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## ABBREVIATIONS

ADB	Asian Development Bank
DANIDA	Danish Development Association
IMC	Irrigation Management Company (also IDMC where D = Drainage)
IMT	irrigation management transfer
INPIM	International Network for Participatory Irrigation Management
IC	Irrigation Company
ISF	irrigation service fee
MARD	Ministry of Agriculture and Rural Development
MOF	Ministry of Finance
NGO	non-government organization
O&M	operation and maintenance
PIM	participatory irrigation management
PPC	Provincial People’s Committee
VNPIM	Viet Nam Network for Participatory Irrigation Management
VWRAP	Viet Nam Water Resources Assistance Project
WB	World Bank
WUA	water user association
WUG	water user group
WUO	water user organization

## **PART 1 – WORKSHOP REPORT**

### **1. INTRODUCTION**

Participatory Irrigation Management (PIM) has been introduced on a pilot basis in Viet Nam's irrigation sector since the early 1990s. The ADB-funded "Irrigation and Flood Protection Rehabilitation Project (IFPRP)" laid the basis for the establishment of the Viet Nam PIM Network (VNPIM) under MARD in 1998. As in other countries where irrigated agriculture is practiced, PIM has been recognized as an efficient and effective irrigation management system. However, despite the encouraging pilot project outcomes, the PIM approach has not been widely embraced and introduced by the provinces and their irrigation management companies (IMCs). To promote sustainable agricultural development and in view of launch of new ADB and World Bank-financed agricultural sector projects (Second Red River Basin Sector Project, Phuoc Hoa Water Resources Project and Vietnam Water Resources Assistance Project), it was considered desirable to provide impetus to operationalizing PIM with an appropriate institutional strategy and "Road-Map" for all levels from central to provincial and water user organizations.

In this context, the workshop on Participatory Irrigation Management – Pathways for Progress in Viet Nam was held in Ha Long City, Quang Ninh province from 30 March to 2 April 2004 under financial support and sponsorship from Asian Development Bank (ADB), Danish International Development Agency (DANIDA), International Network for Participatory Irrigation Management (INPIM) and World Bank (WB). The workshop program is in Annex 1.

### **2. WORKSHOP OBJECTIVES**

The objectives of the workshop were:

1. to present the draft framework PIM strategy and action plan of MARD;
2. to share regional/international PIM experience;
3. to present and share the outcomes of the special evaluation studies 2003 in Viet Nam derived from PIM Pilots, with emphasis on identifying main constraints for operationalizing PIM as perceived by the provinces/IMCs; and
4. to develop a "Roadmap"/Action Plan for operationalizing PIM under ADB-financed water sector projects.

### **3. PARTICIPATORY WORKSHOP**

The workshop gathered a wide range of Vietnamese participants of all levels from decision makers to irrigation managers, practitioners and water user organizations representatives. The workshop was also attended by regional participants from Cambodia, Lao PDR, PR China and Kingdom of Thailand. Total workshop attendance was 107, as listed in Annex 2.

A participatory approach was followed with working group and plenary sessions. Five groups formed by Vietnamese members and one regional/international group with all regional/international participants were setup and undertook intensive group work under close assistance by appointed facilitators and consultants. There were three working group sessions to deal with three different themes, ie, problem analysis, proposed policies and "roadmap" actions. This was a logical and integrated process, ie, policies were proposed based on the problems identified through the problem analysis discussion; and the "roadmap" actions were intended to be the practical actions required to implement the proposed policies. After each working group session, the groups' results were presented by a group representative at a plenary session for further discussion and additional comments from other groups. Finally, all working group results were endorsed by the workshop participants to become the main outputs of the workshop as presented in Annex 3.

A wide range of papers were presented by workshop delegates to plenary session held each morning and afternoon. The papers are included in Part 2 of these proceedings.

#### **4. PIM “PATHWAYS FOR PROGRESS” WORKSHOP STATEMENT**

The workshop on Participatory Irrigation Management was held in Ha Long City from 30 March to 2 April 2004. The workshop was organized by the Ministry of Agriculture and Rural Development with support and sponsorship from the Asian Development Bank, Danish International Development Agency, the International Network for Participatory Irrigation Management and the World Bank. It provided an excellent opportunity to share ideas on “how to operationalize PIM” in Viet Nam. The workshop gathered Vietnamese participants from all levels including decision-makers, irrigation managers and representatives of water user organizations. Representatives from mass organizations, universities, NGOs, consultants and regional countries (Cambodia, PR China, Lao PDR and Thailand) participated in the workshop. The workshop clearly identified remaining gaps at the national, provincial and local levels and the need to reassess approaches to PIM in the light of actions already initiated in order to define necessary future actions. The workshop endorsed the thrust of MARD’s Draft Strategic Framework but recommended that the Strategy should be reviewed to reflect the conclusions of the workshop.

Specific short-term actions identified at the workshop include:

1. MARD to issue a policy statement that defines PIM and a PIM implementation strategy for Viet Nam based on approved PIM legislation, MARD's Draft Strategic Framework and the conclusions of the workshop.
2. Create an institutional framework that facilitates policy development related to PIM through stakeholder consultation.
3. Develop and clarify norms, principles and mechanisms for participatory irrigation design, operation and maintenance.<sup>1</sup>
4. Expand and strengthen VNPIIM to facilitate and coordinate PIM at national and provincial levels.
5. Develop consultations with provincial governments to foster greater coordination in policy formulation and development of PIM action plans
6. Recognizing the value of collaborating with Viet Nam’s neighboring countries, support and promote regional programs and capacity building to support PIM.
7. Donor’s at the meeting are already supporting development of PIM and confirm their commitment to continue this support.
8. Over the next few weeks, the policy framework and roadmap developed during the workshop, will be integrated into the Draft Strategic Framework in consultation with key provinces.
9. Once finalized and approved by MARD, the PIM roadmap will be widely circulated.

The workshop thanks all delegates for their strong participation and MARD for its excellent organization. Appreciation is recorded for the contributions made by regional participants and the support provided by ADB, DANIDA and other international organizations, as well as to the People's Committee of Quang Ninh Province for its kind facilitation of the workshop.

#### **5. WORKSHOP EVALUATION**

Participants were requested to evaluate the workshop organization, content and focus group approach at the end of the workshop. Overall, respondents expressed positive views as summarized in Annex 4. Some however, felt that the workshop was long and that time needed to be better managed. The focus group approach was strongly supported, though around 15% of participants felt that more description and facilitation of the approach would have been desirable.

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<sup>1</sup> Similar participatory processes are to be adopted for drainage systems.

## ANNEX 1 WORKSHOP PROGRAM



## REGIONAL WORKSHOP ON PARTICIPATORY IRRIGATION MANAGEMENT

## PIM - PATHWAYS FOR PROGRESS IN VIET NAM

Ha Long City, 30 March – 2 April, 2004  
Workshop Program

Day 1 Tuesday, 30 March 2004

Time	Activity	Speaker/MC
08:00-08:30	<i>Registration</i>	Organizers
08:30-09:30	<i>Opening Ceremony</i>	<b>Co-Chairs:</b> Pham Hong Giang Pham Xuan Su Pieter Smidt Organizer & Participants Mr. Pham Hong Giang, VM Vice Chairman, QN PPC Pieter Smidt Jon Cook & Phuc
25 min. 05 min. 05 min. 15 min. 10 min.	Welcome and introduction of participants Opening Address Welcome Address of Quang Ninh Province Introduction to workshop Workshop approach and program	
09:30-10:00	<b>Coffee break</b>	
10:00-12:00	<i>Plenary session - presentations</i>	<b>MC: Pham Xuan Su</b> Pham Xuan Su Nguyen Xuan Tiep Raymond Peter
40 min. 40 min. 40 min.	Draft framework strategy on PIM in Viet Nam Role and activities of VN PIM Network PIM-International context, INPIM	
12:00-13:30	<i>Buffet lunch break</i>	
13:30 -15:30	<i>Working Groups on problem analysis</i>	<b>MC: Jon Cook/ Phuc</b> Group Facilitators with coordination of: NX Tiep Pieter Smidt Raymond Peter
90 min. 30 min.	Problem analysis; and Solutions on: 1. Policy and legal issues 2. Institutional issues (commune, district, province) 3. Financing PIM 4. Design and Construction 5. Management 6. International/regional problems with PIM	
15:30-16:00	<i>Coffee break</i>	
16:00-17:00	<b>Plenary session - Presentations</b>	<b>MC: Pham Xuan Su</b> Li Yuanhua Nguyen Van Minh La Quy Dai
30 min. 15 min. 15 min.	Regional presentation of PRC ADB PIM model WUA B&A presentation AC Thuy Duong, Thai Binh	

**Day 2 Wednesday, 31 March 2004**

<b>Time</b>	<b>Activity</b>	<b>Speaker/ MC</b>
07:30-08:00	<i>Registration</i>	Organizers
08:00-09:30	<i>Plenary session - Problems analysis WG results presentation</i> 15 min. WG1 15 min. WG2 15 min. WG3 15 min. WG4 15 min. WG5 15 min. WG6	<b>MC: Nguyen Xuan Tiep</b>  WG1 presenter WG2 presenter WG3 presenter WG4 presenter WG5 presenter WG6 presenter
09:30-10:00	<i>Coffee break</i>	
10:00-12:00	<i>Plenary session - Presentations</i> 10 min. ADB Special Evaluation Study 25 min. ADB SES 2003 outcomes 25 min. ADB SES 2003 outcomes 15 min. Sub-Dept. of Water Resources, DARD Thanh Hoa 15 min. DARD Thai Binh 15 min. Organization and performance of Song Chu IC 15 min. Presentation of North Nghe An IC	<b>MC: Nguyen Xuan Tiep</b> Toshio Kondo Jon Cook Tran Van Phuc Dinh Quang Duong Dao Trong Thuan Le Van Minh Nguyen Cong Kinh
12:00-13:30	<i>Buffet lunch break</i>	
13:30-15:30	<i>Working Groups on Policies</i> 90 min. Current policy structure; and 30 min. proposed strengthened structure on 1. Institutional 2. Legislation & policies at national and provincial levels 3. Design 4. Implementation 5. Management 6. International group (to define its own agenda)	<i>MC: Jon Cook/ Phuc</i> Group Facilitators with coordination of: NX Tiep Pieter Smidt Raymond Peter
15:30-16:00	<b>Coffee break</b>	
16:00-18:15	<b>Plenary session - Presentations</b> 30 min. Regional presentation of Lao PDR 30 min. Regional presentation of Cambodia 30 min. Regional presentation of Thailand 15 min. Presentation of ASC Son Nam 15 min. Presentation of ASC Duy Phuoc 15 min. Presentation of ASC N4B	<b>MC: Nguyen Xuan Tiep</b> Phaythoune & Thanousay Leang S. & Kim S. Kanching K. & Sacha P. Le Xuan Tinh Le Duc Tho Nguyen Van Thang
18:30 - 20:00	<b>Dinner at Hotel Restaurant</b>	
20:00 - 22:00	<b>Plenary session - Presentations</b> 30 min. Presentation of ADB 30 min. Presentation of WB/FAO 15 min. Presentation of DANIDA 15 min. Presentation of Oxfam GB 15 min. Presentation of Gret 15 min. Presentation of RIWR	<b>MC: Nguyen TT Hoa</b> Pieter Smidt Thierry Facon Vu Duc Con Nguyen Tri Dzung Niels Morel Ha Luong Thuan

*Day 3 Thursday, 1 April 2004*

<b>Time</b>	<b>Activity</b>	<b>Speaker/ MC</b>
07:30-08:00	<i>Registration</i>	Organizers
08:00-09:30	<i>Plenary session - Policies WG results presentation</i>	<b>MC: Nguyen TT Hoa</b>
15 min.	WG1	WG1 presenter
15 min.	WG2	WG2 presenter
15 min.	WG3	WG3 presenter
15 min.	WG4	WG4 presenter
15 min.	WG5	WG5 presenter
15 min.	WG6	WG6 presenter
09:30-10:00	<i>Coffee break</i>	
10:00-12:00	<i>Working Groups on "Road-Map"</i>	<i>MC: Jon Cook/ Phuc</i>
	1. Institutional	Group Facilitators
	2. Legislation & policies for national and provincial levels	with coordination of:
	3. Design	NX Tiep
	4. Implementation	Pieter Smidt
	5. Management	Raymond Peter
	6. A "road map" for national/regional cooperation in PIM	
12:00-13:30	<i>Buffet lunch break</i>	
14:00-17:30	<i>Visit to Ha Long Beach</i>	<b>Organizers</b>

*Day 4 Friday, 2 April 2004*

<b>Time</b>	<b>Activity</b>	<b>Speaker/ MC</b>
07:30-08:00	<i>Registration</i>	Organizers
08:00-10:00 20 min. 20 min. 20 min. 20 min. 20 min. 20 min.	<i>Plenary session - Road Map WG results presentation</i> WG1 WG2 WG3 WG4 WG5 WG6	<b>MC: Pieter Smidt</b> WG1 presenter WG2 presenter WG3 presenter WG4 presenter WG5 presenter WG6 presenter
10:00-11:00	<i>Coffee break</i>	
10:00-11:00	<i>Close meeting for proposed "Road-Map" and draft conclusions and recommendations</i>	<b>Participants:</b> Pham Xuan Su N. X. Tiep NTT Hoa Nguyen Anh Minh Pieter Smidt Ho Le Phong Raymond Peter Thierry Facon Jon Cook Phuc
11:00-11:50  20 min. 5 min. 5 min. 5 min. 5 min. 5 min. 5 min.	<i>Closing session</i>  Endorsement of proposed Workshop Statement, conclusions and recommendations Final remarks of ADB Final remarks of WB/FAO Final remarks of INPIM Final remarks of DANIDA Representative of regional participants Closing remarks of MARD	<b>Co-Chairs:</b> <b>Pham Xuan Su</b> <b>Pieter Smidt</b>  N. X. Tiep/Raymond Peter Pieter Smidt Thierry Facon Raymond Peter Vu Duc Con Li Yuanhua <b>Pham Xuan Su</b>
12:00-13:00	<b>Buffet lunch break</b>	
14:00-17:00	<b>Travel to Ha Noi by bus</b>	<i>Organizers</i>

**Important Note:** All participants will be received at a Guest Lounge, Ministry of Agriculture and Rural Development (MARD), #2, Ngoc Ha Street, Hanoi, on 29 March 2004, by 14:00 - 14:45 hrs. Bus is leaving MARD for Ha Long City exactly at 15:00 hrs. Those who may miss the Organizers' bus, kindly self-manage their transportation to

**Workshop venue:** Heritage Ha Long Hotel, 88 Ha Long Road, Bai Chay Beach, Ha Long City, Quang Ninh Province; Tel: 84-33 846 888; Fax: 84-33 846 999; Email: [heritagehl.qn@hn.vnn.vn](mailto:heritagehl.qn@hn.vnn.vn)

## ANNEX 2 ATTENDANCE LIST

No.	Names	Institution	Attendance			
			30/3	31/3	01/4	02/4
<b>A. Central Institutions Participants</b>						
1	Mr. Pham Hong Giang	Vice Minister of MARD	+			
2	Ms. Nguyen Thi Tuyet Hoa	Deputy Director of ICD - MARD	+	+	+	+
3	Mr. Pham Xuan Su	Director of Department of Water Resources	+	+	+	+
4	Mr. Nguyen Xuan Tiep	Deputy Director of DWR	+	+	+	+
5	Mr. Ha Thanh Liem	Deputy Director of Central Projects Office	+	+	+	
6	Mr. Chu Tran Dao	Deputy Director of CPO	+	+	+	+
7	Mr. Tran Tiep De	Deputy Director of Department of Planning	+			
8	Mr. Nguyen Van Tinh	Secretary of Vice Minister of MARD	+			
9	Mr. Le Quang Anh	Research Institute of Water Resources	+	+	+	+
10	Mr. Ngo The Hien	Department of Cooperative and RD	+	+	+	+
11	Mr. Ha Luong Thuan	Director of CEW - Global Water Partnership	+	+	+	+
12	Mr. Nguyet Viet Thuong	Expert of Government Office	+			
13	Mr. Le Kien	Expert of Ministry of Planning and Investment	+	+	+	
14	Ms. Le Vu Yvoal	Expert of Central Farmer's Association	+	+	+	+
15	Ms. Hoang Thi Thu Huong	Interpreter	+	+	+	+
16	Ms. Pham Thi Lan Phuong	Interpreter	+	+	+	+
<b>Coordinators &amp; Assistants</b>						
17	Mr. Phan Thanh Toan	Department of Water Resources	+	+	+	+
18	Mr. Nguyen Hong Khanh	Department of Water Resources	+	+	+	+
19	Mr. Le Van Chinh	Department of Water Resources	+	+	+	+
20	Mr. Nguyen Anh Minh	International Cooperation Department	+	+	+	+
21	Ms. Nguyen Thi Nguyet Minh	International Cooperation Department	+	+	+	+
<b>B. Provincial Participant</b>						
<b>Tuyen Quang Province</b>						
22	Mrs. Nguyen Thi Dinh	Director of Tuyen Quang DARD	+	+	+	+
23	Mrs. Nguyen Thi Hoa	Chief of Ngoi La Management Board	+	+	+	+
24	Mr. Le Xuan Tinh	Head of Son Nam Agriculture Cooperative	+	+	+	+
<b>Lao Cai</b>						
25	Mr. Nguyen Chinh Cuong	Director of DWRM, Hatinh DARD	+	+	+	+
26	Mr. Nguyen Huu Ly	Head of Phu Nhuan Agriculture Cooperative	+	+	+	+
<b>Quang Ninh</b>						
27	Mr. Nguyen Quang Hung	Vice chairman of Quang Ninh PPC	+			
28	Mr. Nguyen Van Lang	Deputy Director of Quang Ninh DARD	+	+	+	+
<b>Thai Binh</b>						
29	Mr. Tran Quoc Khoa	Vice chairman of Thai Binh PPC	+			
30	Mr. Dao Trong Thuan	Director of Thai Binh DARD	+	+	+	+
31	Mr. Vu Van Tu	Director of Thai Thuy-Thai Binh IC	+	+	+	+
32	Mr. La Quy Dai	Head of Thuy Duong Agriculture Cooperative	+	+	+	+
<b>Hai Duong</b>						
33	Mr. Bui Duc Ngoan	Deputy Director of Hai Duong DARD	+	+	+	+
34	Mr. Nguyen Van Thuong	Head of Nam Trung Agriculture Cooperative	+	+	+	+
<b>Hoa Binh</b>						
35	Mr. Bui Duc Trien	Director of Hoa Binh Irrigation Company	+	+	+	+
36	Mr. Nguyen Van Han	Head of Ngoc Sa Water User Group	+	+	+	+
<b>Thanh Hoa</b>						
37	Mr. Dinh Quang Duong	Director of WRM, Thanh Hoa DARD	+	+	+	+
38	Mr. Le Van Minh	Director of Songchu Irrigation Company	+	+	+	+
39	Mr. Nguyen Van Minh	Head of B8A Water User Association	+	+	+	+
40	Mr. Le Thien Thuy	Head of B6/9 Water User Cooperative	+	+	+	+
<b>Nghe An</b>						
41	Mr. Nguyen Quang Hoa	Director of WRM, Nghe An DARD	+	+	+	+
42	Mr. Nguyen Cong Kinh	Deputy Director of Nghe An North IC	+	+	+	+
43	Mr. Bach Hung Tuyen	Director of Nghe An South IC	+	+	+	+
44	Mr. Nguyen Van Thang	Head of N4B Water User Cooperative	+	+	+	+
45	Mr. Hoang Dinh Tang	Head of N6 Water User Cooperative	+	+	+	+
<b>Ha Tinh</b>						
46	Mr. Tran Dinh Dung	Director of DWRM, Ha Tinh DARD	+	+	+	+
47	Mr. Dang Sy Chau	Deputy Director of Ke Go Irrigation Company	+	+	+	+
48	Mr. Nguyen Van Thieu	Head of Ky Dong Agriculture Cooperative	+	+	+	+

	<b>Thua Thien Hue</b>					
49	Mr. Duong Duc Tuu	Director of Thua Thien Hue IC	+	+	+	+
50	Mr. Ha Ut	Head of Phu Mau 2 Agriculture Cooperative	+	+	+	+
	<b>Quang Nam</b>					
51	Mr. Tran Huu The	Director of Quang Nam Irrigation Company	+	+	+	+
52	Mr. Le Viet Tho	Head of Duy Phuoc Agriculture Cooperative	+	+	+	+
	<b>DakLak</b>					
53	Mr. Hoang The Hoan	Director of Dak Lak IC	+	+	+	+
	<b>Tay Ninh</b>					
54	Mr. Pham Van Yen	Deputy Director of DARD	+	+	+	+
55	Mr. Nguyen Tuan Dinh	Director of WRD, Tay Ninh DARD	+	+	+	+
56	Mr. Tran Quang Tinh	Deputy Director of Tay Ninh Irrigation Company	+	+	+	+
	<b>Vinh Long</b>					
57	Mr. Pham Hoang Khai	Director of Vung Liem IE, Vinhlong IC	+	+	+	+
58	Mr. Nguyen Van Thanh	Director of WRD, Vinh Long DARD	+	+	+	+
	<b>Long An</b>					
59	Mr. Cao Xuan Hoang	Director of WRHWM, Long An DARD	+	+	+	+
	<b>Binh Duong</b>					
60	Mr. Le Canh Dan	Deputy Director of WR, Binh Duong DARD	+	+	+	+
	<b>Dong Thap</b>					
61	Mr. Le Van Trung	Deputy Director of WRD, Dong Thap DARD	+	+	+	+
62	Mr. Nguyen Phuoc Huu	Head of Binh Hiep B Agriculture Cooperative	+	+	+	+
	<b>Ho Chi Minh</b>					
63	Mr. Nguyen Van Dam	Deputy Director HoChiMinh City WRS Company	+	+	+	+
	<b>C. DANIDA</b>					
64	Mr. Vu Duc Con	IS- Department of WRM, Dak Lak DARD	+	+	+	+
65	Mr. Pham Huu Hao	Director of Department of WR, Dak Nong DARD	+	+	+	+
66	Mr. Nguyen Van Toan	Deputy Director, DARD, Dak Nong	+	+	+	+
67	Mr. Tran Ngoc Minh Son	IE - Department of WR, Dak Nong DARD	+	+	+	+
68	Mr. Tran Dinh Dung	Director of DWRM, Ha Tinh DARD	+	+	+	+
69	Mr. Nguyen Viet Nhat	IE - Department of WRM, Ha Tinh DARD	+	+	+	+
	<b>D. Regional Participants</b>					
70	Mr. Leang Solitha	Cambodia	+	+	+	+
71	Mr. Kim Savuth	Cambodia	+	+	+	+
72	Mr. Thanousay Ounthouang	Lao PDR	+	+	+	+
73	Mr. Phaythoune Phomvixay	Lao PDR	+	+	+	+
74	Ms. Wang Huan	PRC	+	+	+	+
75	Mr. Li Yuanhua	PRC	+	+	+	+
76	Mr. Kanching Kawsard	Thailand	+	+	+	+
77	Mr. Sacha Sethaputra	Thailand	+	+	+	+
	<b>E. NGOs</b>					
78	Mr. Nguyen Tri Dzung	Oxfam GB	+	+	+	+
79	Mr. Bui Kim Dong	Gret		+	+	+
80	Ms. Nguyen Thi Thuy	IDE	+	+	+	+
	<b>F. International Participants</b>					
81	Mr. Pieter Smidt	ADB/VRM	+	+	+	+
82	Mr. Ho Le Phong	ADB/VRM	+	+	+	+
83	Ms. Phan Le Phuong	ADB/VRM	+	+		
84	Mr. Toshio Kondo	ADB	+	+		
85	Mr. Jon Cook	ADB	+	+	+	+
86	Mr. Tran Van Phuc	ADB	+	+	+	+
87	Mr. Oliver Gilard	AFD	+	+	+	+
88	Mr. Thierry Facon	FAO	+	+	+	+
89	Mr. Raymond Peter	INPIM	+	+	+	+
90	Mr. Alex Hooijer	CRWRSP		+	+	
91	Mr. Gary Rose	Second RRB project (CPO)		+	+	
92	Mr. Naito Kunihiko	JICA	+	+	+	+
93	Mr. Martin Donalson	CPO/MARD		+	+	
	<b>G. VWRAP</b>					
93	Mr. Nguyen Van Tac	Deputy Director of Bac Giang DARD	+	+	+	+
94	Mr. Nguyen Trong Hoang	Deputy Director of CPO	+	+	+	+

<b>F. Non-official participants</b>						
95	Mr. Tran Minh Quan	Director of Tien Giang IC	+			
96	Mr. Dao Van Hoc	Hanoi Water Resources University	+	+		
97	Mr. Ngo Minh Hai	Hanoi Water Resources University	+	+	+	+
98	Mr. Nguyen Quang Kim	Hanoi Water Resources University	+	+		
99	Mr. Hua Van Hong Linh	Ho Chi Minh City IC	+	+		
100	Mr. Le Phat Dat	Ho Chi Minh City IC	+			
101	Mr. Le Van Thu	Quang Nam IC	+	+		
102	Mr. Le Van Thien	Quang Nam IC	+	+		
103	Mr. Pham Dinh Kien	Centre for Water Resources and Environment	+	+	+	
104	Ms. Pham Thi Dung	Centre for Water Resources and Environment	+	+	+	
105	Ms. Tran Phuong Diem	Centre for Water Resources Economic Research	+	+	+	
106	Mr. Bui Dinh Hieu	Centre for Water Resources and Environment	+	+	+	
107	Mr. Huynh Tan Thanh	Vinh Long DARD	+	+	+	+

## ANNEX 3 WORKSHOP OUTPUTS

## PROBLEMS

Sorted by class and subclass

<i>Number</i>	<i>Class 1</i>	<i>Sub-class</i>	<i>Problem</i>
Gr4Pr8	Design/constr	Construction	Land acquisition is not fair and transparent and is thus time consuming
Gr4Pr9	Design/constr	Construction	Farmers' presently have limited contribution to construction
Gr4Pr10	Design/constr	Construction	Farmer's capacity for construction is still limited
Gr4Pr12	Design/constr	Construction	Monitoring and supervision by farmers or WUOs are only possible for small scale facilities
Gr4Pr13	Design/constr	Construction	Lack of due attention to monitoring of environmental issues
Gr4Pr14	Design/constr	Construction	Contractors do not pay attention to the farmer's participation
Gr6Pr3	Design/constr	Construction	Poor construction
Gr4Pr1	Design/constr	Design	Farmer's willingness to participate in design is still limited
Gr4Pr2	Design/constr	Design	Farmer's capacity is limited
Gr4Pr3	Design/constr	Design	Lack of budget and time to consult with farmers
Gr4Pr4	Design/constr	Design	Lack of concrete regulations on consultation
Gr4Pr5	Design/constr	Design	Lack of effective participation in project
Gr4Pr6	Design/constr	Design	Gender issues are not duly paid attention when consulting with designers
Gr4Pr7	Design/constr	Design	Lack of awareness of environmental issues
Gr6Pr2	Design/constr	Design	Inadequate design and planning
Gr6Pr14	Finance	Budget	Lack of adequate financial resources (government)
Gr1Pr1	Finance	Finance	Lack of financial policies for PIM.
Gr1Pr19	Finance	Finance	Construction and investment do not take PIM into account
Gr5Pr8	Finance	Finance	Ineffective subsidy mechanism
Gr5Pr19	Finance	Finance	Insufficient budget for O&M
Gr5Pr20	Finance	Finance	Lack of budget for rehabilitation works in grass-roots irrigation management organizations
Gr5Pr21	Finance	Financial mgmt	Lack of transparent financial disclosure
Gr5Pr28	Finance	Irrigation system	Incomplete development of irrigation systems
Gr5Pr30	Finance	Irrigation system	Lack of funds for large unpredicted repair of infrastructure and equipment
Gr5Pr31	Finance	Irrigation system	Systems require major expenditure to be brought to a state of recurrent maintenance
Gr5Pr12	HRD	Awareness	Limited operation and management knowledge at all levels
Gr5Pr24	HRD	Awareness	Lack of communication and information dissemination to raise the farmers' awareness
Gr5Pr26	HRD	HRD	Lack of knowledge/ awareness of farmers participating in management
Gr6Pr31	HRD	HRD	Lack of capacity and knowledge
Gr1Pr2	Finance ISF	ISF	Unclear regulations on water fee subsidy and budget management (Decree 143)
Gr3Pr1	Finance ISF	ISF	1. Poor mechanisms for defining ISF
Gr3Pr2	Finance ISF	ISF	No volumetric pricing mechanism for water
Gr3Pr3	Finance ISF	ISF	2. Low level of water fee collection
Gr3Pr4	Finance ISF	ISF	- Insufficient budget for repair/rehabilitation
Gr3Pr5	Finance ISF	ISF	- Inadequate financial policy for managing WUOs
Gr3Pr6	Finance ISF	ISF	- Insufficient training in financial management
Gr3Pr7	Finance ISF	ISF	- Inadequate control of water fee collection and use
Gr3Pr8	Finance ISF	ISF	- Unsound monitoring of financial performance
Gr3Pr9	Finance ISF	ISF	- No refund of value added tax by water user groups
Gr3Pr10	Finance ISF	ISF	- Insufficient budget for major repairs
Gr5Pr6	Finance ISF	ISF	Lack of water fee policy for disadvantaged households
Gr5Pr17	Finance ISF	ISF	Low water fee rate with no connection to local specific O&M requirement
Gr5Pr18	Finance ISF	ISF	Low collection rate
Gr5Pr22	Finance ISF	ISF	Unsound bases for determining water fee rate
Gr6Pr16	Finance ISF	ISF	Lack of linkage between service fee collection and O&M
Gr1Pr16	Legal	General	Ambiguity of some issued policies
Gr1Pr6	Legal	Legal	Regulations and policies on PIM are general and difficult to implement
Gr1Pr7	Legal	Legal	Lack of regulations on legal role of WUAs
Gr1Pr8	Legal	Legal	Lack or late issuance of regulations and policies
Gr1Pr11	Legal	Legal	Lack of regulations on accountability of state management staff at different levels
Gr1Pr17	Legal	Legal	Lack of regulations on sanctions to violations
Gr5Pr1	Legal	Legal	Lack of legal framework for hand-over.
Gr5Pr2	Legal	Legal	Lack of legislation outlining sanctions to deal with violations
Gr5Pr5	Legal	Legal	Lack of instructions and guidelines on implementation of grass roots irrigation management
Gr5Pr29	Management	Conflict	Disputes on water allocation.
Gr6Pr4	Management	Conflict	Competition for water
Gr1Pr10	Management	Devolution	Lack of regulations on decentralization, establishment and recognition of water user organizations
Gr1Pr12	Management	Devolution	Lack of regulations on decentralizing management at different canal levels
Gr6Pr12	Management	Environment	Environmental Issues (waterlogging, pesticides)
Gr1Pr4	Management	IMC	Poor incentives for IMC staff
Gr6Pr15	Management	IMC	Inefficiency of the public system operators
Gr6Pr20	Management	IMC	Reluctance by Authority to give up power to Farmers
Gr6Pr21	Management	Irrigation mgmt	Resistance to change – government likes to retain control
Gr6Pr22	Management	Irrigation mgmt	Lack of service and performance objective
Gr6Pr30	Management	Irrigation mgmt	Double standards by government – mistrust
Gr6Pr6	Management	Maintenance	Poor maintenance of irrigation system
Gr5Pr9	Management	Management	Ineffective co-ordination between concerned management agencies

Gr5Pr10	Management	Management	Unclear irrigation management decentralization rules
Gr6Pr27	Management	Management	Limited sense of ownership (involvement of farmers in planning, design, construction, operation)
Gr6Pr11	Management	Marketing	Marketing (infrastructure, accessibility, seasonality, prices)
Gr6Pr28	Management	Marketing	Unclear understanding of markets (poor information)
Gr6Pr7	Management	Monitoring	Lack of accurate data on system performance
Gr2Pr1	Management	Relationships	Unclear linkage between WUOs and local government
Gr2Pr2	Management	Relationships	Conflicts between top and tail end users
Gr2Pr4	Management	Relationships	Unclear functions, tasks and work program between water users and IMC
Gr2Pr5	Management	Relationships	Unclear relationship between irrigation management and drainage management
Gr2Pr6	Management	Support	Lack of support from responsible sectors and agencies
Gr2Pr7	Management	Support	Lack of concern and support from mass organizations
Gr5Pr13	Management	Support	Lack of due attention of authorities to grass-root irrigation management at all levels
Gr5Pr25	Management	Support	Lack of due attention from authorities at all levels
Gr6Pr5	Management	Water rights	Unclear water rights
Gr6Pr10	Management	Water supply	Inadequate water supply
Gr4Pr11	WUO	PIM	Lack of well-defined mechanisms for PIM
Gr1Pr18	WUO	PIM	Lack of PIM model for each region.
Gr1Pr14	WUO	IMT	Lack of regulations on relating to handover of systems to WUOs
Gr5Pr3	WUO	Incentives	Lack of incentive policy for grass-root irrigation operators
Gr5Pr4	WUO	Incentives	Lack of incentive policy to encourage grass roots irrigators to create WUOs
Gr6Pr17	WUO	Irrigation mgmt	Lack of farmer participation
Gr6Pr19	WUO	Irrigation mgmt	Political issues (eg, in relation to fees, limits of empowerment)
Gr1Pr3	WUO	WUO	3. Unclear supporting policies for PIM organization
Gr1Pr15	WUO	WUOs	2. Unfair policies for WUAs compared with IMCs.
Gr2Pr8	WUO	WUOs	Lack of guidance on establishment of PIM in terms of organizational structure and management responsibility
Gr2Pr9	WUO	WUOs	Financial constraints in case of natural disasters
Gr2Pr10	WUO	WUOs	Lack of financial policies
Gr2Pr11	WUO	WUOs	Lack of appropriate sanction mechanism
Gr2Pr12	WUO	WUOs	Limited revenue generating activities of WUOs
Gr2Pr13	WUO	WUOs	Inadequate allocation of collected water fees
Gr2Pr14	WUO	WUOs	Fear of increased water fees
Gr2Pr15	WUO	WUOs	Lack of budget
Gr2Pr16	WUO	WUOs	Difficult to define appropriate water fee rate
Gr2Pr17	WUO	WUOs	Lack of technical knowledge
Gr2Pr18	WUO	WUOs	Weak management capacity
Gr2Pr19	WUO	WUOs	Lack of knowledge of PIM approaches at all levels
Gr2Pr20	WUO	WUOs	Low level of farmer awareness
Gr2Pr21	WUO	WUOs	Inappropriate allocation of water fee revenues
Gr5Pr11	WUO	WUOs	Farmer's opportunities to participate are limited
Gr5Pr14	WUO	WUOs	Lack of measures linking planning design and construction to water user association involvement
Gr5Pr15	WUO	WUOs	Limited feeling of ownership by farmers
Gr6Pr29	WUO	WUOs	Worry about additional burdens
Gr6Pr9	Overarching	Overarching	Income disparity – rural/urban (Insufficient returns from agriculture...)

## STRATEGIES AND POLICIES

The following overall objective was proposed for the PIM strategy:

*“To promote participatory approaches to enhance stakeholder participation in irrigation planning, design, financing, construction, commissioning, operation, maintenance, monitoring and evaluation to ensure economically and environmentally sound and socially acceptable development and management of irrigation.*

The policies suggested by the focus groups are listed below. Prior to finalization, they should be further condensed, by combining similar policies to provide a more coherent and easily assimilated policy matrix.

<i>Number</i>	<i>Policy</i>
	<b>POLICY AND LEGAL FRAMEWORK</b>
Gr6Pol62	Establish clear legal framework
Gr6Pol61	Build an enabling environment to foster farmer participation.
Gr4Pol12	Revise and amend Ordinance on exploitation and protection of hydraulic works (PIM aspects not included in design and construction)
Gr4Pol13	Ministry of Construction should issue circulars or guideline on construction cost estimation with a budget for farmer's participation in design and construction; needs to have simplified regulations on investment procedures for structures
Gr4Pol14	MARD to issue circulars on implementation of capital construction laws in water sector including PIM in design and construction.
Gr4Pol15	PPCs should issue regulations on implementation of construction in provincial areas with farmer's participation (PIM)
Gr5Pol4	Define sanction framework
Gr5Pol2	Develop improved guidelines to promote collaboration between management organizations and farmers
Gr3Pol16	Multi-ministry circular by MARD and MOF, MOLISA on training, allowance for management and operation of irrigation systems
Gr1Pol8	MARD should issue official documents on organization and operational arrangements of PIM and guidelines for implementation of Decree 143 replacing Circular 90
Gr3Pol14	Detailed regulations on water fees of each locality
Gr3Pol15	Guideline/circular on management and use of finance of WUOs in different areas
Gr1Pol12	Develop consistent and clear legal basis for PIM including authority to control and punish violations
Gr2Pol2	MARD should co-ordinate with concerned Ministries and sectors to issue circulars and instructions on PIM implementation
Gr2Pol3	Government should issue a Decision on PIM implementation
Gr3Pol10	Develop and disseminate policies for WUO management
	<b>INSTITUTIONAL AND MANAGEMENT</b>
Gr6Pol65	Grievance redressal - establish “ombudsperson” a neutral body to mediate between IMC and WUAs and help resolve any conflicts
Gr1Pol1	Develop more detailed regulations on devolution of responsibility for different level structures
Gr1Pol2	Develop clear rules and procedures for hand-over of irrigation facilities
Gr1Pol3	Define clear and concrete division of responsibilities at provincial, district and commune levels in PIM.
Gr5Pol1	Develop and promote adequate management devolution
Gr6Pol27	Promote improved environmental management
Gr6Pol28	Improve environmental flows and planning
Gr6Pol30	Control trans-catchment flows (particularly to minimize adverse effects on lagoons/wetlands)
Gr4Pol3	Establish sound assessment and adequate solutions to deal with environmental issues
Gr6Pol29	Improve management of irrigation and drainage systems
Gr6Pol59	Reform system management, by promoting <ul style="list-style-type: none"> <li>- participatory planning and design</li> <li>- well defined service agreements or contracts</li> <li>- benchmarking tools to assess and improve performance</li> <li>- measurement, monitoring &amp; evaluation of schemes</li> <li>- incentives for good performance</li> </ul>

Gr4Pol2	There should be relevant policies relating to land acquisition including definition of adequate and fair compensation
Gr6Pol23	Develop land related laws (to allow aggregation of farms into viable farm size)
Gr3Pol25	Attractive policy to irrigation contingent (grass-root irrigators)
Gr5Pol5 Gr6Pol13	Promote farmer responsibility for and physical ownership of irrigation systems
Gr6Pol24	Explore feasible options for System improvement Improved water management Water saving-improved technology Incentives including water pricing
Gr5Pol10	Delegate clearly defined responsibilities to authorities
Gr5Pol11	Government at all levels and authorities should support PIM
Gr6Pol70	Define proper water accounting and water balances for irrigation schemes
Gr6Pol9	Develop water management and allocation policy
Gr6Pol10	Define and develop a water rights system (within each irrigation system)
Gr6Pol31	Promote potential of PIM to increase irrigation efficiency and reduce water misuse
	<b>Participatory Irrigation Management</b>
Gr6Pol11	Encourage maintenance planning
Gr6Pol12	Clarify responsibilities for maintenance
Gr3Pol24	Clear identification of responsibility
Gr1Pol10	MARD should develop regulations on decentralized management (primary, secondary and tertiary canals)
Gr1Pol11	Provincial authorities should develop rules on devolution in relation to the establishment, working regulations and financial management of water user organizations
Gr1Pol15	Develop relevant PIM model for each locality
Gr1Pol16	Develop a pathway for PIM application
Gr1Pol17	Reserve budget to support PIM application
Gr6Pol71	Entire PIM/IMT “deal”/package should be defined and publicized “upfront”
Gr6Pol68	Allocate clear ownership of hardware, land and water rights
Gr6Pol2	Promote participatory planning, design and monitoring
Gr6Pol44	Encourage participation by poor, disadvantaged groups and women
Gr6Pol45	Implement PIM
Gr6Pol46	Develop incentives for participation
	<b>Water User Organizations</b>
Gr2Pol4	District people's committees should approve or authorize another entity to approve the establishment of WUOs
Gr2Pol5	Commune people's committees should monitor activities of WUOs
Gr2Pol6	WUOs should develop their own working regulations
Gr2Pol7	WUOs should define appropriate rate of water fee
Gr2Pol8	WUOs should report regularly to local authorities on their performance
Gr2Pol9	WUOs should sign economic contracts with IMCs
Gr5Pol8	Assess ways in which partial support can be provided to WUOs for maintenance
Gr6Pol34	Promote sound financial management of WUOs
Gr6Pol35	Promote income generation by WUAs
Gr2Pol10	District Divisions of Agriculture and IMCs should provide technical support.
Gr2Pol11	District Divisions of Finance should give instructions and support in terms of structure management
Gr1Pol9	Provide autonomy to PIM organizations
Gr3Pol17	Prepare guidelines on process of formation of WUOs ensuring voluntary, democratic and sustainable development
Gr6Pol7	Promote ownership of works (hardware)
Gr6Pol22	Promote WUOs which provide a range of services??
Gr6Pol50	Avoid capture by elites (at local level)
Gr6Pol51	Register WUAs as independent legal entities
Gr6Pol63	Define appropriate incentives for participation
Gr6Pol64	Adequately resource WUAs

<b>HUMAN RESOURCE DEVELOPMENT</b>	
Gr5Pol12	Strengthen training and information dissemination
Gr6Pol49	Engender top level political support through awareness raising (for politicians) (national steering committee, champion)
Gr6Pol67	Build capacity through training, exchange of information, study tours and networking at the national and regional levels
Gr6Pol43	Promote awareness of PIM
Gr2Pol1	Promote expansion of PIM in all regions of Vietnam
Gr2Pol12	Assist farmers to better understand their participatory role in grass-root irrigation management
Gr2Pol13	Promote management training for WUO staff
Gr3Pol12	Provide adequate training in financial management
Gr3Pol19	Allocation of operating budget for training of staff of WUOs, seeking for support from international organizations and others
Gr4Pol1	Develop mechanisms for farmer training including study tours for exchange of experience
Gr6Pol5	Build capacity for construction and rehabilitation standards
<b>FINANCE</b>	
Gr1Pol13	Develop provisions to provide subsidy to WUOs (eg, for breakdowns or emergencies)
Gr1Pol14	Provide financial support to grass-root irrigation management organizations (defined level of support to each region)
Gr3Pol7	Provide adequate initial budget to support the start up of management activities
Gr3Pol26	Mobilize different fund sources to repair irrigation systems
Gr6Pol33	Promote on-going support through bilateral and multilateral agencies
Gr5Pol9	Introduce rebates on value added tax for WUOs
Gr4Pol16	Investment planning should be agreed by farmer and relate to investment policies
Gr4Pol17	Allocate funds in construction cost estimation to support farmer consultation in investigation, funds for training of farmers and management equipment.
Gr3Pol18	Include management staff training fund in budget of investment project
Gr3Pol13	Develop economic and technical norms on management of irrigation systems, labor, irrigation and drainage, raw materials for O&M, regular repair
<b>IRRIGATION SERVICE FEE</b>	
Gr3Pol9	Water pricing and ISF collection should be institutionalized
Gr3Pol1	Water fee rate should be sufficient to cover salary and minor repairs
Gr3Pol2	Establish water fee rate to cover recurrent expenditures
Gr3Pol3	Water fee should be collected for every irrigation system
Gr5Pol6	Farmers should develop water fee norms and use
Gr6Pol15	Use ISF entirely for O&M
Gr6Pol41	Define linkage between ISF and O&M
Gr6Pol42	Define sharing ratios among WUAs and other Agencies
<b>DATA MONITORING AND EVALUATION</b>	
Gr6Pol16	Develop improved measurement and monitoring systems
Gr3Pol20	Grass-root irrigation organizations should establish monitoring board on water fee collection and disbursement
Gr3Pol4	Establish sound monitoring of financial performance
Gr5Pol7	Restructure irrigation management and develop monitoring and control mechanisms to reduce misuse of ISF
Gr3Pol22	Establish sectoral inspection
Gr3Pol8/23	Revenue and expenditures should be made in a transparent, understandable manner
Gr3Pol5	Establish adequate control of use of water fee revenues

**DRAFT ROADMAP**

The roadmap has been summarized to a limited extent from the workshop outputs. It is to be refined further at a second workshop to be held in June 2004, and integrated with MARD's proposed PIM development strategy. A number of notes are included in the roadmap, designated by square brackets [ ], to assist in defining activities more clearly at the second workshop.

Number	Action	Inst	Time
<b>Policy and Legal Framework</b>			
Gr4RM01	Review and revise Ordinance on exploitation and protection of irrigation systems <b>to ensure it is consistent with PIM/IMT</b> - Approval  - Implementation	MARD  Government submit to National Assembly Relevant ministries, agencies and PPCs	2005  2006 2006
Gr1RM01	Issue regulations on operation, maintenance and rehabilitation of irrigation schemes <b>[note that WUOs should develop their own regulations for O&amp;M – therefore PPCs could prepare frameworks and assist WUOs to develop their own bylaws]</b>	PPCs	
Gr4RM02	Review, revise and issue circular on cost estimation preparation to ensure adequate participation/consultation in preparing new and rehabilitation irrigation projects Implementation	MARD, Ministry of Construction,  PPCs	2005
Gr1RM08 Gr1RM05 Gr5RM07	<b>Review Decree 143 and revise if necessary</b> Develop and issue multi-ministry <b>circular</b> on implementation of Decree 143 (replacing Circular 90)  Enforce Decree 143	MARD+MOF+MOC  PPCs, DARDs and IMCs, WUAs	
Gr5RM05 Gr1RM02	Review sanction framework for offences relating to irrigation systems Issue Government Decree	Government/ MARD	2004- 2005
Gr6RM16	Develop Government oversight guidelines. Establish “Ombudsperson”	??	
Gr2RM01 Gr3RM10 Gr4RM03 Gr5RM02 Gr5RM01	Review, develop and issue policies and guidelines on PIM implementation including devolution of irrigation system management + circular (Gr4) Define collaboration mechanisms for management organizations and farmers	MARD/MOF State Bank?	2005 2006
<b>Institutional and Management</b>			
Gr6RM01	Create “National Inter-Ministerial Task-Force” with working group/support unit in MARD and “open” technical advisory group <b>[note: open means with representation from all classes of major stakeholder]</b>	Initiated by Vice-Minister Water Resources	Within 2004, for 2 years
Gr2RM03	Finalize/adopt VN PIM Strategy toward 2015	MARD	End 2004
Gr6RM03	Issue formal PIM policy statement	Minister of Agriculture and Rural Development	
Gr6RM19	<b>Assess impact of PIM on IMCs. Define programs to assist IMCs to restructure as required under IMT.</b>	MARD DARDs	
Gr6RM05	Establish national and/or river basin network(s) of IMCs <b>[support annual workshops]</b>	MARD's PIM Support Unit and RBOs	2004
<b>PIM implementation</b>			
Gr1RM06	Conduct overall investigation and assessment of current status of <b>IMCs</b> with local participation <b>[Gr1 referred to ISs – I presume they meant IMCs]*</b>	MARD/Provinces	Dec-04
Gr1RM10 Gr6RM02	Evaluate existing <b>PIM</b> models throughout the country <b>[Review existing MARD study to see if adequate for this purpose]</b> Undertake national comprehensive review and evaluation of PIM experience in Viet Nam based on: typology, inventory, common methodology and set of indicators	MARD/Provinces  Design and steering by TAG and implemented under Support Unit	2005
Gr1RM07 Gr2RM02 Gr2RM05	Define roles and responsibilities of concerned institutions for PIM (central, provincial, district) Issue Government Decree Or Multi-ministry Circular	Government/MARD/ MOF	2004
Gr3RM01 Gr6RM22	Develop, appraise and issue socio-economic norms on management of irrigation systems	MARD and PPC	2004- 2005

	Standardize norms for maintenance		
Gr1RM09 Gr1RM03 Gr1RM04 Gr6RM11	Prepare guidelines for decentralization and establishment and operation of WUAs including membership, operation and management of WUOs including election system - Inception conference - Consultation on draft documents - Completion and issue of Guidelines - Regulation on financial management for PIM operation	PPCs DPCs DARDs  MARD MARD/MOF	6/2005
Gr2RM04	Define PIM implementation program for period 2005-2010	MARD	2004
Gr4RM04 Gr2RM07 Gr3RM07	Compile and issue provincial Decisions on PIM implementation with well-defined roles and responsibilities of related institutions/authorities	PPCs Provincial departments, agencies and district people's committee	2007
Gr2RM10 Gr1RM11	Establish and/or consolidate PIM organizations applying relevant PIM models in different regions	DPC, CPC, IC and other public associations	2006
Gr3RM06	Provide necessary technical, managerial, financial and training support to WUOs		
<b>HRD/Capacity Building</b>			
Gr5RM13	Prepare information and propaganda on PIM for dissemination through all public media	Central and local agencies	2004
Gr5RM03	Conduct discussion meetings for information of commitment among stakeholders	Farmers' Association and other agencies...	
Gr6RM04	Promote network of WUGs/WUAs/WUCs for information sharing	Support Unit, National and Provincial Farmer Associations, NGOs, DARDs	2004
Gr6RM14 Gr6RM15 Gr6RM21	Conduct training needs assessment for farmers, WUOs, IMCs and staff. MARD to develop a training curriculum which provinces then can adopt. Develop training modules.		
Gr3RM12	Compile inter-ministerial circulars and guidelines on HRD implementation [defining need for and approaches to training to be implemented by provinces.]	MARD/MOF/MOLISA	
Gr5RM04 Gr5RM14	Establish 5-year plans for training of trainers, new training and retraining Allocate training funds [in provincial budgets]	MARD, DARDs and MOF	2004-2010
Gr3RM14 Gr3RM11	Provide training to WUO staff and members on management, O&M and finance [Training should remain a provincial responsibility; ideally, training should be done by IMCs in the case of large systems]	DARDs/Ag Ext Centers/Provincial training college	2005+
Gr5RM06	Promote ownership in management of irrigation systems and farmers' participation in all stages of projects	Project management Units Central and local agencies	2004
Gr6RM06	Train design/consulting firms and IMCs in participatory design and knowledge [who will develop the training materials/ courses?]	Support Unit, VWRI, VIWRR, Universities, NGOs	
Gr6RM07	Integrate PIM and participatory approaches in water resources management and engineering curricula	Support Unit, Universities, MARD training institutes, Ministry of Education	2004
<b>Finance and ISFs</b>			
Gr3RM02	Develop financial and technical norms on management and O&M of irrigation systems [Note: perhaps too big a task within the PIM framework?]  MARD to develop framework for circulation to provinces	Provinces	Each province to set its own time frame before end 2004
Gr5RM12	Develop tax refund policy; issue circular and guidelines [need to define what tax – presumably GST?]	MOF, MARD	31 December 2004
Gr5RM11	Define current support/subsidy policies Survey, assessment to define support levels	IMCs and WUOs	2004
Gr6RM29	Identify the scale of incentives for WUOs [Note: ideally WUOs should determine this themselves]	Provinces	mid 2005 ??
Gr3RM09 Gr3RM15 Gr6RM27 Gr6RM28	Develop accounting, financial management and audit procedures and guidelines for WUOs for different regions  Develop instructions for maintenance of cash books and other registers	Provinces and their finance departments, monitoring boards and peoples inspectors (MARD to issue "instructions" to provinces) MARD/MOF	mid 2005 ??
Gr5RM10	Develop monitoring mechanisms for revenue collection and expenditure	Monitoring Board and People's inspectors and	Start in 2004 and

		farmers	on regular basis
Gr3RM16 Gr6RM23	Develop national guidelines for ISF determination [At present provincial authorities (PPC and DARD) set the ISF. Ideally, IMCs be responsible for setting the ISF; however, MARD and the provinces need to clarify the subsidy/ support entitlements ]	MARD and PPCs	
Gr3RM03	Prepare framework, develop regulations on water fees for each locality; MARD to issue “instructions” to provinces that for WUO managed systems, provincial/ local authorities/ districts should issue appropriate regulations suitable for local conditions; the instructions need to include some “guiding” principles. Define existing levels of subsidy for regular operation and for emergencies/disasters. Define ways that subsidies can be paid under PIM/IMT.	MARD, DARDs, PPCs	
Gr3RM04	Prepare guideline/circular on management and use of finance of WUOs in different areas	MARD/MOF/PPCs	
Gr3RM05	Develop detailed regulations on water fees for different management systems (IMC/WUO/Commune People’s Committee/State-owned Enterprise/Agricultural Cooperative)	PPC and DARDs	2004-2005
Gr3RM13	Establish a fund for major unpredicted repair of equipment and infrastructure. Initially undertake study of options	MARD/Farmers Union/ Insurance Companies	2006
<b>Data Monitoring and Evaluation</b>			
Gr6RM13	Benchmark performance <sup>al</sup>	IMCs/DARDs	
Gr6RM24	Prepare monitoring and evaluation indicators and guidelines.	MARD	
Gr2RM11	Assess and evaluate implementation results	MARD	2008
Gr6RM30	Review options for Hydraulic Boundary PIM 1. Hydraulic Boundary WUO 2. Water-user groups that federate to (eg.) secondary canal level 3. Corporatize IMCs with farmer representation on management board		
<b>Regional</b>			
Gr6RM09	Develop and conduct regional training programs	Asian Institute of Technology and other regional universities	2004
Gr6RM20	Identify countries for study tours [but perhaps too detailed at this stage]		
Gr6RM08	Promote regional information sharing/formal networks	MWRI?, INPIM, FAO	2004
Gr6RM10	Conduct bi-annual PIM conference	INPIM	2004
NOTES	Benchmarking performance involves: 1. defining sectoral standards of performance (eg, irrigation application, irrigation efficiency, O&M procedures etc) (the benchmark) 2. setting performance targets for a particular scheme based on the benchmark standards and the particular features of the scheme; and 3. assessing performance against those targets		

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**ANNEX 4 WORKSHOP EVALUATION**

At the end of the workshop, participants received evaluation sheets and were requested to complete them. A total of 50 evaluation sheets were collected, completed by 40 Vietnamese and 10 Regional/international participants. Similar responses have been grouped, and are summarized below.

**Question 1: What is your feedback on the workshop? eg, content, format, organization?**

Excellent and important workshop (20)  
 Overall content good to very good (20)  
 High level of participation (1)  
 Good presentations (1)  
 Program is good but too tight (4)  
 The fixed format/content presentations could be boring (1)  
 Time schedule needs to be better controlled/managed (3)  
 Workshop content is long (7)  
 Good simultaneous translation (1)  
 Workshop organization is good or very good (12)  
 Workshop materials reasonable and good (10)  
 Need workshop materials distributed in advance (1)  
 Need more representative materials from other regions/provinces (1)  
 Good information sharing among provinces/NGOs/regional countries (1)

**Question 2: Did you think the focus group approach was useful for problem analysis? How could it be improved?**

Very good approach for problem analysis, everyone can express their feelings/views (41)  
 More description by facilitator of focus group process required (7)  
 More time needed for discussion, not enough time to discuss problems (4)  
 Good division of focus groups (3)  
 Needs more focus for easier and more effective discussions (1)  
 Needs smaller groups (2)  
 Vietnamese participants should have been included in international group (2)

**Question 3: Are there any key points which you want to say to the workshop organizers or anything you haven't had a chance to say today?**

No comment (4)  
 Multi-commune PIM models are very effective, but received not enough attention and supports from the local government (1)  
 Need to have PIM workshop like this every year or every two years (4)  
 Workshop perfectly organized (2)  
 There should be a review of workshop outcome and report to MARD and to have immediate actions (4)  
 Limited per diem and/or social-cultural support for participants ((2)  
 Needs workshop report distributed ASAP (6)  
 Needs study visits provided in the workshop program (4)  
 Needs more concerns on the private investment/ operation of irrigation structures (1)  
 Needs to have PIM information through various mass media (1)  
 Needs a reception to be provided for better/ closer contacts and exchange among participants (1)  
 Needs more time for discussion during plenary sessions (3)  
 Needs more representatives of central/ provincial governments (1)

