

# Scaling up of competitive allocation of financial resources for the implementation of development initiatives in Vietnam

## Impact series

ROUTASIA PROGRAMME

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## **Background**

As part of its engagement in Asia, PROCASUR is supporting the introduction and adaptation of a model for competitive allocation of financial resources known as CLAR for the Spanish acronym *Comite Local de Asignacion de Recursos* for the implementation of development initiatives by smallholder entrepreneurs, communities and groups<sup>1</sup> in Vietnam. It includes the preparation of innovation plans and replication of learned concepts on a wider scale. The origins of CLAR in Vietnam can clearly be traced. In 2010 the Learning Route approach and experiences with CLAR were presented at a Learning event of IFAD in Nanning, China by PROCASUR and local champions from the IFAD funded *Sierra Sur* project in Peru. The Vietnam Country Programme Manager (CPM) expressed her interest to learn more for later application of the approach and methodology in Vietnam. This encounter led to an agreement between the two CPMs (Peru and Vietnam) to organise a Learning Route in Peru in 2011.

In May 2011, a delegation of 11 persons, including the Vice President of Provincial Peoples Committee PCP Ha Giang, project directors, IFAD-funded projects' staff from Bac Can, Ha Tinh, Tra Vinh and Ha Giang, and the IFAD office in Hanoi participated in a Learning Route on IFAD's innovation in the Southern Highlands of Peru. The participants identified and appreciated the approach and methodology of the CLAR as an appropriate way to directly allocate public funds to project beneficiaries in an accountable, competitive, inclusive and transparent manner.

Based on the Peru Learning Route visit and CLAR manuals made available to the Vietnamese Delegation, by 2012, CLARs have been successfully introduced on a pilot basis in IFAD funded projects in the Provinces of Tra Vinh and Ha Giang.<sup>2</sup> The adoption of the approach and methodology to the Vietnam context has been supported by the local governments in these provinces.

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<sup>1</sup> Groups can be qualified recipients of public funds only since Decree 151 (2007)

<sup>2</sup> The project Director of Bac Can replicated the "Local Talent" model upon his return from the Learning Route in Peru. A total of 15 "farmer experts" support project activities to ethnic minorities; the project will start CLAR in 2013.

This report highlights the process that led to the piloting *cum* introduction of CLAR into mainstream Vietnamese procedures for allocating public funds for development in two Provinces.

## **Methodology and guiding questions**

PROCASUR, together with Vietnamese project managers accompanied by Government officials and representatives of farmer and women unions, undertook two workshops in Tra Vinh and Tuyeng Quam<sup>3</sup>, respectively. The workshops envisaged three outcomes: 1) exchange of experiences with CLAR in Peru, and the Integrated Market Promotion Project(IMPP), and the Decentralized Programme for Rural Poverty Reduction-(DPPR), 2) identification of CLAR process, mechanisms and instruments to be implemented and promoted, and 3) outline of a proposed action plan for 2013. The PROCASUR team presented the concept of CLAR and how its mechanisms and instruments were applied in a systematic way (step- by-step) in the *Sierra Sur* project in Peru.<sup>4</sup> The IMPP and DPPR projects complemented this presentation by illustrating and discussing their adapted approach and instruments of CLAR. During the WS participants elaborated draft proposals for replication of CLAR approach and instruments in their respective IFAD funded projects.

A total of 35 participants from four provinces (Ben Tre, Ninh Thuan, Dak Nong and Tra Vinh) joined the first workshop in Tra Vinh and a total of 41 participants from five provinces (Gia Lai, Ha Giang, Tuyeng Quam, Cao Bang and Bac Can) contributed to the success of the second workshop. This participation covered all ongoing projects in the current IFAD portfolio in Vietnam. Field visits by participants of the CLAR processes in Tra Vinh and Ha Giang were implemented to ascertain progress made and to inform on progress and suggest future activities to consolidate the CLAR approach. The use of the approach and further operationalization of processes and instruments used in piloting were analyzed. Potential for mainstreaming and scaling up were assessed.

This following questions were addressed in the analysis :

- What significant elements and instruments which characterise the whole CLAR process included in the Peru model were considered by stakeholders to be worthwhile replicating and why?
- How did the proposed innovation plan or idea to institute the CLAR approach in Vietnam take shape?
- Which steps were taken in putting in practice the CLAR process? Who or which projects/implementing partners did conduct CLARs? Who had to be convinced? Who had to approve and what was required for approval?
- What mechanisms (call for proposals, committees, competitions, allocation of funds, local talents, etc.) of the CLAR process were replicated with ease and which difficulties were encountered?
- Which types of activities were funded and who were the beneficiaries or recipients. What was the average amount?

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<sup>3</sup> See outline of the WS programme in annex 1

<sup>4</sup> See PPT in annex 2

- Were financial resources transferred directly to communities or groups? How were these resources utilized and what was the accountability mechanism?
- What concrete results of the experience been achieved to date?
- Have the results and the experience been systematized and disseminated?

Based on piloting, CLARs have been conducted in different ways in Tra Vinh (IMPP) and Ha Giang (DPPR). Both IFAD co-funded projects are closed but funds for piloting of the CLAR were made available.

## **Case descriptions**

### **Tra Vinh Province, IMPP: experience in allocating resources (application of CLAR) in the context of the Development Fund of Business and Market Linkages (BDML) to small enterprises**

#### ***Background***

IMPP started in April 2007 and was completed as of June 30, 2012. It aimed to contribute to sustainable income for the poor in rural areas by improving their access and participation in markets through implementation of four components: (i) Commune Market Opportunities Support (ii) Job/Enterprise Facilitation and Market Development, (iii) Enterprise Financing, and (iv) Project Coordination. After the project's completion date the project had a 18-month phasing out period where funds for CLAR were made available.

IMPP utilized the Development Fund of Business and Market Linkages (BDML) to allocate funds by using a competitive mechanism in Tra Vinh. The BDML fund was originally established to finance business development services (BDS). Before 2012 and the use of the CLAR approach, BDS were provided according to the needs of the beneficiaries assessed by staff of the Project Coordination Unit (PCU) in a ('top-down' manner and delivered through contracts between the project and service providers. The major change that occurred through the application of CLAR was that: i) proposals for funding were prepared by the beneficiaries themselves ('bottom-up') and presented to a contest, ii) funds were allocated through competitions, iii) funds were directly transferred to the beneficiaries in accordance with the results of the competitions, and iv) self-managed the funds in an accountable way.

The project completion report<sup>5</sup> states that the IMPP Project has adopted a creative way, switching from a "non-competitive" with support from the PCU to a "competitive" process giving ownership to the business entities.

#### ***Which steps were taken to put the CLAR process in practice?***

Timing of piloting CLAR proved auspicious as the enthusiasm of the Delegation upon their return from Peru was embraced by the IMPP supervision mission that followed immediately after (June 2011). IMPP and the supervision mission team took the momentum to establish the pathways for the scaling up of CLARs in TRA Vinh.

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<sup>5</sup> PCR IMPP accessed from Xdesk on March 8, 2013

The Supervision Report states that the Business Development and Market Linkages Fund (BDMLF) did not work as expected. The procedures remained complicated, and the community interest groups (CIGs) and Cooperatives were not able to access the foreseen funding. The supervision mission recommended to modify and streamline the operations of the BDMLF to include a (CLAR-inspired) competitive process carried out by an evaluation committee at the District level, to provide grants to qualified Common Interest Groups (CIGs) and Cooperative Groups (CGs) based on their business plans. Selection of grant recipients should be based on the quality of the business plan, the number of poor households reached (directly or indirectly), and potential for profitable market linkages. Eligibility for financing from the BDMLF should be limited to technical training and business development services (BDS) to implement business plans. It was recommended that the project management (PCU) in cooperation with line agencies should formulate a provincial programme “bringing jobs to the homes of landless and poor households”. Resources should be mobilised from IMPP and related national programmes. BDMLF procedures for CIGs, cooperatives and enterprises to access grants to buy BDSs from the private sector and individuals should be revised. Additionally, the guidelines for Business Development and Market Linkages Fund (BDMLF) to incorporate CLAR principles should be modified in order to establish a competitive grant facility. This decision and guidance were drivers to implement CLARs as a pilot in Tra Vinh (see Aide Memoire).

## **The CLAR process- from planning to implementation of a business plan funded by BDMLF**

Based on a translated version of guidelines on CLARs elaborated by the *Sierra Sur* project in Peru, the Director of IMPP was inspired to establish the following procedures to implement the first CLAR process in Vietnam. These steps were presented by the Director in the Tra Vinh workshop.

### **1. Supervision and Planning process**

Aide memoire of supervision mission 2011

Annual work plan and Budget AWP&B for 18<sup>th</sup> month and phasing out strategy with budget allocation for implementation of CLAR

### **2. Preparation**

ANWP&B was presented to PPC and approved on 04/01/2012<sup>6</sup>

### **3. Implementation**

Step 1 : Establishing Evaluation Team

- a. Provincial project officials: team leader
- b. District level project officials : Member
- c. Commune level project officials: Member

Step 2: Establishing Jury Board

- d. Project Director : Chairman of the Board
- e. Team leader of the evaluation team: Secretary
- f. Representatives of Cooperative federation, Women's Union, Farmer union, Industrial Extension Centre, and Industrial Development Advisory

Step 3: Draft related forms and documents

Step 4: Dissemination and promotion workshops in 7 districts (submit and receive business proposals)

Step 5: Evaluation team assessed the business proposals based on criteria and informed the evaluation results to the beneficiaries

Step 6: Selected candidates developed a detailed business proposal and submitted to the project

Step 7: Visits to small entrepreneurs and assessment of the business proposal. Notification of the pre selection results to the beneficiaries

Step 8: Organization of the contest (presentations of business proposal) and announcement of the results of the contest

Step 9: The winner completed the application dossier for financing and submit to IMPP-TV

Step 10: The project reviewed the application dossier and distributed the fund

Step 11 : Monitor the implementation of the business plan

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<sup>6</sup> Official letter No: 15/UBND-KTTH

## What were the results of the first CLAR in Tra Vinh?

In 2012, the first CLAR financed by the BDMLF took place. The project organized seven workshops at district level with the participation of 567 people. A total of 148 business proposals were prepared. The selection of business plans of enterprises and cooperative organizations to receive BDS was based on seven criteria, in which the number of poor people and potential profit were crucial. After screening, 38 entities participated in the contest, finally 36 production and business plans (well over 20% of initial response) were selected for funding (VND 1,034 billion, ca. USD 51,000<sup>7</sup>). Funding was delivered in two steps: after the initial payment, the second tranche was disbursed after documented proof of progress to the PCU hence improving accountability. Through this competitive and transparent process, the business entities demanding BDS services were more active in identifying service providers to support their plans. On the service provider side, 98 units and individuals were involved but mainly coming (96%) from the state service agency. So far 547 additional jobs in the project area were created through this first round of CLAR. This represents a unit cost of USD 200/job created for this initial piloting.



### Additional employment opportunities for women in Tra Vinh

The applied CLAR mechanisms helped individual enterprises, CIGs and Cooperatives overcome constraints due to bureaucratic and top-down mechanisms of public service management ('red tape') to access financial and technical assistance. The political commitment of local government at all levels to introduce changes enabled the adoption of CLAR in Tra Vinh. Local authorities had become aware of the benefits and objectives of the approach. Former project staff and leaders of farmer and women unions were enthusiastic about the approach and fully supported it. The approval of the AWP&B by the

<sup>7</sup> The total cost of piloting the 1<sup>st</sup> round of CLAR in Tra Vinh amounted to approx USD100,000 (USD 51,000 in awards, USD50,000 in admin, capacity building and logistics)

PPC, which explicitly contained the funding for the CLAR, provided the political and financial space for replicating the Peru validated CLAR in this Vietnamese Province.

Discussions with the Director of IMPP revealed that some constraints occurred during this first application of the approach in Tra Vinh. As it was a self-learning process by the project staff to prepare and implement the CLAR, instruments and procedures were not always clear. The implementation period was quite short, the demand by beneficiaries to present proposals was high. The needs of the beneficiaries to receive funds in this competitive way could not fully be met. Shortage of qualified service providers for technical assistance and accompaniment of the beneficiaries in proposal writing as well as post-competition occurred. This affected the disbursement of the fund to the beneficiaries. The beneficiaries still rely on direct project support or state services.

**What needs to be improved? Some proposals from IMPP staff presented in the workshop (Tra Vinh)**

<b>Step</b>	<b>Tools</b>	<b>Issues to be improved</b>
1. Workshop on promotion of the model	Set up a plan of the CLAR Set-up/ revision of business proposal form	Having support from local authorities Promotion of CLAR with various methods (conferences, training courses, newsletters, etc.) Need more time for promotion and propaganda
2. Evaluate the business ideas	Assess the business ideas	
3. Selected groups develop business plan for the contest	Business plan visualized presentation	Improve capacity of supporting staff, service providers, consultants and beneficiaries in developing business plan
4. Evaluate the business plan	Evaluation criteria	
5. The contest	Scoring sheet	Improve capacity for beneficiaries on presentation skills (presenting the business plan)
6. Financing application dossier	Form of financing contract Contract liquidity	Prove the benefits to the poor
7. Fund disbursement	Financing dossier (bank account, contract) Contract form for services provided	
8. Monitoring the implementation	Monitoring the payment process	Need to have monitoring indicator and a monitoring system

## **Ha Giang Province, DPPR, the experience with CLAR: Agricultural machinery competitive support.**

The Decentralised Programme for Poverty Reduction (DPPR) Ha Giang started in 2005 and closed in 2011. The objectives of the project were: i) to improve the socio-economic status of the poor communes in Ha Giang province, stabilize and improve the living standard of poor households in a sustainable manner and ii) to enhance the role of people through the development of an extensive decentralization to the village and community, so that people would have the ability to take ownership of their life and community development. After the completion date counterpart funds from the provincial budget were made available allowing to pilot the implementation of the first <sup>t</sup> CLAR in Ha Giang province.

In 2012, the project implemented the first CLAR in Bac Quang district, Ha Giang province. The CLAR aimed to provide agricultural machinery in kind to CIGs with a total value of approximately USD 14,000. The total costs of the CLAR was USD 17,000. A total of 19 groups qualified to be in the final selection of the contest, 13 groups, representing 65 families, received agricultural machinery. One of the winning groups came from Minh Thuong village, in the Quang Minh commune, Bac Quang district, Ha Giang province.

### ***The CLAR process -from planning to implementation of the agricultural machinery competitive support in DPPR***

The Director of DPPR was inspired to establish the following steps to implement the first CLAR process in Ha Giang. These steps were presented by the Director in the Tuyeng Quam workshop.

Step 1: Elaboration of work plan which includes

- Time plan and support activities;
- Criteria and conditions for participants;
- Rules for participation in the program;
- Standardized regulations, evaluation rating scales for submitted proposal;
- Evaluation grid by type and specification of agricultural machines;
- Date and venue for contest

Step 2: Coordination with district, communes and announcement of CLAR

- Discuss on the organization of the program;
- Information on the objectives, content and rules for participation in the CLAR
- Submission of application letters by groups to the project.

Step 3: Field visit and receipt of application dossier.

- Assessment of the application dossier by project according of criteria and conditions set in the rules of program;
- Eligible groups send final proposal to participate in the contest.

Step 4: Preparation of the contest day

- Establishment of jury, the Secretariat: The jury evaluates the candidate profiles and the presentation of the participants. The evaluation team is compose by project staff and local stakeholders (PCC, farmers union, women unions);
- Purchase of machines to be awarded: based on proposals, provincial PMU buys machines and awards the machine for the winners on the contest day;

#### Step 5 Organization of contest

- The contest lasts for one day, comprises of three main parts:

Part 1. Greeting and introduction on the group.

Part 2. Presentation of the proposal: each group will select their presentation method to present their proposal (i) Lecture: present the most basic information on the proposal; (ii) short performance: a short show/ drama on the content of the proposal; and (iii) others.

Part 3. Questions and answers session: At the end of each group presentation, the judges ask questions, the group needs to answers directly.

#### Step 6 Assessment of the proposal:

The judges will score the proposal presented by the group based on the following criteria:

- The feasibility and appropriateness of the proposal, especially the plan of operation, utilization and maintenance of the machine
- Sustainability of the proposal;
- The ability to apply a operational management model and replication;
- Experience in machinery operation;

### ***Results of CLAR: The case of Minh Thuong village***

The project made a video<sup>8</sup> for documentation of the CLAR and its processes. The CLAR in Ha Giang aimed to award prizes in kind to CIGs. One precondition to be part of the contest was that groups fulfilled the regulations (see Degree 151) and are recognized by the Commune People's Committee-(CPC) in order to present proposals. Three groups competed for a Harvesting Machine, two groups for Rice Cutting Machines and one group for a Threshing Machine in Minh Thuong village. The competition was held on the local market day, so the CIG from Minh Thuong encountered the first public exposure in a competitive way in front of other competing beneficiaries, mass organisations and provincial agencies. The winning group received the threshing machine right after the competition day and immediately utilised its brand new threshing machine. The machine was not only used for themselves but services were provided to 30 households (HH) in the village. Non-group member households had to pay USD 0,60/50 kg bag of paddy for this service. The total revenue for the first trial use of the machine was USD 650, the costs amounted to USD 500. The profit of USD 150 was reserved to further maintenance and distributed among the group. The threshing machine was utilised for the current harvest estimated at 50mt (the group plans to also use it for the second crop). The objective is to thresh around 90mt paddy/year in the village and maybe to expand the services outside the village. The group presented its success story and the awarded thresher to the consultant team during the field mission. The consultant team was informed that the efficiency of the mechanic thresher is close to 70% as compared to 50% of the foot-pedal thresher used so far and has a larger capacity to thresh (from 50mt to 90mt, minimally). As a consequence, food security (in terms of enhanced food availability) would be improved with 40% in this village.

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<sup>8</sup> Link to PROCASUR website



Winner in Ha Giang Province of the new thresher (note the old foot pedal thresher in the right hand corner)

## Conclusions

The application of CLAR in two provinces of Vietnam shows high potential to mainstream the approach into Vietnamese public procedures to allocate funds and for scaling up in all ongoing and planned IFAD funded projects. This conclusion is supported by the project completion report of IMPP which states that the application of BDML funds in the form of competitive CLAR is well-suited for experienced small and medium businesses, local facilities, and the cooperatives that have been operating quite effectively.

The results of the CLAR, especially the additional employment creation in Tra Vinh and enhanced food security in Ha Giang, are powerful incentives for replication. The high level decision-making and policy shaping participants of the workshops and field visits expressed their interest to pilot CLAR in their distinctive business models thus creating the pathways for horizontal scaling up of this successful learning model. The main drivers were the engagement of the project directors and the support by the respective PPCs. The legal recognition (Decree 151, 2007) of CIGs provides the policy space to transfer funds directly to groups and to enable them hiring their own selected services. Allocation of budget within the AWP&B of the funding of projects through CLARs creates the fiscal space for replicating CLAR in other projects. Decentralised administrative structures and the support and involvement of the mass movement like the farmers and women unions showed that this institutional space has embraced CLAR and is willing to further promote its use among the beneficiaries, especially the rural poor. CLAR implemented in a transparent and democratic way fosters social inclusion of ethnic minorities when special attention is given in the preparation of the proposals and an adequate accompaniment process.

## Annex 1: Workshop Outline

Session	Title, activities and guiding questions	Methodology	Material
1- 15 min	<p>Welcome</p> <p>Introduction of the participants</p> <p>Objective and outcome of the Workshop</p> <ul style="list-style-type: none"> <li>- Analytical review of the application of the CLAR</li> <li>- Identification of CLAR process and instruments to be implemented and fostered</li> </ul>	Plenary Facilitator	Flipchart Cards Markers
2- 30 min	<p>Video of LR Vietnam-Peru PROCASUR</p> <p>- comments on video, experience in Peru by Vietnamese participants</p>	Plenary	Beamer
3- 30 min	<p>Collection of experiences of application of CLARs: Short presentation by some participants (TRA VINH Experience and others)</p> <p>Which steps were taken in putting in practice the CLAR process</p> <ul style="list-style-type: none"> <li>- By Who? (IFAD project, other)</li> <li>- Where? (district, communities)</li> <li>- What? (theme)</li> <li>- What kind of beneficiaries (groups?)</li> <li>- What kind of instruments (promotion of CLAR, call for proposal; committee (jury), organizations of groups, competitions, transfer of funds directly to beneficiaries, hiring of local talents)</li> </ul> <p>Summarizing the application of CLARs</p>	Plenary TRA VINH Implementation team TRA VINH Participants Facilitator Comments by Jose Sialer(Director del proyecto Sierra Sur,Peru)	Beamer Flipchart Cards
4- 15 min	<p>Expectations on replication of CLAR by participants</p>	Plenary Facilitator Participants	Beamer

Session	Title, activities and guiding questions	Methodology	Material
5- 15 min	Break		
6- 30 min	Presentation of processes and instruments of CLAR in Peru	Plenary PPT Facilitators	Beamer
7- 75 min	Group work by provinces on processes and instruments to be reflected in a manual: (i) beneficiaries and their organisations; (ii) preparation of CLAR proposals; (iii) award committees and its operations; (iv) competition (preparation and implementation) (v) disbursements of funds; (vi) monitoring and evaluation system; (vii) risks assessment and mitigation(viii) Knowledge sharing	Group work per project/province Facilitators	Flipchart Cards
8- 60min	Lunch Break		
9- 60 min	Presentation of Group results and discussion	Plenary Participants Facilitator Comments by Jose Sialer(Director of Sierra Sur project,Peru)	Beamer Flipcharts Cards
10- 15 min	Break		
11-45 min	Comments of consultants on what have been proposed and what they have learnt from the group discussions What are the conducive conditions to move the process forward?	Plenary Facilitators	Flipchart
12- 45 min	Defining an the outline of action plan for 2013 What needs to be done next? Wrap up of the WS	Plenary Facilitators	Flipchart



Concept, processes, mechanisms and instruments of  
**CLAR**  
Tuyeng Quam  
26-02-2013

What is CLAR?

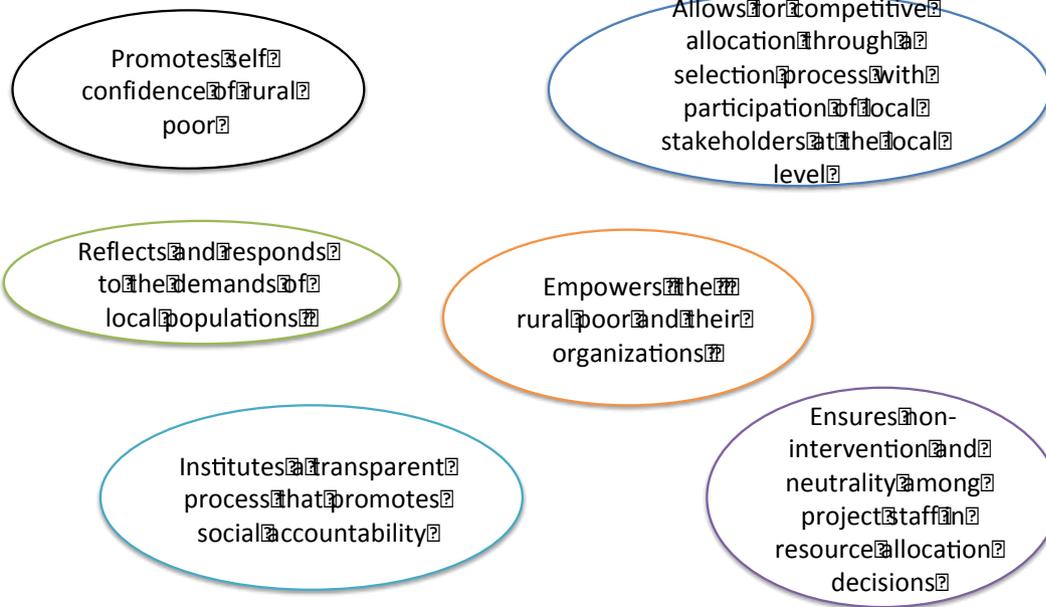
?

**A Local Resource Allocation Committee**  
channels resources to communities through transparent and competitive process

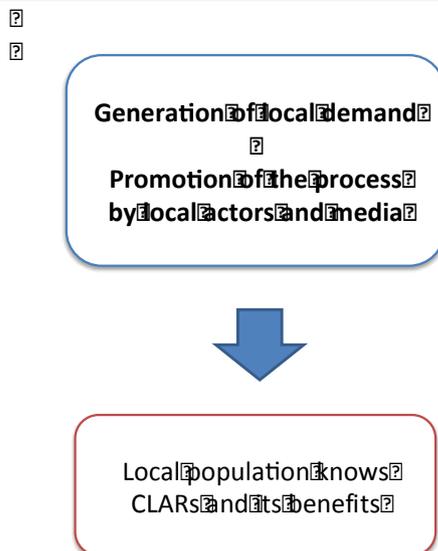
## Characteristics of a Local Resource Allocation Committee (CLAR)



# Principles of CLAR



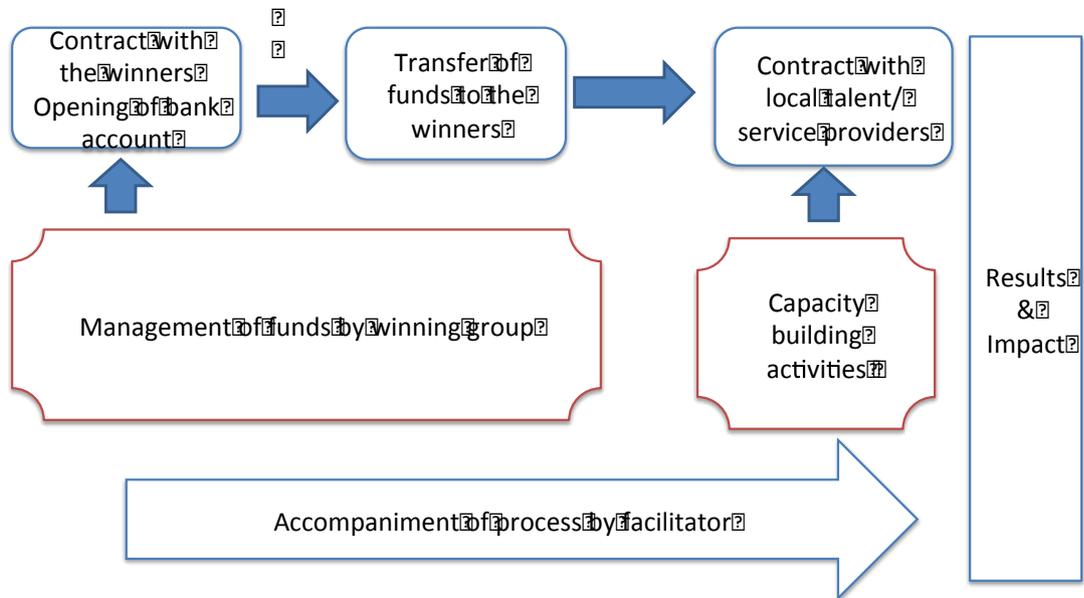
## The implementation process of a CLAR How do we start?



# Core Elements: Organization of groups and the competition



# After the competition: what happens?



## Instruments and mechanisms Responsible Actors

**Decision making body for competitions**

**Municipalities and rural animators**

**Organization of the groups**

- **Composition of jury**
- **Legal recognition and registration**
- **Summary record of meeting for proposal preparation**
- **Proposal submission form for funders**

- **Project defines the composition**
- **Public notary**
- **Groups with rural animators support**
- **Groups with animators support**

## Instruments and mechanisms Responsible Actors

**Preparation for Competition**

**Rural animators**

### Field evaluation

- **Existing conditions compatible with proposal**
- **Implementation capabilities and legitimization of the proposal**
- **Commitment level**

Selected members of jury  
and project staff

# Instruments and mechanisms

## Responsible Actors

### The competition and its results

- Jury grading scale grid
- Summary record of jury deliberations and decisions
- Public presentation of results
- Legally binding contracts
- Disbursement of awarded funds

### Project staff with municipalities

- Jury members
- Winner group with project staff
- Project staff
- Winner group with project staff
- Project staff

## Instruments and mechanisms Responsible Actors

### Management of funds

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- Contract for goods and/or services
- Technical and financial progress report
- Bank statements

### The winning groups

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- The winning groups and provider of goods and services
- The winning groups for review by project staff
- The winning groups

## Instruments and mechanisms Responsible Actors

### Monitoring and Knowledge Management

- Technical assistant provider reports on a bi-monthly period
- Assessment and evaluation report
- Knowledge processing and sharing
- Final report

### Project Staff and Rural Animator

?

- Service providers
- Project staff
- Project staff
- Project staff

## Participant's views and proposals

Processes	Instruments and Mechanism	Responsible actors
Decision making body for competition Organization of the groups		
Preparation and implementation of the competitions		
Management of the fund, Monitoring and evaluation and knowledge management		

### Annex 3. Participants in the Workshop

#### Participant list - CLAR Workshop in Tuyen Quang

#	Name of participant	Position	Organisation	Province	Email	Tel
1	Nguyễn Thanh Bình	Project Director	TNSP	Gia Lai	<a href="mailto:thanhbinhkhgialai@gmail.com">thanhbinhkhgialai@gmail.com</a>	
2	Lê Tiến Anh	Project deputy director	TNSP	Gia Lai	<a href="mailto:letienanhkh@yahoo.com.vn">letienanhkh@yahoo.com.vn</a>	
3	Hồ Minh Trung	Head NVCL PCU	TNSP	Gia Lai		
4	Lương Công Tuấn	Monitoring Officer of PCU	TNSP	Gia Lai		
5	Phạm Hữu Trí	Market-oriented economic management Officer of PCU	TNSP	Gia Lai		
6	Lê Thanh Bình	Vice Chairman of DASU	DASU Đắk Đoa	Gia Lai		
7	Nguyễn Quốc Sử	Vice Chairman of DASU	DASU K'bang	Gia Lai		
8	Đào Xuân Duyên	Vice Chairman of DASU	DASU Krông Pa	Gia Lai		
9	Nguyễn Văn Diệm	Vice Chairman of DASU	DASU La Pa	Gia Lai		
10	Trần Khương Vũ	Vice Chairman of DASU	DASU Kong Chro	Gia Lai		
11	Be Van Dai	Project Director, DPPR Ha Giang		Ha Giang	<a href="mailto:daisy_tyg@yahoo.com.vn">daisy_tyg@yahoo.com.vn</a>	0913 034413

12	Nguyen Van Tu	Vice President, Ha Giang Farmer Association		Ha Giang	<a href="mailto:tuhoingdan@gmail.com">tuhoingdan@gmail.com</a>	0912 819 297
13	Duong Anh Phuong	Vice President of Women Union Ha Giang		Ha Giang		
14	Do Dinh Huy	Head of Project Planning and Coordination, DPPR		Ha Giang	<a href="mailto:huy_860783@yahoo.com.vn">huy_860783@yahoo.com.vn</a>	
15	Lan Anh Dao	Accountant DPPR		Ha Giang		
16	Nguyen Thanh Chung	Driver		Ha Giang		
17	Ha Van Hoa	Project Director		Tuyen Quang	<a href="mailto:havanhoa@hn.vnn.vn">havanhoa@hn.vnn.vn</a>	0913072433
18	Giang Tuan Anh	Project Deputy Director		Tuyen Quang	<a href="mailto:ridptq@hn.vnn.vn">ridptq@hn.vnn.vn</a>	0273822690
19	Luong Ngoc Huong	Vice-head of Strategic Management Section		Tuyen Quang		
20	Le Thi Thanh Giang	M&E staff, also KMO		Tuyen Quang		
21	Le Thanh Bien	Head of Strategic Management Section		Tuyen Quang		
22	Do Manh Thang	TNSP staff		Tuyen Quang		
23	Trinh Thi Thinh	Chief Accountant		Tuyen Quang		
24	Nguyen Van Dinh	Head of Administration Section		Tuyen Quang		
25	Nguyen Thi Huong	Interpreter		Tuyen Quang	<a href="mailto:huongtnsptq@gmail.com">huongtnsptq@gmail.com</a>	
26	Nguyen Thi Tuoi	Provincial Women Union		Tuyen Quang	<a href="mailto:hoiphunu@tuyenquang.gov.vn">hoiphunu@tuyenquang.gov.vn</a>	
27	Nguyen Huy Hung	Deputy Director - Department of Rural Development		Tuyen Quang	<a href="mailto:nongnghiepptnt@tuyenquang.gov.vn">nongnghiepptnt@tuyenquang.gov.vn</a>	0273822637

28	Vu Thi Phuong	Procurement Staff		Tuyen Quang		
29	Dao Van Son	Driver		Tuyen Quang		
30	Dau Van Truong	Driver		Tuyen Quang		
31	Phuong Tien Tan	Project Director		Cao Bang	<a href="mailto:phuongtan2008@yahoo.com">phuongtan2008@yahoo.com</a>	091 3517219
32	Lam Duy Tang	Head of Planning Section		Cao Bang		
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