must be properly planned, coordinated, executed and built to last. Responsibilities of management and maintenance shall be clarified and enforced, quality better inspected and controlled. Too many (road construction, electricity and water supply) infrastructure projects are just superficial installations or cosmetic repairs. For larger infrastructure development projects, the GOV should devise and implement effective PPP models. Inter-ministerial cooperation and close coordination will here be crucial on national and provincial level. Interventions from development agencies will always be relatively small scale and punctual. With support from external funding, the SIT project supported the erection of home-stay and sanitary facilities in the targeted communities of My Son, Dhroong and Bho Hoong I, as part of the community-based tourism value chain development. There is a risk that after cessation of the project, these facilities will be used for private rather than tourism purposes, and that they will not be properly maintained for tourists.</p> <p>To achieve that these infrastructure developments are maintained, scaled up and replicated by intervention partners, it is recommended that CBT models are maintained, developed and expanded further. As part of provincial master plans, invest further in public and private infrastructure which directly contributes to and benefits tourism development in the inland of the province, rural communities and villages. Approach infrastructure development from a large/ medium scale</p>

		<p>(provincial and district level) towards small scale projects (communal level). Communal level infrastructure developments are fruitless, if tourists cannot reach the villages. Consult with the private tourism sector for infrastructure projects. What is good for tourists is good for communities. Public infrastructure projects shall be designed, engineered and constructed professionally, in a durable and sustainable manner, and regularly maintained. Recurring natural calamities, such as heavy rainfall and flash floods, shall be better taken into consideration when designing construction projects (e.g. the bridge at the road section leading to My Son Sanctuary World Heritage Site (MSWHS), over Thu Bon River, around 500 m before the historical site, is far too low and narrow to allow proper water flow and disbursement during heavy rainfall and flash floods, with tree logs and debris. The evaluation team witnessed firsthand how a solidly built road, but inadequate drainage under the bridge, was washed away within a matter of hours, effectively blocking access to the MSWHS and commune for several days). On a communal level, expand to minimum 5 home-stay facilities in each village to reach economy of scale. Also, less than 5 facilities are not officially recognized as home-stays by the new ASEAN Home-Stay Standards (January 2014). Clarify and explain the concept of 'home-stays', as it seemed generally misunderstood and perceived by the project management and local counterpart as a simple 'stay-in-a-home'. Discontinue use of the term 'community-stay', as it is misleading and not in line with established CBT standards. The SIT was a CBT project and therefore, in order to be attractive and competitive, 'home-stays' in these communities need to bear a strong component of traditional local experiences. For CBT, visitors expect a traditional home design, cultural exchange and interaction with local hosts, and authentic village experiences. This may mean houses on stilts or otherwise built in traditional style, with materials of wood, rattan and bamboo, exchanges and learning experiences with the local host family, authentic cuisine, or folkloristic performances etc. In this regard, the new and relatively modern brick and mortar buildings in My Son and Dhroong villages, dubbed as 'home-stays', are not as attractive and will not be able to compete for (foreign) tourists with the traditional home-stays (Mon houses) invested and developed by Active Adventures in the Bho Hoong I community, except for their much cheaper overnight rates. Invest capital and know-how in the development of more traditional and authentic home-stays, possibly with financial aid from donors or the private sector, technical assistance from project interventions and tourism development experts. Shall this not be possible, then make the current modern-built (and cold) home-stay facilities more attractive, warm and cosy. Change accessories and decor, add traditional lamps, bed and table runners, brocade weaving products and other local handicraft, change woollen blankets to traditional quilts and plastic or metal to traditional wooden or bamboo furniture. Change from direct neon to indirect warm lighting, green wall paint to cream etc. These measures would not only serve the tastes and expectations of (foreign) tourists, but also preserve local artisan's works, traditional craftsmanship and local culture. It would also promote the direct sales of villager's local handicraft products to visitors. All these are simple measures and rather a matter of capacity, knowledge and entrepreneurial skills, than of capital and investment. These measures, however, require further technical assistance and expert intervention in the rural communities.</p> <p>Links to: Recommendation 15 and 16</p> <p>Addressed Actors: Government of Vietnam/ MCST, VNAT, DCST (lead) and other ministries/ departments, Donors/ Grand Duchy of Luxembourg, ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, QTA, Tourism and Hospitality Sector (TA/TO's, Hotels, Resorts, Restaurants, Transport, Destination Marketing Initiatives, Hospitality and Tourism Consultancies etc.). Importance: High Priority, Time Frame: Long-term, Resources Implications: Considerable Resources Required</p>
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5.2 LESSONS LEARNED AND EMERGING GOOD PRACTICES

The lessons learned and emerging good practices form an essential part and output of this evaluation. The lessons learned developed and stated in this evaluation represent a logical deduction of the richest and most meaningful points from previous recommendations.

A lesson learned is an observation from project experiences, which can be translated into relevant and useful knowledge by establishing clear causal factors and effects. It focuses on a specific project design, activity, process or decision and may provide either positive or negative insights on the key evaluation criteria. ILO aims at providing meaningful lessons learned that can be used for the improvement of current or for the planning and design of future interventions. It also aims at emerging good practices that can demonstrate clear causal factors, measurable impact and links to ILO policy goals.

A lesson learned may become an emerging good practice, when it shows additional sustainable results or benefits, and when it is determined by the evaluator to be worth for up-scaling or replication. The emerging good practices developed and stated in this evaluation demonstrated clear cause and effect relationships and showed potential for replicability and broader application.



Table 08 (Lessons Learned)

Type of Conclusion	Summary Statement	Explanatory Text
Lesson Learned 01	Project outputs and activities, which are directly related to the tourism industry and have a stronger focus on the sector, help to address cross-cutting issues and achieve macro-policy objectives better.	This Lesson Learned is derived from Recommendation 02 and links to the criteria of Relevance and Strategic Fit. It makes reference to the fact that intervention's development goals are usually driven by global priorities, donor and partner policies, country needs and beneficiary requirements. In this global political, economical and social context, project objectives are often formulated with a focus on macro-policies and cross-cutting issues (e.g. local economic development, decent work, issues of marginalized groups, gender equality, women and youth employment, poverty reduction etc.). Though these are valid concerns and in accordance to the mandate of international donors and development agencies, including the ILO, it also reveals a certain weakness of public sector interventions, particularly of those with a strong private sector component, such as in LED or DW programmes. The strategic focus on these issues and policies often leads to the formulation of project outputs and activities which are too wide, peripheral or overly ambitious, to the expense of technical and practical interventions, which are more within the local context, take a direct sector approach and have a more tangible impact on beneficiaries. Project outputs and activities, which are directly related to the particular industry and have a stronger focus on sector issues, will increase the effectiveness and impact of projects, and contribute to addressing cross-cutting issues and achieving overall macro-policy objectives of LED and DWCP interventions. More to this is filled in by the Evaluator in the Lesson Learned Template (page 85)
Lesson Learned 02	Project stakeholders require further capacity building and training in the DCED Standard. Tourism related interventions need to apply established sector standards for results measurement, monitoring and evaluation. Selected norms and standards are to be consistently applied throughout project planning, design and implementation.	This Lesson Learned is derived from Recommendation 04 and links to the criteria of Validity of Design. It makes reference to the fact that the DCED Standard for Results Measurement is quite specific and fairly new to the international development community, in spite of having been developed based on UN evaluation guidelines and established in 2008. This certainly will change over time. Until then, further capacity building and training of evaluators and consultants in particular, but also of ILO country officers, project management units and other stakeholders involved in programme planning, design, monitoring and evaluation seems advisable. DCED provides programmes with the framework, tools and incentives to monitor results in a systematic way. More and more donors, development agencies, NGO's, and consultants are using DCED to improve their monitoring systems. Credibility is enhanced and organisations complying with this standard are seen as being committed to effectiveness and excellence. The ILO's mandate to apply DCED is clear. Comprehensive and systematic documents have been issued in this regard, first and foremost the recent ILO Policy Guidelines for Results-Based Evaluation, with detailed guidance notes, checklists and templates. These relatively new documents require further development and update, as well as capacity building and training. In addition, when applying DCED, sector specific standards for results measurement and M&E of programmes should be considered, especially for LED and DW related interventions. Without applying established and professional sector specific indicators, the performance of projects cannot be properly measured or assessed. Results will be less credible. Excellent and well established guidelines for the results measurement of tourism projects exist in form of the UNWTO's "A Guidebook on Indicators of Sustainable Tourism Destinations" and the SNV's "Toolkit for Monitoring and Managing Community-based Tourism" A combination with or better an integration of these standards into DCED will improve the validity of design, credibility and effectiveness of interventions. More to this is filled in by the Evaluator in the Lesson Learned Template (page 86)
Lesson Learned 03	LED, DWCP and other tourism related interventions are not sustainable without sufficient engagement and market uptake from the private tourism sector.	This Lesson Learned is derived from Recommendation 13 and links to the criteria of Impact Orientation and Sustainability. It makes reference to the fact that although CBT interventions are usually highly geared towards broader, long-term and sustainable development changes, they are often not durable because of a lack of sufficient participation, engagement and support from the private tourism sector. Uptake from the tourism market needs to reach a certain economy of scale to be sustainable. ILO's mandate and commitment to LED and DCWP are well known and recognized. However, due to inherent differences, public sector administrations and project interventions remain relatively weak in developing direct market access and sustainable market linkages with the private sector. To overcome this, the public sector in general and development agencies in particular need to build further capacity and a better understanding of the private tourism sector's working and market mechanisms. When there are market opportunities, the private sector will get and stay involved. The ultimate goal should be to establish a regular dialogue and effective public-private partnerships. This will increase the likeliness of intervention results being maintained, scaled up or replicated. More to this is filled in by the Evaluator in the Lesson Learned Template (page 87)

Table 09 (Emerging Good Practices)

Type of Conclusion	Summary Statement	Explanatory Text
Emerging Good Practice 01	TOT, CB-TREE and practical, on-the-job CBT trainings are effective tools to empower rural communities in taking ownership of community-based tourism activities, participating in the entire value chains, accessing markets, and marketing and selling local products and services to customers directly.	This Emerging Good Practice was identified as a Lesson Learned with strong positive and replicable components, derived from Recommendations 11 and 16. It makes reference to the fact that TOT and CB-TREE models, as well as practical and on-the-job CBT trainings have a high impact on and are proven and effective tools in achieving wide, long-term and sustainable development changes in rural communities. They do not only result in the creation of new jobs, additional income, improved livelihoods and reduced poverty, but also contribute to villager's empowerment and taking ownership of CBT activities. In addition, they may raise villager's awareness of cultural identity and gender issues. Trainer development and training-of-trainer (TOT) programmes result in an increased sustainability of acquired knowledge, skills and attitudes. SIT's scope of trainings should be expanded as per the recommendations made. Trainings in CB-TREE build and strengthen the entrepreneurial spirit. Excellent strategy papers exist in the form of the ILO's "Toolkit on Poverty Reduction through Tourism" and the "Report on Training Needs Assessment and Elaboration of Capacity Building Action Plans for Project Target Groups in Dong Giang and Duy Xuyen Districts", as well as UNWTO's "Tourism and Poverty Alleviation: Recommendations for Action" (2004) and the SNV's "A Toolkit for Monitoring and Managing Community-based Tourism" (2007). Regular, long-term and coordinated trainings in various CBT disciplines, taking a practical and on-the-job approach, encourage and support villagers. Other high quality training tools exist in the form of the ILO's "Good Practices Guide for Small Hotels and Guesthouses", the Home-stay Operation Manual, Local Guide Training Manual, Driver Guide Manual and the ASEAN Toolboxes under the Mutual Recognition Arrangement for Tourism Professionals (2013). Consequently executed and effectively implemented, villagers will be enabled to better access tourism markets, develop further market linkages and sell local products and services to customers directly. The ultimate goal should be that villagers take complete ownership of project results and CBT activities, participate fully in the established value chains and gain further independence. This will improve the credibility and sustainability of such project interventions.

APPENDIX 1 (LESSONS LEARNED AND EMERGING GOOD PRACTICES TEMPLATES)

ILO LESSON LEARNED 1	
Evaluation Title: Final Independent Evaluation Project TC/SYMBOL: VIE/10/01/LUX Name of Lead Evaluator: Kai Marcus Schröter Date: 04 April 2014 The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusion of the full evaluation report.	
Lesson Learned Element	Explanatory Text
Brief Summary of Lesson Learned – Link to project goal or specific deliverable is provided.	Project outputs and activities, which are directly related to the tourism industry and have a stronger focus on the sector, for example, developing competitive tourism products and services, identifying new tourism markets, creating direct market linkages, promoting private tourism sector engagement and market uptake, strengthening villager's ownership of community-based tourism activities etc, help to address cross-cutting issues and achieve macro-policy objectives better. This Lesson Learned links to the SIT's Immediate Objective/ Outcome 1 (Output 1.2., Activity 1.2.7.; Output 1.3., Activity 1.3.4.) and Immediate Objective/ Outcome 3 (Output 3.1., Activities 3.1.1. and 3.1.2.).
Context and Any Related Preconditions - Context from which the lesson has been derived is explained. If possible, any relevance to the broader ILO mandates or technical or regional activities are pointed out.	This Lesson Learned is derived from Recommendation 02 and links to the criteria of Relevance and Strategic Fit. It makes reference to the fact that commonly, development interventions are driven by global priorities, donor and partner policies, country needs and beneficiary requirements. In the global political, economical and social context, project objectives are often formulated with a focus on macro-policies and cross-cutting issues (e.g. local economic development, decent work, issues of marginalized groups, gender equality, women and youth employment, poverty reduction etc.). Though these are valid concerns and in accordance to the mandate of donors and international development agencies, including the ILO, it also reveals a certain weakness of public sector interventions, particularly of those with a strong private sector component such as in LED or DW programmes. The strategic focus on these issues and policies often leads to the formulation of project outputs and activities which are too wide, peripheral or overly ambitious, to the expense of technical and practical interventions, which are more within the local context, take a direct sector focus and have a more tangible impact on beneficiaries. Project outputs and activities, which are directly related to the particular industry and have a stronger focus on the sector's issues, will increase the effectiveness and impact of projects, and contribute to addressing cross-cutting issues and achieving overall macro-policy objectives of LED and DW interventions.
Targeted Users/ Beneficiaries – Targeted users or beneficiaries affected by the lesson learned are cited.	Donors/ Grand Duchy of Luxembourg, ILO-HQ Technical Unit Geneva/ Enterprise Department, ILO-DWT Bangkok, ILO-CO Hanoi, Development Agencies, Government of Vietnam/ MCST, VNAT.
Challenges/ Negative Lessons (Causal Factors) – Difficulties, problems or obstacles encountered and solutions found are cited. Positive and negative aspects of the lesson learned are described. Evidence for "how" or "why" something did not work is provided.	The SIT project developed two value chains in the targeted communities, with a strong public sector focus, but relatively weak ties to the private tourism sector. The project delivered several useful trainings with tangible results, but did not build sufficient capacity for villagers to take ownership of CBT activities. The main causal factors are that the public sector's strategic aims, objectives, work processes and experiences etc. are substantially different from those of the private sector. Donors, international development agencies, non-governmental organizations, government agencies and public sector administrators focus more on macro-policies and cross-cutting issues, whereas the private sector seeks a more market-driven approach. As Vietnam is in transition towards a democratic society and market economy, and as the GOV is undergoing extensive administrative reforms, capacities in this regard are still inadequate. A proposed solution is to adjust this strategic approach. Rather than relying mainly on public sector interventions and change, provide technical assistance, expertise and practical trainings, which are sector and market-focused and serve the purpose of developing further capacity, technical know-how and skills in the targeted communities.
Success/ Positive Issues (Causal Factors) – Decisions, tasks or processes that reduced or eliminated deficiencies, or which built successful and sustainable practice and performance; or have the potential of success, are cited. Evidence for "how" or "why" something worked is provided.	The SIT project initiated and conducted trainings, which reduced deficiencies within the provincial authorities and targeted communities in Quang Nam. Awareness was raised and some capacity built in regards to tourism development. The targeted communities discovered CBT as a way to create new jobs, generate additional income and reduce poverty. Local villagers also benefitted from an increased awareness in regards to cultural identity and gender equality.
ILO Administrative Issues (Staff, Resources, Design, Implementation)	With support from the ILO-HQ Technical Unit Geneva/ Enterprise Department and ILO-DWT Bangkok, the ILO-CO Hanoi should build further human resources capacity and continue to develop technical understanding, know-how and expertise of the (private) tourism sector in Vietnam. The tourism and hospitality industry is one of the biggest and most important sectors for the socio-economic development of the country, with a particular relevance to LED and DW programmes. Unfortunately, it is yet to receive wider recognition and see improvements in its national administration and management. In this regard, the development of ILO's capacity and the improvement of project design and implementation will necessitate, on a long-term and under provision of considerable resources, a stronger involvement, network, exchange with and learning from the private tourism sector (foreign and domestic), as well as the engagement and support from external (international and national) tourism experts.
Other Relevant Comments	None

ILO LESSON LEARNED 2	
<p>Evaluation Title: Final Independent Evaluation Project TC/SYMBOL: VIE/10/01/LUX</p> <p>Name of Lead Evaluator: Kai Marcus Schröter Date: 04 April 2014</p> <p>The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusion of the full evaluation report.</p>	
Lesson Learned Element	Explanatory Text
Brief Summary of Lesson Learned – Link to project goal or specific deliverable is provided	Project stakeholders require further capacity building and training in the DCED Standard. Tourism related interventions need to apply established sector standards for results measurement, monitoring and evaluation, as for example stipulated in the UNWTO's "Indicators of Sustainable Development for Tourism Destinations – A Guidebook" (2004), SNV's "A Toolkit for Monitoring and Managing Community-Based Tourism" (2007), UN's "Tourism Satellite Account: Recommended Methodological Framework 2008" and the UN's "International Recommendations for Tourism Statistics 2008". Any selected norms and standards are to be consistently applied throughout project planning, design and implementation. This Lesson Learned links to the SIT's Immediate Objective/ Outcome 1 (Output 1.1., Activities 1.1.1., 1.1.5., 1.1.6., 1.1.7.; Output 1.2., Activities 1.2.4., 1.2.5., 1.2.6.; Output 1.3., Activity 1.3.1.) and Immediate Objective/ Outcome 2 (Output 2.1., Activities 2.1.1., 2.1.2., 2.1.3; and Output 2.2.).
Context and Any Related Preconditions - Context from which the lesson has been derived is explained. If possible, any relevance to the broader ILO mandates or technical or regional activities are pointed out	This Lesson Learned is derived from Recommendation 04 and links to the criteria of Validity of Design. It makes reference to the fact that although many donors, development agencies, NGO's, programmes and consultancies use the DCED Standard, it is relatively new to the ILO organization and CO in Vietnam. Programmes and organisations applying this standard are increasingly seen as being committed to effectiveness and excellence. The ILO's mandate is clear in this regard and so it has issued the ILO Policy Guidelines for Results-Based Evaluation, which complies with DCED. Further capacity building and training of ILO's evaluation and technical units may be recommendable. This shall include Vietnam's ILO-CO, project management units, consultants, M&E specialists, evaluators and other stakeholders involved in the planning, design, implementation and M&E of programmes. In addition, as recommended, existing sector and industry specific M&E norms and standards should be taken into consideration or combined with the DCED system, particularly for LED and DWCP interventions. Without using established and professional industry/ sector specific indicators, the performance of tourism projects cannot be properly measured and assessed. Results will be less credible. The application of industry/ sector specific standards will improve interventions' validity of design, credibility and effectiveness.
Targeted Users/ Beneficiaries – Targeted users or beneficiaries affected by the lesson learned are cited	ILO-Evaluation Unit Geneva, ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ DCST Quang Nam (lead) and other relevant departments, Quang Nam Tourism Association
Challenges/ Negative Lessons (Causal Factors) – Difficulties, problems or obstacles encountered and solutions found are cited. Positive and negative aspects of the lesson learned are described. Evidence for "how" or "why" something did not work is provided	The SIT project initially applied the Log Frame, but introduced later the DCED's Results Chain system. This standard was quite comprehensive, relatively new and not well understood by SIT's project stakeholders. Workshops and trainings provided in this regard were insufficient and not well absorbed. The project's monitoring and evaluation system was generally not adequate in design and format. The results chains were identified and formulated well, but key issues, targets, tracking tables, indicators, baseline data, data collection methods and assigned responsibilities were not. The measurement and monitoring did not follow established tourism standards. Statistics received on the project's CBT activities were inconsistent and not coherent, considered not reliable and invalid, therefore not used for the evaluation. However, the final evaluation was designed and conducted in line with the DCED Standard and an assessment of the project's performance was made accordingly.
Success/ Positive Issues (Causal Factors) – Decisions, tasks or processes that reduced or eliminated deficiencies, or which built successful and sustainable practice and performance; or have the potential of success, are cited. Evidence for "how" or "why" something worked is provided	The DCED Standard, UN Evaluation Guidelines, OECD-DAC Criteria and ILO Policy Guidelines for Results-Based Evaluations were comprehensive, clear, useful and generally appropriate for results measurement, monitoring and evaluation of the SIT project. In addition and more specifically, the UNWTO's "A Guidebook on Indicators of Sustainable Tourism Destinations" (2004) and the SNV's "A Toolkit for Monitoring and Managing Community-based Tourism" (2007) provide examples on the measuring of indicator changes and good practices for the monitoring and evaluation of tourism related interventions. With the building of further capacity and in-depth training on national and project management level, ILO's project assessments will gain in strengths, effectiveness and credibility.
ILO Administrative Issues (Staff, Resources, Design, Implementation)	With support from the ILO-Evaluation Unit Geneva and ILO-DWT Bangkok, the ILO-CO Hanoi should build capacity and receive further training in regards to results measurement, monitoring and evaluation of programmes under the DCED Standard. This should encompass the entire system and include the development of results chains, key issues, targets, tracking tables, indicators, baseline data, data collection sources and methods, statistical data analysis and interpretation. Particular attention should be paid to tourism related projects, especially in regards to developing indicators and the collection, analysis and interpretation of tourism data. On a medium-term, this will require some additional resources. M&E specialists and consultants need to be experts with a track record in tourism development and tourism statistics.
Other Relevant Comments	In an effort to share relevant knowledge, softcopies of the UNWTO's "Indicators of Sustainable Development for Tourism Destinations – A Guidebook" and the SNV's "A Toolkit for Monitoring and Managing Community-Based Tourism" have been submitted to the Evaluation Manager/ ILO-EVAL together with this report.

ILO LESSON LEARNED 3

Evaluation Title: Final Independent Evaluation

Project TC/SYMBOL: VIE/10/01/LUX

Name of Lead Evaluator: Kai Marcus Schröter

Date: 04 April 2014

The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusion of the full evaluation report.

Lesson Learned Element	Explanatory Text
Brief Summary of Lesson Learned – Link to project goal or specific deliverable is provided	LED, DW and other tourism related interventions are not sustainable without sufficient engagement and market uptake from the private tourism sector. This Lesson Learned links to the SIT's Immediate Objective/ Outcome 1 (Output 1.1., Activities 1.1.1., 1.1.4.; Output 1.2.; Output 1.3.) and Immediate Objective/ Outcome 2 (Output 2.1. and 2.2.).
Context and Any Related Preconditions - Context from which the lesson has been derived is explained. If possible, any relevance to the broader ILO mandates or technical or regional activities are pointed out	This Lesson Learned is derived from Recommendation 13 and links to the criteria of Impact Orientation and Sustainability. Currently, dialogue and partnerships between public and private tourism sector in Vietnam are sporadic and not institutionalized. Government agencies do not actively seek support or take sufficient advantage of the know-how and experience of the tourism and hospitality industry. Capacities of the public sector in tourism management, marketing and promotion, development of market linkages and direct access to tourism markets remains limited. For the SIT, the ILO used its competitive advantage from previous experiences in the EST project in Laos and LED and DWCP interventions in Vietnam. However, SIT could not reach out to the wider private (domestic and foreign) tourism sector. Uptake from the tourism market remained limited and did not reach sufficient economy of scale for the project to be sustainable. The targeted communities did not fully participate in the developed value chains and had not taken ownership of CBT activities.
Targeted Users/ Beneficiaries – Targeted users or beneficiaries affected by the lesson learned are cited	ILO-DWT Bangkok, ILO-CO Hanoi, ILO-PO Tam Ky, Government of Vietnam/ MCST, VNAT, DCST, QTA, VCCI, EuroCham (THSC), AmCham (HTSC), Private Tourism and Hospitality Sector (TA/TO's, Hotels, Resorts, Restaurants, Transport, Destination Marketing Initiatives, Vocational Training Colleges, Consultancies etc.
Challenges/ Negative Lessons (Causal Factors) – Difficulties, problems or obstacles encountered and solutions found are cited. Positive and negative aspects of the lesson learned are described. Evidence for "how" or "why" something did not work is provided	The SIT project was affected by the inherent difficulty of local government agencies, mass organizations and business associations to establish strong, lasting and effective dialogue and partnerships with the private sector, on regional and national level. Based on a long standing central government and state-run economy, cooperation and coordination with the private sector in Vietnam is relatively weak. Trade and business associations are not really independent private sector representatives, but rather dependent from the state, politically, legally, administratively and fiscally. With considerable support from the foreign business and international donor community in regards to PPD and PPP, for a decade or so, the GOV has only relatively recently begun to develop mechanisms and processes for a more regular and effective dialogue with the (local and foreign) private tourism sector. Positive examples in this regard are business sector initiatives of the EuroCham THSC and AmCham TWG, public-private sector dialogues of the VBF-TWG, MPI Consultative Meetings and the MCST-VNAT TAB, as well as international aid interventions such as the EU-funded ESRT Programme. These initiatives are still at an early stage, and effectiveness and results are low. The local counterparts will require continued drive, capacity building and development on a long-term. International organizations such as the ILO play a crucial role, but are also encouraged to develop their own capacity, technical know-how, network and understanding of tourism sector market mechanisms, in order to be able to plan, design and implement suitable interventions and deliver effective technical assistance for the development of the tourism sector in Vietnam.

<p>Success/ Positive Issues (Causal Factors) – Decisions, tasks or processes that reduced or eliminated deficiencies, or which built successful and sustainable practice and performance; or have the potential of success, are cited. Evidence for “how” or “why” something worked is provided</p>	<p>Through the development of the two value chains, the SIT project created new jobs, generated additional income and reduced poverty in the targeted communities. In addition, villagers gained awareness of cultural identity and gender issues. To increase impact and sustainability of these achievements, it is necessary to strengthen the engagement of the private sector and the market uptake of new CBT destinations. As clearly stated in the detailed and comprehensive recommendations of this report, sustainability can be increased through a range of measures. To institutionalize regular dialogue and effective partnerships between the public and private tourism sector, future interventions should link up with ongoing and related ESRT activities and take lessons learned from these into consideration. The representation of the private tourism sector's interests and the capacity, professionalism and role of national trade associations in Vietnam, such as VITA, VISTA and VHA and the provincial QTA, should be developed and enhanced. To improve the branding, marketing and promotion of national and provincial tourism, as well as the development of direct linkages to the private (domestic and foreign) tourism and hospitality sector, an attractive and unique nation brand (linked to provincial brands), a professional national destination marketing website (linked to provincial destinations and products) and compelling tourism marketing collaterals need to be created. Here again, some work has been done by the ESRT and future interventions should link up. The public sector in Quang Nam needs to seek access to and cooperate more closely with foreign and privately-owned tourism businesses, rather than focusing mainly on locally and state-owned enterprises. Moreover, it could enter into partnership with private-sector tourism marketing initiatives, such as the CCV in Quang Nam, and with not-for-profit organizations committed to responsible and sustainable tourism development, such as the RTC and RTG. For international development agencies involved in tourism projects such as the ILO, the public relations and marketing need to be professionalized, for example, the outreach of mailings and newsletters, and the conduct of road shows, fairs, exhibitions and familiarization trips with travel agents and tour operators. The tourism and hospitality industry, with all its diverse representatives, possesses an abundance of knowledge, skills and experience. It is willing to share and support tourism interventions, but needs to be approached in the right way and see some more sincere actions and effective implementation from the government.</p>
<p>ILO Administrative Issues (Staff, Resources, Design, Implementation)</p>	<p>With support from the ILO-DWT Bangkok, the ILO-CO Hanoi should build capacity and receive further training in regards to results measurement, monitoring and evaluation of programmes under the DCED Standard. This should encompass the entire system and include the development of results chains, key issues, targets, tracking tables, indicators, baseline data and data collection methods. Particular attention should be paid and resources allocated to the M&E of tourism related projects, especially in regards to developing indicators and collecting, analyzing and interpreting of tourism data. M&E specialists and consultants need to be experts with a track record in tourism development and statistics.</p>
<p>Other Relevant Comments</p>	<p>None</p>

ILO EMERGING GOOD PRACTICE 1

Evaluation Title: Final Independent Evaluation

Project TC/SYMBOL: VIE/10/01/LUX

Name of Lead Evaluator: Kai Marcus Schröter

Date: 31 March 2014

The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusion of the full evaluation report.

Good Practice Element	Explanatory Text
<p>Brief Summary of the Emerging Good Practice – Link to project goal or specific deliverable, background and purpose is provided. The task or practice which worked is cited as specifically as possible, and how it worked, linking it to the project's relevance and purpose</p>	<p>TOT, CB-TREE and practical, on-the-job CBT trainings are effective tools to empower rural communities in taking ownership of community-based tourism activities, participate in entire tourism value chains, access tourism markets, and market and sell local tourism products and services to customers directly. This Emerging Good Practice links to the SIT's Immediate Objective/ Outcome 1 (Output 1.1., Activity 1.1.6; Output 1.2., Activities 1.2.5, 1.2.6.), Immediate Objective/ Outcome 2 (Output 2.1., Activity 2.1.3.) and Immediate Objective/ Outcome 3 (Output 3.1., Activities 3.1.7., 3.1.8.).</p>
<p>Relevant Conditions and Context – Limitations or advice in terms of applicability and replicability are cited. The circumstances under which the good practice took place and anything that might affect its application to other settings (e.g. problems and obstacles). Relevant pre-conditions or specific organizational aspects which contributed to the emerging good practice are provided. Has it been used before?</p>	<p>TOT, CB-TREE and practical, on-the-job CBT trainings are relatively simple, yet effective tools, which can be applied and replicated in a variety of settings, given the pre-condition that they are well planned and prepared with a long-term vision of what needs to be achieved in mind. The main obstacles and limitations of applying these training models are the knowledge, skills, attitudes and motivation of beneficiaries to be trained; the quality of training materials, curricula and methodologies; the (master) trainer's academic qualifications and practical working experience (in the tourism and hospitality industry in general and the particular teaching discipline/ subject in particular); the logistical and other training arrangements (e.g. the accessibility, quality and set up of training venues, the training schedules etc.); the whole-hearted, continued and lasting commitment and engagement of involved key parties, especially of local government agencies and community leaders; and lastly, the self-sufficiency and continuation of training programs after the departure of project interventions. Similar training models have been successfully used in other tourism projects in Vietnam, such as the PATA Community Tourism Training Exchange, CARITAS Pro-Poor-Tourism and the SNV Pro-Poor Sustainable Tourism.</p>
<p>Establish a Clear Cause-Effect Relationship – This is sometimes linked to context and beneficiaries, and should also indicate where project design and objectives, or the prevailing theory of change in the project, can be linked to the emerging good practice.</p>	<p>SIT's project design and objectives anticipated a gradual build-up of knowledge and capacities with beneficiaries. Both training interventions, targeting direct and ultimate beneficiaries, had made an impact in this regard. Officials, administrators and other public sector representatives learned the principles of tourism value chains development. Travel agents, tour operators, hotel and guest house owners, tour guides and drivers received practical and useful trainings for the professional conduct of tourism activities. The project also delivered trainings to officials and vocational school teachers, with the purpose of developing a TOT model for further training in communities. SIT's conduct of a wide range of training activities was impact oriented and made significant contributions to improving knowledge, skills and attitudes of local villagers. The trainings were well received and absorbed, as they brought tangible benefits, new jobs, additional income, improved livelihoods and reduced poverty, as well as in an increased awareness of cultural identity and gender issues. The development of CBT takes time, sometimes up to a few years. When tourism products are not sufficiently attractive or competitive, or services provided are of inadequate quality, the tourism market loses interest, visitor numbers dwindle, and the acquired knowledge and skills of communities erode. A negative development cycle may be set in motion, which cannot be stopped or reversed easily. To ensure that achievements of interventions are sustainable, villagers need to be equipped with the right tools and appropriate level of knowledge and skills, to steer the CBT development in the right direction, develop further market linkages and to be able to access tourism markets and individual customers directly. To increase the chance of sustainability, it was recommended that future tourism interventions in Vietnam continue the general path of training, but focus (in majority, but not exclusively) on practical on-the-job trainings. To do so, implement trainer development programmes and apply the training-of-trainer (TOT) approach as the principal model for all future training activities. Trainer development and TOT result in an increased sustainability of acquired knowledge, skills and attitudes. Training in CB-TREE builds and strengthens the entrepreneurial spirit. The ultimate goal of such trainings shall be to develop further capacity of rural communities, empower them to take full ownership of CBT activities and thus reduce dependencies.</p>
<p>Indicate Measurable Impact and Targeted Beneficiaries – Explain who are the targeted beneficiaries or users of the good practice and the impact on them.</p>	<p>The targeted beneficiaries of this Emerging Good Practice shall be villagers, man, women and youth in rural communities of Vietnam. In lack of reliable baseline data, it is difficult to specify the measurable impact. Impact measurement of trainings shall have quantitative and qualitative criteria. Some suitable indicators could be for example: 1. Number/ Percentage of Villagers Directly and Full-time Employed for CBT Activities (+ 20%), 2. Number/ Percentage of Villagers Directly and Indirectly Contributing or Participating in CBT Activities (+30%), 3. Number/ Percentage of Villagers Directly or Indirectly Engaged in Tourism Activities Outside the Community (Leakage), 4. Annual Total Income from CBT Activities (+20%), 5. Tourist Satisfaction with CBT Products and Services and 6. Villager Satisfaction with CBT Activities.</p>

<p>Potential for Replication and by Whom – Cite specific reasons why the emerging good practice is considered to be potentially replicable in different contexts? How?</p>	<p>Given the lessons learned from other CBT interventions and the comparability of destinations in terms of geographic area and topography, tourism potential and demand, villager's knowledge and skills, poverty levels etc., this Emerging Good Practice is suitable to be scaled up and potential for replication in several other provinces, districts and rural communities of Vietnam. Some examples in order of potential (non-exhaustive list): Binh Thuan (Phan Thiet - Mui Ne, Cham, Cultural Tourism), Ninh Thuan (Cham, Cultural Tourism), Daklak (Buon Me Thuot, Eco- and Agritourism), Hau Giang (Long Xuyen - Chau Doc, Historical- and Spiritual Tourism), Tien Giang (My Tho - Mekong, Ecotourism) and Kien Giang (Phu Quoc, Nature- and Ecotourism). This needs further research and investigation. CBT project interventions and this Emerging Good Practice should only be applied in areas with 1. Existing tourism attractions (potential for CBT), 2. Principal tourist demand (potential for growth), 3. Basic tourist infrastructure (road access) and 3. Genuine interest from local communities.</p>
<p>Upward Links to Higher ILO Goals (DWCP's, Country Programme Outcomes or ILO's Strategic Programme Framework) – When possible, indicate any relevant contribution or link to the broader ILO policy goals or country programme outcomes.</p>	<p>This Emerging Good Practice links to the higher ILO's Local Economic and Decent Work Country Programmes. It further links to the ILO's Sustainable Tourism In Emerging Destinations, Skills for Trade and Rural Youth Employment Projects in Vietnam.</p>
<p>Other Documents or Relevant Comments</p>	<p>None</p>

APPENDIX 2 (EVALUATION'S TERMS OF REFERENCE)



International
Labour
Organization

TERMS OF REFERENCE Final Independent Evaluation Of The Project 'Strengthening Inland Tourism in Quang Nam Province' VIE/10/01/LUX

Donor:	Government of Luxembourg and International Labour Organization
Project Duration:	3 years (May 2010– May 2013, with an extension until December 2013 due to a delayed start)
Budget:	US\$ 1,350,000
Geographical Coverage:	Quang Nam province, Vietnam
Evaluation Date:	November 2013
ToR Preparation	October 2013

Introduction and Rationale for Evaluation

The technical cooperation project on **Strengthening of Inland Tourism in Quang Nam (SIT)**, implemented by ILO and the Quang Nam province aims to develop a replicable and sustainable approach contributing to pro-poor tourism development in Vietnam. The intervention focuses on pro-poor development of the hospitality and travel industry for inland tourism in the province, piloting some critical value chains in the industry. To do that, the project works on three thematic areas: (1) framework conditions, including training and human resources development and improving the business environment; (2) Inland tourism destinations development with Ho Chi Mail trail and My Son area; (3) pro-poor local products development for tourism.

The 3-year project is coming to an end by the end of December 2013. The final evaluation is required since the project total budget is more than US\$1,000,000; at least one independent evaluation is needed by ILO evaluation policy. The aims of the final independent evaluation are to assess to what extent (i) progress has been made in achieving the project's outcomes and (ii) how the project outcomes have contributed to implementing the Decent Work Country Programme in Viet Nam. The donors and key stakeholders will be consulted throughout the evaluation process. The final independent evaluation will comply with UN evaluation norms and standards and that ethical safeguards will be followed.¹

Background on Project and Context

Tourism is generating much income and jobs in Vietnam and it is identified as a key sector for employment and economic growth at national level and in many provinces. However, economic activity in the tourism sector tends to be concentrated. Many areas, especially those in the rural interior of the country, have benefited little. Quang Nam province, in the centre of the country, exemplifies this phenomenon. While the province offers excellent opportunities for tourism development, the rural and mountainous areas have remained poor with inland tourism being largely limited to day trips from Hoi An and other coastal areas.

Together with the provincial initiatives on tourism development, the ILO is addressing this challenge through the "Strengthening of Inland tourism in Quang Nam Project", from July 2010 (inaugurating Steering Committee Meeting) to December 2013. The overall aim of the project is to utilize Quang Nam's tourism sector as a driver for poverty reduction in the province, especially for individuals (primarily, but not exclusively women and youth) from disadvantaged regions of the province, focusing in two approaches: bringing the tourists to the communities and linking the poor in the mountainous communities to the tourism industry by enabling them to provide hospitality and sell locally made products.

The Project has applied the value chain development (VCD) approach to identify main constraints to and opportunities for pro-poor and pro-jobs development of the hospitality and travel industry in Quang Nam to identify intervention areas. These are now under full implementation in close cooperation with local partners, provincial and district authorities, the private sector, and other project partners.

At the same time, the project aims at creating demonstration models and approaches for pro-poor tourism development to address similar needs in other parts of the country. It is expected that the project will provide a replicable and sustainable approach that contributes to pro-poor and pro-jobs tourism development in Vietnam (development objective) in line with the Government of Vietnam's Tourism Action Plan and Vietnam's Socio Economic Development Plan. The project is implemented under full guidance from the Hanoi Core Statement principles and it is an integral part of the One UN plan result area for pro-poor employment creation for youth.

The SIT project supports the province in building a clear strategy and plan to promote inland destinations as well as to formulate a province-wide home stay policy of a more strategic nature. The strategy is expected to contribute significantly to develop more inland tourism destinations and create more economic livelihoods for local people, employability of youth and for productive employment for all. With this strategy being formulated, Quang Nam will probably be the first province in Vietnam that has ever developed a strategy and plan to promote inland tourism destinations at the provincial level.

The SIT project is designed to contribute to the ILO Vietnam Decent Work Country Programme, contributing to the achievement of the following country programme outcomes:

- *Outcome 2:* enhanced policies, programmes, regulations and practices that improve private sector development, employment creation as well as employability of youth and other vulnerable groups at national and local levels;
- *Outcome 3:* policies, programmes and practices contribute to pro-poor local development.

The specific project outputs include:

Under Immediate objective/Outcome 1: Pro-poor development of the hospitality and travel industry for inland tourism in Quang Nam:

- Output 1.1. Capacity developed to conduct Value Chain Development exercises for pro-poor tourism development
- Output 1.2. A participatory Value Chain Development exercise of the hospitality and travel industry completed
- Output 1.3. Technical and financial support provided to interventions to develop the hospitality and travel industry value chain

Under Immediate objective/Outcome 2: Pro-poor development of two selected value chains which are critical to the development of the hospitality and travel industry for inland tourism in Quang Nam.

- Output 2.1. Two exercises on selected value chains that are critical to the development of the hospitality and travel industry for inland tourism in Quang Nam completed

¹ Reference: UN Evaluation Norms and Standards and OECD/DAC Evaluation Quality Standards. For further information <http://www.ilo.org/eval/policy/>

- Output 2.2. Technical and financial support provided to interventions to develop the selected value chains: (i) Value chain 1: Inland destinations development and promotion for Ho Chi Minh Trail and My Son area; (ii) Value chain 2: Locally-produced products value chain development, focusing on distribution and promotion.

Under Immediate objective/Outcome 3: Awareness of the project's experience, lessons learned and tools among stakeholders in the tourism sector nationally and in selected other provinces.

- Output 3.1. Experience, lessons learned and tools documented and shared nationally and with selected other provinces.

Location and Project Team

The project team is based in Quang Nam and currently consists of a National Project Coordinator, two admin/finance assistants and a driver. The project pilots two value chains in Ho Chi Minh trail (developing CBT models in Dong Giang district) and My Son areas, Duy Xuyen district.

Partners and Stakeholders

- The Provincial People's Committee of Quang Nam/ Department of Culture, Sport and Tourism (DOCST),
- Department of Labour, Invalids and Social Affairs (DOLISA),
- Department of Industry and Trade (DOIT),
- Women Union,
- Federation of Labour,
- Provincial Cooperative Alliance (PCA),
- Quang Nam Tourism Association (QTA) and selected districts.

Purpose, Objectives and Scope of the Evaluation

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

Purpose: The purpose of this final evaluation is to

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

The evaluation will also assess the following:

- Contribution to pro-poor tourism sector development
- Contributions to promoting public-private dialogue and policy discussion participation
- Inland destination/local products development and promotion
- Tools for Community-based tourism
- Exit strategy and/or continuation

Scope: This final evaluation will cover the implementation period from June 2011 to August 2013.

Clients: The principal clients for this evaluation are the project management, ILO constituents and partners in Viet Nam, ILO Hanoi, DWT Bangkok, RO-Bangkok, ILO technical units, PARDEV, EVAL and the project donor (Luxembourg Government)

Key Evaluation Criteria and Questions/ Analytical Framework

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

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

- *Validity of design:* Were the project strategy, objectives and assumptions appropriate for achieving the planned results? Does the project make use of a monitoring and evaluation framework? Is data regularly collected? To what extent are project indicators useful to measure progress?
- *Effectiveness:* Is the project making sufficient progress towards its planned objectives? What factors influenced the effectiveness of the project capacity building and other activities? Have the quantity and quality of outputs been satisfactory so far? Will the outputs be transformed into outcomes? How have stakeholders been involved in project implementation? Has the project effectively and efficiently succeeded in mainstreaming gender equality in its areas of work (outputs) and its processes? What interventions had effects on gender relations? What multiplier effects can be identified?
- *Sustainability:* Has the project ensured that key components are sustainable beyond the life of the project? What project components appear likely to be sustained after the project and how? How likely is it that the project outcomes will be sustainable – that is, that the local/national partners take ownership of them and have the necessary capacity and resources to continue or even expand them? What needs, if any, were identified for further capacity building and supports to promote the likelihood of sustainability?
- *Relevance:* To what extent have the project activities been relevant to implementing national, provincial and partner needs and priorities, programmes for national and provincial development and poverty reduction? To what extent have the design and implementation of capacity building and other activities involved stakeholders or been demand-driven? How do the interventions link with the DWCP and the One UN plan?

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

The evaluator should make conclusions, recommendations, and identify lessons learnt and good practices based on the below specific questions. In consultation with the evaluation manager, any other information and questions that the evaluator may wish to address may be included as the evaluator see fit. Based on development objectives, outputs and activities specified in the project document, the final evaluation will address the following issues:

Relevance and Strategic Fit

- Are the needs identified at the outset of the project still relevant?
- Have the partners and stakeholders taken ownership of the project concept and approach since the design phase?
- How does the project align with local and national plans for Tourism development?
- How has the project contributed to other national development frameworks?
- How has the project impacted in term of contributing to the DWCP?
- Is the project target appropriate and was there a rationale?
- How does the project response to the Tourism development challenge in the Province.
- Where has the project succeeded in this role and where has it failed (or could do better)?
- Is collaboration scheme effective to improve Pro-poor Tourism Development in Vietnam?

Validity of Design (i.e. PRODOC)

- How logical is the project design?
- Given the resources is it practical to envisage the project achieving all its targets and goals?
- What was the baseline condition at the beginning of the project? How was it established? Was gender issues considered?
- Are the planned project objectives and outcomes relevant and realistic to the situation on the ground? Do they need to be adapted?
- Is the intervention logic coherent and realistic? Is there a need for adjustments, if so: what needs to be adjusted?
- Were all the elements of the project design necessary to achieve the project objectives?
- How strategic is the choice of project partners and stakeholders in terms of mandate, influence, capacities and commitment?
- What are the main means of action? Are they appropriate and effective to achieve the planned objectives?
- Comment on the quality and usefulness of the selected indicators and means of verification for programme monitoring and evaluation, including breakdown by sex, age, etc.
- On which risks and assumptions does the project logic build? How realistic is it that they do or do not take place? How far can the project control them? Do the risks jeopardize the project?
- Comment on the external logic of the project in terms of its links with other interventions, synergies and economies of scale created.
- Did the project document provide adequate guidance on how the intervention would address the relevant gender issues amongst the target groups?
- How well targeted were the proposed interventions in terms of vulnerable groups taking cognizance of ethnicity, sex, age and other vulnerabilities?

Project Progress and Effectiveness

- Have the three project immediate objectives been achieved? To what extent?
- In which areas (under which outputs/components) does the project have the greatest achievements? Why this and what is their supporting?
- In which areas does the project have the least achievements? What has been the constraining factors and why?
- Have the quantity and quality of the outputs produced so far been satisfactory? Do benefits accrue equally to women and men?
- Are project partners using outputs?
- In which areas do the interventions have the greatest achievements? Why this and what is have been the supporting factors? How can ILO build on or expand these achievements?
- How and to what extent have stakeholders (particularly the ILO constituents) been involved in project implementation?
- What elements of the project are indicating of a 'good practice' (based on the ILO definition).
- Were different strategies used for delivering project interventions to the different target groups? Were the strategies culturally and gender sensitive?
- Assess the development of partnerships, networking and collaboration initiatives that have potential to be sustainable. (With other development aid, donor community and with other UN agencies).
- How collaboration between stakeholders helped to effectively implement through the project?

Adequacy and Efficiency of Resource Use

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
- Have resources been used efficiently? Have activities supporting the strategy been cost-effective? Do results justify costs? Could the same results be attained with fewer resources?
- Have project funds and activities been delivered in a timely manner?

Effectiveness of Management Arrangements

- Are management, monitoring and governance arrangements for the project adequate?
- Does project governance facilitate good results and efficient delivery?
- Does the project receive adequate political, technical and administrative support from its national and provincial partners?
- Do implementing partners provide for effective project implementation?
- How do the project partners and other stakeholders contribute to the success of the project?
- To what extent is the membership of stakeholders as defined in the ToR for these relevant? Is the membership too limited or too extensive? Examine the role and involvement of project stakeholders.
- Has the project team's integration (physically and in relation to work flow) in the ILO Viet Nam office enhanced project effectiveness?
- Has cooperation with project partners been efficient?
- Have available gender mainstreaming tools been adapted and utilized?
- Has the project made strategic use of other ILO projects, products and initiatives to increase its effectiveness and impact?
- How efficient and effective has the process been of communication from the field office to the regional office and the donor?
- To what extent do project staff, implementing organizations, and other partners and stakeholders have a clear and common understanding of definitions used and standards promoted by the ILO e.g. decent work; gender equality and equity etc.

Impact Orientation & Sustainability

- What was the impact of the means of action on the problem and on the target population?
- How effective and realistic is the exit strategy of the project? Is the project gradually being handed over to the national partners? Once external funding ends will national institutions and implementing partners be likely to continue the project or carry forward its results?
- Are the means of action gradually being handed over to the national partners?
- Are national partners able to continue with the project? How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)?
- Are project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at the end of the project?
- Can the project approach or results be replicated or scaled up by national partners or other actors? Is this likely to happen? What would support their replication and scaling up?

Main Outputs of Evaluation

The main output of the evaluation will include the following:

- a brief inception report that elaborates the evaluation design, fine tuning and validating the key questions to be answered by the evaluation
- Preliminary findings to be presented at the stakeholders workshop at the end of evaluation mission
- Final evaluation report

The "Evaluation Report" should contain the following contents:

- ILO standard cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
- Executive Summary following ILO evaluation summary standard template
- Brief background on the project and its logic
- Purpose, scope and clients of evaluation
- Methodology
- Review of implementation
- Presentation of findings
- Conclusions
- Recommendations including to whom they are addressed
- Lessons Learnt to be presented in the standard template indicated in the annex
- Possible future directions
- Annexes

Quality of the report will be determined by conformance with the quality checklist for evaluation report.

Methodology

ILO will engage external consultants to undertake the final independent evaluation. The consultants will report to the evaluation manager who is based at the ILO Department for Strategic Programming and Management (PROGRAM), ILO Geneva. The final methodology and evaluation questions will be finalized by the evaluator in consultation with the evaluation manager.

The evaluator will consult with ILO Director, relevant ILO technical specialists (DWT Bangkok), project team, national technical specialists and key stakeholders to gather inputs for the evaluation. The evaluation will be conducted during the period of October- December 2013 and the evaluator will undertake the following activities:

- Review all relevant documentations;
- Prepare inception report, including data analysis. All data should be sex-disaggregated and different needs of women and men and marginalized groups should be considered throughout evaluation process
- Meet with the project team and consult with relevant staff of ILO Viet Nam, DWT Bangkok, ILO ROAP and donor.
- Meet with the project partners and project team in Quang Nam and visit project sites in Dong Giang and Duy Xuyen districts, Hoi An city and conduct interviews/focus group discussions with stakeholders in the province.
- Present the preliminary findings at the end of evaluation mission to all relevant and key project stakeholders. This allows the key findings and key recommendations to be verified by the key stakeholders
- Draft evaluation report to be submitted to the evaluation manager for further comments and inputs from project stakeholders

The project will provide logistic and administrative support to the evaluation mission throughout the process, including a tentative programme for the evaluation mission to be completed in agreement with the evaluator and the evaluation manager. The evaluator will also have access to all relevant materials. To the extent possible, key documentations will be sent to the evaluator in advance.

Sources of Information and Documentation

- Project Document
- Project Progress reports (including Annual and Semi-annual Progress Reports)
- Mid-term evaluation report of February 2013
- Viet Nam National Development Strategies
- Vietnam's Socio Economic Development Plan
- Government of Vietnam's Tourism Action Plan
- Provincial Strategies on Tourism Sector Development
- Hanoi Core Statement principles
- Project Implementation Plan
- UN One Plan 2012-2016 in Vietnam
- All ILO evaluation guidelines (including ILO's M&E Manual)

Management Arrangement, Work Plan and Time Frame

7.1 Management arrangements:

The designated evaluation manager is Mr. Oktavianto Pasaribu, Programme Analyst, PROGRAM, ILO Geneva to whom the evaluator team will report to.

7.2 Evaluator's tasks:

The evaluation will be conducted by an international evaluator and a national consultant responsible for conducting a participatory and inclusive evaluation process. The international evaluator will deliver the above evaluation outputs and act as the evaluation team leader.

7.3 Stakeholders' and donor's role:

All stakeholders in Viet Nam particularly the constituents, the partners, the project teams, ILO Hanoi, DWT Bangkok, and donor will be consulted and will have opportunities to provided inputs to the TOR.

The possibility of participation of the donor (the Government of Luxembourg) and of RO-Bangkok in the field visits and/or the stakeholder's workshop are to be determined.

7.4 The tasks of the Projects:

The project team will support the implementation of the evaluation throughout the process, and provide logistical and practical support to the evaluation team during the evaluation mission. The project will also ensure that project documentations are up to date and easily accessible;

Work Plan and Timeframe:

Task	Responsible Person	Timeframe
Preparation of the ToR	Evaluation Manager	Oct 2013
Sharing the ToR with all concerned for comments/ inputs	Evaluation Manager	Oct 2013
Finalization of the ToR	Evaluation Manager	Oct 2013
Approval of the ToR	Evaluation Officer-ROAP	Oct 2013
Selection of consultant and finalization	Evaluation Manager	Oct 2013
EXCOL contract based on the ToR prepared/ signed	ILO Hanoi	Oct 2013
Draft mission itinerary for the evaluator and the list of key stakeholders to be reviewed	National Project Coordinator Evaluation Manager	Oct 2013
Brief evaluators on ILO evaluation policy	Evaluation Manager	Oct 2013
Prepare inception report	Evaluator	Nov 2013
Evaluation mission	Evaluator	Nov 2013
Stakeholders consultation workshop	Evaluator	Nov 2013
Drafting of evaluation report and submitting it to the Evaluation Manager	Evaluator	Nov 2013
Sharing the draft report to all concerned and consolidated comments on the draft report send to the evaluator	Evaluation Manager	Nov/Dec 2013
Finalization of the report	Evaluator	Dec 2013
Approval of final evaluation report	EVAL in Geneva	

Resources Required:

The following resources are required:

- Daily Subsistence Allowances (DSA), economy airfare
- Cost of international evaluator and national consultant
- Stakeholders workshop
- Translator and local transport in the field (to be managed by project)

Travel schedules, means of transport of evaluation team are subject to prior arrangement with ILO and local field transportation will be managed by ILO

Qualifications and Responsibilities of the evaluation team/consultant:

A team of consultants which includes an international evaluation specialist is required with the following qualification:

- Experience in design, management and evaluation of development projects in Vietnam; relevant experience in tourism research is a plus
- Relevant background in social and/or economic development
- Experience in the UN system and in the evaluations of the UN system or similar international development experience
- Relevant regional experience preferably prior working experience in Viet Nam and Quang Nam province.
- Familiarity with and knowledge and experience working with local authorities and stakeholders.
- Fluency in English is imperative for evaluation team – a local language skill for national consultant is a must.
- Experience in facilitating workshops and experience in conducting friendly in-depth interviews and discussions is important.
- Experience working with ethnic minority community
- Experience working and implementing Donor Committee on Enterprise Development (DCED) evaluation.
- Experience working with tourism data and statistics.

Estimated Working Days for Evaluation Team

Phase	Tasks/ Activities	Working Days Proposed	
		International Consultant	National Consultant
1.	<ul style="list-style-type: none"> • Telephone/Skype/face-to-face briefings with Evaluation Manager/project manager in ILO • Desk Review of project-related documents • Prepare inception report to include: <ul style="list-style-type: none"> ✓ Identifying the key evaluation indicators ✓ Developing evaluation mission work plan ✓ Developing evaluation instruments including interviews guide and data collection form/tables if required 	04	02
2.	Telephone/Skype briefings with relevant technical specialists and evaluation officer in Geneva/Bangkok	01	
	• In-country briefing with ILO Hanoi (to be confirmed).	02	02

	<ul style="list-style-type: none"> • Consultation with project management • Consultations with project partners in Hanoi 		
	<ul style="list-style-type: none"> • Field visit and data collection in project sites • Consultations with project partners and other beneficiaries • Stakeholders workshop in Quang Nam 	05	05
3.	• Data entry by national consultant and analysis by lead evaluator	04	07
4.	• Draft report based on all activities/ tasks undertaken above	05	05
5.	<ul style="list-style-type: none"> • Circulation of draft report to key stakeholders • Consolidate comments of key stakeholders and send to the evaluation consultant • Finalize the report 	03	03
Total		25	25

Detailed Budget

No	Description	Unit	Q'ty.	Pax	Rate	Total Costs (\$)
1	Fee for international consultant (1)	day	25	1	400	10,000
2	Fee for international consultant (2)	day	6	1	400	2,400
3	Fee for national assistant	day	25	1	111	2,775
4	Air ticket HN-DN-HN and local transport in Ha Noi and from Da Nang airport to Tam Ky city.	flight	2	2	250	1,000
5	DSA in Tam Ky for 2 persons	Day	5	2	30	300
6	DSA in Hoi An for 2 persons	Day	1	2	59	118
TOTAL						16,593

The travel in the province will be organised by the project.

Payment

First payment of US\$ 6,000 will be paid upon submission of a brief inception report that elaborates the evaluation design, fine tuning and validating the key questions to be answered by the evaluation

Final payment of USD 10,593 will be paid upon ILO satisfaction on final evaluation report.

Annex: All relevant ILO evaluation guidelines and standard templates

Code of Conduct Form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist 3: Writing the Inception Report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5: Preparing the Evaluation Report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Checklist 6: Rating the Quality of Evaluation Report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for Lessons Learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance Note 7: Stakeholders Participation in the ILO Evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

Guidance Note 4: Integrating Gender Equality in M&E of Projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Template for Evaluation Title Page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for Evaluation Summary
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

APPENDIX 3 (DATA COLLECTION METHODS AND INSTRUMENTS)

Methods	Type	Instruments	Description	Advantage	Disadvantage	Stakeholders
Qualitative	Secondary	Desk Review	<ul style="list-style-type: none"> Systematic analysis of existing documentation, including quantitative and descriptive information about the initiative, its outputs and outcomes, such as documentation from capacity development activities, donor reports and other evidence 	<ul style="list-style-type: none"> Cost efficient 	<ul style="list-style-type: none"> Documentary evidence can be difficult to code and analyze. Difficult to verify reliability and validity of data 	<ul style="list-style-type: none"> Government Authorities/ Agencies, State Organizations Donors/ Development Agencies
Quantitative	Primary	Surveys/ Questionnaires	<ul style="list-style-type: none"> A sample of the project/ program population, with sex-disaggregation (and possibly of a control group) is extracted. Questionnaires are usually administered face-to-face by enumerators on the basis of a pre-written and pre-coded questionnaire. Entries are recorded on electronic support media and analyzed using computer software on the basis of standard descriptive, inferential and econometric techniques. 	<ul style="list-style-type: none"> The sampling procedure should aim to select a statistically representative subset of the population Large samples allow for more refined analysis and are representative of more sub-categories of the population (sub-region, province, etc.) 	<ul style="list-style-type: none"> Trained specialists are required for survey design planning and data analysis Larger surveys can be costly and time-consuming to implement 	<ul style="list-style-type: none"> Government Authorities/ Agencies, State Organizations Donors/ Development Agencies Education/ Training Institutions Trade Cooperatives/ Associations, Business Promotion Centers/ Organizations Travel Agencies/ Tour Operators Handicraft/ Local Products Producer/Retailer
Qualitative	Primary	Face-to-Face Interviews	<ul style="list-style-type: none"> Solicit responses to questions designed to obtain in-depth information about a person's impressions or experiences. Can be fully structured, semi, or unstructured 	<ul style="list-style-type: none"> Facilitates fuller coverage, range and depth of information on a topic 	<ul style="list-style-type: none"> Can be time consuming. Can be difficult to analyze Can be costly Potential for interviewer to bias interviewee's responses 	<ul style="list-style-type: none"> Government Authorities/ Agencies, State Organizations Donors/ Development Agencies Education/ Training Institutions Trade Cooperatives/ Associations, Business Promotion Centers/ Organizations Travel Agencies/ Tour Operators Handicraft/ Local Products Producer/Retailer
Qualitative	Primary	Onsite Observations	<ul style="list-style-type: none"> Entails use of a detailed observation form to record accurate information on-site about how a program operates (ongoing activities, processes, discussions, social interactions and observable results as directly observed during the course of an initiative) 	<ul style="list-style-type: none"> Can see operations of a program as they are occurring Can adapt to events as they occur 	<ul style="list-style-type: none"> Can be difficult to categorize or interpret observed behaviors Can be expensive Subject to (site) selection bias 	<ul style="list-style-type: none"> Community-based Tourism Working Groups (Home-stay Operators, Tourism Employees/ Workers/ Villagers) Weaving Working Groups (Local Products/ Brocade Weaving Employees/ Workers/ Villagers)
Qualitative	Primary	Focus Group Discussions	<ul style="list-style-type: none"> A small group (6 to 8 people) is interviewed together to explore in-depth stakeholder opinions, similar or divergent points of view, or judgments about a development initiative or policy, as well as gather information about their behaviors, understanding and perceptions of an initiative or to collect information around tangible and non-tangible changes resulting from an initiative 	<ul style="list-style-type: none"> Quick, reliable way to obtain common impressions from diverse stakeholders Efficient way to obtain a high degree of range and depth of information in a short time. Single-sex interviews (e.g. with women only) often provide information and qualitative insights that are not articulated otherwise. This can also apply to other groups 	<ul style="list-style-type: none"> Can be time consuming Can be difficult to analyze. Can be costly Potential for interviewer to bias interviewee's responses 	<ul style="list-style-type: none"> Community-based Tourism Working Groups (Home-stay Operators, Tourism Employees/ Workers/ Villagers) Weaving Working Groups (Local Products/ Brocade Weaving Employees/ Workers/ Villagers)

APPENDIX 4 (INFORMATION AND DATA SOURCES)

1. Secondary Information/ Data Sources

Desk Review

Project Documents

- Project Document (June 2010) (not listed) – provided information on the project's planning, design and implementation, in particular on scope, purpose, aims, background and context, geographic coverage, logical framework, immediate objectives/ outcomes, outputs and activities, stakeholders, constituents, beneficiaries, clients and audience, project implementation and management structure, timeline and budget
- Inception Report (August 2011) (# 01) – provided information on (adapted and revised) planning, design and implementation of the project, particularly in regards to sector review and situational analysis, donor cooperation, stakeholder mapping, project partners, recommendations on project delivery, work plans on project structure, log frame, activities, timeline and budget

Activity/ Progress Reports

- Annual Progress Report 2011 (December 2011) (# 05) – provided information on the project's progress and implementation, in particular on the establishment of project management board and working groups, conduct of value chain training exercises, analysis and intervention proposals and intervention matrix
- Semi-annual Progress Report 2012 (June 2012) (# 06) – provided information on the project's progress and implementation, particularly on intervention matrix' components, implementation of value chain interventions and activities, implementation progress, constraints, strategy adjustments and lessons learned
- Annual Progress Report 2012 (December 2012) (# 07) – provided information on the project's progress and implementation, in particular on implementation of the two sub-value chains, conduct of market survey, training and development of tourism promotion strategies, tour guide, driver and home-stay trainings, human resources development and training-of-trainer programs, local product branding, design, packaging, marketing promotion and sales, partnership agreements, implementation progress, constraints, strategy adjustments and lessons learned
- Semi-annual Progress Report 2013 (June 2013) (# 08) - provided information on the project's progress and implementation, particularly on intervention matrix' components, implementation of value chain interventions and activities, implementation progress, constraints, strategy adjustments and lessons learned

Monitoring and Evaluation Reports

- Mid-term Evaluation Report (March 2013) (# 09) – provided information on the overall project performance in terms of key evaluation criteria under DCED, the monitoring and evaluation framework, implementation review, outputs achieved versus work plan, assessment of indicators, outcome and impact, and recommendations and lessons learned
- Monitoring and Evaluation Manual (November 2013) (not listed) – provided information and data on monitoring and evaluation system, results chains, indicator tracking tables, activities monitoring, results measuring and data generation, results monitoring and reporting

Technical Reports/ Case Studies

- Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province (aka *Value Chain Development Report*) (January 2012) (# 02) – provided information on VCD approach and development process, tourism value chain mapping, actors, service providers, constraints and solutions
- Report on Market Study for Product Supply Chain for the Tourism Value Chain in Quang Nam (January 2012) (# 10) – provided information on the local product value chain and development, market research, business approach of local products to design, production, branding, labeling, packaging, pricing, distribution, marketing, sales and promotion
- Report on Training Needs Assessment and Elaboration of Capacity Building Action Plans for Project Target Groups in Dong Giang and Duy Xuyen Districts, Quang Nam Province (August 2012) (# 11) – provided information on CB-TREE training workshop, trainings needs assessment of targeted communities, CBT SWOT Analysis, CBT value chain and product development, tourism product/ services, investment needs and action plan
- Tourism Market Survey Report (aka *Quang Nam Visitor Survey*) (September 2012) (# 17) – provided information and data on visitors to Quang Nam province
- Community-based Tourism Case Study (July 2013, second version not received) (# 24) – provided information on the planning and operation of CBT models in rural communities
- Public-Private Partnership Case Study (November 2013) (# 28) – provided information on the mechanisms, actors, processes and development of PPD and PPP
- Weaving Report (aka *Brocade Weaving Case Study*) (November 2013) (# 29) – provided information on weaving products, design, production, cost price calculation, price structures and profits, marketing and sales training
- Guide on Community-based Tourism Development, Implementation and Monitoring by Facilitator (November 2013) (# 32) – provided information on CBT planning, development, implementation, management and monitoring in targeted communities

Marketing and Promotion Materials

- Destination Promotion Materials (March/ May 2013) (# 18) – provided information on the quality of design, contents, information and usefulness of tourism marketing and promotion materials (for tourists/ customers)
 - a) Visitor's Guide to the Mountains of Quang Nam (Book)
 - b) Visitor's Guide to Bho Hoong Village (Leaflet)
 - c) Visitor's Guide to Dhroong Village (Leaflet)
 - d) Ho Chi Minh Trail Road (Leaflet)
 - e) Tourism Map Quang Nam Province (Map/ Information)
 - f) My Son – The World Heritage Site plus Outdoor Adventures (Brochure/ Flyers)
- Local Product Promotional Materials (April/ June 2013) (# 19) – provided information on the quality of design, contents, information and usefulness of brocade weaving marketing and promotion materials (for tourists/ customers)
 - a) Cotu Yaya – The Brocade Weavers of the Central Highlands, The Village of Dhroong, Quang Nam Province (Catalogue) (not listed)

2. Primary Information/ Data Sources

Questionnaires

- Electronic/ Hardcopy Questionnaires (November 2013) (from stakeholders in Hanoi, Tam Ky, My Son, Dhroong and Bho Hoong I villages, Hoi An and Danang) – provided information and data on stakeholder's profiles and key evaluation criteria of the project

Key Informant Interviews

- Interview Guide Sheets/ Recordings (November 2013) (with stakeholders in Hanoi, Tam Ky, My Son, Dhroong, Bho Hoong I villages, Hoi An and Danang) – provided information and data on specific evaluation questions and stakeholder's views of the project

On-site Observations

- Observation Forms/ Photographs (November 2013) (of facilities and services in My Son, Dhroong and Bho Hoong I villages) – provided information on CBT and weaving facilities, products and services in targeted communities, and the effectiveness, impact and sustainability of project interventions

Focus Group Discussions

- Discussion Notes/ Recordings November 2013) (with stakeholders in My Son, Dhroong and Bho Hoong I villages) – provided information and data on stakeholder's views of the project, project achievements, challenges and expectations

APPENDIX 5 (INTERVIEW QUESTIONS)

VERSION JUNE 2010 (PRODOC)

Performance Indicator Questions	Indicator	Sources of Data?	Method?	Who will collect?	How often?	Costs?	Who will analyze?
Development Objective							
Has net additional income in enterprises specifically targeted by project interventions, owned by women and men, increased by 10% over the project period (including new enterprises)?	In Quang Nam province: Net additional income in enterprises specifically targeted by project interventions, owned by women and men, have increased by 10% over the project period (includes new enterprises)	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Have at least 1,000 enterprises realised financial benefits as a result of project interventions (including new enterprises)?	At least 1,000 enterprises have realised financial benefits as a result of project interventions (including new enterprises)	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Has net full-time employment in enterprises that have been specifically targeted by project interventions increased by 10% (including new enterprises)?	Net full-time employment in enterprises that have been specifically targeted by project interventions has increased by 10% (including new enterprises)	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Has such employment met fundamental rights and standard requirements within the framework of Vietnamese legislation?	Such employment meets fundamental rights and standards requirements within the framework of Vietnamese legislation	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Have women and men benefited from the project on an equal basis?	Women and men have benefited from the project on an equal basis	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Do young people make up at least 75% of those who have gained employment?	Young people will make up at least 75% of those who have gained employment	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Nationally: Has the approach been adopted in at least one other province during the project period?	Nationally: The approach has been adopted in at least one other province during the project period	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Immediate Objective/ Outcome 1: Pro-poor Development of the Hospitality and Travel Industry for Inland Tourism in Quang Nam							
Have business start-ups related to the tourism in the interior districts of Quang Nam increased by 10%?	An increase by 10% of business start-ups related to the tourism in the interior districts of Quang Nam	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Has the number of tourists visiting the interior districts of Quang Nam increased by 10%?	An increase by 10% in the number of tourists visiting the interior districts of Quang Nam	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Output 1.1: A capacity developed to conduct Value Chain Development exercises for pro-poor tourism development							
Has a VCD manual, including gender sensitive analysis) for the tourism sector been made available in Vietnamese?	A VCD manual, including gender sensitive analysis for the tourism sector is available in Vietnamese	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant

Have 20 VCD facilitators been trained, of which 50% are women?	20 VCD facilitators trained of which 50% are women	Progress Reports/ Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Output 1.2: A participatory Value Chain Development exercise of the hospitality and travel industry completed							
Have at least 10 proposals been developed that address key constraints in the hospitality and travel value chain in Quang Nam?	At least 10 proposals developed that address key constraints in the hospitality and travel value chain in Quang Nam	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Output 1.3: Technical and financial support provided to interventions to develop the hospitality and travel industry value chain							
Have at least 25%, but not more than 50% of prioritized proposals been implemented with project support?	At least 25% but not more than 50% of prioritized proposals are implemented with project support	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Have gender concerns in the supported proposals been taken into account?	Gender concerns have been taken into account in the supported proposals	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Immediate Objective/ Outcome 2: Pro-poor development of two selected value chains which are critical to the development of the hospitality and travel industry for inland tourism in Quang Nam							
Have business start-ups in the targeted value chains in Quang Nam increased by 10%?	An increase by 10% of business start-ups in the targeted value chains in Quang Nam	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Has special attention been paid to promote female owned business?	Special attention will be paid to promote female owned business	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Output 2.1: Two exercises on selected value chains that are critical to the development of the hospitality and travel industry for inland tourism in Quang Nam completed.							
Have at least 10 proposals been developed (in total) that are gender sensitive and address key constraints of value chains in Quang Nam related to hospitality and travel?	At least 10 proposals developed (in total) that are gender sensitive and address key constraints in value chains in Quang Nam related to the hospitality and travel value chain.	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Output 2.2: Technical and financial support provided to interventions to develop the selected value chains.							
Have at least 25% but not more than 50% of prioritized proposals been implemented with project support?	At least 25% but not more than 50% of prioritized proposals are implemented with project support	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Have gender concerns been taken into account in the supported proposal?	Gender concerns have been taken into account in the supported proposals.	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Immediate objective 3: Awareness of the project's experience, lessons learned and tools among stakeholders in the tourism sector nationally and in selected other provinces							
Has at least 1 tool been used by organizations or projects not directly involved in the project?	At least 1 tool used by organizations or projects not directly involved in the project	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Output 3.1: Experience, lessons learned and tools documented and shared nationally and with selected other provinces, in particular those where the Hotel and Tourism schools supported under the Gov/Lux-development project are located							

Have 10 intervention and impact assessment reports been produced and disseminated that include an analysis of gender impacts?	10 intervention and impact assessment reports produced and disseminated that include an analysis of gender impacts	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Has 1 synthesis project publication been produced and disseminated?	1 synthesis project publication produced and disseminated	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant
Have 3 study visits and three 3 experience sharing events been conducted?	3 study visits and 3 experience sharing events conducted	Interviews, Progress Reports, Provincial/ District Statistics	Desk Review/ Interviews	International Evaluator/ National Consultant	Once	n/a	National Consultant

VERSION 08 NOVEMBER 2013 (MONITORING AND EVALUATION MANUAL – INDICATOR TRACKING TABLE)

Performance Indicator Questions	Indicator	Sources of Data?	Method?	Who will collect?	How often?	Costs?	Who will analyze?
Has the number of annual visitors to Quang Nam inland destinations increased?	1.1: Annual number of visitors to Quang Nam inland destinations increased	Secondary Data (?)	Update number of foreign tourists staying at Hien Long and Dung Thuy Guest Houses in Prao Town, Bho Hoong, Dhroong and My Son Villages from 1 st June to 31 st August 2012 as baseline data. The figure the same period of 2013 will be tracked to measure change	M&E Team	?	n/a	National Consultant
Has the tourists' perception and awareness about Quang Nam inland destinations improved?	1.2: Tourists' perception and awareness about Quang Nam inland destinations improved	Primary Data (Quang Nam Tourism Market Research 2012)	Analyse information from 3 questions from the Market Research conducted in September 2012 as below: Q13: Which places are you visiting in Quang Nam Province during this trip? Q20: Are you interested in visiting the Ho Chi Minh Trail? Q 21. Are you interested in visiting ethnic minority villages?	M&E Team	?	n/a	National Consultant
Has the number of teachers in vocational schools increased, who are able to teach the new and updated curriculum?	1.3: Number of teachers of vocational schools able to teach new/updated curriculum	Secondary Data (tourism vocational schools)	Interview teachers and principals of Dien Ban and Tam Ky Vocational Schools, the list of the ToT trainers in the courses	M&E Team	?	n/a	National Consultant
Has the percentage of tourists increased who are satisfied with the performance of tour guides and drivers?	1.4: Percentage of tourists satisfied with tour guides' and tour drivers' performance increased	Training Needs Assessment (September 2012)	Interview tourists about their satisfaction of tour guide's and driver's services	M&E Team	?	n/a	National Consultant
Has the number of tour guides and tour drivers employed increased?	1.5: Number of tour guides and tour drivers employed increased	Primary Data	Total number of tour guides certified by DoCST Total number of tour drivers certified by DoCST	M&E Team	?	n/a	National Consultant
Have local authorities committed to tourism development in remote and mountainous areas, as expressed through Public and Private Dialogue and the provincial policies?	1.6: Commitment from local authorities to tourism development in remote and mountainous areas expressed through Public and Private Dialogue and the provincial policies	Minutes of Meetings of PPD events and draft of provincial policies	Expressed commitment from local authorities to improve road in Public and Private Dialogue events	M&E Team	?	n/a	National Consultant

Has the number of small hotel and guest houses being introduced to the toolkit increased?	1.7: Number of small hotel and guest house having been introduced to the toolkit/s	Project Report	Update from the training courses and coaching sessions of the projects	M&E Team	?	n/a	National Consultant
Has the number of businesses which complied with the laws and articles related to working time increased?	1.8: Number of businesses which complied with the laws and articles relating to working time	Primary Data	Update from Working Condition Assessment, conducted by Quang Nam Federation of Labour in October 2012, with support from project	M&E Team	?	n/a	National Consultant
Has awareness of gender rights and equality increased?	1.9: Awareness of gender about their rights and gender equality increased	Primary Data	Analyze percentage of women who understand their rights and issues of gender equality, both in the tourism industry and for women in the villages	M&E Team	?	n/a	National Consultant
Have members of the QTA agreed that QTA has good functions and interesting activities to promote its reputation?	1.10: The members of the QTA who agreed that the QTA has good functions and interesting activities to promote its reputation	Primary Data	Telephone interviews with all members of Management Board of QTA	M&E Team	?	n/a	National Consultant
Has number of QTA's members increased?	1.11: Number of QTA's members increased	QTA Data	QTA Report	M&E Team	?	n/a	National Consultant
Has number of actions for improving the business environment for tourism sector in place and at least 50 per cent of actions implemented by the end of the Project?	1.12: Number of actions for improving the business environment for tourism sector in place and at least 50 per cent of actions implemented by the end of the Project	Secondary Data/ Project Report	Count number of action plan for improving the business environment for tourism sector and number of implemented action plan	M&E Team	?	n/a	National Consultant
Has total amount of credit extended to targeted communities?	1.13: Total amount of credit extended to targeted communities	Secondary Data	We consider numbers of household customers of Vietnam Bank for Social Policies and Agribank in Dong Giang district as proxies	M&E Team	?	n/a	National Consultant
Has number of tourists staying more than one night in inland destinations increased? How many meals have been served in the 3 CBT's?	2.1.a: Number of tourists staying more than one night in inland destinations increased 2.1.b.:Number of meals served in the 3 CBT's	Project Report	Update number of foreign tourists in My Son and staying at Hien Long and Dung Thuy guest houses in Prao town, Bho Hoong and Dhroong Villages from 1 st June to 31 st August 2012 as baseline data. The figure the same period of 2013 will be tracked to measure change.	M&E Team	?	n/a	National Consultant
How many companies have promoted/ sold inland destinations?	2.2: Number of companies promote/ sale inland destinations	Record/ Reports	Project Report	M&E Team	?	n/a	National Consultant
Has a home stay promotion policy been formulated?	2.3: A home stay promotion policy formulated	Project Report and Direct Interviews	We measure provincial policy to promote home stay development policy	M&E Team	?	n/a	National Consultant
How many new market outlets selling local tourism products from inland? How many women participate in the production group? How much actual income received from sales?	2.4.a.: Number of new market outlets selling local tourism products from inland areas increased 2.4.b. Number of women participating in the production group 2.4.c. Actual income received from sales	Primary Data/ Project Report, Beneficiaries	As the project now is working on creating local products (brocade weaving, rattan, spices) distributing system by working with (1) hospitality enterprises, (2) museum, (3) tourist information centre to display and sell products and (4) direct buyer, so we define each of them as one channel	M&E Team	?	n/a	National Consultant

How many inland handicraft product types have been branded and promoted in conjunction with the inland destination and 'Crafted in Quang Nam' brand'?	2.5: Number of Inland handicraft product types branded and promoted in conjunction with the inland destination and 'Crafted in Quang Nam-brand' tentatively	Primary Data	Count types of products such as brocade weaving, rattan weaving branded and promoted in the tourist market	M&E Team	?	n/a	National Consultant
How many models for pro-poor tourism sector development have been developed?	3.1: Number of models for pro-poor tourism sector development developed	Primary Data	Count number of models developed	M&E Team	?	n/a	National Consultant
How many articles, programs from the Media covering of SIT project, local products and inland destinations?	3.2: Number of articles, programs from the Media covering of SIT project, local products and inland destinations increased	Count number of articles, program about inland destinations covered by local and national media		M&E Team	?	n/a	National Consultant
<i>HOUSEHOLD and POVERTY IMPACT LEVEL</i> Has percentage of households in inland destinations had at least 10% of annual net income increased derived from tourism activities?	1: Percentage of households in inland destinations have at least 10% of annual net income increased derived from tourism activities	Secondary data (Cooperative Recording Book, Community Tourism Management Board Report), FAD	Focus Group Discussion with villagers at Throng and Bo Hong and My Son Villages to track their income resulting from engaging in tourism activities. Three villages are proxies for inland destination He's	M&E Team	?	n/a	National Consultant
How many jobs (or equivalent) in tourism activities have been created? How many jobs for local women?	a: Number of jobs (or equivalent) in tourism activities created be: Number of jobs for local women	Secondary Data (Cooperative Recording Book, Community Tourism Management Board Report)	Focus Group Discussions with villagers at Throng, Bho Hoong and My Son Villages to track numbers of their working hours in tourism sector to convert into full time jobs	M&E Team	?	n/a	National Consultant

APPENDIX 6 (KEY INFORMANTS)

No	Date	Time	Organization/ Company	Name	Position	Address	Contact
1	11/11/2013	11:40	International Labour Organization (Country Office Vietnam)	Mr. Gyorgy Sziraczki	Country Director	48-50 Nguyen Thai Hoc Street, Hanoi	sziraczki@ilo.org
2	12/11/2013	08:45	Environmentally and Socially Responsible Tourism Capacity Development Programme (ESRT)	Mr. Truong Nam Thang	Sector Development Manager	4 th Floor, Vinaplast Tai Tam Building, 39A, Ngo Quyen Street, Hanoi	thang@esrt.vn
3	12/11/2013	11:10	Luxembourg Embassy	Mr. Claude Jentgen	Chargé d'Affaires	Unit 1403, Pacific Palace, 83B Ly Thuong Kiet, Hanoi	claud.jentgen@mae.etat.lu
4	12/11/2013	13:30	United Nations Educational Scientific and Cultural Organization (UNESCO)	Ms. Duong Bich Hanh	Head of Culture Department	23 Cao Ba Quat Street, Hanoi	db.hanh@unesco.org
5	12/11/2013	14:30	Luxembourg Agency for Development Cooperation (Strengthening of Human Resources in the Hospitality and Tourism Sector in Vietnam Project)	Mr. Stephen Chaney	Chief Technical Advisor	2 nd Floor, Block 6, Kim Lien Hotel, 7 Dao Duy Anh Street, Hanoi	stephen.chaney@luxdev.lu
6	13/11/ 2013	08:00	International Labour Organization (Project Office)	Mrs. Nguyen Thi Huyen	National Program Coordinator	8 Tran Hung Dao Street, Tam Ky	huyen@ilo.org
7				Mr. Randy Durband	Technical Advisor		randy.durband@gmail.com
8				Mr. Ho Tan Cuong	Vice Director		cuongdulichqnam@gmail.com
9				Mrs. Truong Thi Yen Nhi	Expert		ynhien2004@gmail.com
10	13/11/2013	13:30	Quang Nam Department of Culture, Sport and Tourism (DOCST)	Mr. Huynh Van Tung	Department Head of Vocational Training	11 Nguyen Chi Thanh Street, Tam Ky	+84-510-221 0685
11	13/11/2013	14:45	Quang Nam Cooperative and SME's Promotion and Consulting Centre	Mr. Ung Ngoc Cho	Deputy Director	26 Tran Phu Street, Tam Ky	ungcho07@yahoo.com.vn
12				Mrs. Ngo Thi Thien	Deputy Director		thiennt07@yahoo.com.vn
13	13/11/2013	16:00	Tam Ky Vocational School	Mr. Ho Van Quang	Vice Principal	106 Tran Du Street, Tam Ky	quangvho@gmail.com
14	13/11/2013	16:45	Quang Nam University	Mrs. Ngo Thi Tra My	Vice Dean of Culture and Tourism Faculty	102 Hung Vuong Street, Tam Ky	ngo.tramy@qnamuni.edu.vn
15	13/11/2013	17:30	Quang Nam Federation of Labour	Ms. Le Thi My Linh	Deputy Head of Policies and Regulation	10 Tran Phu Street, Tam Ky	mylinhqn@gmail.com
16	14/11/2013	08:00	Quang Nam Women's Union	Mrs. Tran Thi Thuy Ha	Deputy Head of Propaganda	18 Tran Phu Street, Tam Ky	thuyhaqnam@gmail.com
17	14/11/2013	10:30	Quang Nam Department of Industry and Trade (DOIT)	Mr. Nguyen Van Thong	Department Head of Industry	07 Tran Hung Dao Street, Tam Ky	nguyenvanthongsct@gmail.com
18				Mr. Nguyen An Binh	Expert		anbinhscn@yahoo.com.vn
19	14/11/2013	13:30	Northern Quang Nam Vocational Training School	Mr. Nguyen Quang Tue	Principal	7B, Dien Nam Dong Commune, Dien Ban	daynghebn@yahoo.com.vn
20				Mr. Ho The Vinh	Head of Training Department		vinhbqn@gmail.com
21	14/11/2013	14:45	Quang Nam Tourism Promotion and Information Centre	Mr. Phan Van Tu	Director	51 Phan Chu Trinh Street, Hoi An	phantu@quangnamtourism.com.vn
22	14/11/2013	15:30	Quang Nam Tourism Association	Mr. Le Tien Dung	President	10 Tran Hung Dao Street, Hoi An	letientung@hoiantourist.com
23	14/11/2013	16:30	Hoi An Tourism Information Centre	Mrs. Nguyen Thi Nhung	Vice Director	10 Nguyen Hue, Hoi An	nhungnt.hoian@gmail.com
24				Mr. Vo Phan Ha Chau	Expert		chauvph.hoian@gmail.com
25	15/11/2013	11:00	My Son Sanctuary Management Board	Mr. Huynh Tan Lap	Vice Director	My Son Sanctuary, Duy Phu Commune, My Son	tanlap75@yahoo.com.vn

26	15/11/2013	13:30	Duy Phu People's Committee	Mr. Tran Phu	Deputy Head in charge of Culture, Society and Economic	Duy Phu Commune, My Son	tranphuqndx@gmail.com
27	15/11/2013	15:15	Duy Xuyen Department of Culture and Information (DOCI)	Mr. Dang Van Minh	Deputy Head	My Hoa Group, Duy Xuyen District	minhdangmyson@gmail.com
28	16/11/2013	09:45	Tra Kieu Travel	Mr. Tran Tra	Director	339 Tran Hung Dao Street, Danang	info@trakieutavel.vn
29	18/11/2013	08:45	Dong Giang Department of Culture and Information (DOCI)	Mr. Bhiryu Long	Department Head	Center of Prao Township, Dong Giang District	+84-510-3898206
30	18/11/2013	09:35	Dong Giang Department of Economy and Infrastructure (DOEI)	Mr. Nguyen Tan Tuan	Department Head	Center of Prao Township, Dong Giang District	tuankthtdg@gmail.com
31				Mr. Pham Cuom	Expert		cuomphamkthtdg@gmail.com
32	18/11/2013	10:20	Dong Giang People's Committee	Mr. Do Tai	Chairman	Center of Prao Township, Dong Giang District	dotaiubdg@gmail.com
33	19/11/2013	07:30	Le Nguyen Travel	Mr. Le Ho Phuoc Vinh	Director	33 Ly Thai To Street, Hoi An	thingtodoinhoian@gmail.com
34	19/11/2013	09:45	Active Adventures	Mr. Pham Vu Dung	Director	33 Ly Thai To Street, Hoi An	dzung@rosetravel-service.com
35	19/11/2013	09:30	AVANA Retail Boutique Shop	Ms. Aldegondé van Alsenoy	Owner/ Consultant	57 Le Loi Street, Hoi An	aldegondé.vanalsenoy@gmail.com
36	28/11/2013	13:30	International Labour Organization (Country Office Vietnam)	Mr. Ngo Quang Vinh	National Project Officer	48-50 Nguyen Thai Hoc Street, Hanoi	quangvinh@ilo.org

APPENDIX 7 (STAKEHOLDERS AND APPLIED INSTRUMENTS)

No	Organization/ Company	Name	Position	Survey/ Questionnaire	Key Informant Interview	On-site Observation	Focus Group Discussion
1	International Labour Organization (Country Office Vietnam)	Mr. Gyorgy Sziraczki	Country Director		X		
2	Environmentally and Socially Responsible Tourism Capacity Development Programme (ESRT)	Mr. Truong Nam Thang	Sector Development Manager		X		
3		Mr. Kai Partale	Tourism Sector Specialist	X			
4		Mr. Claude Jentgen	Chargé d'Affaires		X		
5	United Nations Educational Scientific and Cultural Organization (UNESCO)	Ms. Duong Bich Hanh	Head of Culture Department	X	X		
6	Luxembourg Agency for Development Cooperation (Strengthening of Human Resources in the Hospitality and Tourism Sector in Vietnam Project)	Mr. Stephen Chaney	Chief Technical Advisor	X	X		
7	Food and Agriculture Organization of the United Nations (FAO)	Mr. Massimo Pera	Chief Technical Advisor	X			
8	SNV Netherlands Development Organization (High Impact Tourism Training for Jobs and Income Project)	Mrs. Lisa Gordon Davis	Programme Manager Vietnam and Cambodia	X			
9	International Labour Organization (Project Office)	Mrs. Nguyen Thi Huyen	National Program Coordinator		X		
10		Mr. Randy Durband	Technical Advisor	X	X		
11	Quang Nam Department of Culture, Sport and Tourism (DCST)	Mr. Ho Tan Cuong	Vice Director		X		
12		Mrs. Truong Thi Yen Nhi	Expert	X	X		
13	Quang Nam Department of Labour, Invalids and Social Affairs (DOLISA)	Mr. Huynh Van Tung	Department Head of Vocational Training	X	X		
14	Quang Nam Cooperative and SME's Promotion and Consulting Centre	Mr. Ung Ngoc Cho	Deputy Director		X		
15		Mrs. Ngo Thi Thien	Deputy Director in Charge	X	X		
16	Tam Ky Vocational School	Mr. Ho Van Quang	Vice Principal	X	X		
17	Quang Nam University	Mrs. Ngo Thi Tra My	Vice Dean of Culture and Tourism Faculty	X	X		
18	Quang Nam Federation of Labour	Ms. Le Thi My Linh	Deputy Head of Policies and Regulation	X	X		
19	Quang Nam Women's Union	Mrs. Tran Thi Thuy Ha	Deputy Head of Propaganda Department	X	X		
20	Quang Nam Department of Industry and Trade (DOIT)	Mr. Nguyen Van Thong	Department Head of Industry		X		
21		Mr. Nguyen An Binh	Expert	X	X		
22	Northern Quang Nam Vocational Training School	Mr. Nguyen Quang Tue	Principal	X	X		
23		Mr. Ho The Vinh	Head of Training Department		X		
24	Quang Nam Tourism Promotion and Information Centre	Mr. Phan Van Tu	Director	X	X		
25	Quang Nam Tourism Association	Mr. Le Tien Dung	President	X	X		
26	Hoi An Tourism Information Centre	Mrs. Nguyen Thi Nhung	Vice Director	X	X		
27		Mr. Vo Phan Ha Chau	Expert	X	X		
28	My Son Community-based Tourism Working Group	8 participants		X (7)		X	X
29	My Son Sanctuary Management Board	Mr. Huynh Tan Lap	Vice Director	X	X		
30	Duy Phu People's Committee	Mr. Tran Phu	Deputy Head in charge of Culture, Society and Economic	X	X		
31	Duy Xuyen Department of Culture and Information (DOCI)	Mr. Dang Van Minh	Deputy Head	X	X		

32	Tra Kieu Travel	Mr. Tran Tra	Director	X	X		
33	Dong Giang Department	Mr. Bhiryu Long	Department Head	X	X		
34	of Culture and Information (DOCI)	Ms. Briu Thi Nep	Expert	X			
35	Dong Giang Department	Mr. Nguyen Tan Tuan	Department Head	X	X		
36	of Economy and Infrastructure (DOEI)	Mr. Pham Cuom	Expert	X	X		
37	Dong Giang People's Committee	Mr. Do Tai	Chairman	X	X		
38	Dhroong Community-based Tourism Working Group	6 participants				X	X
39	Dhroong Brocade Weaving Working Group	14 participants				X	X
40	Bho Hoong I Community-based Tourism Working Group	20 participants				X	X
41	Le Nguyen Travel	Mr. Le Ho Phuoc Vinh	Director	X	X		
42	Active Adventures	Mr. Pham Vu Dung	Director	X	X		
43	AVANA Retail Boutique Shop	Ms. Aldegondé Van Alsenoy	Owner/Consultant	X	X		
44	International Labour Organization (Skills for Trade Project)	Mr. Ngo Quang Vinh	National Project Officer		X		
Total				38	36	4	4

APPENDIX 8 (REFERENCES AND CITATIONS)

Tables

Table 03: Twining-Ward, L et al, *A Toolkit for Monitoring and Managing Community-Based Tourism*, SNV-Netherlands Development Cooperation, 2007
Table 04: Manning, Dr. E. W. Et al, *Indicators of Sustainable Development for Tourism Destinations - A Guidebook*, World Tourism Organization, 2004

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Figure 01: International Labour Organization, SIT Project, *Project Document (PRODOC)*, June 2010
Figure 02-07: Wijesena, G., *Report on Value Chain Analysis of the Tourism Sector in Quang Nam Province - Vietnam*, International Labour Organization, SIT Project, January 2012

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Map 01: <http://www.quangnamtourism.com.vn/english/quangnam.htm>, website as viewed 09 April 2014

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Box 01: International Labour Organization, EVAL, *Policy Guidelines for Results-Based Evaluation, Guidance Note 8: Ratings in Evaluation*, March 2013
Box 02, 05 and 07: Hao, D. V., *Mid-term Evaluation Report 2013*, International Labour Organization, SIT Project, June 2013
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