

**REPORT ON**

**RENOVATION OF SOCIO-ECONOMIC DEVELOPMENT  
PLANNING PROCEDURES AT COMMUNE LEVEL**

**Le Viet Thai**

**Buon Ma Thuot, February 2006**

# Rural Development Dak Lak- RDDDL

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Department of Planning & Investment

German Technical Cooperation (GTZ)

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## **Abbreviations**

CDP	Commune Development Planning
CIEM	Central Institute for Economic Management
Redbook	Land use right Certificate
PC	People's Committee
RDDL	Rural Development Dak Lak
DPI	Department of Planning and Investment
PPC	Provincial People's Committee
VDP	Village Development Planning

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## 1. INTRODUCTION

### ▪ General overview of RDDDL

The German-funded RDDDL Project has commenced its implementation since 2003 in 2 target districts in Dak Lak Province. In phase I (2003 -2005), RDDDL has tested the Participatory Village Development Planning (VDP) and has achieved many positive results.

Through the project intervention, the VDP approach has been extended widely in the province (not restricted in Project areas only). The VDP implementation in a short time has revealed the following:

\* *VDP/CDP does not create more budgets for commune*, but it helps to use the budget more effectively and better respond to the needs of villagers.

\* *With participation of local people in VDP/CDP process*, local resources can be mobilized easily from the community to contribute to the plan implementation.

\* Roles and importance of villagers are enhanced through VDP/CDP (particularly the ownership), they are therefore involved more in the M&E of the implementation.

\* Participation of local people will improve the relationship between people and the local authority, which is a basis for a stable society, and decrease of negative issues in the society.

In order to further improve this planning approach and integrate it into the existing socio-economic development planning process at commune level, RDDDL will, in phase II, support DPI and target districts, communes to pilot the improved planning procedures. Against this context, a study team has been established including experts from Central Institute for Economic Management (CIEM), DPI and RDDDL. The main tasks of the team are to:

- Assess and, where required, recommend revision of the piloted participatory planning procedures (VDP/CDP)
- Assess the current procedure of socio-economic development planning within Dak Lak Province and the 2 target districts
- Formulate a mechanism for integration of CDP into the public planning
- Design concrete mechanisms for a systematic and transparent allocation of public and other available budgets.

Given the information collected from the project documents and working meetings with RDDDL, DPI, local authorities of the 2 districts and 4 communes in Project areas (from 21/2 to 3/3/2006), the study team has completed the draft report and presented it in workshop on 2/3/2006 (in Buon Ma Thuot) organized by DPI in cooperation with RDDDL, with participation of relevant Departments, institutions and representatives of local authorities in project areas. The report presented below has included the comments of participants and suggestions by DPI and RDDDL.

The study team would like to express its sincere gratitude for the cooperation and active supports from DPI, RDDDL and authorities of Ea H'leo, Lak districts and 4 communes in Project areas. Our special thanks due to Mr. Ho Vinh Chu, Vice Director of DPI, Director of RDDDL and Mr. Daniel Wahby, RDDDL CTA for their valuable suggestions during our study and also the RDDDL staff for their timely support to our work and organization of the workshop.

## 2. CURENT STATUS OF PLANNING PROCESS AT COMMUNE LEVEL

### 2.1 Definition of planning

Up till now, there has been no common and consistent understanding of socio-economic development planning. Managers and scientists have mentioned many different comprehensions for this concept. In the public administrative system, planning is still understood as the way it was in the former centralized economy. Adjusting the understanding of planning towards market-oriented economy is therefore a crucial point for the improvement of planning procedures at all levels.

The planning concept in this report should be understood in a way that: "Socio-economic development plan indicates all direct and indirect interventions of government at all levels in the socio-economic development process in a certain area so as to reach the planned targets and it is approved by relevant authorities". This definition leads to the following conclusions:

- Most of the targets in plan are *forecast and orientation targets*. There are only some compulsory targets (e.g.: targets related to budget).'
- Since the socio-economic development plan is the plan of the whole society; the mobilization of resources available in society is prerequisite for the successful plan implementation.
- The current economy is the multi-sectoral economy system, it is impossible for the government to "order the investment" from non-state owned economic sectors, therefore, one of the most important tasks of authorities at all levels is to establish supporting mechanisms and incentive policies to encourage all people and social organizations to involve in plan implementation. In order to achieve this, it is necessary to create opportunities for local people and social organizations to involve in identification of the plan targets as the first step in the planning process.
- A part from the administrative management, ensuring social security and national defense, authorities at all level also assume another crucial task of providing public services, solving social issues (public health, education, culture...) and supporting *people to develop their production and business* (agriculture extension, industrial extension,...) which plays an important role in promoting the socio-economic development of the nation as well as of each locality.

Given the aforementioned explanation of planning, the development and implementation of the socio-economic development plan should conform to the following principles:

- + Running of the market-oriented mechanism in the economy system is ensured.
- + Trading right of every citizen and all business enterprises is protected
- + Basis for sustainable development (*economic, social and environmental sound*) are provided

### 2.2 Planning contents at commune level (*decentralized system*)

#### 2.2.1 Legal framework for identification of planning contents at commune level

The most important tasks of authorities at all levels are regulated in the law system and these are also the most important contents of planning at different levels. At commune level, the identification of planning contents should be based on the following laws and regulations: (see details in the annexes):

- Law on People's Council and People's Committee at all levels (promulgated on 26/11/2003)

Articles 111, 112, 113, 114 and 115 of the Law regulate functions and tasks of commune level in economic, social, environmental, security fields...

- Law on State budget (16/12/2000)

Articles from 25 to 37 of the Law promulgate the incomings and outgoings of the local budgets (including commune, district and provincial budgets)

- Other related laws

+ Law on education

+ Law on land

.....

## 2.2.2 Current planning contents at commune level

Currently, planning contents at communes are not yet stipulated by any legal documents or regulations at all, therefore, the developed plans of different communes are not consistent. It is actually able to indicate some planning issues and targets that are used by many communes and the following will show how to identify these targets and issues:

- In economic field

### ❖ **System of economic targets**

+ System of economic targets can vary in different communes but the following targets are mostly focused:

- cultivating land areas of all kinds of crops
- Production of some crops (in different seasons)
- Animal husbandry: cattle, poultry...
- Budget incomes and expenditures
- Forestry
- Land management (land use right issuance, withdrawal of expired contracted land ...)
- Industry, handicrafts, services are mentioned without specific targets.

### ❖ **How to identify economic targets**

The calculation of economic targets is mainly based on:

- Statistic data: *results of previous years are used for estimation of the current year*; not basing on any calculation or forecast model
- Targets allocated by District (in fact, they are also based on the results of previous years)
- Aggregated results from VDP (*this can be done only in places where office staff are directly involved in VDP development and aggregation at commune level*): this aggregation is not facilitated by a computer-based program, therefore it consumes a lot of time and efforts of the planning staff and might contains some mistakes in calculation.
- Direction of Commune Party, People's council: This direction is still more of subjectivism: targets for this year have to be higher than the previous year; our place must be better than the neighbours....

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- Moreover, the *targets are identified without any solution associated to*, therefore, the feasibility of the targets is not high, and it is mainly formality.

- In social field

- ❖ **Targets:**

The social targets in communes are different, the most frequently mentioned targets include:

- Population-family planning: population growth rate or the rate of giving birth to the 3<sup>rd</sup> child

- Poverty reduction: reduction of poverty rate

- Education: percentage of children at school age, rate of drop-outs, implementation of school upgrading program (*respective fund is not managed at commune level*)

- Health care: provision of health insurance cards and medicines under NP 139, vaccination (*relying on district*), clean water,

- Culture, music and arts, sports: *only Ea Sol commune* has identified quite specific targets in this field, the other commune just mentioned it in a very general way.

- ❖ **How to identify the targets:**

In social field, when the decentralization is not yet in place *commune level still relies a lot on district and provincial levels*, therefore:

- It is difficult for commune to identify these targets

- The only role that commune plays in this process is to *implement the plan* but not to *develop the plan*

- In ecological environment protection

All communes do not formulate the specific targets for this issue; some targets are integrated in other issues such as:

- Target of forest protection and development

- Target of clean water

- General assessment

The following assessment is made based on the current status of commune planning:

- High formality, low feasibility: the socio-economic development plan (commune plan for short) is just the formality and made to mainly meet the administrative requirements (submitting report to district, report to Commune Party, People's Council).

- Little publicity of the plan contents to the community (only members of People's Council and People's Committee know); villagers are ware of the plan only when the meeting between the elected persons and the voters is organized.

- Commune staff do not really understand the concept of "oriented targets" , allocated targets" in planning: They consider targets in the plans as ordinance targets (compulsory targets).

- *Commune is not very interested in planning*: Very few persons can "remember" what has been planned for the current year.

- Necessary solutions are rarely mentioned to achieve the plan targets: the plan only includes targets, objectives without solutions to implement these targets



- There is absolutely no participation of villagers during commune planning process

- Commune authority is not active enough in developing commune plan: District financial-planning section has to develop the plans itself and allocate plan targets to communes.

## 2.2.3 Horizontal and Vertical Coordination during planning process at commune level

- Coordination with neighboring communes (horizontally)

Currently, the communes do not coordinate with one another in socio-economic development planning and implementing their plans at all. If there is the coordination, it is only limited in the implementation of a common program.

It is possibly not an urgent issue for the time being; but in the long run, this should be considered well in order to prevent the neighboring communes from the negative impacts of a commune's development.

- Coordination between district and commune (vertically)

While the coordination between communes in planning is not yet a problematic issue, the link between communes and district plays a very important role as the decentralization is not yet in place between district and commune level. The improved coordination between district and commune will result in more practicable plans, better response to the needs of communes, particularly in provision of public services in all fields.

- Coordination in common tasks between district and commune level (responsibility sharing)

Some programs of the government require the good coordination between district and commune level during the implementation, for example:

- + Agriculture extension, industrial extension
- + Irrigation
- + Primary and secondary education
- + Public health...

These activities are currently carried out in a way that: district makes plans (and implements the plans), while the commune cooperate to support the plan implementation of the district.

The information is not exchanged effectively, influencing the efficiency of these services.

- Coordination in identifying specific public services provided by district to communes

- + little involvement of commune level in planning, therefore some public services might not meet the needs of villagers in the communes, reducing the efficiency of the provided resources.

- + Some agriculture extension services are delivered based on proposal of communes (Farmer's Association and Commune Extension Workers). This approach should be promoted and applied right at the beginning of planning process.

- Coordination in monitoring construction works invested by district or province in the communes

At present, commune level is not yet decentralized in investment management. It therefore doesn't involve seriously in the monitoring. Many investment works are informed to commune in short notice prior to the implementation. Since the technical knowledge and capacity of commune staff is limited, the involvement of commune level in monitoring process is just a formality.

## **2.3 Financial sources to commune level**

### **2.3.1 Current financial sources**

- State Budget:

State Budget for commune stands at low level (nearly 1 billion VND per year), mostly used for salary payment for commune staff. Investment funds are managed by district level. Budget spent for social issues is limited.

- Funds from national programs:

The funds from these national programs are not allocated to commune level for management. Most of the “addresses” for fund spending are identified by higher authorities, it is not likely for the integration of different programs

- Other mobilized sources: communes in project area are poor, with low living standards, power of communes is limited; therefore all the communes have difficulties in mobilizing other financial resources.

### **2.3.2 Decentralization of financial source management**

- State Budget managed directly by commune:

- + Regular expenditures (mainly for salaries and payment for commune staff and social organizations staff)

- + Investment spending: almost no spending

- Budget authorized by district or province to commune level for management during project and NP implementation:

- + This form is not available yet

### **2.3.3 Management and supervision of budgets**

- Coordination for supervision of the investment works in the commune area

The coordination for supervision of investment works in communes is difficult due to some following reasons:

- Commune People’s Council and People’s Committee are not informed timely of some works carried out in the commune

- The information required for supervision (e.g. the design) is not provided to Commune People’s Council and People’s Committee for supervision.

- Commune staff is not qualified enough for the technical supervision.

For this reason, the supervision role of commune level (if it exists) is just a formality.

- Supervision of people and explanations of authority

From 2000 on, budget disclosure is a responsibility of all state budget receivers. The budget disclosure regulation has been carried out in communes. However, some shortcomings still remain in the reality:

- Budget expenditures are not explained sufficiently.

- the verification of the validity and legality is not clear

Therefore the budget disclosure currently is not effective as expected.

## **2.4 Monitoring and evaluation of plan implementation at commune level**

### **2.4.1 Collecting information for monitoring**

- Information from statistic offices

Almost every commune has a statistic staff (usually also a part-time office staff), statistics data is collected in accordance with a specific regulation (statistics law). Many data required for planning and monitoring plan implementation is not included in the statistics list; therefore in order to fulfill this task, the statistics staff needs to collect additional data. However, commune authority and statisticians do not have enough time and budget to conduct this work.

- Reported Information from villages

Information from (regular) reports from villages is mainly the general information which is not specific enough for communes to monitor and evaluate the plan implementation. After VDP implementation, information from villages is collected more systematically and sufficiently, the data collection in VDP villages is therefore more favorable than in the others.

- Other information sources

In principle, the commune can collect information from other sources (such as, from public health, education...) but this has not been implemented frequently and sufficiently.

### **2.4.2 Capacity of information processing and evaluation of plan implementation**

The information processing for M&E plan implementation is not very effective due to the limited capacity of commune staff, particularly:

- + Capacity of information processing
- + Capacity of data analysis and aggregation
- + Capacity of analysis and forecast

## **2.5 Conditions for commune planning:**

### **2.5.1 Material facilities**

- Equipment

At present, all communes are equipped with computers. Depending on specific situation of each commune, the provided computers are from 2 to 4. With this, the communes can use their computers for planning and monitoring plan implementation.

- Supporting software

There is currently no planning software provided to commune level. Should a simple planning software be designed and commune planning staff be trained respectively, the commune planning would be facilitated a lot.

### **2.5.2 Organization and personnel**

During the recent administrative reform, the role of planning sector has not been recognized properly, and the planning organizational structure has been changed, which creates some difficulties for planning at district and commune levels, particularly:

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- Quantity: District only has 1-2 staff in charge of planning, while commune level does not have a regular full time position for planning (normally, statistic and office staff also do the planning)

- Quality: commune planners are not trained technical knowledge

## 2.6 Planning process at commune level

Since planning capacity at commune level, at present, is not qualified, the commune planning still relies much on support from district level. Therefore the planning at commune level is just a formality and used mainly for reporting to People's Council or Party meetings.

Normally, planning process at commune level is as follows:

Time	Activities	participants	Coordination
June, July	Report on plan implementation and prepare for planning for the following year	People's Committee officers	Only coordination within People's Committee
July	Submit to Commune People's Council	CPC	Coordination with commune social organizations
August	Submit to DPC	Officers and People's Committee	District aggregates, coordinates relevant sections in the district
December	District allocates targets	DPC	
January	Adjust commune plans	Officers and People's Committee	coordination within People's Committee
January, February	Submit to People's Council and allocate plans to villages	People's Committee	

## 2.7 General assessment

- Commune plans are *just a formality*

- The identification of targets is subjectivism and expressing wishes of Leaders but not suitable with local capacity.

- Plan contains many unclear targets which are not measurable, therefore the commune is not able to monitor and evaluate plan implementation

- The current plan display can lead to a misunderstanding of the targets as "order", as ordinance targets. This is completely not suitable with market-oriented economy and the right of people to freely do business

- Commune plan still focuses much on production management, which is not in conformity with the functions of a government body (*it contains many similarities with the plan of an enterprise*)

- The solutions are almost not or little mentioned that make plans not practicable, with limitation in financial capacity, the commune plan becomes infeasible

- Villagers (including representatives of population groups) are not involved in planning → Objectives of plan might not meet the people's real needs → difficult to mobilize contributions from people.

- Information of commune plan is hardly informed to people (*if yes, the plan is informed through meetings with voters*), thus, it is difficult to mobilize resources from people for plan implementation.

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- Coordination with district level in planning (*especially planning for public service provision from district*) is very weak; commune is only an implementing or beneficiary level. Therefore, these services don't respond to the needs of people practically.
- Commune level has not been included in decentralization of investment; which decreases the investment effectiveness and makes difficulties for monitoring process.

In conclusion, characteristics of current commune plan are:

- \* Not suitable with market-oriented economy
- \* Not suitable with functions and responsibilities of a government body
- \* Not really "of the people, by the people and for the people"

## 3. COMPARISON AND EVALUATION OF THE 2 PLANNING SYSTEMS AT COMMUNE LEVEL

(Comparison between the 2 existing planning systems:

- VDP/CDP methodology (VDP)
- Annual socio-economic development planning (commune plan)

### 3.1 Comparison and evaluation of planning contents

Commune plan	VDP/CDP
<ul style="list-style-type: none"><li>- Containing various parts: report on implementation, draft plan</li><li>- There are general contents, including targets of security and national defense</li><li>- Focus on many programs</li><li>- Approved by People's Council</li><li>- Calculation/identification of targets is subjectivism and formality</li><li>- No respective solutions</li><li>- No clear division of responsibility</li></ul>	<ul style="list-style-type: none"><li>- Focus only on planning</li><li>- Mainly focus on production and some social issues</li><li>- not yet integrated with other programs</li><li>- Agreed with RDDDL</li><li>- High practicality and feasibility</li><li>- Specific solutions</li><li>- Responsibility is clearly assigned</li></ul>

### 3.2 Comparison and evaluation of financial resources

Commune plan	VDP/CDP
<ul style="list-style-type: none"><li>- Including many budget sources from NPs, Projects</li><li>- Unlikely to calculate the contributions from villagers</li><li>- Rely on financial support from higher level</li><li>- No budget for investment</li></ul>	<ul style="list-style-type: none"><li>- Mainly from people and RDDDL</li><li>- pretty high participation and contributions from villagers</li><li>- Most of the solutions can be implemented</li><li>- budget for investment available</li></ul>

### 3.3 Comparison in terms of plan implementation M & E

Commune plan	VDP/CDP
<ul style="list-style-type: none"><li>- People's Council not capable for monitoring</li><li>- Mainly based on reports of People's Committee</li><li>- Cannot evaluate effectiveness and impacts of the solutions</li></ul>	<ul style="list-style-type: none"><li>- Self-monitoring and external monitoring</li><li>- Monitoring data collected from reality</li><li>- Able to evaluate the effectiveness</li></ul>

### 3.4 Comparison and evaluation of planning conditions

Commune plan	VDP/CDP
<ul style="list-style-type: none"><li>- No full time technical staff</li><li>- no specific methodology for planning, M&amp;E of plan implementation</li><li>- equipment (computers) provided without planning software</li></ul>	<ul style="list-style-type: none"><li>- Participation of villages and support from RDDDL</li><li>- Clear methodology, with guidelines</li><li>- Software not yet used for aggregation of village plans</li></ul>

### 3.5 Comparison and evaluation of planning procedure

Commune plan	VDP/CDP
<ul style="list-style-type: none"><li>- Short time</li><li>- Quite passive</li><li>- With no participation of people (only some representation as formality)</li></ul>	<ul style="list-style-type: none"><li>- Sufficient time</li><li>- bottom-up active planning</li><li>- high participation of villagers</li></ul>

## 4. SOME RECOMMENDATIONS FOR PLANNING RENOVATION AT COMMUNE LEVEL

### 4.1 Major viewpoints for planning improvement at commune level

- Following the motto "State of the people, by the people and for the people"
  - Making the most of all resources available among society (State of the people)

Once the objectives of the State go hand in hand with the needs of people, and people recognize "this State is of the people", then everyone in society will be willing to contribute their resources to the implementation of the State objectives implementation and for the general national development.

- Respecting opinions of the people, recognizing the significance of idea contributions and participation of people (State by the people)

The government is elected by people, representing their interests, thus, respecting people's opinions will always help to ensure the characteristics of "*by people*" of the State.

- Placing the overall benefits on top (State is for people)

Placing the benefits of all people above certain benefits of any group will help increase the efficiency of the resources while ensuring the characteristic of “*for the people*” of the State.

- Ensuring efficiency of the used resources

Improvement of planning process at all levels in general, and at commune level particularly has to ensure the efficiency (*in economic, social and environment terms*) of the resources.

- Ensuring the sustainability of development (economic development, social equitability and environmental protection)
- Linking the renovation of annual socio-economic development planning with improvement of planning procedures towards VDP/CDP

This decisive viewpoint is one of the most important objectives of the study which aims to integrate the advantages of VDP/CDP in the socio-economic development planning at commune level.

## 4.2 Some specific recommendations for the coming time

### 4.2.1 Recommendations for identifying planning contents at commune level

- The major responsibilities of commune authority – important basis for socio-economic development planning at commune level
  - Responsibility of Administrative management

(It is the frequent task of authorities at all levels, and is most prioritized (for example: issuance of birth certificates, administration of residence, issuance of land use certificates,...); however, these tasks are not necessary to be in commune plan.

- Provision of public services as regulated in the law

(Provision of public services is one of the most important functions of a government. Depending on conditions of each country, each development period, the type and scale of public services is identified (e.g. providing education and public health services). Based on service characteristics and capacity of authority at each level, public service provision is decentralized to specific authority level). These tasks should be included in the plan and prioritized for implementation.

- Support for production and business of people

In principle, these are supporting tasks of authorities. Quantity and scale of these tasks depend on capacity of each locality. Solutions for implementing these tasks implementation are not only financial solutions but also “non-financial solutions” (for example: information provision, making supporting mechanisms, policies...).

- Key principles for identifying the planning contents

Based on the aforementioned legal framework mentioned above, these planning principles should be assured:

- Ensuring feasibility:

+ A part from the objectives, targets it is necessary to indicate the required mechanisms, policies for achievement of the targets.

- + Plan contents should be balanced between plan objectives and resources that can be mobilized for plan implementation.

- Suitability with economic integration process and the signed commitments

Plan contents need to be fully suitable with multilateral and bilateral commitments signed by Vietnamese Government (this is very important for planning at central level, but does not make much sense much for commune planning)

- Ensuring effectiveness and suitability with decentralization and coordination process

In order to ensure effectiveness and suitability with decentralization and coordination process, during the identification of planning contents at commune level, following points should be born in mind:

- + Responsibilities as regulated in legal documents

- + Decentralization process as regulated in legal documents (decrees, circulars... of Government, Ministries and authorities at all levels)

- + Capacity of authorities at all levels: higher level assigns to commune authorities the plan targets which they can be manage and supervise.

- + In case capacity of commune staff cannot meet requirements of decentralization, authorization method can be used, then district authority still support commune in management, supervision and is jointly responsible together with commune authority.

- Creating conditions for M&E

- + The targets should be quantitative and measurable (*with lowest deviation*)

- + There should be a suitable data collection system for M&E.

- Ensuring the running of market mechanism in economy system, ensuring business freedom rights of people and business enterprises

- + One of the most important issues in the economic changing process from centralized economy to socialist-oriented market economy is to ensure the running of the market mechanism. It means that the socio-economic development plan should not produce impacts to *distort the market*; the plan solutions are proposed and implemented in order to minimize the negative impacts of market mechanism in the development process.

- + Planning contents at all levels should not make bad influences on legal business right of citizens.

- Ensuing flexibility of plan contents

- + Administrative levels actively identify mechanisms and policies based on their regulated authority.

- + Depending on the needs of each levels and specific period, planners at all levels will provide some additional targets in order to provide supporting information to organizations and enterprises in their planning.

- Plan contents at commune level

Plan contents at commune level in this report cover 2 issues: structure of a commune plan contents and plan target system (see annex).



## Structure of a plan :

### **SOCIO-ECONOMIC DEVELOPMENT PLAN 200...**

**Commune:**

**District:**

**Chapter 1:** implementation of plan 200... (possibly anticipating the potential for implementation of the plan year ....).

1. Implementation of plan (month)...., (year).....

Aggregate and process data from:

- commune statistics
- village reports
- reports of social organizations

(Targets mentioned in this part should correspond with targets of previous years)

2. Forecast of possibilities for implementation of the plan year ....

Based on the anticipation and forecast by :

- the villages
- social organizations

(forecasting the possible advantages and disadvantages during plan implementation, measures required for completion of the plan)

3. Evaluation of the plan implementation

Based on evaluation of:

- villages, villagers
- social organization
- Local communist party and authority (Party, people's committee, people's council)

(evaluation should focus on the subjective and objective reasons for the successful or unsuccessful plan implementation)

**Chapter 2:** socio-economic development plan year .....

1. Forecast of socio-economic situation year .....

- Forecast the economic development
- forecast the social situation

2. Objectives and major targets of the plan year ....

- economic development
- social
- environmental protection
- security (*unmeasurable*)
- ethnicity, religion (*unmeasurable*)

3. Specific solutions

- Solutions for economic development
- Solutions for social issues
- Solutions for environmental protection
- Solutions for social issues
- Solutions for environmental protection
- Solutions for security
- Solutions for ethnic, religion issues
- Solutions for public administrative reform and state management

Plan target system is divided into 3 groups: economic development group, social issue group and environment protection group. For commune level, due to different situations in different communes (even in a province); it is therefore required to standardize the target system at necessary minimum level (at least including the tasks as regulated in laws). Then, based on their particular situation, communes can add more targets for their areas (possibly based on suggestions and guidance of district).

The actual survey in Project communes can propose some specific targets for the 3 groups: economic, social and environment. However, an important basis for planning is a database of natural and social condition of communes.

Formats of database and system of targets are presented at the end of the report.

- Classification of target groups

- Economic:

Combining the 2 existing plans, focusing on solution groups, who is responsible for what (including requests made to district). Some targets directly related to production can be cut down; but the targets regarding the public service provision targets should be further focused on and developed.

- Social:

Make use of VDP documents and add in some targets of health care.

- Environment:

Screen from 2 plans and consider to add more.

- Clearly determining characteristics of the identified targets, and priorities for different subjects (authorities and the people)

- Paying attention to mobilization of all resources

- Paying attention to availability of budget (the stability of some regular expenditures at commune and district levels as stipulated by laws → possibility to support communes in provision of public services)

Besides target forms/tables at commune level, a list of public service needs of commune should be developed. This is a way to promote the grassroots democracy and improve the coordination between district and commune level (similar to coordination between households and village, village and commune)

Requirements of the forms:

- Focusing on the existing services and budget which are under management of district level such as:

- + Agriculture extension service
  - + Industrial extension service
  - + Irrigation service
  - + Health care service
  - + Education service,.....

- Communes should prioritize these public services (based on the opinions of villages, Party Committee, People's Council, People's Committee and social organizations at commune level), at the same time, estimate the cost for these service requirements.

- District considers the needs of communes, balances with the available resources of district, then makes plan for provision of these services and carries out this plan.

- The forms should be simple, easy for analyzing in computer

## 4.2.2 Recommendations for budget allocation

- Study on the stepwise decentralization of the investment management to commune level

For the time being when capacity of commune level can not meet requirements of investment management, another suitable decentralization mode should be considered to apply in the communes, for example, authorization mode (communes are authorized for management under district supervision but district is still the main responsibility).

- Provincial and district levels timely inform communes of the budget availability from different programs, creating good conditions for communes to actively draft their plans

According to current budget law, budget allocation will be stable within 3 years, moreover, the funds of national programs are also quite stable; therefore, district is absolutely able to provide information of budget sources early enough to communes. Based on the provided information, commune level can envisage their budget to be allocated for drafting their mid-term plans.

- Study on determining budget allocation norms which suit communes

At present, there is a budget allocation norm for frequent expenditures. As anticipated, this norm will be adjusted in 2006 to meet the time of stable budget allocation in the next 3 years period.

For investment funds, Provincial People's Council submitted a request letter to PPC to consider the way to determine investment management decentralization for district level (based on budget allocation norm according to various criteria).

Consequently, in the near future, districts will have a lot of opportunities to estimate their mid term budget, and based on that, forecast the budgets to be allocated to commune level.

## 4.2.3 Recommendations for improvement of M&E quality

- Improving data collection

The integration between commune planning and VDP/CDP will have mutual positive impacts on information provision for planning and M&E of plan implementation.

- Improving data analysis capacity for M&E

A M&E system should be developed.

- Renovation of evaluation approach

Studying to change to the new impact-oriented evaluation in stead of *result-based evaluation* (for example, evaluate the impacts of building a road, a bridge on the livelihood of life of the local, not merely evaluate the completion of the road or bridge in terms of quantity and quality)

## 4.2.4 Recommendations for capacity building for planning

- Improvement of quantity

While the number of planning staff cannot be increased for the time being, staff from social organizations and especially local teachers can be mobilized.

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- Improvement of quality

Planning training courses should be organized at districts, communes and villages

- Increasing equipment

Providing more computers to communes to make sure that commune planning staff will have equipment for aggregating plans, data analysis and storing

## 4.2.5 Recommendations of renovation of planning process

- Some principles for renovation of planning process

- Annual plan is developed based on medium and long term plans.

Commune mid term and long term plans can be developed on the basis of VDP/CDP (not necessarily 5 year plan)

- Lengthen the time for planning

Planning development can be started annually from April, at the same time with VDP

- Increasing participation of people in planning process

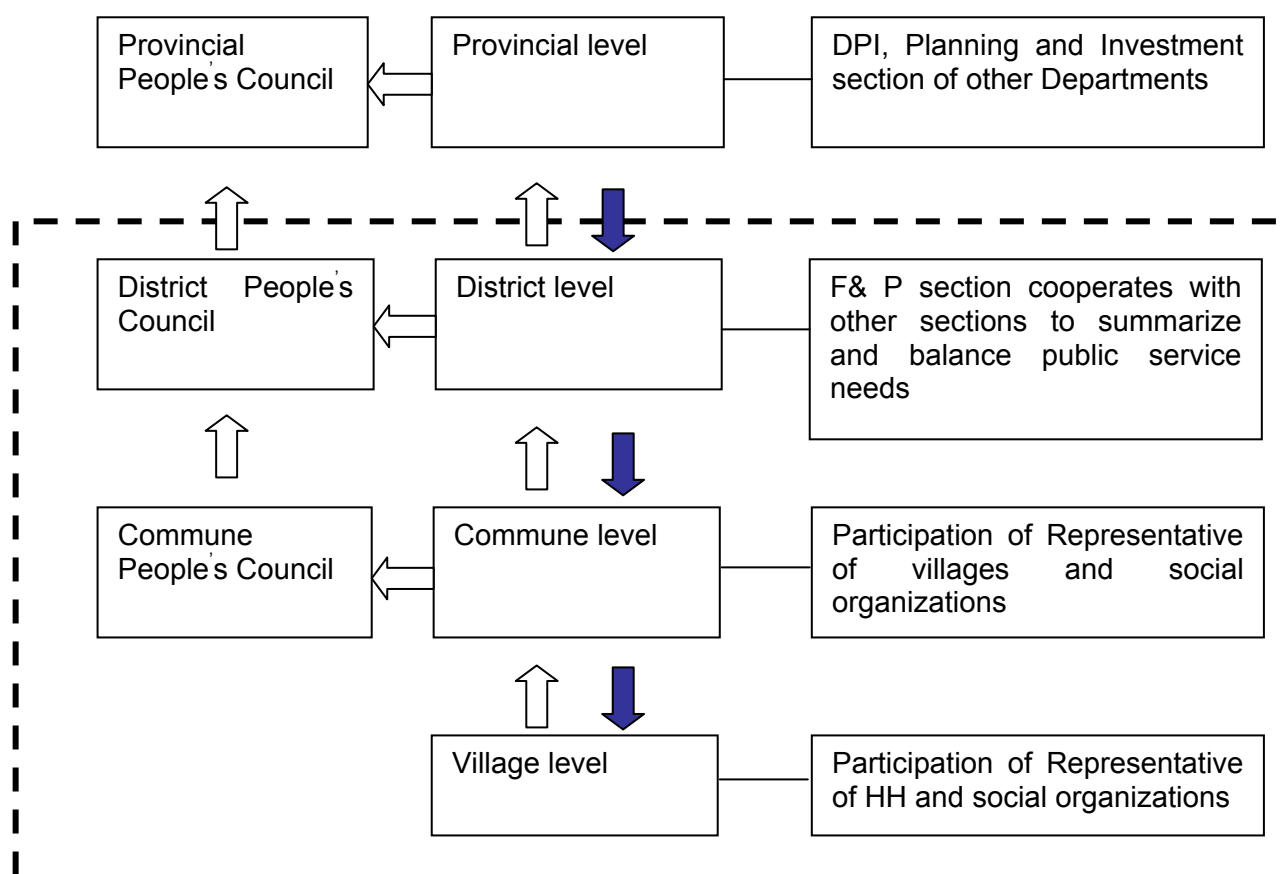
People should be facilitated to participate in plan making right from the beginning (possibly representatives of villages, social organizations)

- Strengthening the coordination between commune and district level in planning

Strengthening cooperation and support from district (at least to provide orientation information)

- Proposed procedure

Only focus on district and commune levels



## **4.3 Recommendations for long run**

(This part contains some problems that cannot be solved now, since they are beyond the authority of the Province (for example: legal framework, mechanism and full time planning position at commune level, budget capacity...))

### **4.3.1 Establishment of legal frame work for planning**

Developing planning law (in accordance with the law development program in 2006 approved by National Assembly in December 2006) and with guiding documents attached. One of the most important issues of the planning law is to adjust the planning contents and procedures at all levels.

### **4.3.2 Strengthening the organizational structure of planning sector**

Planning structure at district level should be strengthened, particularly:

- Clearly defining functions of Financial and planning section to meet the requirements of the process of planning renovation (this section can be split into planning section and financial section)
- Improving quality and quantity of staff from Planning section (or financial and planning section)
- Capacity building for planning staff of different sections in the district (for example, planning staff of public health section, education and training section...)
- Supplementing an official position for planning at commune level .

### **4.3.3 Speeding up the decentralization process, ensuring the synchronism in decentralization**

Speeding up the decentralization process to commune level, especially decentralizing in social field. In the capacity building for commune staff is needed first, then delegation method can be performed in order to, gradually, support to build capacity for commune staff.

### **4.3.4 Capacity building for grass roots staff**

Capacity building for grass roots staff aims at 2 objectives:

- To improve the perspective of leader staff on planning process through respective trainings
- Improving the skills of technical staff

### **4.3.5 Improving planning methodology**

Planning methodology needs to be improved gradually while ensuring its suitability with specific development period and staff capacity at each level.

## **4.4 Conditions for implementation of proposed recommendations**

### **4.4.1 Conditions for implementation of recommendations**

- Sufficient database for planning available
- Suitable planning table forms developed
- Clear and specific planning procedures established
- Suitable planning methodology developed
- Required equipment for planning provided
- Software for planning, M&E of plan implementation developed
- Capacity building for planning staff

### **4.4.2 Responsibility and proposed schedule**

These requirements need a long time for implementation, however, for the time being (in 2006), these can be implemented gradually. These tasks will be improved continuously based on the experiences made in Project pilots.

- Sufficient database for planning

Using the available database system in villages in Project areas

- Continue to supplement database (implemented by villages and communes)
- Entering data into computers (implemented by communes)

- Suitable planning table forms

Time: Until end of April 2006

Implemented by:

DPI in cooperation with financial and planning sections and communes (*with participation of consultants, if necessary*)

RDDL supports part of required budget

- Establishment of specific planning procedures:

Time: Until end of April 2006

Implemented by:

DPI in cooperation with financial and planning sections and communes (*with participation of consultants, if necessary*)

RDDL supports part of required budget

- Developing a suitable planning methodology

Time: Until end of April 2006

Implemented by:

DPI (with participation of consultants, if necessary)

RDDL supports part of required budget

- Provision of some equipment

Time: In 2006

Implemented by: RDDDL

- Developing software for planning, M&E of plan implementation

Time: In 2006

Implemented by:

Hired expert in cooperation with DPI

Financed by RDDDL

- Capacity building for planning staff

Time: In 2006

Implemented by:

DPI staff in cooperation with RDDDL staff

Financed by RDDDL

## 5. CONCLUSION

Reforming planning system is one of the most important in the transition period from centralized planning economy to market-oriented economy. The renovation of planning should aim toward the applicability, transparency and democracy, also the feasibility of the developed plans.

In the 1<sup>st</sup> phase of the project, RDDDL has provided a great contribution to improving people's awareness and planning approach in its target areas. However, the achievement is still limited due to the ineffective coordination between VDP/CDP approach and the general socio-economic planning framework at commune level.

This report is jointly developed by the experts from Central Institute for Economic Management (CIEM), Daklak DPI and RDDDL, aiming at providing proposal for oriented activities of the project in phase II (starting from 2006). Even though many supports by DPI, RDDDL and local authorities have been provided to the team, shortcomings are inevitable in this report due to the restricted time for the study, limited capabilities of the study team. However, the team still hopes that this report will be a contribution to adjusting project activities towards more efficient improvement of the planning system in Daklak particularly and in Vietnam as a whole.

## 6. ANNEXES

### 6.1 Planning database

6.1.1 Database of natural and social conditions (use VDP documents as reference)

Natural conditions	
Description	Unit
Total natural area	Ha
Agricultural land	ha
Wet rice	"
- 1 crop	"
- 2 crops	"
Upland field	ha
Annual crops	
Perennial crops	
Water surface	"
Grazing land	"
Forestry land	Ha
Land with forest	"
- Natural forest	"
- Planted forest	"
Land with forestry potential	Ha
- Restorable forest land	"
- Land for afforestation	"
Residential land	Ha
Special-use land	"
Cemetery	"
Land for building roads, irrigation system, other public works	"
Other	Ha
Stream, rivers	
Bare, rocky hill	"



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## 6.1.2 Database of social situation

The social database should be updated every year

General social situation	
Description	Unit
Population – labour force	
Total households	HH
Total population	person
- Male	"
- Female	"
Differentiated by ethnic groups	Person
- Kinh	Person
- Thai	"
- M'N«ng	"
- E Dê	"
- Gia Rai	
- Others	"
Person in working age	Person
- male (male: 15 - 60 years-old)	"
- Female (female: 15 - 55 years old)	"
- Person in working age with a job	
- Trained labours	
Wealth ranking (by villagers)	
- rich	HH
- better-off	"
- medium	"
- poor	"

## **6.2 Structure of a commune socio-economic development plan**

**Chapter 1:** Implementation of the plan year .... (possibly anticipating the potential for implementation of the plan year ....)

1. Implementation of the plan year ..... date .....

Aggregate and process data from:

- commune statistics
- village reports
- reports of social organizations

(Targets mentioned in this part should correspond with targets of previous years)

2. Forecast of possibilities for implementation of the plan year ....

Based on the anticipation and forecast by :

- the villages
- social organizations

(forecasting the possible advantages and disadvantages during plan implementation, measures required for completion of the plan)

3. Evaluation of the plan implementation

Based on evaluation of:

- villages, villagers
- social organization
- Local communist party and authority (Party, people's committee, people's council)

(evaluation should focus on the subjective and objective reasons for the successful or unsuccessful plan implementation)

**Chapter 2:** socio-economic development plan year .....

1. Forecast of socio-economic situation year .....

- Forecast the economic development
- forecast the social situation

(only in commune area and neighbouring communes)

2. Objectives and major targets of the plan year ....

- economic development
- social
- environmental protection
- security (*unmeasurable*)
- ethnicity, religion (*unmeasurable*)

3. Specific solutions

- Solutions for economic development

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- Solutions for social issues
- Solutions for environmental protection
- Solutions for security
- Solutions for ethnic, religion issues
- Solutions for public administrative reform and state management

## Annexes:

- Table of targets
- Solutions ,...
- List of public services requested to district
- List of proposed projects/activities in commune area requested to district

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## 6.3 Target table of a commune socio-economic development plan

### MAJOR SOCIO-ECONOMIC TARGETS

COMMUNE: ..... DISTRICT:.....

N o.	Target	Unit	Characte ristics of target	Imple mente d in 2005	Plan 2006	Forecast impleme nted in2006	Plan 2007	Comparison	
								06/05	07/06
I	Economic targets Targets of production Agricultural production Cultivation Area of cultivated land Of which: - Subsistence crops - short-rotation cash crops, - long-rotation industrial crops Production: - Subsistence crops: + rice + cassava,.... - short-rotation cash crops + beans + peanut,.... - perennial industrial crops + coffee + .... Animal husbandry + cattle + pig + poultry,... Forestry - planting - protection - harvesting,.... Aquaculture (if any) - Fish - .... Industrial production, handicraft - product 1 - product 2 Services - service 1 - service 2		Most of targets in this part are used for orientation and forecast, and are absolutely not compulsory				Can be aggregated from database and VDP results of villages		

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N o.	Target	Unit	Characte ristics of target	Imple mente d in 2005	Plan 2006	Forecast impleme nted in2006	Plan 2007	Comparison	
								06/05	07/06
	Support for production Agricultural Extension services - service 1 - service 2,.... Forestry extension services - service 1 - service 2 Industrial extension services - service 1 - service 2 Irrigation services - service 1 - service 2 State management Land management - issuing red books - withdrawal,.... Planning management Infrastructure investment - work 1 - work 2 Finance and budget - budget income - budget outgoing - Other sources		Targets of budger and investment (from budget) are ordinance targets (compulsory), the remaining targets are considered as <i>commitment</i> of the government, therefore they are <i>almost</i> <i>compulsory</i>				Since most of these public services are managed by District, the identification of the targets should be done through discussions with District		
II	Social targets Education - No. of classrooms + nursery school + kindergarten - No. of students + nursery + kindergarten + primary + secondary - No. of teachers + nursery + kindergarten - Percentage of children in school age - percentage of children attending school ai right age - Percentage of drop-outs in the year - No. of illiterate persons of 25 year olds or more Health care - No. of health care workers - Community medicine box - % of persons with health security card - % of children with vaccination - No. of regular health checks for		Targets of this groups are <i>commitm            ents</i> , therefore specific activities should identified to achieve them				As above mentio ned		

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N o.	Target	Unit	Characte ristics of target	Imple mente d in 2005	Plan 2006	Forecast impleme nted in2006	Plan 2007	Comparison	
								06/05	07/06
	children - No. of regular health checks for women - % of malnourished children - No. of trainings on children health care ..... Population, family planning - Birth rate (natural growth) - infant mortality rate - No. of women with more than 2 children - No. of trainings on reproductive health - No. of family planning trainings - Measures of family planning Poverty reduction - % of very poor households - % of poor HHs - Loans for poverty reduction (from different sources) - ..... Implementation of social policy - Preparing grant application for target households - supporting activities for target groups - ..... Culture - Targets of musical and art performance - Targets of sports - library - Broadcasting - HH with TV access - HH with radio access								
III	Environmental targets - HH using clean water - HH with structured toilets - villages collecting rubbish - forest coverage rate .....								

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## 6.4 Format of public services and investment needs in commune requested to district

### 6.4.1 List of public service needs requested to district

No.	Description	Priority	Time, location	Estimated cost	Remark
1	2	3	4	5	6
I	Economic development services Agricultural extension service - service 1 - service 2... Forestry extension service - service 1 - service 2... Industrial extension service - service 1 - service 2 .... Irrigation service - service 1 - service 2 ...				
II	Educational services - service 1 - service 2,....				
III	Health care services - service 1 - service 2,....				
IV	Cultural services - service 1 - service 2,....				
V	Other services - service 1 - service 2,....				

- These services are managed by district level and commune is the beneficiary
- Funds for these services are from state budget
- The type of funds are stable in a period for 3 years, therefore district can be active in making a plan to respond to the needs of services proposed by commune

How to fill in this table:

- Column 2: the services are aggregated based on proposals of villages (use VDP approach)
- Column 3: priority is identified according to specific criteria agreed upon at commune level by local authority, SOs and representative of villages (a computer-based software can be developed to facilitate the identification of priority)

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- Column 4: based on the specific requirements of villages
- Column 5: identified if required

## 6.4.2 Format of investment needs of commune requested to district

Currently, commune is not considered as one level in the system of investment management, therefore it's necessary to develop an suitable approach to identify the list of investment list that respond to the real needs of the local people. Following suggestion should be considered:

- Allocation of investment fund to commune level
- Devolution to commune in investment management, or
- Continuing the current management mechanism but *using the list of investment needs* as follows:

### LIST OF INVESTMENT NEEDS REQUESTED TO DISTRICT

No.	Investment Work	Priority	Time, location	Estimated cost	Remark
1	2	3	4	5	6
	- Work 1 - Work 2 - Work 3 - Work 4 - Work 5				

#### Column 2:

- These works are aggregated from *the needs of commune and villages*, based on the mid-term and long term orientation of commune and villages, therefore commune and villages *should develop their midterm and long term development plans*
- This list should be adjusted and revised every year

#### Column 3:

- priority is identified according to specific criteria agreed upon at commune level by local authority, SOs and representative of villages

#### Column 4:

- according to requirements of commune and villages

(The unique purpose of this approach is to: increase the efficiency of investment projects while responding to the real needs of local people)



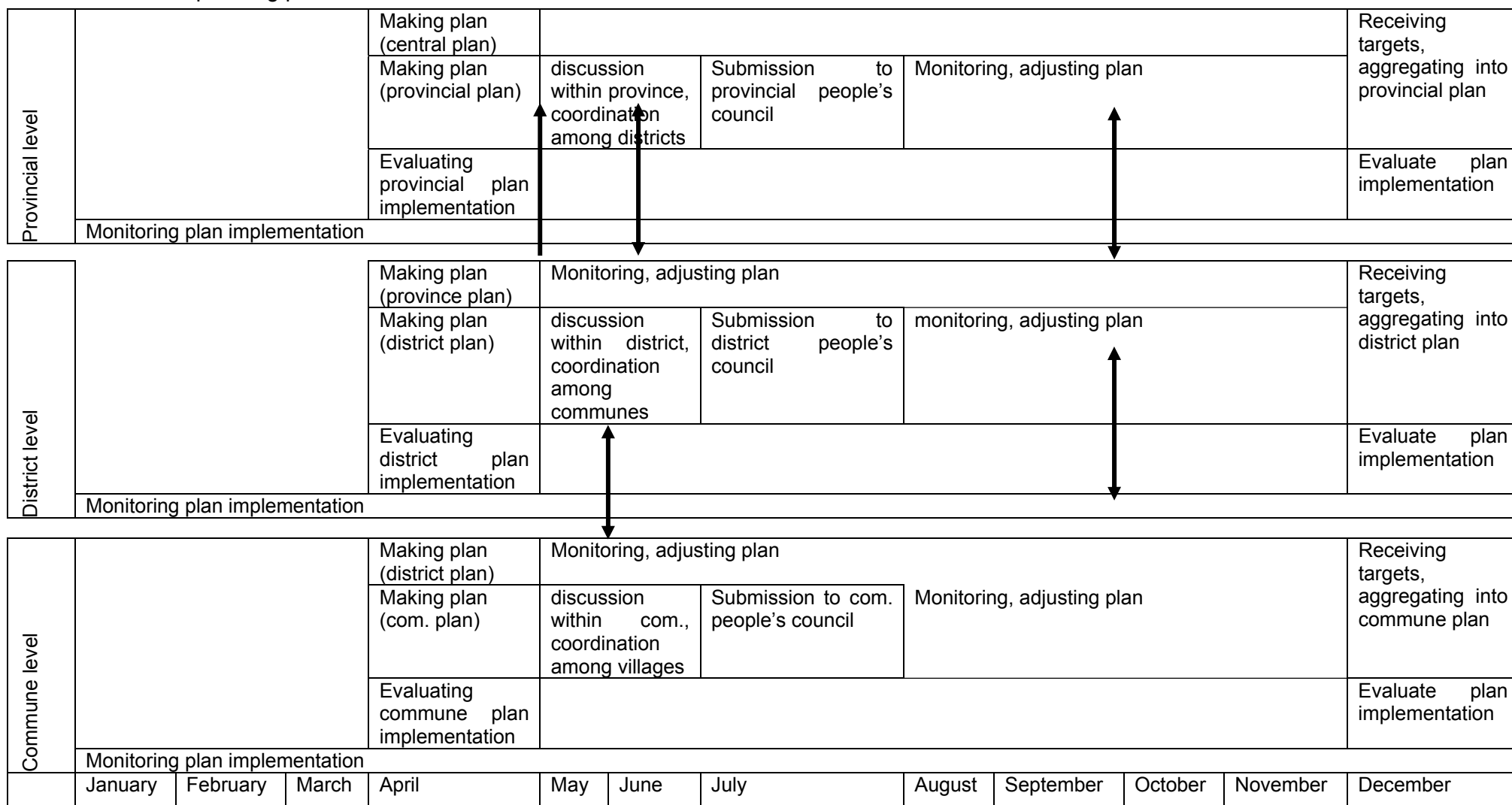
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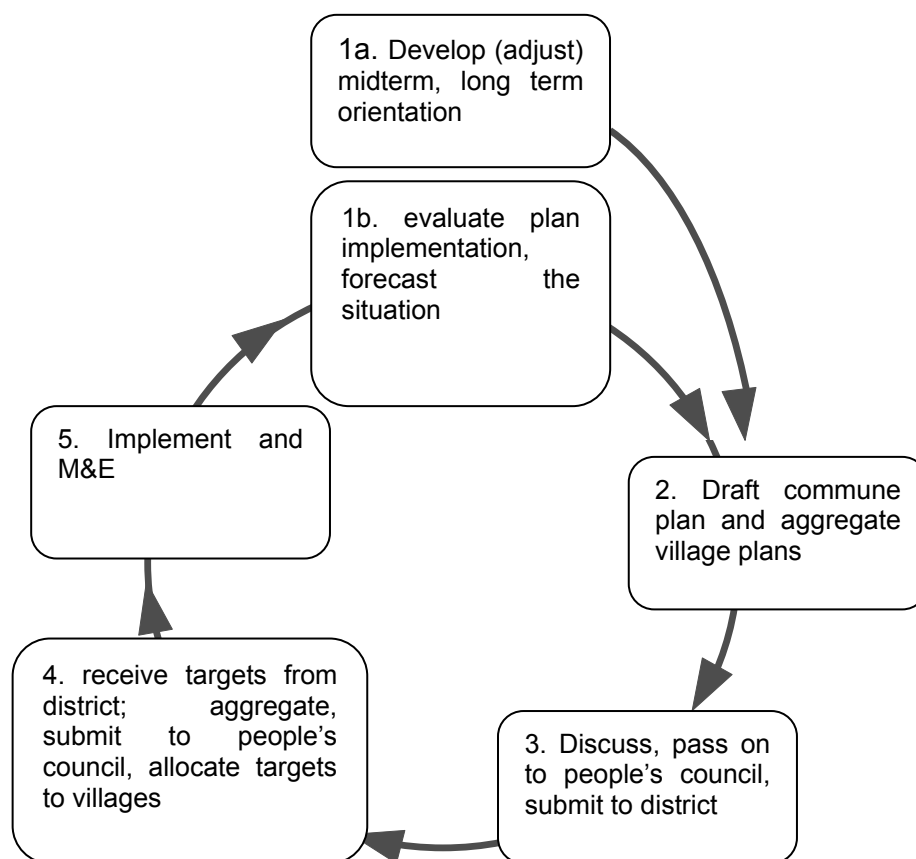
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## 6.5 Proposed planning procedures at commune level

### 6.5.1 Overview of planning procedure at all levels



## 6.5.2 Proposed socioeconomic development planning process at commune level



**Step 1a:** Make development plan (or long term orientation) of commune and villages containing mainly investment works, with priorities for each village as well as for the entire commune.

If plan developed already, adjust every year to suit the new situation.

Time: around April or May

Participants: representative of households, social organizations (village level)

PC and people's council, representatives of commune social organizations, villages

**Step 1b:** Evaluate the plan implementation in the first months and forecast the plan implementation in the following months

Time: around May or June

Participants: representative of households, social organizations (village level)

PC and people's council, representatives of commune social organizations, villages

**Step 2:** Identify contents of the plan (objectives, targets and solutions).

Note:

+ Differentiate the issues aggregated from village plans from the issues for the entire commune.

+ Distinguish the activities which can be implemented by the commune itself and the activities that should be considered and allocated fund by the district (e.g.: investment, public services,...)

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Time: around June

Participants: representative of households, social organizations (village level)

PC and people's council, representatives of commune social organizations, villages

## **Step 3:** Discussion at commune level on the proposed plan

+ Submit to commune people's council for approval on the activities under the commune capacity

+ Submit to district (through Finance-Planning Section) for approval of the activities under the management of district and province level (e.g.: investment, public services)

Time: around July

Participants: PC leads the discussion and submit to people's council

## **Step 4:** + Upon receiving the targets from district, CPC develops the official plan (based on its own plan and targets allocated from district)

+ CPC submit annual plan to people's council; People's council issues the Resolution

+ Allocate the plan targets to villages

Time: January

Participants: PC, people's council

## **Step 5:** M&E of plan implementation through reports of villages and different sections & organizations in the communes

Time: year round

Participants: CPC, commune sections, villages

## **6.6 Structure of a district socio-economic development plan**

**Chapter 1:** Implementation of the plan year .... (possibly anticipating the potential for implementation of the plan year ....)

1. Implementation of the plan year ..... date .....

Aggregate and process data from:

- district statistics
- commune reports
- reports of district sections and social organizations

(Targets mentioned in this part should correspond with targets of previous years)

2. Forecast of possibilities for implementation of the plan year ....

Based on the anticipation and forecast by:

- communes
- district sections and social organizations

(forecasting the possible advantages and disadvantages during plan implementation, measures required for completion of the plan)

3. Evaluation of the plan implementation

Based on evaluation of:

- communes, villagers
- district sections and social organization
- Local communist party and authority (Party, people's committee, people's council)

(evaluation should focus on the subjective and objective reasons for the successful or unsuccessful plan implementation)

**Chapter 2:** socio-economic development plan year .....

1. Forecast of socio-economic situation year .....

- Forecast the economic development
- forecast the social situation

(only in commune area and neighbouring communes)

2. Objectives and major targets of the plan year ....

- economic development
- social
- environmental protection
- security (*unmeasurable*)
- ethnicity, religion (*unmeasurable*)

3. Specific solutions

- Solutions for economic development
- Solutions for social issues
- Solutions for environmental protection
- Solutions for security
- Solutions for ethnic, religion issues
- Solutions for public administrative reform and state management

Annexes:

- Table of targets
- Solutions ,...
- List of public services requested to province
- List of proposed projects/activities in district area requested to province

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## 6.7 Target table of a district socio-economic development plan

MAJOR SOCIO-ECONOMIC TARGETS

DISTRICT: ..... PROVINCE:.....

N o.	Target	Unit	Characte ristics of target	Implem ented in2005	Plan 2006	Forecast impleme nted in 06	Plan 2007	Comparison	
								06/05	07/06
I	<p>Economic targets</p> <p>1. General targets</p> <p>Value of production (fixed price)</p> <ul style="list-style-type: none"> <li>- Agriculture</li> <li>- Industry</li> <li>- Services</li> </ul> <p>Value of production (current price)</p> <ul style="list-style-type: none"> <li>- Agriculture</li> <li>- Industry</li> <li>- Services</li> </ul> <p>Economic structure (according to production value)</p> <ul style="list-style-type: none"> <li>- Agriculture</li> <li>- Industry</li> <li>- Services</li> </ul> <p>Number of traders in the area</p> <ul style="list-style-type: none"> <li>- Enterprise</li> <li>- Cooperative</li> <li>- Business group</li> </ul> <p>...</p> <p>2. Sectoral targets</p> <p>a. Agriculture-Industry-Forestry-Fishery (aggregated from communes)</p> <p>Agriculture</p> <p>Cultivation</p> <ul style="list-style-type: none"> <li>- Value of cultivation</li> </ul> <p>Area of cultivated land</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>- Food crops</li> <li>- short-rotation cash crops,</li> <li>- long-rotation industrial crops</li> </ul> <p>Production of key crops:</p> <ul style="list-style-type: none"> <li>- crop 1</li> <li>- crop 2</li> </ul> <p>Animal husbandry</p> <ul style="list-style-type: none"> <li>- Value of AH</li> </ul> <p>Forestry</p> <ul style="list-style-type: none"> <li>- planting</li> <li>- protection</li> <li>- harvesting,....</li> </ul> <p>Fishery (if any)</p> <ul style="list-style-type: none"> <li>- Value of fishery</li> </ul> <p>b. Industry, handicrafts</p> <ul style="list-style-type: none"> <li>- product 1</li> <li>- product 2</li> </ul> <p>c. Services</p> <ul style="list-style-type: none"> <li>- Service 1</li> <li>- Service 2</li> </ul>		Most of targets in this part are used for orientation and forecast, and are absolutely not compulsory				Can be aggregated from database and VDP results of villages		

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N o.	Target	Unit	Characte ristics of target	Implem ented in2005	Plan 2006	Forecast impleme nted in 06	Plan 2007	Comparison	
								06/05	07/06
	Support for production (aggregated from communes) Agricultural Extension services - service 1 - service 2,.... Forestry extension services - service 1 - service 2 Industrial extension services - service 1 - service 2 Irrigation services - service 1 - service 2 3. State management Land management - issuing red books - withdrawal,.... Planning management 4. Infrastructure investment a. Roads National, provincial roads of which: asphalted road District roads: Of which: asphalted road Graveled road Upgraded earthy road Earthy road Others: (if required) b. Electricity - Transformer station - Medium-tension line - Low-tension line c. Irrigation - Pump station - irrigation canals - ... Other works - Work 1 - Work 2 5. Finance and budget - budget income - budget outgoing - Other sources		Targets of budget and investment (from budget) are ordinance targets (compulsory), the remaining targets are considered as <i>commitment</i> of the government, therefore they are <i>almost compulsory</i>				Since most of these public services are managed by District, the identification of the targets should be done through discussions with District		

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N o.	Target	Unit	Characte ristics of target	Implem ented in2005	Plan 2006	Forecast impleme nted in 06	Plan 2007	Comparison	
								06/05	07/06
II	<p>Social targets</p> <p>Education</p> <ul style="list-style-type: none"> <li>- No. of classrooms               <ul style="list-style-type: none"> <li>+ primary school</li> <li>+ secondary school</li> </ul> </li> <li>- No. of students               <ul style="list-style-type: none"> <li>+ primary</li> <li>+ secondary</li> </ul> </li> <li>- No. of teachers               <ul style="list-style-type: none"> <li>+ primary</li> <li>+ secondary</li> </ul> </li> <li>- Percentage of children in school age (primary, secondary school)               <ul style="list-style-type: none"> <li>- percentage of children attending school at right age</li> <li>- Percentage of drop-outs in the year</li> <li>- No. of illiterate persons of 25 year olds or more</li> </ul> </li> </ul> <p>Health care</p> <ul style="list-style-type: none"> <li>- No. of hospital, public health centers</li> <li>- No. of consulting rooms</li> <li>- No. of health care stations</li> <li>- No. of doctors</li> <li>- No. of health care workers</li> <li>- % of persons with health security card</li> <li>- % of children with vaccination</li> <li>- No. of regular health checks for children</li> <li>- No. of regular health checks for women</li> <li>- % of malnourished children</li> <li>- No. of trainings on children health care</li> </ul> <p>.....</p> <p>Population, family planning</p> <ul style="list-style-type: none"> <li>- Population</li> <li>- Persons in working age</li> <li>- Newly generated jobs</li> <li>- Unemployment rate</li> <li>- % of used working time</li> <li>- Birth rate (natural growth)</li> <li>- infant mortality rate</li> <li>- No. of women with more than 2 children</li> <li>- No. of trainings on reproductive health</li> <li>- No. of family planning trainings</li> <li>- Measures of family planning</li> </ul> <p>Poverty reduction</p> <ul style="list-style-type: none"> <li>- % of very poor households</li> </ul>		Targets of this groups are <i>commitments</i> ,therefore specific activities should identified to achieve them				As above mentioned		

# Rural Development Dak Lak- RDDDL

Department of Planning & Investment

German Technical Cooperation (GTZ)

GFA Consulting Group GmbH / IP

N o.	Target	Unit	Characte ristics of target	Implem ented in2005	Plan 2006	Forecast impleme nted in 06	Plan 2007	Comparison	
								06/05	07/06
	<ul style="list-style-type: none"> <li>- % of poor HHs</li> <li>- Loans for poverty reduction (from different sources)</li> <li>Implementation of social policy</li> <li>- No. of target households</li> <li>Of which: invalids' family</li> <li>Martyrs' family</li> <li>Families accredited with revolution</li> <li>- building houses of gratitude</li> <li>- building houses of compassion.</li> </ul> <p>Culture</p> <ul style="list-style-type: none"> <li>- Communes with broadcasting</li> <li>- Communes with cultural houses</li> <li>- Communes with library</li> <li>- No. of commune post offices</li> <li>- Targets of musical and art performance</li> <li>- Targets of sports</li> </ul>								
III	<p>Environmental targets</p> <ul style="list-style-type: none"> <li>- HH using clean water</li> <li>- HH with structured toilets</li> <li>- villages collecting rubbish</li> <li>- forest coverage rate</li> </ul> <p>.....</p>								

Targets to be achieved in coordination with commune level

Provision of infrastructure services			
- Total number of difficult communes	commune		
- No. of communes with car road to the center			
- Communes with health care stations	commune		
- Communes with primary school, kindergarten, nursery	commune		
- Communes with post offices	Commune		
- Communes with electricity network	Commune		
- % of HH using electricity	%		
- % of HH using clean water	%		
Of which			
+ urban area	%		
+ rural area	%		
- communes with commune market or inter-commune market	Commune		