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HANDBOOK

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SUSTAINABLE RATTAN PROJECT

HANDBOOK

GUIDE ON ORGANIZATION, FORMATION, IMPLEMENTATION AND MANAGEMENT OF RATTAN INTEREST GROUPS

Hue, December 2009



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To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

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HANDBOOK

Guide on Organization, Formation, Implementation and Management of Rattan Interest Groups



Hue, 12/2009



Manual for Management Board of Rattan Interest Groups

This Handbook on the Organization, Formation, Implementation and Management of Rattan Interest Groups has been prepared by the Sustainable Rattan Project (SRP) under the direction of WWF and the Consultative and Research Center for Natural Resources Management (CORENARM) in November 2009. This document has been compiled to support the Management Boards of Rattan Interest Groups in effectively organizing, implementing, managing and monitoring activities under the Sustainable Rattan Project.



WWF *for a living planet*

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ABBREVIATIONS

RIG	: Rattan Interest Group
MB	: Management Board
AT	: Administration Text
TD	: Technical Document
FB	: Financial Book
AR	: Activity Report
CPC	: Commune People's Committee
M&E	: Monitoring and Evaluation

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PART I - INTRODUCTION AND ACKNOWLEDGEMENTS

Brief Introduction to the Sustainable Rattan Project in Vietnam

The Sustainable Rattan Project (SRP) is co-funded by the European Commission and IKEA Corporation. The project has been implemented from 2009 to 2010 in 40 villages of two provinces: Thua Thien Hue and Quang Nam.

The overall objective of the project is:

The project focuses on income-generation activities for local stakeholders who are part of the Sustainable Rattan Project (SRP). One of the core activities of the project is the formation of village farmer groups who specialize in rattan management, production, processing, marketing, and the management of community-based forests. These farmer groups play a key role in implementing pilot activities at targeted villages, as well as in replicating project best practices in other regions. The project facilitates connections between all actors in the rattan value chain, including farmer groups, large enterprises and buyers.

Introduction of the Handbook

This handbook has been compiled by the Consultative and Research Centre on Natural Resource Management (CORENARM) according to the requirements of WWF (via the SRP), and the needs of Rattan Interest Groups (RIGs), to support formed RIGs in better organization, management, implementation, and monitoring and evaluation of the project's activities in cooperation with the MB of the SRP. This handbook forms part of the consultancy services offered by the project to support key farmer groups, local foresters, and project support staff in Thua Thien Hue and Quang Nam provinces.

The handbook consists of nine parts, including:

- Part I- Introduction
- Part II- Purpose and Concept
- Part III- Preparation of Operational Regulations for RIGs
- Part IV- Information and Record Management
- Part V- Organization of Group Meetings
- Part VI- Preparation of Action Plan
- Part VII- Resources Identification and Mobilization
- Part VIII- Monitoring and Evaluation of Group Activities
- Part IX- Annexes

Each part is divided into six main sections: (1) Situation, (2) Purpose, (3) Training materials, (4) Duration, (5) Process, and (6) Outputs.

Section 1 describes a situation and related issues, usually in the context of group work. This section is typically illustrated by pictures of two RIGs, formed through a process of observation in the community. In these two case study groups, one group implements and manages activities effectively thanks to professional management and implementation skills. The other is less effective due to a failure to comply with the basic steps of organizing and managing their activities. The names of each group have been chosen by the authors and the characters' names in the case study have been changed. Section 2 is about the purpose and expected outputs of related activities. This section also highlights the reasons why this is an essential element in the process.

Section 3 mentions training aids, learning tools and required materials that it is necessary to prepare prior to carrying out any activities. Section 4 determines the amount of time needed to complete the related activities. Section 5 describes the method, process and steps to be carried out in order to achieve the given purpose. Finally, Section 6 summarizes the main contents and reviews outputs that need to be achieved for related activities.

ACKNOWLEDGEMENTS

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The authors welcome comments and recommendations from all readers on how to improve the benefits of this handbook.

PART II - PURPOSE AND CONCEPT



2.1 What is the purpose of this Handbook?

- This is a practical handbook that is written exclusively for RIGs as a direct reference document for use when organizing, implementing, managing, monitoring and evaluating group activities.
- The target users of this handbook are RIG members, especially Management Boards of RIGs, self-managed groups on community development, forest extensionists and district technical support staff. The handbook has been prepared to assist these target users in developing better management and more effective supervision of RIGs' activities. Also, the handbook instructs RIGs to co-operate and learn from each other to receive the individual and collective benefits of co-ordinating existing resources and improving access to external resources.
- In addition, the handbook is also to be used as a guide for other members of a RIG, as well as other farmers in the region.
- This handbook has been designed for practical application by different members of the community. It includes recommendations and explanations of all necessary steps, with examples to illustrate and clarify these steps.

2.2 How to use this Handbook?

- This handbook can be used as a guide for responding to various issues experienced by a RIG. It can be used for:



- ✓ Preparing an operational regulation for a group;
- ✓ Identifying objectives and purposes for activities;
- ✓ Preparing an action plan;
- ✓ Mobilizing resources;
- ✓ Organizing group meetings and making decisions;
- ✓ Improving information management skills;
- ✓ Managing accounting records more systematically; and
- ✓ Monitoring and evaluating activities.

- This handbook can also be used as the basis for preparing training manuals for training of trainers (TOT) and for self-learning or self-researching purposes.
- Each part of the handbook contains examples and exercises that enable users to improve their understanding of the content.

2.3 Who are the main users of this Handbook?



- The main users of this handbook will be key members of RIGs, especially members of RIGs' Management Boards which were formed in the framework of the SRP. Due to limited literacy, the manual focuses on specific practical steps, and features illustrations, in order to facilitate independent learning.

2.4 What is a Rattan Interest Group?

- A Rattan Interest Group consists of farmers who are participating voluntarily in the group. A RIG is a self-managed and independent group with the goal of developing sustainable activities in the rattan value chain to generate more income for group members and increase benefits for their communities.



- Members of the group work according to the group's regulations, which they themselves have established. The members work together to achieve their overall goals through the co-ordination of internal resources and improved access to external resources.
- There are four main requirements to form a group:
 - Having a common goal, and sharing responsibilities to achieve that goal;
 - Having an interactive relationship with open communication;
 - Working according to the group's own regulations and standards; and
 - Assigning each member one or more specific role in their group, depending on the activities.

2.5 Why do we need to form RIGs?

- "Two heads are better than one". Some farmers have discovered that they face problems in carrying out their business, and that they cannot solve these problems on their own (see Box 1). Therefore, they want to cooperate with other members with the same interests to solve their common problems.



Box 1: I cannot sell rattan at a high price!

"Local traders normally buy rattan from me at a low price. This is because the quantity of rattan sold is small, and a transportation fee is added. However, if I join a RIG where there are many sellers, then the transportation cost will be reduced and we can sell our rattan at higher price."

A Dot, Pa Don village, Ca Dy Commune, Nam Giang district

Because the RIG will help us to :

- *Share experiences and knowledge on sustainable rattan management and production;*
- *Coordinate the use of resources effectively and sustainably; and*
- *Improve household income and benefits to our community.*

A RIG functions by:

- ✓ Promoting "self-management" and improving the ability to organize, implement, manage, monitor and evaluate projects' activities that are being implemented in the community, including the Sustainable Rattan Project (SRP);
- ✓ Creating shared benefits for group members thanks to the mutual exchange of experiences and knowledge, and better access to the resources essential to their business;
- ✓ Strengthening the position of and equality amongst local citizens in their community, especially for the poor, women and ethnic minorities;
- ✓ Mobilising community resources and improving the skills of members to carry out activities;
- ✓ Improving access for local people to markets and services related to rattan products; enabling them to identify their production problems and have a more appropriate marketing strategy;
- ✓ Organizing and using resources (labour, time and expenses) more effectively in the development of rattan production models in order to increase product value;

- ✓ Allowing members to exploit the economic advantages of scale in buying and selling;
- ✓ Assisting in technical and training support, and improving access to services related to rattan production for group members;
- ✓ Facilitating the exchange of information and experiences relating to the rattan value chain between group members;
- ✓ Ensuring the sustainability of the project after the project finishes; and
- ✓ Creating opportunities for local people to access organizations outside their community.

2.6 What are the benefits of forming a RIG?



- Economic: Improved access to technology and market information; increased community power in buying and purchasing local rattan products, therefore raising production value as well as individual and group income;
- Socio-cultural: Better linkages within the community;
- Political: Improved public participation in policy advocacy; resolution of illegal production activities;
- Managerial and sustainability: Improved self-management skills within the community; improved public participation in developing and exploiting sustainable rattan.

2.7 What are the activities of a RIG?

- Depending on the situation and specific characteristics of each locality, the types of RIG activities will be different. However, in general, the activities of RIGs may include:
 - Organizing meetings, conferences, and training courses;
 - Sharing information, including networking with other groups;
 - Receiving technical training;
 - Conducting pilots and demonstrations in the field;
 - Organizing trading on a large scale;
 - Developing market networks and market linkages;
 - Supporting members according to their needs;
 - Supporting members in gaining better access to official and unofficial capital sources;
 - Establishing self-managed revolving funds to re-invest in rattan production activities;
 - Uncovering opportunities for developing techniques and products including product processing and value-adding; and
 - Carrying out group activities that individuals are precluded from implementing.

2.8 What are the principles of RIG operation?

Principle 1: Voluntary participation

- Local people decide to join the group voluntarily and carry out group activities. They obey regulations which are established by the group (relating to the group's activities, how activities are financed etc).



Principle 2: Democracy and transparency:

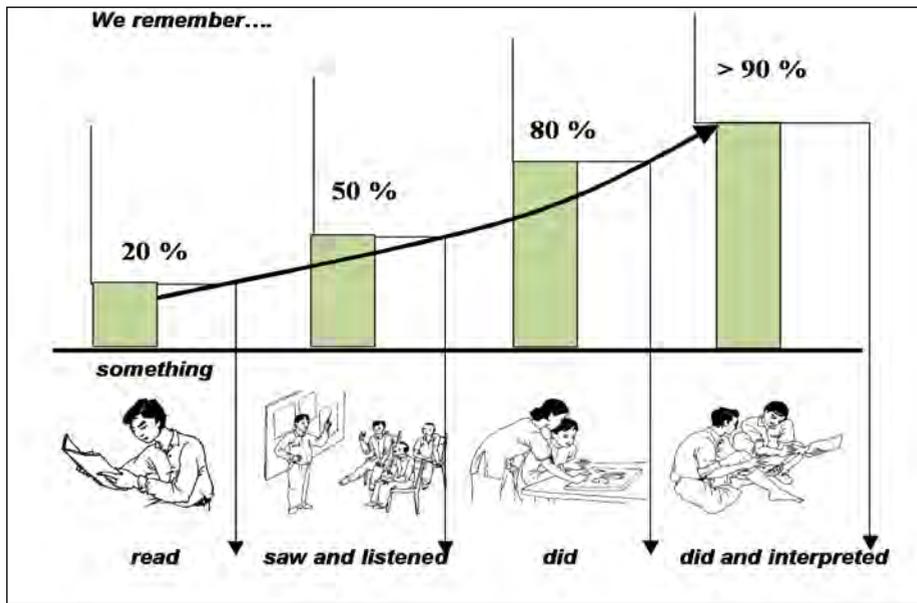
- Democracy in the group must always be guaranteed. There is no pressure from the "high standing" members of financial or social status over the "low standing" members in the community. Democracy is applied in all group activities, especially when making decisions and expending finances.

Principle 3: Equality

- Every member in the group is equal, regardless of their gender, wealth, poverty, ethnicity, hierarchy in their family, and/or social status. Members of a RIG are directly and equally involved in making decisions as well as in sharing profits.

2.9 What are the principles of giving/receiving information and learnings?

- Group members will be able to better take in information and grasp knowledge if their reading, listening, observing, practicing and interpreting skills are all employed.



2.10 How to promote group work effectively?

1. Group Moderation



Moderating the group discussion:

- Clarify with the group what the task or objective is
- Collect contributions from the group and help to structure their different ideas
- Invite quieter group members, especially women, to give their ideas, and encourage the group to consider them seriously
- Raise awareness of poverty alleviation
- Mediate conflicting positions
- Use different methods for visualization, e.g. small cards, pictures, A0 paper, black board, 3-D models etc
- Help the group to develop conclusions and/or action plans

2. Communication



Asking questions and listening actively

- Listen actively
- Listen to the different aspects that the speakers want to convey in their messages
- Ask questions to gather information, and to clarify situations and viewpoints
- Encourage participation, monitor their group activities, or facilitate them to enhance the learning process
- Ask open questions: What? Why? When? Who? How?
- Give positive and constructive feedback
- Clarify any misunderstandings

3. Technical knowledge



Contributing to technical knowledge

- Thoroughly understand the technical knowledge that is necessary for members and provide information and services according to members' needs
- Give examples and actual data
- Ask people about indigenous knowledge and how this knowledge can be applied
- Prepare simple hand-outs that are easy to understand
- Don't impose your ideas, but rather suggest them as contributions to the learning process. It is up to the group to decide how they want to implement them

4. Personal attitude

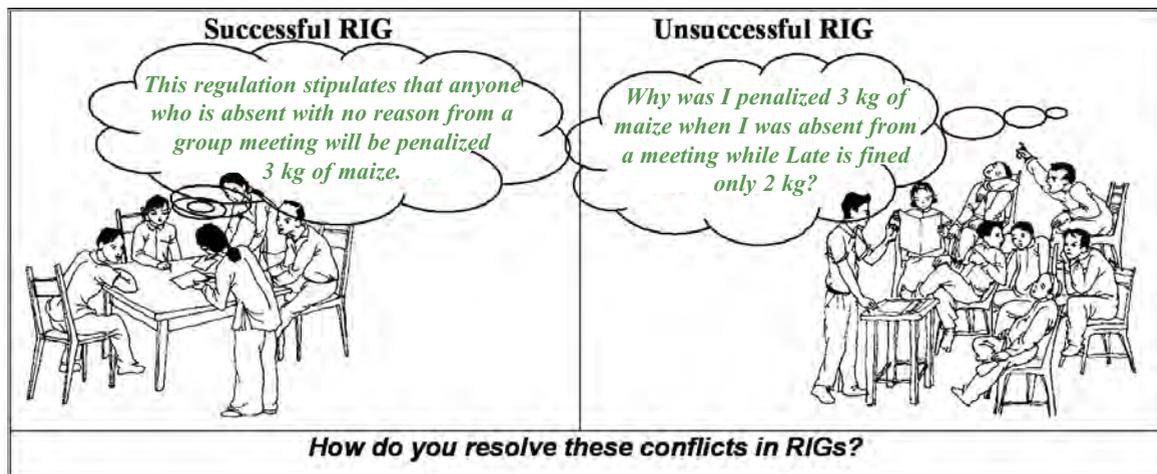


Sharing sympathy

- Show your full respect to all members
- Listen actively to the experiences and needs of people
- Try to understand members' opinions, feelings and situations
- Show sympathy, enabling other members to share sympathy
- Respect and pay attention to the members' experiences
- Create an environment of shared knowledge and trust, encouraging members to respect each others' comments, especially weaker members and women. This is an important basis for group activities as well

PART III - PREPARATION OF OPERATIONAL REGULATIONS FOR RIGS

3.1 Situation



3.2 What is the purpose of preparing a Group Operational Regulation?



- An operational regulation assists group members in knowing and understanding their roles and obligations, enabling them to participate in organizing, implementing and monitoring group activities more effectively.
- A regulation is considered a "village convention" initiated by the group so that members can obey it and implement it.
- A regulation is also considered as a legal framework to resolve conflicts in the group. When group members have accepted the contents of the regulation, the regulation will help to avoid confusion and disagreement in the group.

3.3 What kinds of learning materials are required?



- Board, A0 paper, marker;
- Colourful paper, adhesives.

3.4 How long will it take?



- 90 minutes.

3.5 What are the steps of preparing a group regulation?



	No.	Duration (minutes)	Content	Method
Program of building regulation meeting	1.1	5	Opening and introduction of participants	Lecturing
	1.2	5	Purposes of and reasons for preparing a group regulation	Lecturing
	1.3	10	Principles of preparing a feasible regulation	Thinking
	1.4	10	Determining framework, articles, and clauses for RIG regulation	General discussion
	1.5	20	Preparing the main content of the regulation	Small groups

	No.	Duration (minutes)	Content	Method
Program of building regulation meeting	1.6	30	Presenting results of discussion and forming the regulation	Small groups
	1.7	5	Comments, suggestions and completion of the regulation	General discussion
	1.8	5	Signing for a commitment to follow the regulation	Group representative
	Sum	90		

3.5.2 Detailed Implementation Process

No.	Detailed content
<input checked="" type="checkbox"/> 1.1 (5mins)	1. The Head/Vice head of RIG makes an opening speech and introduces the delegates outside of the group (if any).
<input checked="" type="checkbox"/> 1.2 (5mins)	<ol style="list-style-type: none"> 1. The Head/Vice head of group can ask the question "According to you, what are the purposes of preparing a regulation for our group? Do you think that with a group regulation, our group performance will be better?" 2. While listening to some of the opinions of members, the Secretary helps to write down these opinions on a board or an A0 piece of paper. 3. After completing the speech, The Head/Vice head of group summarizes the main ideas and adds purposes and reasons for implementing group regulations (according to the contents of Sections 3.1 and 3.2 above).
<input checked="" type="checkbox"/> 1.3 (10mins)	<ol style="list-style-type: none"> 1. The Head/Vice head of group asks, "So, what are the principles of creating a suitable and effective regulation?" 2. Secretary distributes cards and asks the group to form pairs and write answers on the cards clearly and concisely. Pair up people who cannot write with someone who is able to write and read. Then, ask one person in each pair to read the results of their discussion aloud. The Secretary collects the colourful cards and sticks them onto the A0 paper. 3. The Head/Vice head of the group reviews the comments and then adds suggestions. The principles of the regulation should be: <ul style="list-style-type: none"> - Clear and concise; - Compliant with the objectives of the group; - Informed by all group members; - Agreed upon by the group, with a commitment to implement them; - Understood by the group; - Specific and easy to implement; - Thorough and designed to enhance transparency and accountability; and - Adjusted periodically with the participation and agreement of all group members. 4. Head/Vice head of group asks if anyone has other ideas before moving on to step 1.4.

No.	Detailed content
<input checked="" type="checkbox"/> 1.4 (10mins)	<ol style="list-style-type: none"> 1. The Head/Vice head of group asks, "Now, we are going to prepare the framework of the regulation. According to you, what are the main articles, or clauses, of the regulation?" 2. The Secretary records all comments on a piece of A0 paper. Please note that opinions from all members should be respected. Also, weaker or quieter members, especially women, need to be encouraged to participate. 3. The Head/Vice head of group reads the comments of members aloud and adds the following suggestions: <ul style="list-style-type: none"> - <i>Article 1. Scope of application;</i> - <i>Article 2. The purpose of preparing a regulation;</i> - <i>Article 3. Scale of RIG;</i> - <i>Article 4. Operation principles;</i> - <i>Article 5. Main activities;</i> - <i>Article 6. Structure of RIG;</i> - <i>Article 7: Conditions of participation or withdrawal from RIG;</i> - <i>Article 8: Organization, implementation, management, monitoring and evaluation;</i> - <i>Article 9: Schedule of periodical meetings;</i> - <i>Article 10: Executive Provisions.</i> 4. The Head/Vice head of group asks if anyone has other ideas before moving on to step 1.5
<input checked="" type="checkbox"/> 1.5 (20mins)	<ol style="list-style-type: none"> 1. The Head/Vice head of group says: "Now we have the framework of regulation with the agreed articles. Next, we are going to discuss the content in detail." Divide the large group into three smaller groups by suggesting the members count aloud in order: 1-2-3, then 1-2-3 etc until each member as a number. Each member should remember their number. 2. The Head/Vice head of group separates the hall into three corners. Those who were allocated number 1, gather in the first corner, those who were allocated number 2 gather in the second corner. Finally, the last corner is for Group 3. 3. The Secretary gives some A0 paper and markers to each group and, guides the groups to divide the paper into horizontal cells for ease of writing. 4. The Head/Vice head of group asks each small group to discuss the articles according to the following: <ul style="list-style-type: none"> - Group 1: Discuss and prepare content of Articles 1 to 4; - Group 2: Discuss and prepare content of Articles 5 to 7; - Group 3: Discuss and prepare content of Articles 8 to 10. 5. Before the small groups discuss formally, the Head/Vice head of group can facilitate the small groups' discussion by asking some questions based on the following suggestions: <ul style="list-style-type: none"> - Who will the regulation apply to? - What is the purpose of preparing the RIG regulation? - How many members should be in a group? - What are the principles of the group? Should it be voluntary and democratic or not? - What are the main activities of group? - What are the roles and responsibilities of the Management Board and members (including rewards and disciplinary measures)? - Who can join? What is the procedure to join the group or withdraw from the group?

No.	Detailed content
<input checked="" type="checkbox"/> 1.5 (20mins)	<ul style="list-style-type: none"> - Who is responsible for managing the group's performance? - How will meetings be held and what are the meetings for? - How will decisions be made and what is the minimum number of people required to be present for making a group decision? - What types of information should be recorded and stored? How will this be done and who is responsible for the implementation? - Who is responsible for implementing, monitoring and evaluating the group's activities? - What are the rights of the group members? - How are funds used? How are funds managed and who will be responsible for this? - How will reporting be completed and who is responsible for this? <p>6. The members of each small group sit in a circle to discuss. Nominating a person, who writes clearly, each group writes comments on the A0 papers.</p> <p>7. The Head/Vice head of group informs the group that the duration for the discussion is 20 minutes and stresses that this is a contest between the three groups. The group that wins will be awarded a gift (prepare an honorary gift, for example a flag with the title "The Champion Group"). There are three criteria for evaluating the winner: (i) Big, clear letters, (ii) Active discussion, and (iii) Many useful comments.</p>
<input checked="" type="checkbox"/> 1.6 (5mins)	<ol style="list-style-type: none"> 1. After finishing the discussion, collect the groups' results (the written A0 papers) and stick them on the table or the wall before presenting. Nominate a "spokesperson" to present each group's work. Note, if the group's presenter is a female, that group will be added one more mark in the competition. 2. The Head/Vice head of group asks questions to clarify any unclear content (if needed). After each presentation, ask the other members for comments and finalize each article. 3. The Secretary assesses the performance of the three groups according to three competition criteria above.
<input checked="" type="checkbox"/> 1.7 (5mins)	<ol style="list-style-type: none"> 1. The Head/Vice head of group reviews the main articles and adds new content as per the regulation (Appendix 1- Handout-Regulation on Operation of the Successful RIG). 2. Announce the scores of the three groups and reward the winning group.
<input checked="" type="checkbox"/> 1.8 (5mins)	<ol style="list-style-type: none"> 1. The Head/Vice head of group informs the group of all steps necessary to prepare a regulation. Repeat the main contents of each article of regulation. 2. Ask all members to vote for finalizing the regulation. If more than 50% of members agree, request the Head/Vice head of group, the Secretary and a representative from the members to sign and promulgate the official RIG Regulation. 3. Closing speech.

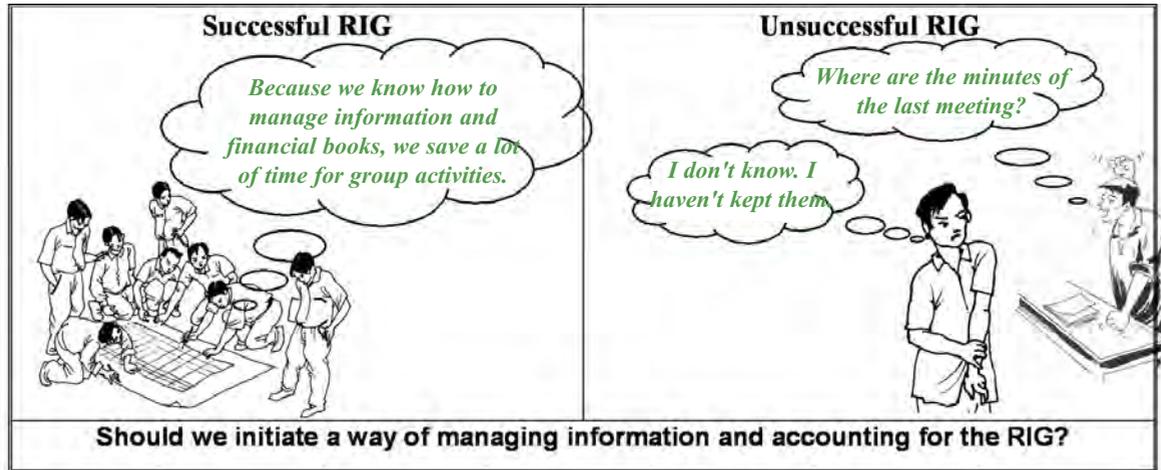
3.7 What is the output?

RIG regulation is agreed upon and committed to by all RIG members.



PART IV - MANAGEMENT OF GROUP INFORMATION AND ACCOUNTING

4.1 Situation



4.2 What is the purpose of managing information and accounting?



- To help the Management Board of the RIG, and group members, to record, check and refer to information and documents easily and quickly. It also helps stakeholders check and audit documents and accounts quickly.
- Managing information and accounts ensures:
 - ✓ Financial transparency and ease of monitoring and evaluation;
 - ✓ Time is not wasted due to poor management.

4.3 What materials are needed?



- Filing cabinet, stationery equipment for filing, documents;
- Inventory of documents;
- Accounting and bookkeeping forms.

4.4 How long will it take?



- 120 minutes.

4.5 What is the process of implementation?



4.5.1 Agenda to build an information and bookkeeping management scheme

	No.	Duration (Minutes)	Content	Method
Agenda to build information management	1.1	5	Introduce purposes and reasons for setting up an information and bookkeeping management scheme	Lecturing, Asking questions
	1.2	20	Discuss and agree among group members on the information and accounts needed	Brainstorming, group discussion
	1.3	20	Discuss and agree upon a list of tools, equipment, and budget for them	Group discussion
	1.4	5	Assign a person to organize procurement of stationery and equipment (if necessary)	Group discussion

	No.	Duration (Minutes)	Content	Method
Agenda to build information management	1.5	15	Build ten principles on management and usage of the filing cabinet	Plenary discussion
	1.6	15	Create a list of information and accounting items that need to be managed	Small groups
	1.7	5	Plan training on information management, financial bookkeeping	On-the-job training
	1.8	5	Read minutes, add ideas and close	Group representative
	Sum	90		

4.5.2 Detailed Implementation Process

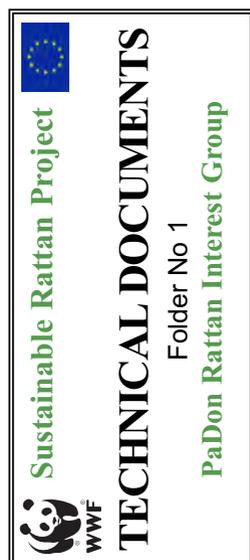
No.	Detailed Contents
<input checked="" type="checkbox"/> 1.1 (5mins)	<ol style="list-style-type: none"> The Head/Vice head of group makes an opening speech and explains the purpose of and reasons for building an information and accounting management scheme for the RIG, referring to Section 4.2 and 4.3 above.
<input checked="" type="checkbox"/> 1.2 (20mins)	<ol style="list-style-type: none"> The Head/Vice head of group can ask a question such as "According to you, what information and books do we need to prepare?" While listening to the other members, the secretary records these opinions and writes them down on the board or A0 paper. After completion of the speech, the Head/Vice head of group summarizes the main ideas and adds suggestions: "Thank you very much for your comments. I will add some information, documents and bookkeeping that the group should have" as follows: <ul style="list-style-type: none"> - Technical Document Folder; - Administrative Forms Folder; - Accounting Books Folder; and - Report Folder. Encourage other members to add comments before implementing Activity 1.3
<input checked="" type="checkbox"/> 1.3 (20mins)	<ol style="list-style-type: none"> The Head/Vice head of group can ask: "So, in order to manage information and bookkeeping better, what materials do we need?" The Secretary helps write down members' comments on A0 paper. Then, ask members about what equipment is required and how it will be procured. The Head/Vice head of group can add the following suggestions: "Based on members' comments and the results we already have discussed (in Activity 1.2 above), I suggest that we need the following tools:" <ul style="list-style-type: none"> - Filing cabinet. This cabinet is made of bamboo or timber, or can be bought; - Four folders for four data files; - A lock with three keys: one for the Head, one for the Vice head and the last one for the Secretary of the RIG; - Pen, white paper, A0 paper (each 10 units / sheets); - Equipment and other stationery. The Head/Vice head of group asks if any members want to add other comments. Then, s/he asks questions such as: "What can we do by ourselves? What do we need to buy? Where will the budget come from?"

No.	Detailed Contents
<input checked="" type="checkbox"/> 1.3 (20mins)	5. The Secretary prepares the minutes of the meeting and clarifies the final decision from the group on what equipment, stationery and expenses need to be prepared.
<input checked="" type="checkbox"/> 1.4 (5mins)	1. The Head/Vice head of the RIG raises a question, "Now we will assign one of you to be responsible for the purchase of equipment that the RIG has agreed. Who can help the RIG?". 2. Outline the rules regarding procurement, including the quality of tools and equipment. Also, give a specific time to complete this work.
<input checked="" type="checkbox"/> 1.5 (15mins)	1. The Head/Vice head of group says: "So, to manage information and accounts better, we should create principles of how to manage the filing cabinet." 2. Split the group into pairs, and give each pair a colour card and a pen. Ask each pair to write one principle on the provided card. 3. The Secretary collects the cards and reads them aloud. The Head/Vice head of group sticks these cards on A0 paper. Note that when sticking them up, sort them into similar content categories. 4. After sticking up the cards, the Head/Vice head of group should read the contents in these cards again and add the ten following principles: <ul style="list-style-type: none"> - Only members of the RIG Management Board are allowed to use this filing cabinet; - The Secretary is primarily responsible for the management of the filing cabinet; - If RIG members want to read, view, or borrow documents, they must have the approval of the Secretary; - Don't put materials other than those owned by the RIG in the filing cabinet; - When not in use, lock the cabinet carefully; - Put the cabinet in a dry, clean, fire-proof place; - Information, documents and account books must all be kept in folders, in order; - Members are encouraged to collect and add documents, as well as read them; - Periodically check the information and account books; - The filing cabinet is the property of the group and all members have the responsibility to protect it. 5. The Head/Vice head of group requires members to add ideas before doing Activity 1.6.
<input checked="" type="checkbox"/> 1.6 (15p)	1. Split the group into two small groups: one group including three members of the Management Board. The second group includes all remaining members. 2. The Head/Vice head of group says, "Next, we will build the list of documents. Each group will determine what materials we already have and what kinds of information and accounts we should have." 3. Each group representative reads the results aloud. The Secretary helps to write on A0 paper. 4. The Head/Vice head of group adds the following suggestions: <ul style="list-style-type: none"> - Technical Document Folder, comprising technical documents (TD) on techniques and marketing related to rattan. Should be organized with codes of TD1, TD2, etc for each document; - Administrative Forms (AF) Folder containing: AF1 - RIG Registration letter; AF2 - List of RIG members; AF3 – Resignation letter; AF4 – Minutes of RIG Periodical Meeting; AF5 - Voting Records for Selection of the Management Board; AF6 – RIG Formation Decision; AF7 – Group Action Plan; AF8 - Principles for management and usage of the filing cabinet; AF9 – RIG Operational Regulation; AF10 - Incoming and outgoing correspondence;

No.	Detailed Contents
<input checked="" type="checkbox"/> 1.6 (15p)	- Financial Books (FB) Folder, including: FB1 - Cash Book; FB2 - Collection Voucher; FB3 - Payment Voucher; FB4 - Financial Plan; - Activity Report (AR), including: AR1 - Progress Report; AR2 – Monitoring and Evaluation Report; AR3 - Financial Report; AR4 - Annual Report.
<input checked="" type="checkbox"/> 1.7 (5p)	1. The Head/Vice head of group should inform the group that information management, bookkeeping and report checking skills will be enhanced through training courses and on-the-job training. 2. The RIG Management Board proposes a specific time for training on information management skills and bookkeeping.
<input checked="" type="checkbox"/> 1.8 (5mins)	1. The Secretary reads the minutes of the meeting and members are encouraged to comment. Highlight who will complete the preparation and purchase of equipment for the filing cabinet and by when. 2. Agree on the minutes, The Head/Vice head of group, Secretary and a representative for the members sign the minutes. Later, the group leader makes a speech to close the meeting.

4.6 What are the outputs?

A filing cabinet is procured and organized with file folders as follows:



Document Name-Section 1	Purpose
TD1 - Technical training document on rattan care and planting	RIG members can refer to the technical processes for rattan care and planting
TD2 - Rattan marketing development document	Group members can improve their marketing skills, develop products and improve product value
TD3 - Business plan	Business orientation for the RIG; Provides information for the Management Board to prepare a development strategy based on the overall objectives
TD4 - Document on organization and implementation, management skills	Management Board may refer to this document to promote, organize, manage and monitor their activities effectively
TD5 - Monitoring and evaluation document for group activities	This document helps group members improve monitoring and evaluation skills according to the targets and criteria set out
TD6 - Document on rattan weaving techniques	Assists members in creating products that meet marketing needs



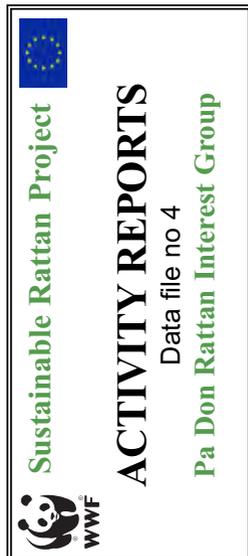
Sustainable Rattan Project
ADMINISTRATIVE FORMS
 Folder No 2
Pa Don Rattan Interest Group

Document Name-Section 2	Purpose
AF1 - RIG Registration Form	To be used to determine the official membership of the RIG. This form requires all members to comply with Group Operational Regulation (at member level)
AF2 - List of RIG members	To record and monitor all official members joining the RIG (at group level)
AF3 - Resignation Letter	To be used when a member wants to resign from the RIG
AF4 - Minutes of RIG Periodical Meeting	To be used to implement the agreed activities and for solving existing problems
AF5 - Voting Minutes on Selection of the MB	To be used by local authorities to make decisions on the establishment of the RIG Management Board
AF6 - RIG formation decision	To be used as a legal basis for the MB to perform their functions and duties as well as other transactions
AF7 - Group action plan	A guide for individuals or the group to prepare the RIG's action plans
AF8 - Principles on management of filing cabinet	A guide to managing and using the filing cabinet, information, and accounting books
AF9 - Group Operational Regulation	To be used as a legal framework to compel the group members to fulfil their responsibilities and share benefits
AF10- Incoming and Outgoing letters	To better organize incoming and outgoing communication



Sustainable Rattan Project
FINANCIAL BOOKS
 Folder No 3
Pa Don Rattan Interest Group

Document name-Section 3	Purpose
FB1 - Cash Book	To record collection and payment transactions, value of cash in safe, and cash available in the group. Usually this book is managed by the accountant, and signed by the leader and cashier
FB2 - Collection Voucher	To record and manage the "collection" financial line for the RIG. Usually the collection form has two signatures: the payer and collector
FB3 - Payment Voucher	To record and manage the "payment" financial line for the RIG activities. Usually the payment form has three signatures: Group leader, secretary and cashier
FB4 - Financial Plan	To prepare monthly, quarterly or yearly financial plans for RIG activities. Plans are often prepared by the Secretary
FB5 - Other Books	Varies according to the conditions of each RIG



Document name-Section 4	Purpose
AR1 - Progress Report	To report the results of the implementation of models, training courses, and services related to marketing activities
AR2 – Assessment-monitoring Report	To monitor activities being implemented in order to make suitable adjustments. Also, to be used as a basis to identify and measure the progress of the objectives set out by the RIG
AR3 - Financial Report	To report the financial situation periodically (monthly, quarterly, and yearly). Financial reports are prepared by the Secretary and will be used as a basis for financial monitoring and auditing
AR4 - Annual Report	To consolidate all activities implemented in a year; used as basis for assessing the RIG's effectiveness
AR5 - Other Reports	Varies according to the requirements and activities of each RIG

PART V - ORGANIZATION OF GROUP MEETINGS

5.1 Situation



5.2 What are the purposes of RIG meetings?



- To discuss and agree on the details of the rights and responsibilities of all members before implementing them.
- Through meetings, all members have the opportunity to make their ideas known and join discussions, in the spirit of democracy and equality. Meetings mobilize the participation of all members, facilitating more effective work by the RIG.
- Specific purposes: to prepare action plans; report on activities; manage receipts for payment or other transactions; to resolve disagreements; check progress; vote for the MB; carry out activities; conduct financial transactions; share information related to business experience; reassess the situation of organization, management and operation of the RIG; and strengthen relationships in the community.

5.3 What materials do you need for a group meeting?



- Board, A0 papers, colourful cards;
- Reports, plans and documents related to the meeting; and
- Other necessary materials and tools.

5.4 How long is a group meeting?



- There is no specific duration: it depends on the RIG's activities.
- In framework of this Manual, authors give a specific example about a group meeting to discuss implementation and progress. The duration of this meeting is 120 minutes.

5.5 What is the process of a RIG meeting?



5.5.1 Specific plan for organization of a RIG meeting

No.	Duration (minutes)	Content	Method	
Agenda of RIG meeting	1.1	30	Prepare for the meeting	MB Discussion
	1.2	5	Arrange and assign staff	MB prepares
	1.3	10	Start the meeting: Introduce purposes and expected outputs of the meeting, nominate a person to write the minutes	Lecturing
	1.4	10	Call the roll of participants	Reading the list
	1.5	5	Read the minutes of the previous meeting and report on activities	Lecturing
	1.6	20	Evaluate results of work set out in the last meeting and solve encountered problems	Group Discussion
	1.7	50	Discuss and agree the main contents that will be implemented in the next quarter: Content 1, Content 2 etc	Group Discussion
	1.8	10	Members contribute their ideas	Speech
	1.9	5	Complete and read the minutes	Read
	1.10	5	Sign the minutes, close the meeting	Speech and sign
Sum	120			

5.5.2 Detailed Implementation Process

No.	Detailed Contents
<input checked="" type="checkbox"/> 1.1 (30mins)	MB prepares the following in advance of a meeting: <ul style="list-style-type: none"> - Choose the right time for a meeting: Pay attention to the frequency of meetings (how often?), and consider the time constraints of seasonal crops. Ask if the members have free time to participate in the meeting. Identify the specific date and time to invite RIG members; - Prepare contents of meeting; - Prepare related information, documents, reports and books; - Determine a location: Meeting location must be convenient for the majority of members; - Invite members to attend the meeting (by invitation letters or ringing a bell).

No.	Detailed Contents
<input checked="" type="checkbox"/> 1.2 (5mins)	1. Organizational arrangement. 2. Nominate one person to write the minutes.
<input checked="" type="checkbox"/> 1.3 (10mins)	1. The Head/Vice head of group makes an opening speech to launch the meeting, stating the purpose and why they need to build an information and accounts management system for the group. Can refer to section 4.2 and 4.3 above.
<input checked="" type="checkbox"/> 1.4 (10mins)	1. Call the roll of participants. 2. Check the RIG Registration Letter (using AF1). 3. Deal with any resignations (using AF3).
<input checked="" type="checkbox"/> 1.5 (5mins)	1. Secretary reads the minutes of the previous periodical meeting.
<input checked="" type="checkbox"/> 1.6 (20mins)	1. The Head/Vice head of group assesses activities implemented since the last meeting: <ul style="list-style-type: none"> - Strengths, Weaknesses; - Solutions. 2. Promote discussion in the group: <ul style="list-style-type: none"> - Provide enough time; - Focus on solutions; - Encourage members to speak. 3. Make decisions: There needs to be consensus before making any decision. After discussing the issue at the meeting, it is necessary to make a decision: <ul style="list-style-type: none"> - Propose ideas; - Support proposed ideas; - Vote (avoid a crowd mentality - a member agrees so the group agrees too); - Announce whether the proposed idea has been agreed or disagreed by the group. 4. Avoid disagreement: In any group there can be different ideas and viewpoints. To limit disagreements, take the following into account: <ul style="list-style-type: none"> - Only discuss the content related to the meeting agenda; - Ensure the Minutes are clearly written, indicating all discussed and agreed issues; - Set specific timeframes and deadlines; - The Head/Vice head of RIG needs to respect all members.
<input checked="" type="checkbox"/> 1.7 (50mins)	1. Discuss and agree on the main contents and activities for the next period. 2. Divide into several small groups to discuss the different contents in order to save time and encourage the participation of members. 3. Members should be arranged to work in small groups based on their knowledge. Example: Secretary and members who understand the financial books should be included in one group; team leaders and village leaders could participate in a group for solving management problems; and a technical group could exchange issues related to rattan techniques. 4. Allocate time for the small groups to present their results and allow other members to comment.
<input checked="" type="checkbox"/> 1.8 (10mins)	1. All members are requested to add their comments on the presentations of the small groups before unifying the content.

No.	Detailed Contents
☑ 1.9 (5mins)	<ol style="list-style-type: none"> Secretary completes the contents of the meeting, reads the minutes and submits it to The Head/Vice head of RIG for signing. Secretary saves the minutes in Folder No 2 (kept in the RIG filing cabinet).
☑ (1.10) (5mins)	<ol style="list-style-type: none"> The Head/Vice head of group summarizes and reviews the main contents of the meeting. The facilitator needs to summarize the contents discussed, emphasize the work which can be performed before the next meeting and who is responsible for each task. Thank the members for their participation, announce the next meeting date (if any) and close the meeting.

5.6 What are outputs of the RIG meeting?

- The majority of members are satisfied with the results of the meeting;
- The minutes of the meeting fully record the content of the meeting;
- Problems and disagreements are resolved satisfactorily; and
- The timeframe of the meeting is strictly followed.



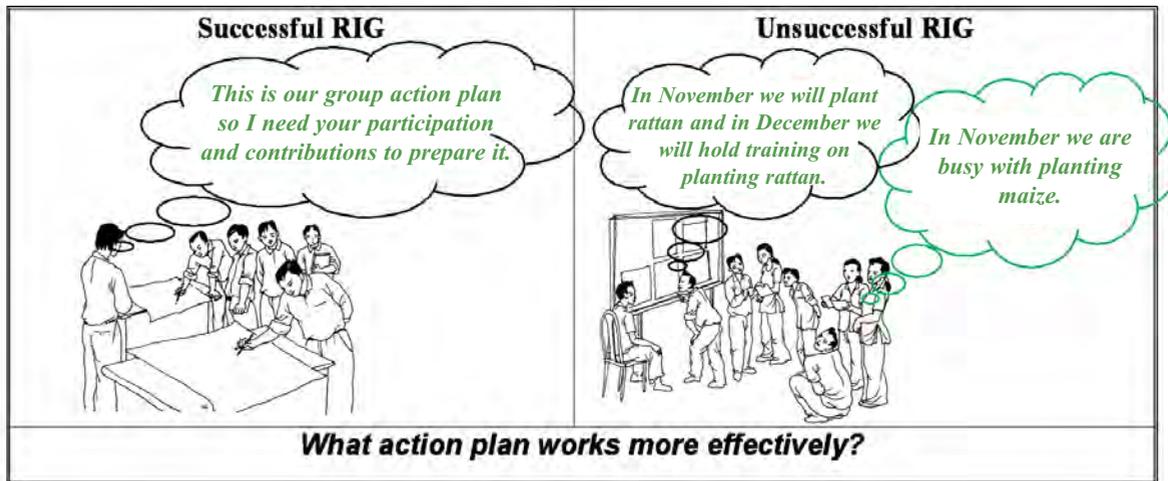
Note: The RIG Management Board may use the table below to assess members' satisfaction levels with meetings or workshops. Each member must mark the cell which applies to their level of satisfaction. Each member must indicate on the table one mark for each of the five criteria.

Based on the results of the evaluation table, the Management Board should offer solutions to rectify the areas of dissatisfaction.

Criteria	Satisfied	Normal	Unsatisfied	Comments
Results of the meeting	☺	☹	☹	
Ability of the Head/Vice head of the RIG to facilitate a group meeting	☺	☹	☹	
Democracy	☺	☹	☹	
Transparency	☺	☹	☹	
GENERAL ASSESSMENT	☺	☹	☹	
Suggestions for improvement:.....				

PART VI - PREPARATION OF GROUP ACTION PLAN

6.1 Situation



6.2 What are the purposes of preparing an action plan?



- To determine and agree on objectives as well as specific activities of the group;
- To define roles and responsibilities of the members in implementing activities;
- To help RIG members know what will be happening. Also, to make them feel respected and included in RIG activities; and
- To help ensure that all activities are suitable for the members, meaning they will be completed more efficiently.

6.3 What materials do you need to make an action plan?



- Board, A0 papers, colour cards, makers;
- Technical Reports, plans and documents related to the meeting;
- Financial Reports.

6.4 How long will it take to prepare an action plan?



- 150 minutes.

6.5 What is the process for the meeting on preparing an action plan?



6.5.1 Specific process for preparing an action plan

	No.	Duration (minutes)	Content	Method
Agenda of RIG Planning	1.1	10	Preparation before organizing the planning meeting	MB discusses
	1.2	5	Principles for planning	MB discusses
	1.3	5	Start the planning meeting: Introduce purposes and expected results of the meeting; nominate a person to write minutes	Lecturing
	1.4	5	Call the roll of participants	Read

	No.	Duration (minutes)	Content	Method
Agenda of RIG Planning	1.5	10	Identify needs / issues	Using colour cards
	1.6	10	Determine targets	Using colour cards
	1.7	30	Make a detailed plan	Small groups
	1.8	30	Present results of small group discussion	Small groups
	1.9	30	Analyze strengths, weaknesses and solutions	Group Discussion
	1.10	10	Add comments, suggestions and approve the action plan	Individual speech
	1.11	5	Complete and read the minutes, sign the minutes and close the meeting	Read and sign
	Sum	120		

6.5.2 Detailed Implementation Process

No.	Detailed Content
<input checked="" type="checkbox"/> 1.1 (10min)	<ol style="list-style-type: none"> Preparation before conducting a planning meeting: <ul style="list-style-type: none"> Clearly identify the reasons and purposes, and the expected outputs, of the planning meeting. Also, clearly indicate activities that must be completed; allocate responsible staff with specific details on how, where, when to complete the activities; Arrange the steps necessary to complete the given objectives; Prepare a budget and list of necessary resources; Prepare a monitoring and evaluation plan; Forecast the obstacles, risks and challenges.
<input checked="" type="checkbox"/> 1.2 (5min)	<ol style="list-style-type: none"> The following principles need to be taken into account when preparing an action plan for the RIG: <ul style="list-style-type: none"> The resources of the group, essential needs of members, initiative and participation by everyone. These need to be reasonable and consistent in the planning process; RIG members should assess the feasibility of the suggested solutions and prioritize the most feasible solutions; The Management Board should guide and encourage members to search for solutions through their own initiative. The MB should absolutely never make unilateral decisions. Five main steps of a planning process: <ul style="list-style-type: none"> Assess needs; Prepare a plan; Implement the plan; Monitor and evaluate activities; Report results and lessons learned.
Organize the planning meeting	
<input checked="" type="checkbox"/> 1.3 (5mins)	<ul style="list-style-type: none"> Introduce the purpose of the planning meeting; Present the expected outputs of the meeting; Nominate a secretary to write the minutes

No.	Detailed Content																
<input checked="" type="checkbox"/> 1.4 (5mins)	1. Secretary reads the roll call of official RIG participants. They record exactly the number of participants present and absent. 2. Ensure there is a schedule to share information on the results of planning for absent members. 3. Do not assign responsibilities to any members absent from the meeting.																
<input checked="" type="checkbox"/> 1.5 (10mins)	1. Secretary distributes colour cards and pens to members. Ask members to work in pairs. Members who are unable to write should be in pairs with the members who are able to. 2. Identify needs/problems of each individual in the group. Questions set out in this step may be: <ul style="list-style-type: none"> - What do the group members need? What problems are the group facing? Is the RIG able to solve these problems? - Can these needs be met without the involvement of the RIG? If so, how? - Management Board can prepare a sheet of A0 paper with the following as an example for discussion: <table border="1" data-bbox="353 789 1297 1010"> <thead> <tr> <th data-bbox="357 795 575 898">What are the needs/problems?</th> <th data-bbox="575 795 691 898">How can we solve needs/problems?</th> <th data-bbox="691 795 817 898">Whose needs/problems are these?</th> <th data-bbox="817 795 926 898">Who can solve these problems?</th> <th data-bbox="926 795 1020 898">When can they be solved?</th> <th data-bbox="1020 795 1163 898">What resources does the group need?</th> <th data-bbox="1163 795 1292 898">How can we monitor these problems?</th> </tr> </thead> <tbody> <tr> <td data-bbox="357 909 575 1003">1. <i>Situation of rattan growth and development is quite slow</i></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> 3. Require members to write on colour cards and send them to the RIG secretary. 4. The Head/Vice head gathers colour cards and reads the contents of each card aloud. 5. Secretary sorts the colour cards according to content themes and sticks them on A0 paper. 6. Head/Vice head requires members to add further ideas before moving to Activity 1.6.	What are the needs/problems?	How can we solve needs/problems?	Whose needs/problems are these?	Who can solve these problems?	When can they be solved?	What resources does the group need?	How can we monitor these problems?	1. <i>Situation of rattan growth and development is quite slow</i>								
What are the needs/problems?	How can we solve needs/problems?	Whose needs/problems are these?	Who can solve these problems?	When can they be solved?	What resources does the group need?	How can we monitor these problems?											
1. <i>Situation of rattan growth and development is quite slow</i>																	
<input checked="" type="checkbox"/> 1.6 (10mins)	1. Determine targets for the needs identified in the activity 1.5. Criteria: <ul style="list-style-type: none"> - Targets are the “destination” or end goal of the action plan; - Targets must meet the needs of the RIG, and - Targets must be feasible. 2. After creating the full lists of needs and classifying them, the Head/Vice head asks questions to discuss and collect feedback. The questions often used to determine the goal are: How much? How long? Who? etc For example: The need of members is the technical training on planting and caring for rattan. So questions to ask are: How many people should participate in a training course? If you plant rattan, what survival rate will be considered a success? 3. RIG Head/Vice head can use the following table to discuss: <table border="1" data-bbox="353 1591 1297 1839"> <thead> <tr> <th data-bbox="357 1598 452 1665">What are the needs/problems?</th> <th data-bbox="452 1598 568 1701">How can we solve these needs/problems?</th> <th data-bbox="568 1598 663 1701">Whose needs/problems are these?</th> <th data-bbox="663 1598 832 1665">Who can solve this problem?</th> <th data-bbox="832 1598 946 1701">When will this problem be solved?</th> <th data-bbox="946 1598 1069 1701">What resources are needed?</th> <th data-bbox="1069 1598 1184 1701">How can we monitor these problems?</th> <th data-bbox="1184 1598 1292 1665">Target</th> </tr> </thead> <tbody> <tr> <td data-bbox="357 1717 452 1820"><i>Rattan is growing quite slowly</i></td> <td data-bbox="452 1717 568 1820"><i>Communicate with technical experts for advice</i></td> <td data-bbox="568 1717 663 1820"><i>Most of RIG members</i></td> <td data-bbox="663 1717 832 1820"><i>Group leader contacts specialists, Members review the documents again</i></td> <td data-bbox="832 1717 946 1820"><i>25/12 need to invite technicians to check and advise</i></td> <td data-bbox="946 1717 1069 1820"><i>Budget to pay for technical staff, accompany members</i></td> <td data-bbox="1069 1717 1184 1820"><i>Monthly monitoring of the growth rate of rattan</i></td> <td data-bbox="1184 1717 1292 1820"><i>-Survival rate is 90% -12- month old rattan is 0.5 m high</i></td> </tr> </tbody> </table> 4. Secretary collates this information for the next steps of planning.	What are the needs/problems?	How can we solve these needs/problems?	Whose needs/problems are these?	Who can solve this problem?	When will this problem be solved?	What resources are needed?	How can we monitor these problems?	Target	<i>Rattan is growing quite slowly</i>	<i>Communicate with technical experts for advice</i>	<i>Most of RIG members</i>	<i>Group leader contacts specialists, Members review the documents again</i>	<i>25/12 need to invite technicians to check and advise</i>	<i>Budget to pay for technical staff, accompany members</i>	<i>Monthly monitoring of the growth rate of rattan</i>	<i>-Survival rate is 90% -12- month old rattan is 0.5 m high</i>
What are the needs/problems?	How can we solve these needs/problems?	Whose needs/problems are these?	Who can solve this problem?	When will this problem be solved?	What resources are needed?	How can we monitor these problems?	Target										
<i>Rattan is growing quite slowly</i>	<i>Communicate with technical experts for advice</i>	<i>Most of RIG members</i>	<i>Group leader contacts specialists, Members review the documents again</i>	<i>25/12 need to invite technicians to check and advise</i>	<i>Budget to pay for technical staff, accompany members</i>	<i>Monthly monitoring of the growth rate of rattan</i>	<i>-Survival rate is 90% -12- month old rattan is 0.5 m high</i>										

No.	Detailed Content												
<input checked="" type="checkbox"/> 1.7	<ol style="list-style-type: none"> Plan in detail: divide into three small groups by counting 1, 2, 3. Those who count number 1 will go in Group 1, number 2 will go in Group 2, and number 3 will go in Group 3. Each group is provided an A0 piece of paper and a marker. The method is similar to the Content 3.6.2 – preparing the operational regulation for RIG. Each group should nominate a person to write on the A0 paper and a person to present the results of small group discussions. RIG Head/Vice head should suggest the main content for planning. Contents are suggested as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>No.</th> <th>Activities</th> <th>Expected outputs</th> <th>Timeframe</th> <th>Resources <i>(work, land, finance and external)</i></th> <th>Responsible persons</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Advanced training on rattan care skills</td> <td>30 members are able to care for rattan</td> <td>26 to 27, December</td> <td>-Number of participants; -Hall hire; -Training payment: VND 1,500,000</td> <td>-Group leader to organize; - Members to participate</td> </tr> </tbody> </table> 	No.	Activities	Expected outputs	Timeframe	Resources <i>(work, land, finance and external)</i>	Responsible persons	1	Advanced training on rattan care skills	30 members are able to care for rattan	26 to 27, December	-Number of participants; -Hall hire; -Training payment: VND 1,500,000	-Group leader to organize; - Members to participate
No.	Activities	Expected outputs	Timeframe	Resources <i>(work, land, finance and external)</i>	Responsible persons								
1	Advanced training on rattan care skills	30 members are able to care for rattan	26 to 27, December	-Number of participants; -Hall hire; -Training payment: VND 1,500,000	-Group leader to organize; - Members to participate								
<input checked="" type="checkbox"/> 1.8 (30mins)	<ol style="list-style-type: none"> After finishing the discussion, ask small groups to bring the results (written on A0 paper) and stick them on the table or wall to display. At the same time, nominate a representative of each group to present. Note, if the group presenter is a woman, then that group will be added one point more in the competition. The Head/Vice head raises questions to clarify unclear points. Secretary grades the results presented by the three groups according to the following three criteria: (i) Big, clear letters, (ii) Active discussion, and (iii) Many useful comments. 												
<input checked="" type="checkbox"/> 1.9 (30mins)	<ol style="list-style-type: none"> Based on the list of RIG activities, the group leader/deputy encourages members to discuss each activity based on three criteria: advantages, difficulties and solutions. For example, when planting rattan in December, what advantages and disadvantages will we have? How can we overcome the disadvantages? While discussing all the specific activities, the Secretary helps gather all contents of discussion and writes down detailed minutes. 												
<input checked="" type="checkbox"/> 1.10 (10mins)	<ol style="list-style-type: none"> RIG Head/Vice head reviews all contents of the plan. RIG Head/Vice head requires members to add ideas and complete the plan. RIG Head/ Vice head can add comments suggested in Appendix 2 and complete the plan. 												
<input checked="" type="checkbox"/> 1.11 (5mins)	<ol style="list-style-type: none"> Ask all members to vote for approval of the plan. If more than 50% of members agree, then, the minutes of the meeting will be signed by the RIG head and a representative from the members. Closing speech. 												

6.6 What are the outputs of the planning meeting?

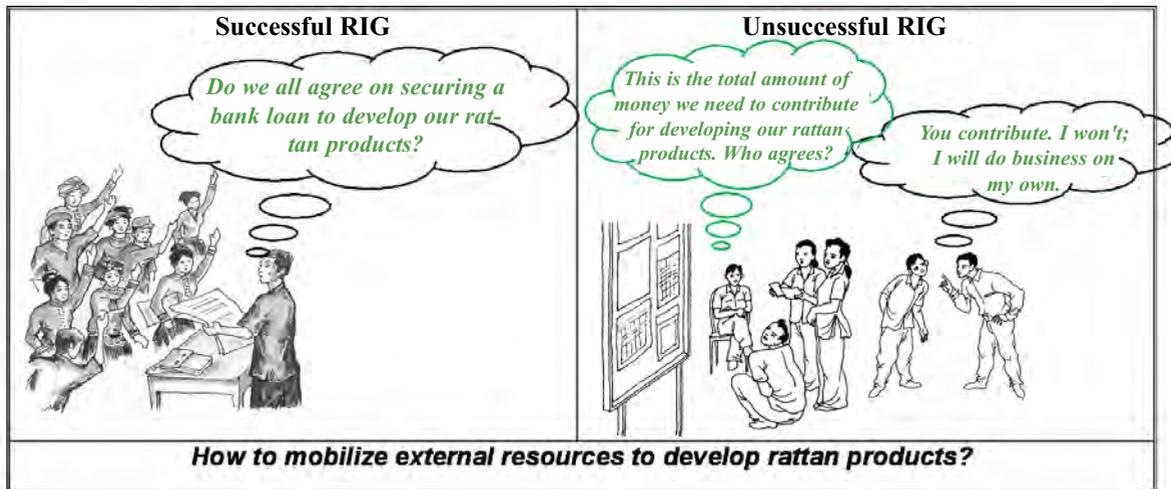
A group plan which includes the following:

- Clear goals and objectives;
- Expected outputs;
- Chronological steps to achieve the given objectives;
- Clearly assigned responsibilities (refer to Appendix 3);
- Required budget and list of resources;
- Obstacles, risks and challenges;
- A Plan on monitoring and evaluation; and
- Reporting on actual results as compared to targets.
- Report the results in comparison with the prepared plan and share experiences;



PART VII - IDENTIFICATION AND MOBILIZATION OF RESOURCES

7.1 Situation



7.2 What are the purposes of identifying and mobilizing resources?



- To mobilize human, physical and financial resources to implement the production and business activities set out by the RIG.
- It can be hard for a lone individual to access external resources. Individuals acting as a group have more influence when they work together and can gain better access to financial resources from different donors, as well as from credit institutions.

7.3 What materials do you need to prepare?



- Board, A0 papers, colour cards;
- Reports, plans, documents related to the meeting; and
- Any necessary tools.

7.5 How long will it take?



- 60 minutes.

7.6 What is the process of identifying and mobilizing resources?



7.6.1 Process of identifying and mobilizing resources

No.	Duration (Minutes)	Contents	Method	
Agenda to mobilize resources	1.1	5	Introduce purpose and benefits of identifying and mobilizing resources	Lecturing
	1.2	10	Classify types of resources	Group Discussion
	1.3	30	Identify resources and how to mobilize them	Small group
	1.4	20	Display results of group discussion	Lecturing
	1.5	10	Manage resources	Lecturing
	1.6	10	Monitor financial books	Observation
	1.7	5	Read the minutes and closing	Lecturing

7.6.2 Detailed Implementation Process

NO	Content in detail																				
<input checked="" type="checkbox"/> 1.1 (5mins)	1. The Head/Vice head of group states purpose, advantages and reasons why the group needs to identify and mobilize resources. 2. Clarify why there is a need to identify and mobilize resources. 3. Refer to the purposes stated in Section 7.2 for additional comments.																				
<input checked="" type="checkbox"/> 1.2 (10mins)	1. The Head/Vice head of group raises questions with members. The following questions can be used: According to you, how many types of resources are there? How do we determine resources? Suggest including financial and non-financial resources. And how about internal resources? External resources? 2. Secretary gathers ideas and writes them on A0 paper (stick on the board). 3. The Head/Vice head of group gives comments and adds the following suggestions: <ul style="list-style-type: none"> - Resources can be temporarily divided into two types: financial and non-financial resources; - Financial resources include internal and external finance: internal finance includes financial savings, members' contributions, and return from the businesses. External finance includes loans, the funding from projects, the government, donors, etc; - Non-financial resources include health, labor, agricultural tools, food, etc. 4. The Head/Vice head of group summarizes the financial resources in the following table: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Internal Resources</th> <th>External Resources</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> ✓ Members' contributions; ✓ Interest from the Funds; ✓ Profits from businesses; ✓ Others. </td> <td> <ul style="list-style-type: none"> ✓ Finance from the Project Program 135; ✓ Support from CPC; ✓ People's Credit Fund; ✓ Fund for the Women's Union, Farmers Association; ✓ Fund for the Poor; ✓ Support from Sustainable Rattan Project-WWF; ✓ Funding from donors. </td> </tr> </tbody> </table>	Internal Resources	External Resources	<ul style="list-style-type: none"> ✓ Members' contributions; ✓ Interest from the Funds; ✓ Profits from businesses; ✓ Others. 	<ul style="list-style-type: none"> ✓ Finance from the Project Program 135; ✓ Support from CPC; ✓ People's Credit Fund; ✓ Fund for the Women's Union, Farmers Association; ✓ Fund for the Poor; ✓ Support from Sustainable Rattan Project-WWF; ✓ Funding from donors. 																
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<input checked="" type="checkbox"/> 1.3 (30mins)	1. The Head/Vice head of group repeats financial resources that require actions as set out in the operational planning meeting. 2. Unify the mobilization rate from the internal and external resources. For example: budget needed for all of the RIG's activities in the year 2010 is VND 50 million. The group can discuss and agree on the mobilization rate. 30% of this amount can be mobilized from internal resource (equivalent to VND 15 million), and 70% remaining can be from external resource (equivalent to VND 35 million). 3. RIG Head/Vice head facilitates members to discuss and find solutions for accessing capital. 4. Divide into two small groups to discuss how to mobilize financial resources. Group 1 discusses and identifies the ways to mobilize internal financial resources (in their group). Group 2 discusses the way to access external finance resources. 5. Each group is provided an A0 piece of paper and a marker and told to discuss for 30 minutes. 6. The Head/Vice head of group could suggest the contents to discuss as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Name of Resources</th> <th>Amount expected to mobilize (VND)</th> <th>How to mobilize</th> <th>Who mobilizes</th> <th>When</th> </tr> </thead> <tbody> <tr> <td><i>The members' contribution</i></td> <td><i>5 million</i></td> <td><i>Divide equally among the members</i></td> <td><i>Group's MB</i></td> <td><i>From 1/12 to 30/12/2009</i></td> </tr> <tr> <td>.....</td> <td>....</td> <td>..</td> <td>...</td> <td>....</td> </tr> <tr> <td><i>Borrow from the People's Credit Fund</i></td> <td><i>7 million</i></td> <td><i>Prepare an application that is confirmed by CPC</i></td> <td><i>Group's MB</i></td> <td><i>Submit by 15/12/2009</i></td> </tr> </tbody> </table>	Name of Resources	Amount expected to mobilize (VND)	How to mobilize	Who mobilizes	When	<i>The members' contribution</i>	<i>5 million</i>	<i>Divide equally among the members</i>	<i>Group's MB</i>	<i>From 1/12 to 30/12/2009</i>	<i>Borrow from the People's Credit Fund</i>	<i>7 million</i>	<i>Prepare an application that is confirmed by CPC</i>	<i>Group's MB</i>	<i>Submit by 15/12/2009</i>
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No.	Detailed content						
<input checked="" type="checkbox"/> 1.4 (20mins)	1. Representatives from the two groups present the results of the group discussions. 2. The Head/Vice head of group encourages members to discuss the feasibility of resource mobilization (for external resource), and the level of commitment (for internal resource). 3. Assign specific responsibilities for each member: What? Who will do it? How to do it? When will there be results? Who will monitor and evaluate? 4. After discussion, RIG Head/Vice head requires members to add comments for completion of the resource mobilization program.						
<input checked="" type="checkbox"/> 1.5 (10mins)	1. Manage the budget strictly according to these principles: Democracy, Openness, and Transparency. 2. The group should focus on developmental objectives and maintaining a "revolving fund". This can be done by collecting "capital" at the beginning, conducting commercial activities (the basic goal of the RIG) and then reinvesting funds for the subsequent financial periods. 3. The Secretary is responsible for the management of all revenue and expenditure transactions and recording these in the books. 4. Repeat the roles and responsibilities of each Management Board member based on the RIG official Operational Regulation.						
<input checked="" type="checkbox"/> 1.6 (10mins)	1. Prepare the financial books after making revenue-expenditure transactions: 2. Collection Voucher: <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: right;">Volume..... No.....</p> <p style="text-align: center;">COLLECTION VOUCHER (Copy 1: Keep at the Volume for reporting) <u>Copy 2:</u> Deliver to the payer</p> <p>Receiving from :.....Address:.....</p> <p>Amount :.....In words:.....</p> <p>Payment for:.....</p> <p>(Enclosed original invoices :.....).</p> <p style="text-align: right;">Dated, 200....</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 33%;">Payer</td> <td style="text-align: center; width: 33%;">Collector</td> <td style="text-align: center; width: 33%;">Prepared by</td> </tr> <tr> <td style="text-align: center;"><small>(Sign and give full name)</small></td> <td style="text-align: center;"><small>(Sign and give full name)</small></td> <td style="text-align: center;"><small>(Sign and give full name)</small></td> </tr> </table> </div>	Payer	Collector	Prepared by	<small>(Sign and give full name)</small>	<small>(Sign and give full name)</small>	<small>(Sign and give full name)</small>
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<p><input checked="" type="checkbox"/> 1.6 (10mins)</p>	<p>3. Payment Voucher:</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 5px;"> CPC:..... RIG:..... </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> FB3 </div> </div> <div style="text-align: right; margin-top: 5px;"> Volume:..... No:..... </div> <p style="text-align: center;">PAYMENT VOUCHER</p> <p style="text-align: center;">(Copy 1: Keep at the Volume for reporting) Copy 2: Deliver to the Receiver</p> <p>Payment for Mr/Ms:.....Address:.....</p> <p>Amount:.....In words:.....</p> <p>Payment for:.....</p> <p>(Enclosed original invoices :.....)</p> <p style="text-align: right;">Dated, 200....</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> Receiver <i>(Sign and give full name)</i> </div> <div style="text-align: center;"> Head of RIG <i>(Sign and give full name)</i> </div> <div style="text-align: center;"> Prepared by <i>(Sign and give full name)</i> </div> </div> </div> <p>4. Cash-Book</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 5px;"> CPC:..... RIG:..... No:..... </div> <div style="text-align: center;"> DETAILED ACCOUNTING BOOK (Cash-Book) </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> FB 1 </div> </div> <p style="text-align: center;">Month:...../200..</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2">Date</th> <th colspan="2">No</th> <th rowspan="2">Description</th> <th colspan="2">Amount (VND)</th> <th rowspan="2">Cash in Hand</th> <th rowspan="2">Remark</th> </tr> <tr> <th>Collection</th> <th>Payment</th> <th>Collection</th> <th>Payment</th> </tr> <tr> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> </tr> </thead> <tbody> <tr> <td>10/10</td> <td>FB2-01</td> <td></td> <td>Collection cash contribution from Mr. A Dot</td> <td>1,600,000</td> <td></td> <td></td> <td></td> </tr> <tr> <td>10/10</td> <td>FB2-02</td> <td></td> <td>Collection cash contribution from Ms. A Doan</td> <td>1,200,000</td> <td></td> <td></td> <td></td> </tr> <tr> <td>11/10</td> <td></td> <td>FB3-01</td> <td>Payment for technical specialist</td> <td></td> <td>1,500,000</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td><i>Transferring</i></td> <td>2,800,000</td> <td>1,500,000</td> <td>1,300,000</td> <td></td> </tr> </tbody> </table> <p style="text-align: right;">Date: 30/10/ 2009</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> Approved by RIG Head <i>(Sign and give full name)</i> </div> <div style="text-align: center;"> Accountant/Secretary <i>(Sign and give full name)</i> </div> </div> </div>	Date	No		Description	Amount (VND)		Cash in Hand	Remark	Collection	Payment	Collection	Payment	1	2	3	4	5	6	7	8	10/10	FB2-01		Collection cash contribution from Mr. A Dot	1,600,000				10/10	FB2-02		Collection cash contribution from Ms. A Doan	1,200,000				11/10		FB3-01	Payment for technical specialist		1,500,000						<i>Transferring</i>	2,800,000	1,500,000	1,300,000	
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<p><input checked="" type="checkbox"/> 1.7</p>	<ol style="list-style-type: none"> 1. Secretary reads the general minutes of the meeting, emphasizing action points and who is responsible for them. 2. Group leader/deputy requires members to give comments on the minutes. Group leader/deputy signs the minutes and announces the closing of the meeting on mobilizing resources. 																																																				

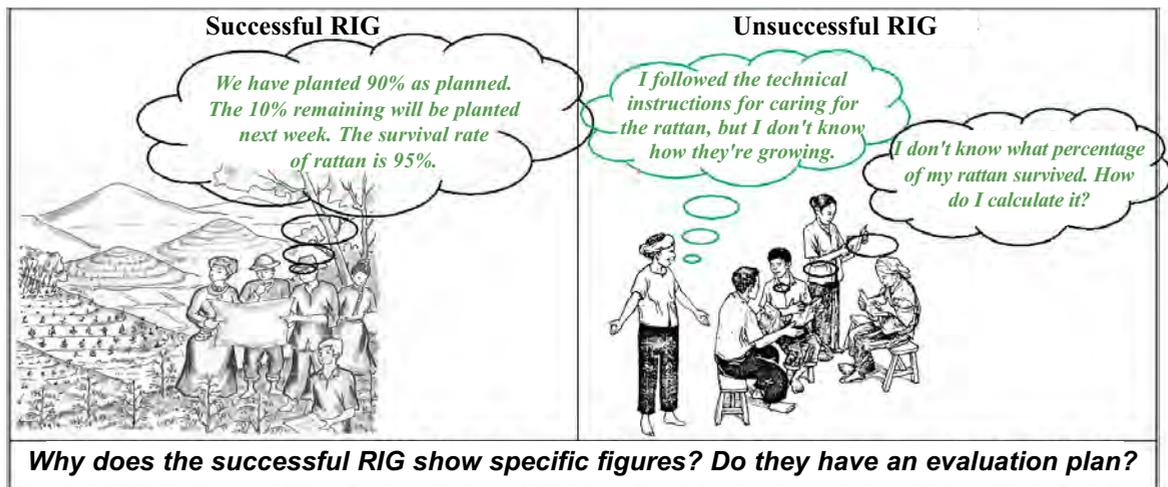
7.6 What are the outputs of identifying and mobilizing resources for the RIG?

Outputs are to ensure mobilization of financial and non-financial resources for implementing the RIG's activities in accordance with the objectives set out. Results are assessed based on the following criteria:

- The feasibility of the mobilization plan;
- Clear responsibilities assigned for stakeholders in charge of mobilization;
- Resources management plan that follows the principles of transparency and openness;
- Monitoring and evaluation of progress to achieve the given targets;
- Evaluation of the results on actual mobilization in comparison with the targets;
- Resolutions for uncompleted targets.

PART VIII - MONITORING AND EVALUATION OF RIG ACTIVITIES

8.1 Situation



8.2 What are the purposes of a monitoring and evaluation (M & E) plan?

- To improve capacity for monitoring and evaluating by members, particularly the Management Board;
- To allow members to monitor and evaluate the RIG's activities transparently and accountably;
- To check the implementation of activities and determine shortcomings in the implementation process;
- To form a basis for recommending solutions to overcome any shortcomings;
- To ensure that the activities are implemented efficiently and at a high standard;
- To collect enough information to evaluate whether the group has achieved the given objectives as planned;
- To provide information for planning the RIG's activities;
- To form a basis for adjusting solutions to ensure that activities are completed on time (for the mid-term evaluation);
- To form a basis for deciding whether these activities should be replicated or not (for the final evaluation).

8.3 What materials do you need to prepare the monitoring and evaluating plan?

- Board, A0 papers, colour cards;
- Reports, plans and documents related to meetings;
- Any other necessary tools.

8.4 How long will it take?

- 120 minutes.

8.5 What is the process for developing a monitoring and evaluation plan of the RIG's activities?

8.5.1 The contents of a meeting to develop an M & E plan

No.	Duration (minutes)	sContents	Method	
Agenda of monitoring and evaluation plan	1.1	5	Introduce purpose and meaning of M & E	Lecturing
	1.2	10	Differences between monitoring and evaluation	Brainstorming
	1.3	10	Identify the areas which need monitoring and evaluation	Barnstorming
	1.4	10	The principles which determine monitoring and evaluation criteria	Group working
	1.5	50	Prepare M & E Plan	Group working
	1.6	15	Organize monitoring and evaluation activities	Group discussion
	1.7	10	Report on the evaluation results	Lecturing
	1.8	10	Read the minutes and close session	Lecturing

8.5.2 Detailed Implementation Process

No.	Detailed Content																
<input checked="" type="checkbox"/> 1.1 (5mins)	1. The Head/Vice head of group outlines the purpose, meaning, and reasons for needing to have monitoring and evaluation activities. Refer to Section 8.2 for additional comments.																
<input checked="" type="checkbox"/> 1.2 10mins)	1. To differentiate between “monitoring” and “assessment”, the group leader/deputy should apply a brainstorming model, raising questions based on the following suggestions: What is monitoring? What is evaluation? What are the differences between “monitoring” and “evaluation”? 2. Copy the following table onto A0 paper and paste onto the board to present: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Monitoring</th> <th>Evaluation</th> </tr> </thead> <tbody> <tr> <td><i>Review <u>activities and results</u> of the project</i></td> <td><i>Review <u>effects and impacts</u> of project</i></td> </tr> <tr> <td><i>A continuous activity</i></td> <td><i>A periodical activity</i></td> </tr> <tr> <td><i>Applies mainly to the progress and quality of activities</i></td> <td><i>Analyze general success of the project</i></td> </tr> <tr> <td><i>Provide information on progress of activities</i></td> <td><i>Ascertain why the given objectives have not been achieved</i></td> </tr> </tbody> </table>	Monitoring	Evaluation	<i>Review <u>activities and results</u> of the project</i>	<i>Review <u>effects and impacts</u> of project</i>	<i>A continuous activity</i>	<i>A periodical activity</i>	<i>Applies mainly to the progress and quality of activities</i>	<i>Analyze general success of the project</i>	<i>Provide information on progress of activities</i>	<i>Ascertain why the given objectives have not been achieved</i>						
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<input checked="" type="checkbox"/> 1.3 (10mins)	1. The Head/Vice head of group raises the following questions: What do we need to monitor and evaluate? Who will monitor and evaluate? 2. Secretary records the feedback of members on A0 paper and sticks it on the board. 3. Group leader/deputy adds the further information as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Activities that need to be monitored</th> <th>Monitored by</th> </tr> </thead> <tbody> <tr> <td>- <i>Members' participation in the RIG's meetings</i></td> <td>- <i>RIG Management Board</i></td> </tr> <tr> <td>- <i>Selection of households to take part in pilot models/demonstrations</i></td> <td>- <i>The district technical group</i></td> </tr> <tr> <td>- <i>Quantity of materials (rattan seedlings, types of fertilizer, production materials etc)</i></td> <td>- <i>The members of the RIG</i></td> </tr> <tr> <td>- <i>Organization of activity implementation</i></td> <td>- <i>The village and commune agencies</i></td> </tr> <tr> <td>- <i>The progress of implementation</i></td> <td>- <i>Sustainable Rattan Project Officers</i></td> </tr> <tr> <td>- <i>Finance for RIG's activities</i></td> <td></td> </tr> <tr> <td>- <i>Contributions from stakeholders</i></td> <td></td> </tr> </tbody> </table>	Activities that need to be monitored	Monitored by	- <i>Members' participation in the RIG's meetings</i>	- <i>RIG Management Board</i>	- <i>Selection of households to take part in pilot models/demonstrations</i>	- <i>The district technical group</i>	- <i>Quantity of materials (rattan seedlings, types of fertilizer, production materials etc)</i>	- <i>The members of the RIG</i>	- <i>Organization of activity implementation</i>	- <i>The village and commune agencies</i>	- <i>The progress of implementation</i>	- <i>Sustainable Rattan Project Officers</i>	- <i>Finance for RIG's activities</i>		- <i>Contributions from stakeholders</i>	
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<input checked="" type="checkbox"/> 1.3 (10mins)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Activities that need to be evaluated</th> <th style="width: 50%;">Evaluated by</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> - Organization of activity implementation - Level of members' participation (in particular, participation by women and the poor) - The effectiveness of the activities, including: economic, social, and environmental aspects - Whether targets are being met - Cost benefit analysis </td> <td> <ul style="list-style-type: none"> - RIG Management Board - The district technical group - The members of the RIG - Sustainable Rattan Project Officers - External experts on evaluation </td> </tr> </tbody> </table>	Activities that need to be evaluated	Evaluated by	<ul style="list-style-type: none"> - Organization of activity implementation - Level of members' participation (in particular, participation by women and the poor) - The effectiveness of the activities, including: economic, social, and environmental aspects - Whether targets are being met - Cost benefit analysis 	<ul style="list-style-type: none"> - RIG Management Board - The district technical group - The members of the RIG - Sustainable Rattan Project Officers - External experts on evaluation 														
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<ul style="list-style-type: none"> - Organization of activity implementation - Level of members' participation (in particular, participation by women and the poor) - The effectiveness of the activities, including: economic, social, and environmental aspects - Whether targets are being met - Cost benefit analysis 	<ul style="list-style-type: none"> - RIG Management Board - The district technical group - The members of the RIG - Sustainable Rattan Project Officers - External experts on evaluation 																		
<input checked="" type="checkbox"/> 1.4 (10mins)	<ol style="list-style-type: none"> 1. The SMART principles of identifying monitoring and evaluation criteria: <ul style="list-style-type: none"> - Specific. For example: <i>The specific survival rate of rattan planted;</i> - Measurable. For example: <i>The survival rate of rattan reaches 90%, as evidenced by a tree survey;</i> - Achievable. For example: <i>Don't aim for a rattan survival rate of 100%;</i> - Relevant. Criteria should be closely tied to the monitoring and evaluation objectives; - Timely. For example: <i>The criteria will be met by the end of quarter 4, the year 2011.</i> 2. The Head/Vice head of group can use the following as suggestions for developing monitoring and evaluating criteria: <ul style="list-style-type: none"> - The survival rate of rattan/ha after 20-day planting must be 90%; - 100% of households who have joined the RIG are trained in rattan techniques; - 100% of households who have joined the RIG are strictly following technical instructions on caring for rattan; - After two years of implementing the project, 50 households are trained in techniques for rattan care and are participating in the rattan-planting model; - The average income from a hectare of rattan is approximately VND 50 million. 																		
<input checked="" type="checkbox"/> 1.5 (50mins)	<ol style="list-style-type: none"> 1. Prepare the M & E plan in detail: divide into three small groups by counting 1-2-3, 1-2-3. Those who count 1 are in Group 1, those who count 2 are in Group 2, and those who count 3 are in Group 3. 2. Each group has a sheet of A0 paper and a marker for taking notes. 3. The method is similar to 3.6.2 above - building RIG Operational Regulation. Each group should assign a scribe and a representative to present the results of the group discussion. 4. The Head/Vice head of group should suggest the framework for the M & E plan. Some examples are as follows: <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 15%;">M&E Content</th> <th style="width: 15%;">Indicators</th> <th style="width: 20%;">Where is the information from?</th> <th style="width: 10%;">When?</th> <th style="width: 15%;">Frequency?</th> <th style="width: 25%;">Who monitors and evaluates?</th> </tr> </thead> <tbody> <tr> <td>Profit from selling rattan to traders</td> <td>Profit increased by 15%</td> <td>From interviewing the rattan sellers</td> <td>From 10-12/2011</td> <td>Collect figures monthly</td> <td>RIG Secretary</td> </tr> <tr> <td>Relative benefits of planting rattan compared to acacia</td> <td>70% of members earned VND 1 million/ha more from rattan than from acacia</td> <td>Members' accounting books; production costs at the beginning and the end of the reporting period.</td> <td>From 11-12/2011</td> <td>Analysis of monthly income</td> <td>Secretary collects, members provide information</td> </tr> </tbody> </table> 5. After discussing the monitoring and evaluation plan, each group appoints a representative to present and other members give comments to finalize the plan. 	M&E Content	Indicators	Where is the information from?	When?	Frequency?	Who monitors and evaluates?	Profit from selling rattan to traders	Profit increased by 15%	From interviewing the rattan sellers	From 10-12/2011	Collect figures monthly	RIG Secretary	Relative benefits of planting rattan compared to acacia	70% of members earned VND 1 million/ha more from rattan than from acacia	Members' accounting books; production costs at the beginning and the end of the reporting period.	From 11-12/2011	Analysis of monthly income	Secretary collects, members provide information
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No.	Detailed Content												
<input checked="" type="checkbox"/> 1.6 (15mins)	1. Organize M & E activities: collect information from the field. Information which needs to be collected should relate to the activities as below: <table border="1" data-bbox="360 317 1299 489"> <thead> <tr> <th data-bbox="360 317 513 363">M&E content</th> <th data-bbox="513 317 694 363">Targets stated in the M&E plan</th> <th data-bbox="694 317 1080 363">Information needing to be collected</th> <th data-bbox="1080 317 1299 363">Analysis of data and information</th> </tr> </thead> <tbody> <tr> <td data-bbox="360 363 513 457">Profits from selling rattan to traders</td> <td data-bbox="513 363 694 457">Profits increased by 15%</td> <td data-bbox="694 363 1080 457"> -Beneficiaries -Purchasing price on particular dates -Price of shipping -Price, quality of rattan </td> <td data-bbox="1080 363 1299 457">Profit has increased by 10%, therefore, has the target been achieved or not?</td> </tr> <tr> <td data-bbox="360 457 513 489">.....</td> <td data-bbox="513 457 694 489">....</td> <td data-bbox="694 457 1080 489">....</td> <td data-bbox="1080 457 1299 489">....</td> </tr> </tbody> </table> 2. Based on the M & E data and the actual indicators, the group Head/Vice head facilitates RIG members to exchange ideas and ascertain why the given objectives were not achieved. Analyze the causes and find solutions to overcome these shortcomings.	M&E content	Targets stated in the M&E plan	Information needing to be collected	Analysis of data and information	Profits from selling rattan to traders	Profits increased by 15%	-Beneficiaries -Purchasing price on particular dates -Price of shipping -Price, quality of rattan	Profit has increased by 10%, therefore, has the target been achieved or not?
M&E content	Targets stated in the M&E plan	Information needing to be collected	Analysis of data and information										
Profits from selling rattan to traders	Profits increased by 15%	-Beneficiaries -Purchasing price on particular dates -Price of shipping -Price, quality of rattan	Profit has increased by 10%, therefore, has the target been achieved or not?										
.....										
<input checked="" type="checkbox"/> 1.7 (10mins)	1. Prepare reports, including reports on monitoring and evaluation. 2. The purposes of the report are: <ul style="list-style-type: none"> - To provide information about the group's activities (advantages, difficulties and needs of the members) for stakeholders; - To exchange information and experience between the group and other groups in the commune or district; - Documentation for monitoring and evaluating the group's activities. 3. The frequency of the report: this needs to be clarified in the RIG Operational Regulation. 4. Report on monitoring and evaluation: <ul style="list-style-type: none"> - Location and names of recipients; - Time for monitoring and evaluation (from date x to date x); - Participants of monitoring and evaluation: show names, titles, duties and functions of members in the group; - Monitoring and evaluation method: indicate method to be used, such as: interviewing households or groups, how the information will be collected etc; - Content of monitoring and evaluation: indicate clearly the content of monitoring and evaluation. For example: monitoring the progress of providing rattan seedlings, quality of training, assessing economic, social and environmental impact of activities etc - Monitoring and evaluation results: present detailed and specific results, such as whether the activities are implemented on time (actual results need to be compared with targets stated in the plan. - Recommendations: based on the results of monitoring, make specific recommendations. For example: increase or reduce rates of investment, modify the time for implementing activities, clarify the roles of stakeholders in the program and project, or take actions to improve results in the future. 5. Criteria for writing an M& E report: <ul style="list-style-type: none"> - A report needs to be brief, clear, concise and easily understood; - Indicate all activities, achieved results, failed objectives or poorly attained objectives. Provide reasons (subjective and objective reasons) based on the experiences of members. 6. The format of an M & E report includes: <ul style="list-style-type: none"> - Name of the report, date and author; - Main contents: Including (i) name of activities; (ii) targets; (iii) actual results, and the reasons for achieving them, not achieving them or over-achieving them; - Monitoring and evaluation plan for the next period; - Advantages, difficulties; - Lessons learned and recommendations. 												
<input checked="" type="checkbox"/> 1.8 (10mins)	1. Secretary reads the minutes and reviews all progress of the M & E planning meeting. 2. Members contribute their ideas. 3. The Head/Vice head of group assesses the results of the meeting by delivering each member an evaluation form - Appendix 4.												

8.6 What are the outputs of the M&E planning meeting?

- Members of the group understand the purpose and meaning of monitoring and evaluation. They can distinguish the differences between monitoring and evaluation;
- Members understand the steps to build an M & E plan;
- All participants understand their roles and responsibilities in supporting the implementation of monitoring and evaluation;
- The completion of a feasible monitoring and evaluation plan approved by member vote;
- The immediate commencement of monitoring and evaluation activities.



PART IX - APPENDICES

Appendix 1: Operational Regulation of the Successful RIG.

AF9

OPERATIONAL REGULATION OF RIG

Article 1. Scope of Application

- For the RIG only.

Article 2. Purpose of Rattan Interest Group (RIG) Formation:

- To increase income for low-income households by providing them the framework to take advantage of external support, trading, and production implementation activities;
- To capitalize on the shared benefits that come from the mutual exchange of experiences and knowledge, including better access to the resources essential to business, improved production techniques and rattan conservation;
- To improve market access and services for people in community.

Article 3. Scale of the RIG

- From 20 to 30 members in each RIG.

Article 4. Operational Principles of the RIG:

- Voluntary;
- Democratic and transparent;
- Equality.

Article 5. Main Activities of the RIG

- Plant and manage rattan;
- Exploit and harvest rattan;
- Purchase, preliminarily treat and process rattan;
- Undertake and organize training courses, study tours, sharing of experiences;
- Hold periodic meetings;
- Other activities decided by the MB.

Article 6. Organizational Structure of the RIG:

6.1 RIG Management Board:

- The RIG management Board (RIG MB) consists of three official members: Head, Vice head and Secretary of the RIG.

6.2 Roles and Responsibilities of the RIG MB:

Position	Roles and Responsibilities
The Head/Vice head of RIG	<ul style="list-style-type: none"> - Act as the key person responsible for group activities with CPC and the project - Hold periodic meetings - Help other members to build action plans - Implement these action plans - Directly refer difficulties, needs and recommendations from members to the relevant stakeholders - Build and replicate production models - Observe and monitor the group's and members' activities - Write activity reports, M & E quarterly reports, 6-month reports and yearly reports
Secretary cum Accountant	<ul style="list-style-type: none"> - Take roll call for members and write minutes of meetings - Assist in administration - Ensure that reports, documents and records are stored and organized effectively for ease of reference by the RIG MB - Be responsible for managing all records supplied by related stakeholders - Be responsible for implementing collection and payment transactions - Make collection and payment vouchers available upon the request of RIG head - Assist head of RIG in making periodic reports

Article 7: Rights and Duties of RIG Members

7.1 Rights of RIG Members:

- To improve capacity through training courses, workshop and study tours;
- To be consulted on improving productivity and income;
- To take part in production models.

7.2 Duties:

- To actively take part in group meetings and share experiences in production and trading; if one member is absent without reason from RIG meetings/training more than twice, s/he will be withdrawn from the RIG;
- To contribute ideas on management;
- To mobilize their own assets in order to develop RIG business;
- To strictly comply with the RIG's Operational Regulation.

Article 8: Conditions for Joining and Resigning from the RIG

8.1. Conditions for joining the RIG:

- Write a letter indicating that you are voluntarily joining the RIG;
- Take part, or intend to take part, in rattan-related activities, or have done so in the past;
- Be in possession of production materials (land, labour etc);
- Commit to participating in all meetings and training courses of the RIG;
- Commit to contributing a large portion of funds to invest and develop the rattan business;
- Commit to self-managing the RIG;
- Commit to strictly complying with the RIG Operational Regulation.

8.2. Conditions for resigning from the RIG:

- Send RIG Management Board a letter of resignation;
- Agree to demand no benefits from the RIG.

Article 9: Timetable for Periodic Meetings

- Once per month, at.....date.....each month, at.....

Article 10: Execution

- This regulation is considered as a stipulation and law for implementation of all RIG activities.
- Head of RIG Management Board Rep. of Members Approval of DPC**

Appendix 2: Appendix 2: Handout - Reference for Preparing a Planning Meeting of the RIG

1. Identify Activities:

- Define clear objectives, expected outputs and indicators for each activity. The facilitator can raise some questions, such as: (i) How can that activity contribute do achieving the given objectives? (ii) What changes will this activity bring about after implementation? (iii) What benefit does it bring? Who are the beneficiaries? How many?
- When making the action plan, the Head of the group should guide members to ask questions such as: (i) What will we do in the next month, quarter? (ii) Who will join in? (iii) How much budget is required for each activity? (iv) How can we ensure that these activities are finished in time with the plan?
- Clearly identify which problems can be solved by the group and which problems need to be supported from outside. What requires help and support? When?
- Organize all information into this table:

No.	Activities	Expected Outputs	Timeframe	Resources (labour, land, finance from internal and external sources)	Person Responsible

2. Arrange Activities In Order:

- Organize activities in chronological order to avoid wasting time, labour and budget;
- It is necessary to define what activities need to be done first, and what activities can be done in parallel. For example, to plant Rattan, training must be done first, but clearing bushes and preparing the soil can be carried out in parallel in order to save time.

3. Prepare Timeframe for Activities:

- Identify when activities will be implemented;
- Help monitor activities in the implementation process; and also check if these activities are implemented on time or not;
- Specific activities must be prioritized either in terms of date or type/amount of work;
- Set exact dates and times as best practice;
- Make a feasible timetable: include times for commencing and finishing. This allows for the mobilization of finance and labour force.

4. Assign Responsibilities:

- Assign responsibilities to each person for different activities;
- The implementer: the person who is mainly responsible for each activity. Refer to Appendix 3 for stakeholder tasks and responsibilities;

- The collaborator: persons who are involved in pursuing the activities. Not simply a list of non-RIG members;
- Ensure responsibilities are assigned to relevant parties. Individuals will have better motivation if they are assigned work they are interested in undertaking and finishing.

5. Analysis of Strengths and Weaknesses:

- After establishing detailed activities, the next step is to examine what the advantages and difficulties are in order to suggest suitable solutions. Identify the advantages to capitalize on them and promote them, and identify the weaknesses to overcome and/ or mitigate them;
- After identifying the strengths and the weaknesses, the RIG should figure out solutions and assign specific responsibilities for implementation;
- Understand the skills and interests of each member to ensure they are assigned responsibilities most relevant to them.

6. Discussion on Budget:

- Must comply with the spirit of democracy and transparency. The budget must be discussed publicly in front of members. Members will actively contribute to all reasonable expenses;
- Transparent discussion on budget will improve coordination and increase the motivation of participants.

7. Budget Planning:

- Budget planning is different from normal financial recording. It helps anticipate what might happen rather than just record what already took place;
- If there is not enough budget to cover all activities, the RIG should revise the activities or discuss with all members of the group practical solutions for increasing available financial resources (see Part VI on Resource Mobilization);
- The following example is a detailed budget for a RIG with many activities. It consists of items that are indicated in the budget plan and types of activities that can be done by the RIG. This budget plan is used for a RIG that has budget from its members and from outside channels.

No	Content	Measurement	Unit	Quantity	Unit Price	Budget (VND)
1	List of inputs for planting Rattan					
1.1	Rattan seedlings	1ha	tree	1000	800	800,000
1.2	Fertilizer (organic form)	1ha	ton	10	0	0
1.3	Urea	1	kg	250	3,800	950,000
1.4	Phosphate	1	kg	500	1,300	650,000
1.5	Potassium	1	kg	150	3,500	525,000
1.6	Pesticide	1		1	200,000	200,000
1.7	Herbicide	1		1	200,000	200,000
(i)	Sub-total					3.325.000
2	Training for Farmers					
2.1	Drinking water	1	class	4	50,000	200,000
2.2	Pens and notebooks	30	Person	1	2,000	60,000
2.3	Training documents	30	Book	1	5,000	150,000

No	Content	Measurement	Unit	Quantity	Unit Price	Budget (VND)
2.4	Stationary	1	set	4	30,000	120,000
2.5	Document for training	1	day	2	30,000	60,000
2.6	Payment for trainer	1	day	4	105,000	420,000
2.7	Travelling cost for trainer	2		2	30,000	120,000
2.8	Accommodation for trainer	1	night	6	90,000	540,000
(ii)	Sub-total					1,670,000
3	Implementation of Pilot					
3.1	Monitoring	20	Man-day	2	30,000	1,200,000
3.2	Fuel fees for monitoring staff	20	day	2	10,000	4,000,000
3.3	Group meeting	1		2	50,000	100,000
(iii)	Sub-total					5,300,000
4	Field Workshop					
4.1	Allowance for members	1		50	20,000	1,000,000
4.2	Drinking water	1		50	1,000	50,000
4.3	Motorbike	1	Person	50	10,000	500,000
4.4	Stationary	1		2	250,000	500,000
(iv)	Sub-total					2,050,000
	Total (i+ii+iii+iv)					12,345,000

A feasible budget must be:

- Based in fact;
- Based on current available capital sources, while recognizing future sources;
- Flexible when activities and needs are changed;
- Directly related to RIG activities.

Evaluation of activities: At the end of an activity, it is necessary to evaluate its effectiveness. This information then needs to be reported to the RIG. A meeting should be held for sharing experiences and making suggestions for improvement for the next activities.

Appendix 3: Specific Roles and Responsibilities of Related Stakeholders

Level	Selection Process	Technical Role	Responsibilities	Update Data – Reports
Member	<ul style="list-style-type: none"> - Voluntary participation in the RIG - Over 2/3 of all members agree 	<ul style="list-style-type: none"> - Follow the technical process, principles on planting, taking care, exploiting and trading rattan - Contribute experience and indigenous knowledge to building technical process for the RIG 	<ul style="list-style-type: none"> - Sign a Registration Letter (AF1) - Follow the duties of members stated in the Regulation 	<ul style="list-style-type: none"> - Take notes and report on the results of planting, producing and trading rattan for the RIG MB
Head/ Vice head of RIG	<ul style="list-style-type: none"> - Selected by RIG members 	<ul style="list-style-type: none"> - Take part in training courses - Disseminate techniques on which they have been trained - Share experiences on production and trade via study tours 	<ul style="list-style-type: none"> - Be primarily responsible for organizing, implementing, managing, monitoring and evaluating RIG activities based on the RIG's Regulation 	<ul style="list-style-type: none"> - Prepare quarterly, 6-month and yearly reports and send them to related parties (CPC, SRP) if requested
Secretary	<ul style="list-style-type: none"> - Selected by RIG members 	<ul style="list-style-type: none"> - Assist Head/ Vice head of RIG to organize activities relating to rattan technique - Prepare materials, purchase necessary tools to assist technical activities 	<ul style="list-style-type: none"> - The main responsibility is to write and manage books, information and finance of the RIG - Do other assignments as indicated in the RIG Regulation 	<ul style="list-style-type: none"> - Keep documents and records - Keep original versions of financial records, invoices and receipts
CPC	<ul style="list-style-type: none"> - On behalf of Government at grassroots level to support in management 	<ul style="list-style-type: none"> - Support and guide RIGs to fully implement their business plan in consideration with the commune development plan 	<ul style="list-style-type: none"> - Manage and deal with complaints which do not fall under the responsibility of the RIG Management Board - Ensure that all members follow the RIG Regulation 	<ul style="list-style-type: none"> - Store documents sent by the RIG in order to manage or resolve any issues
District Technical Support Group	<ul style="list-style-type: none"> - Selected by the project and local authorities 	<ul style="list-style-type: none"> - Be responsible for consulting, collecting suggestions from RIGs and providing technical support for RIGs 	<ul style="list-style-type: none"> - Provide consultation and support to the RIG to improve management skills and implementation activities 	<ul style="list-style-type: none"> - Report on the results of consultation and technical support and submit to the project
Sustainable Rattan Project staff	<ul style="list-style-type: none"> - Appointed by the Director of WWF Organization 	<ul style="list-style-type: none"> - Co-ordinate technical support by consultants - Co-ordinate study tours - Provide human and financial capital to implement technical activities based on the proposals of RIGs and available resources of the project 	<ul style="list-style-type: none"> - Cooperate with technical support group to manage, implement, monitor and evaluate RIG activities - Co-ordinate RIG activities in order to successfully implement the objectives of the project 	<ul style="list-style-type: none"> - Keep reports of RIGs - Send and share project information and documents to the RIGs

Appendix 4: Evaluation Form for the Meeting on M & E plan

Date:

Place:

1. General Evaluation: What do you think of the result of this meeting?

<input checked="" type="checkbox"/> Cross your choice	Comments
<input type="checkbox"/> Very good	
<input type="checkbox"/> Good	
<input type="checkbox"/> Normal	
<input type="checkbox"/> Not good	

2. Usefulness: Do you think that this meeting was useful?

<input checked="" type="checkbox"/> Cross your choice	Comment
<input type="checkbox"/> Very useful	
<input type="checkbox"/> Useful	
<input type="checkbox"/> Normal	
<input type="checkbox"/> Not useful	

3. What needs to be improved to get a better result?

<hr/> <hr/> <hr/>
