

ZHAO TONG COMMUNITY DEVELOPMENT PROJECT

Evaluation of the Second Phase (2005-2007) EVALUATION REPORT May 2007

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SUMMARY

The Zhao Tong Community Development Project is a very successful project and has achieved its goals and objectives. The government officials involved in the project are enthusiastic and show a high degree of involvement and commitment to the project, as well as exhibiting good team dynamics. In terms of stability, the Zhao Tong CDT project is one of the best ones being funded through Xincon, with only a few of the government workers having changed positions since the start of the project in January 2001. In addition, there is good cooperation between the different government departments, and both the Women's Federation and the Poverty Alleviation Office have strong leadership with a clear sense of who is in charge and the need to accomplish the tasks at hand. The government workers tend to be very open minded and receptive to new ideas and moreover, apply what they learn. The net result, is that the government team appears to have transferred the values and lessons of the project to the villagers themselves.

In light of those comments, there are two main recommendations for the project:

- The Need for Strategic Planning for the future, and;
- The Need to Develop an Exit Strategy

1. Strategic Planning

There is a need for the stakeholders in the project to do some **Strategic Planning** to decide about future work. Most specifically the strategic planning needs to be done at the level of the donors and the project consultants (i.e. Xincon). The main objectives for doing the strategic planning are:

- ✚ To get a clearer understanding of the social, political, economic and environmental issues currently facing China both for the rural and urban context;
- ✚ To get a clearer understanding about the fundamental issues surrounding rural community development and the causes of poverty;
- ✚ To get a clearer understanding of the underlying beliefs and values of the stakeholders in the project (donors, consultants and government partners), and so;
- ✚ Get a clearer understanding about how those beliefs and values effect the type of project that is done and therefore;
- ✚ How the projects should be implemented, and;
- ✚ Who should implement the projects.

2. Development of an Exit Strategy

It is clear from the success of the project over the last 5 to 6 years, that all of the stakeholders in the Zhao Tong CDT project have had a common goal and objective; that of alleviating poverty in rural parts of Zhao Tong prefecture and creating a community development project. However, since neither the project nor the local government have developed a clear definition of poverty or community development, then it seems to be very difficult to say when the project should withdraw from a particular village or even stop altogether. In other words, the project has not developed an **exit strategy** and it needs to do so. There are two things which may help the project know when to exit a community:

- ✚ Develop a clear definition of poverty & community development, and;
- ✚ Develop a clear understanding of the roles and responsibilities of the project stakeholders.

Ultimately, the stakeholders needs to aim to be implementing SMART projects i.e. projects in which the goals are **Specific, Measurable, Attainable, Realistic and Time Bound**.

The following is a summary of the evaluation results in accordance to the criteria set out in the terms of reference:

| TERMS OF REFERENCE EVALUATION CRITERIA | RESULTS |
|---|---|
| 1. Evaluate the Results of the Project: <ul style="list-style-type: none"> Is it reasonable to say that the short term and long term goals of the project have been met? Has the project had the expected consequences? Have there been unexpected or unfortunate consequences? | <p>The main goals of the Zhao Tong Community Development Project are:</p> <ul style="list-style-type: none"> To reduce poverty in selected townships of Zhao Tong prefecture, as well as improve the environment and educational levels of the people and through this, improve the general living conditions of the people. To establish a community based training program in Zhao Tong prefecture. <p>From the evidence accumulated during this evaluation, it would be true to say that the project has achieved the above goals.</p> <p>Yes. The tasks that were described in the proposals were all carried out to a high standard and the objectives appeared to have been met.</p> <p>None of any note.</p> |
| 2. Evaluate the Goals and Objectives of the Different Partners linked to the Project: <ul style="list-style-type: none"> Assess the role of the Zhao Tong Poverty Alleviation Office; Assess the role of the Zhao Tong Women's Federation; Assess the role of Xincon, and; | <p>The Zhao Tong PAO are the main government partner in the project. Apart from the agreements made directly with them, their main role is to distribute the funds from Xincon and make sure that the activities in the proposals are implemented.</p> <p>The main roles of the Zhao Tong Women's Federation in the project are administration and training.</p> <p>The main role of Xincon in the project is to channel funding from Norway, report on progress to the donors, review the project proposals, monitor and evaluate the projects and ensure that the projects are being implemented correctly in accordance with the proposals.</p> |
| 3. Other Aspects to be Evaluated <ul style="list-style-type: none"> Sustainability: Has the project had good enough focus on sustainability and will the training continue after the project ends? Local Competence: Has the project built local competence? National / Local Plans: How to the goals and results of the project compare to the plans and strategies of the local and national government? | <p>Much of what has been taught to the government officials at Prefecture and Township level is being put into practise. This is especially true of the former leader of the training station in Pan He Xiang, Li Wen Jiang. Li Wen Jiang has changed positions since the start of the project and now works in another township, but is still employing the participatory techniques that he was taught through the project. The one question over sustainability is the fact the project is paying for most of the operational costs of the training stations. In truth, if the government value the training, they should finance the training stations themselves.</p> <p>Across the board, it would be true to say that the project has built local competence.</p> <p>Without knowing details of the local and national plans of the government, this would be hard to evaluate. However, since the project is being implemented by local government at prefecture, township and village levels, it would be unlikely that the project is working against local and national government policies.</p> |

Table 1: Summary of Evaluation in Accordance to the Terms of Reference

PART I: GENERAL INFORMATION REGARDING THE EVALUATION

1. Introduction

The Zhao Tong Community Development Project is a project jointly supported by the Norwegian Lutheran Mission (NLM) and NORAD. The project started in January 2002 with a 3 year development plan (January 2002 to December 2004). At the end of that first phase, the project received an evaluation which stated that the project should continue and plan for another 3 years, starting from January 2005 and finishing in December 2007. Hence, the project is now coming to the end of its second three year phase and needs another evaluation. This report details information about the evaluation of the second phase which was carried out at the end of May 2007 by a Xincon appointed team.

2. Methodology

The evaluation team used a variety of methods to evaluate the project, namely; review and discuss all project documentation, visit the project sites and have informal talks with all of those involved in the project. The evaluation team also carried out some participatory exercises with the local government workers involved in implementing the project (members from Zhao Tong Women's Federation, Zhao Tong Poverty Alleviation Office, Pan He Xiang Township Government and Qing Gang Ling Township Government), the Project Manager (Wang Qing Song from Xincon) and the Xincon Consultant (Jan Dalhaug). The participatory assessment activities (PAA) were used to verify the data in the reports, gain relevant information for the site visits, observe the interaction of the project manager and the government workers during the group exercises, gain insights into the challenges and hopes of the project team and to give all of those involved in the project an opportunity to express their fears and hopes, as well as gain a clearer understanding of the issues facing the project.

3. Evaluation Team

In December 2006, Xincon Consultants started to contact people with the purpose of putting together an evaluation team who would be able to carry out two evaluations; one in Yuan Yang and the other in Zhao Tong. The Yuan Yang Evaluation was carried out in March 2007 by three independent experts. For the Zhao Tong Evaluation, a fourth member was added. Consequently, the team consisted of four people, all living and working within China, BUT who had not had any previous involvement with the project. The evaluation team co-ordinator was Michael Walmsley. Details of the four members are included in the table below and resumes are included in the Appendix:

| Name | Nationality | Profession / Field of Expertise | Current Employer |
|------------------|--------------------|--|--|
| Michael Walmsley | British | Civil / Water Engineer, Community Development / Training and Development | Jian Hua Foundation, (Consultant) Tianjin, China |
| Zhao Bin | Chinese | Environmental Engineer, Community Development / Training and Development | Jian Hua Foundation (Projects Assistant), Tianjin, China |
| Ailing Zhuang | Chinese | Capacity Building of NGO and Training Consultancy | MPO Development Centre (CEO), Shanghai, China |
| Stella Lone | Chinese | Community Development / Needs assessment, design, implementation, and evaluation of the projects relevant to economic development. | World Vision (Consultant), Yunnan & XinJiang |

Table 2: Details of the Evaluation Team

4. Terms of Reference

In May 2007, terms of reference were drawn up by Xincon Consultants and issued to the evaluation team members. The evaluation team adhered to the terms of reference and the results are included in this report.

5. Evaluation Schedule

The following plan was drawn up and followed during the evaluation of the Zhao Tong Community Development Project:

| DAY | DATE | MORNING | AFTERNOON | EVENING |
|-----|--------------------------------------|---|--|---|
| 1 | Friday 25 th May 07 | Outside evaluation members travelled to Kunming. | 2pm: Met at Xincon office in Kunming and made introductions of team members and Xincon staff. The overall goals and objectives of the evaluation were looked at and the project documents were gathered. Those present were Mike Walmsley, Zhao Bin, Jan Dalhaug and Ai Ling Zhuang. . | |
| 2 | Saturday 26 th May 07 | Breakfast Meeting of entire team with Jan Dalhaug and family. | Evaluation Team Reviewed the Documents and Planned the PAA day | Rest |
| 3 | Sunday 27 th May 07 | REST | | |
| 4 | Monday 28 th May 07 | Travelled to Zhao Tong Prefecture by plane and arrived midday. | Met with government officials and had lunch together. | Planned the PAA for the following day |
| 5 | Tuesday 29 th May 07 | Participatory Assessment Activities: the government officials and associated people met for a day of participatory activities (mapping, problem line, etc) aimed at gathering information about the project and the project team. | | Dinner with Zhao Tong Government Officials (Women's Federation and PAO, etc.) |
| 6 | Wednesday 30 th May 07 | Site Visit to Le De Gu Village | Site Visit to Women's Federation Training Station in Zhao Yang City | Dinner in Zhao Yang City |
| 7 | Thursday 31 st May 07 | Site Visit to Leng Jia Ping | Site Visit to Pan He Xiang Training Station and You Zhao Fang Village | Dinner in Zhao Yang City |
| 8 | Friday 1 st June 07 | Evaluation Team assessed information and came up with initial conclusions and recommendations. | | Presentation of initial findings to Project Team. Dinner with project team. |
| 9 | Saturday 2 nd June 07 | Returned to Kunming and arrived midday. | | |
| | End June 07 | Submission of Final Evaluation Report put back to the end of June 2007. | | |

Table 3: Schedule for the Evaluation of the Second Phase of the Zhao Tong CD Project

6. Feedback Session

On the last day of the evaluation, the Evaluation Team spent the morning reviewing all of the project documents, results from the participatory assessment activities and notes from the site visits. After making some initial conclusions and recommendations, the Evaluation Team then spent time presenting that information to the Zhao Tong Government Representatives, the Project Manager and the Xincon Consultant. The results of that summary are included in PART IV of the report.

PART II: PROJECT INFORMATION

The following section is a summary of the project in terms of location, background and activities. The information in this section was gained from documents supplied by Xincon, as well as from the site visits during the May 2007 evaluation.

1. Introduction

The Zhao Tong Community Development Project is a project jointly supported by the Norwegian Lutheran Mission (NLM) and NORAD. The project was initiated by Mr Yan, a Zhao Yang Government Official and this led to a feasibility study in 1999 and some initial training by the Kunming Medical University with township government. This resulted in an application for funding to NLM and the development of a three year plan. The project then officially started in January 2002 and completed its first three year phase in December 2004. During the first phase, the project worked in the township of Pan He Xiang with two villages which were recommended by the local government. The villages were Leng Jia Ping and Xing Hua. The focus for the first phase was on poverty alleviation for the socially disadvantaged, with the specific aim of improving education, supplying clean water, improving the environment and providing training. Thus, the project also established two training stations; one in Zhao Tong city at the Zhao Tong Women's Federation headquarters and the other in Pan He Xiang Town at the township government offices. The training station in Zhao Tong focused on vocational training for women, HIV Aids prevention and awareness and other domestic / family issues. The training station in Pan He Xiang was established towards the end of the second phase and was headed up by Mr Li Wen Jiang (Pan He Xiang Party Committee Discipline Section Head) and consisted of a team of 5 local government officials and around 51 local volunteers. During the first phase, Mr Li Wen Jiang became a real advocate for the project and caught on to the idea of the participatory style learning methods, which were used by the Xincon appointed trainers (specifically Raewyn Chirnside and her team from the Kunming Medical University).

Within the villages, the specific project activities carried during that first phase were as follows:

| Location | Project Activity |
|--------------------------------------|---|
| <u>Pan He Xiang Township:</u> | |
| Leng Jia Ping | Primary School Construction Supply of Electric Wire and Poles Road Repair (12.5km) Construction of a Clinic Energy Saving Stoves Basketball Court |
| Xing Hua | Drinking Water Supply Teaching Equipment & Facilities Terracing Walls Goat Raising & Pens Women's Club Pilot Biogas Units (4 units) Medical Equipment Agricultural Equipment School Equipment |

Table 4: List of Activities in Villages During First Phase

In March 2004, the project was subject to an external evaluation which was carried out by two people. The evaluation concluded that the project was reaching many of its objectives and should plan for a second three year phase, but with a greater emphasis on training. This second phase started in January 2005 and is set to finish in December 2007.

The local partnering organization for the project is the Zhao Yang Poverty Alleviation Office (PAO), whose main office is in Zhao Tong City. PAO is a government agency established by the local Zhao Tong government and works on community development projects in the poorer areas of Zhao Tong prefecture. Hence, the project works at a prefecture, county, township and village level. The program also works closely with the Zhao Tong Women's Federation (WF), specifically in the areas of training and micro credit.

2. Project Goals

The main goals of the Zhao Tong Community Development Project are:

- ✦ To reduce poverty in selected townships of Zhao Tong prefecture, as well as improve the environment and educational levels of the people and through this, improve the general living conditions of the people.
- ✦ To establish a community based training program in Zhao Tong prefecture.

3. Project Scope

The Second Phase of the Zhao Tong Community Development Project is involved in five main areas of work and those are namely:

- ✦ Environmental, Energy and Water Projects;
- ✦ Education Projects;
- ✦ Training and Workshops on Community Development;
- ✦ Establishment of a Community Development Forum in Zhao Tong, and;
- ✦ Development of a District Level Plan for Community Development in Zhao Tong Prefecture.

The project presently carries out the above activities in two main townships, that of Pan He Xiang and Qing Gang Ling. Within those townships, the project works specifically within 3 villages: You Zha Fang and Leng Jia Ping (in Pan He Township) and Luo De Gu Village (in Qing Gang Ling Township).

4. Project Location

Zhao Yang Prefecture is located in north east Yunnan and can be accessed by road or plane. Pan He Xiang Township is located about 33 km north of Zhao Tong City. The total area is 153.9 km². Pan He Xiang is a very mountainous region, ranging from 3,198 meter to 1,740 meters above sea level. The cultivated area is 22,470 mu (15 km²). The population of Zhao Yang Prefecture is 5,081,400 and the population growth is around 62,500 per annum. Qing Gang Ling Township is also located 23 km north of Zhao Tong City. The total area is 112.5 km² and its population is 24,960 of which 7,188 are minority



Map 1: Map of Zhao Yang Prefecture and Project Site Locations

5. Project Target Groups

The minority populations of Zhao Yang Prefecture are about 10% of the total population and the largest people groups (apart from the Han) are Miao, Yi, Hui, and Bai. The project works with all of these people groups. The target groups are therefore those who are poor and disadvantaged.

6. Project Activities

At the date of the evaluation for the second phase, the project was involved in the following activities:

| Project Activity: | Education | Environment, Energy & Water | Health | Community Based Development Training | Capacity Building and Leadership Training for Local Government |
|--|--|--|----------------------------------|---|--|
| Project Location: | | | | | |
| Zhao Yang City Women's Federation Office, Training Station | | | Training on HIV aids prevention | CDT modules | Training Women's Federation in participatory style training and other subjects |
| Qing Gang Ling Township | None | | | | |
| Le De Gu Village | Teaching facilities | Water Cellars, Biogas, Road repair. | | CD Training, Establish a women's club | |
| Pan He Xiang Township, Training Station | | | | CD Training (30 subjects), establish a women's club | |
| You Zha Fang Village | Primary School Expansion, Teaching facilities. | Biogas, Drinking water supply | Medical equipment and facilities | CD Training (30 subjects), establish a women's club | |
| Leng Jia Ping Village | | | | Micro-credit scheme | |

Table 5: List of Activities in Project During Second Phase

7. Project Budget

According to the development plan for 2005 to 2007, the total budget for the project was:

| Year | US Dollars (US\$) | CNY (RMB) |
|-------------|--------------------------|------------------|
| 2005 | 100,726 | 832,000 |
| 2006 | 97,942 | 809,000 |
| 2007 | 73,850 | 610,000 |

Local materials and non-skilled labor were to be provided by the beneficiaries and therefore not included in the budget above. Additional funds needed for the project were supposed to be provided by the local partners.

PART III: EVALUATION RESULTS

The following section of the report details information gathered by the evaluation team:

1. Participatory Assessment Activities

On Tuesday 29^h May 2007, the evaluation team invited those people who were or are presently involved in the project to take part in some participatory activities designed to gain information about the project. A total of 15 project related people were present (see 2.2) in addition to the 4 members of the evaluation team. The details and results of the participatory assessment activities used during the evaluation are as follows:

1.1 Ice Breaker

| | | | |
|--------------|---|--------------|-------|
| Facilitator: | Ailing Zhuang | Time Start: | 09:00 |
| Scribe: | Mike Walmsley | Time Finish: | 09:20 |
| Description: | Each participant was given a paper clip and a piece of paper. They were given 30 seconds to think of as many ways of using the paper clip as possible (apart from pinning paper together) and then write them down. The facilitator asked the group to share and discuss. | | |
| Objective: | “An Icebreaker” to reduce the formality of the occasion and allow the participants to begin to behave as they would in normal circumstances. To allow all present a chance to get to know one another. This particular activity was to draw out the principle that people can have much more wisdom and achievements as a team than as individuals. | | |
| Results: | Only two participants came out with 4 ways of using a pin, no one came up with more than 5 ways, but as a group they came up with at least 15 different ways. Everyone appeared interested and relaxed. | | |
| Conclusions: | The point of the exercise was achieved, in that participants realised that collectively people can come up with many more ideas and solutions to a problem than as individuals. | | |

1.2 Introductions

| | | | |
|--------------|--|--------------|-------|
| Facilitator: | Ailing Zhuang | Time Start: | 09:20 |
| Scribe: | Zhao Bin | Time Finish: | 09:30 |
| Description: | Participants included all those present (Xincon Staff, Project Staff and the Evaluation Team Members). The participants were each handed a piece of paper and told to write down their name and title, as well as their role in the project. Each person was then asked to stand up and introduce himself/herself, and put the piece of paper down on a big sheet of paper in the middle of the room representing where they were sitting in the room. | | |
| Objective: | To allow all present a chance to get to know one another. To get information of participants so it can be used by facilitators as a reference during the rest of the day. | | |
| Results: | <p>Personal information was shared and recorded about name, job and roles in the project.</p> <ul style="list-style-type: none"> ✚ Li Wen-jiang, Vice Party Secretary of Tianba Township, former leader of the training station in Panhe Township; ✚ Jiang Zhong-kui, Vice Party Secretary of Panhe Township ✚ Ji Xu, member of training team in Panhe Township ✚ Lu Bo, Zhao Tong PAO ✚ Zhao Ze-yun, Secretary of Party Discipline Committee of Qinggangling Township ✚ Li Wen-jiao, Director of Qinggangling PAO ✚ Ma Min-tuan, Director of Zhao Yang PAO ✚ Ma Chang-min, Vice Director of Zhao Yang PAO ✚ Chen Ying, Chairwoman of Zhao Yang Weman's Federation (WF) ✚ Peng Ming-ying, Zhao Yang WF worker ✚ Long De-qin, Zhao Tong WF ✚ Ma An-shun, Vice Director of Zhao Tong PAO ✚ Yan Su, Zhao Yang PAO ✚ Wang Qing-song, XinCon ✚ Jan Dalhaug, XinCon | | |
| Conclusions: | There was a very good representation from the local government of those involved in the project. | | |

1.3 Rules

| | | | |
|--------------|---|--------------|-------|
| Facilitator: | Stella Lone | Time Start: | 09:20 |
| Scribe: | Mike Walmsley | Time Finish: | 09:30 |
| Description: | Participants included all present. Participants were asked what rules they would like to abide by during the evaluation process. The whole group then agreed to abide by those rules. The rules were written down on a large piece of paper and put on the wall of the training room. | | |
| Objective: | The “rules” is a useful tool to use when disagreements arise or where there is tension between individuals. Since they are cooperate, it also makes everyone accountable. | | |
| Results: | <p>The following rules were developed by the those participating:</p> <ol style="list-style-type: none"> 1. No smoking in the room; 2. Don't want to waste time; stick to the schedule; 3. Mobile / Cell phones to be turned off during the sessions; 4. Learn to listen to others, respect everyone's opinion; 5. Everyone should take an active role in the activities, speaks out opinions; Different point of views should be encouraged; 6. All should be equal. | | |
| Conclusions: | During the day's activities most people did actually adhere to the rules. | | |

1.4 Hopes and Expectations for the Evaluation

| | | | |
|--------------|--|--------------|-------|
| Facilitator: | Stella Lone | Time Start: | 09:30 |
| Scribe: | Mike Walmsley | Time Finish: | 09:50 |
| Description: | Participants were given small pieces of paper and asked to write down their hopes and expectations for the evaluation. Participants were then asked to present those hopes and expectation to the group and as they did, the expectations were written on a large piece of paper which was then displayed on the wall. | | |
| Objective: | To start the participants focusing on the project and the evaluation process. To help the evaluation team begin to get an idea of how the project staff view not just the evaluation, but the project itself. To help the project staff understand the purpose of the evaluation, i.e. to help them see their work in a clearer way, as well as understand the donor's expectations. | | |
| Results: | <p>The following were the hopes and expectations of those participating in the evaluation:</p> <ol style="list-style-type: none"> 1. Key issues and their solutions to be identified; <ul style="list-style-type: none"> Existing challenges and problems will be identified, as well as their best solutions; To discuss issues regarding the sustainability of the project; To identify the real meaning of the project; To analyse the strengths and weaknesses of the project objectively; To get an X-ray of the project and learn from it; To have a deeper understanding of the project and the people in order to help the project wisely; To recognize the positive changes which have occurred in the community, and; To learn about project implementation from those doing the evaluation. 2. To learn; <ul style="list-style-type: none"> To learn new skills and tool that can help future project work; To learn more participatory evaluation skills; 3. There will be good atmosphere at the evaluation. <ul style="list-style-type: none"> To get to know each other. | | |
| Conclusions: | There appeared to be a clear idea about why the project was being evaluated and an goal of the evaluation team was to help the project reflect on what it had achieved and prepare for the future. | | |

1.5 Mapping: Present Day

| | | | |
|--------------|---|--------------|-------|
| Facilitator: | Mike Walmsley & Stella Lone | Time Start: | 10:00 |
| Scribe: | Zhao Bin | Time Finish: | 11:00 |
| Description: | Participants were given the task of creating a map of the project area on the floor of the training room using objects provided by the evaluation team. The map was used as a reference during the other activities. The map included details such as the location of district centres, main roads, minor roads, project village locations, approximate population in each village, village ethnicity, etc. The participants also noted the different activities funded by the project in each of the villages and townships (i.e. education, health, water, etc.). | | |
| Objective: | To verify the data in the reports with regard to project location, project activities, village and people group details, etc. To observe how the team tackle a simple task and work together to achieve that task. To assess the government workers' first hand knowledge of the project. To produce a visual picture of the project which can be used as a reference during the other activities. | | |
| Results: | A copy of the map produced during this exercise is included on the following page (Figure 2) and a larger version in the Appendix. | | |
| Conclusion: | There was a good deal of involvement and cooperation during the making of the map. Nearly all of the participants had some knowledge of the project and although some were more active during the mapping exercise than others, it was clear that everyone had a clear idea about what the project had achieved and what was currently being implemented. | | |

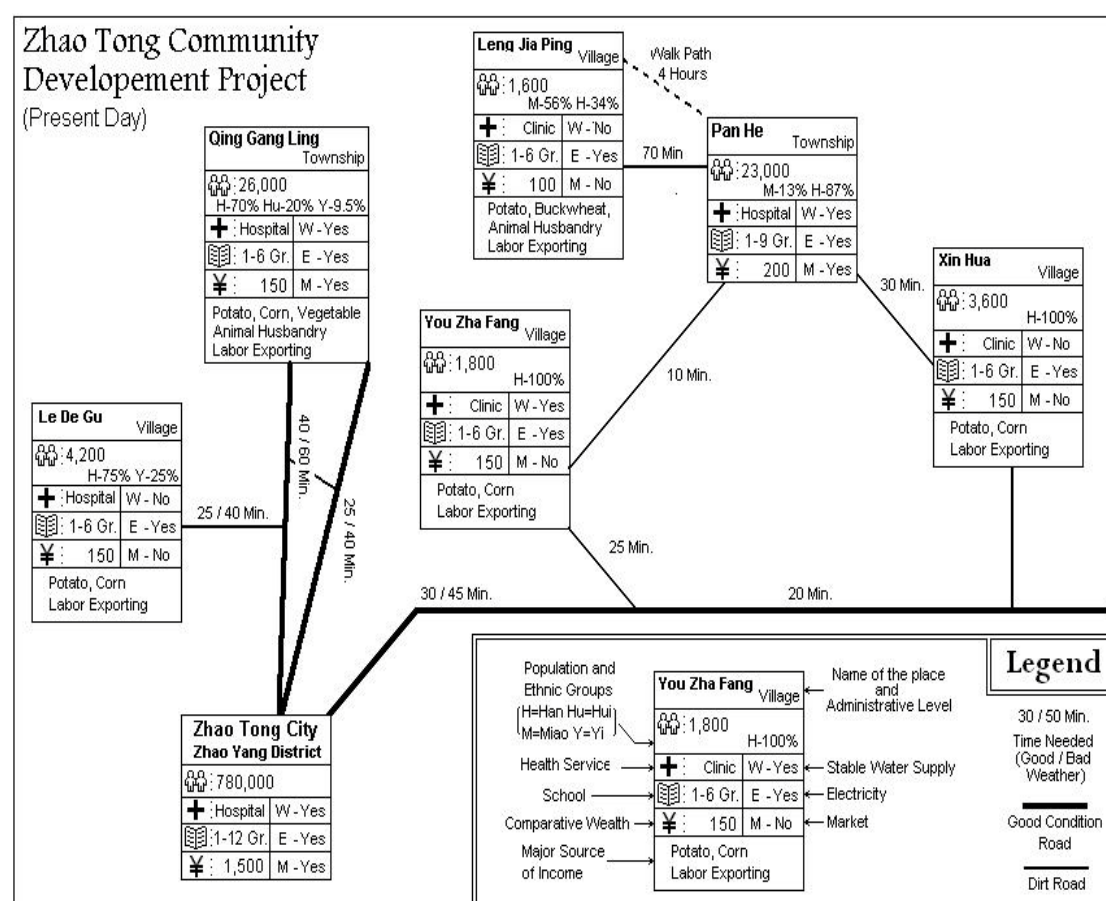


Figure 1: Results of Mapping Exercise: Present Day

1.6 Value Line

| | | | |
|-------------------------|--|-----------------------------|----------------|
| Facilitator: Scribe: | Ailing Zhuang Mike Walmsley | Time Start: Time Finish: | 11:10 11:25 |
| Description: | A line was drawn on the ground in the middle of the room. Participants were then asked to write down two aspects of the project which they felt were of value. One value was written on one piece of paper. Participants then took turns to talk about that value and laid it down on the line. The facilitator helped draw out the issues and helped the participants categorize the values. | | |
| Objective: | To focus the project manager and government workers on the positive aspects of the project. To help the evaluation team understand where the project peoples' passions lie and what their value system is like. To help the project people see what the project had achieved. | | |
| Results: | <p>The results were as follows:</p> <p><u>Most successful aspects of the project:</u></p> <ul style="list-style-type: none"> ✚ PRA training, specifically primary health care training, and appropriate skills training for women; 11 ✚ Micro-credit; 5 ✚ Biogas; 5 ✚ Road construction; 4 ✚ Water cellar; 3 ✚ School, and; 3 ✚ Clinic. 2 <p><u>Aspects of the Project Which had the Biggest Impact:</u></p> <ul style="list-style-type: none"> ✚ Change of villagers: from negative request to positive participation, e.g. in Le De Gu Village the villagers dug 7 water cellars using their own resources; 8 ✚ Improvement in the people's capacity i.e. learning to be accountable to others, helping each other build better environment and livelihood; 4 ✚ Increase of income; 4 ✚ Improvement of the villagers' living environment; 3 ✚ Increase in trust by the villagers towards the government; 1 ✚ Building up a team of PRA trainers, and; 1 ✚ Decreasing the alienation of the villagers with the outside world due to the construction of the road (Leng Jia Ping Village). 1 | Votes | |
| Conclusions: | Usually, getting government officials to value training above tangible projects is very hard, but the enthusiasm for the participatory training and its consequence use in the project were a very encouraging sign that was taught was valued. | | |

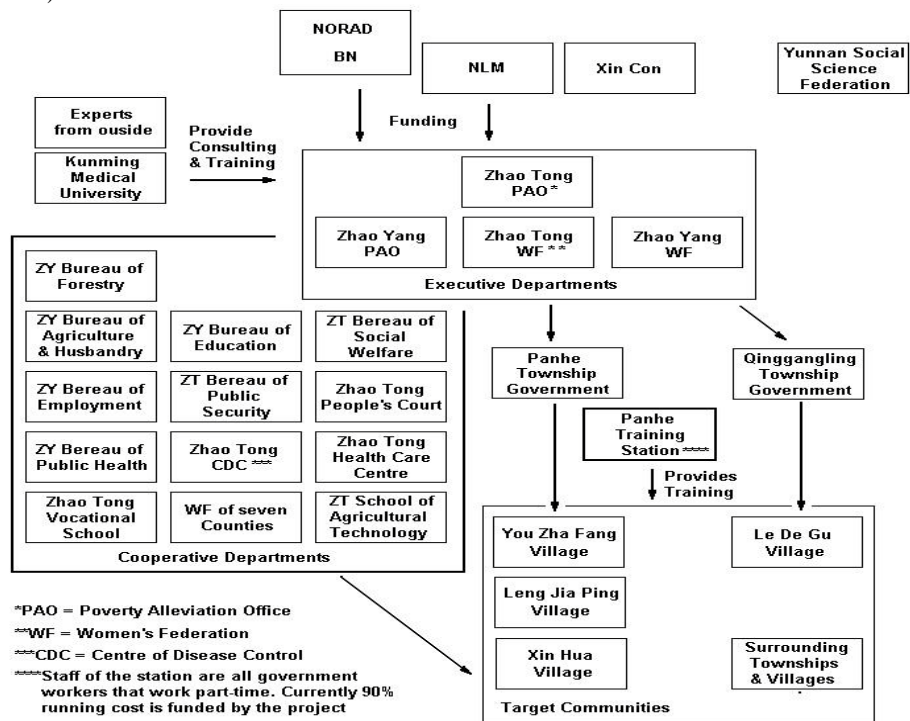
1.7 Problem / Challenge Line

| | | | |
|-------------------------|--|-----------------------------|----------------|
| Facilitator: Scribe: | Ailing Zhuang Mike Walmsley | Time Start: Time Finish: | 11:25 11:45 |
| Description: | As with the value line, but instead of values, participants had the chance to express what they saw as the biggest problem or challenge facing the project. Participants were also asked to weight the challenges according to which they felt was the most important. | | |
| Objective: | To give the project staff the chance to express their frustrations and /or limitations with regard to project. To enable the evaluation team to understand how the staff view problems, i.e. are the problems due to relationships, lack of resources, lack of training, etc. | | |
| Results: | <p>The results of the challenge line are as follows:</p> <ul style="list-style-type: none"> ✚ Change of villagers mind, attitude and behaviour in participation; 22 ✚ Lack of proper knowledge and capacity of planning, budgeting and implementation; 20 ✚ Lack of funding and transportation; 12 ✚ Lack of human resources (trainers of PRA and trainers of appropriate technology skills), and; 5 ✚ Inflation of currency. 5 | Vote: | |
| Conclusions: | Interestingly, the greatest challenge of a change of attitude amongst the villagers was also one of the top scoring achievements of the project i.e. the project succeeded in changing the villagers attitude. This did not seem to be a contradiction, but rather a reflection on the challenges and unpredictable nature of community development and working with people. The second most important challenge seems to be a recognition by government that it needs to improve its skills in project development and planning. This is a key area for growth and if training in this area were provided, would greatly increase the capacity of local government. | | |

1.8 Married to the Project?

| | | | |
|--------------|---|--------------|-------|
| Facilitator: | Stella Lone & Mike Walmsley | Time Start: | 15:50 |
| Scribe: | Zhao Bin | Time Finish: | 16:40 |
| Description: | <p>Two activities were used during this exercise.</p> <p><u>Activity 1:</u> A scale of behaviour was presented to the participants, such that one extreme was “Achievements” and the other was “Relationships”. The scale described which aspect people feel are more important, i.e. are you goal / achievement orientated or people / relationship orientated. In general, men are more achievement orientated and women more relationship orientated. The scale was as follows, although the dividing line was moveable:</p> <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px 0;"> Achievement ← → Relationship </div> <p>Participants were asked to consider their response to a certain scenario (e.g. someone interrupting at work with a personal problem when you have an important report to write) and were then asked to determine whether they were achievement or relationship orientated.</p> <p><u>Activity 2:</u> The three stages of marriage were described to the participants, that of: HONEYMOON, DISENCHANTMENT and MATURITY & DIFFERENTIATION. The scenario was then taken to the project and the room was used as a scale of measure. One end of the room described people who feels like they in the honeymoon stage of the project (everything about the project is great), the middle of the room described those who in the disenchantment stage of the project (I can only see bad things about the project) and the other end of the room described those who had an attitude of maturity and differentiation towards the project (I recognise the problems that we have, but know that if we work together, we can overcome them).</p> | | |
| Objective: | To help the participants understand that their personalities effects the way they work and that their work colleagues and the villagers will also have different priorities, according to their own nature. The exercise was also aimed at understanding the general feelings that project staff had towards the project. | | |
| Results: | <p>Generally, in western society women are relationship orientated and men are task or achievement orientated. In general, Chinese society is far more relationship orientated, regardless of whether they are a man or a woman. However, the surprise for this activity was that most of the women in the group (all representing the women’s federation), considered themselves to be more achievement orientated. The men generally indicated that they were more achievement orientated, but quite a few answered in a very pragmatic way, explaining that their responses would depend on their circumstances and who the person was.</p> <p>For the second activity, the response was that most of the people had a mature attitude towards the project. Two people stood in the middle of the room and explained that they were new to their jobs and felt overwhelmed by the responsibilities and therefore felt quite negative. One person stood in the honeymoon area and explained that they were also new to the project, but had heard such great things about the project and had not discovered anything to contradict that.</p> | | |
| Conclusions: | There are some very strong characters within the government workers involved in the project, the strongest of which are from the women’s federation. On the one hand, this has lead to strong directional leadership, but on the other hand this style of leadership (and the predominantly achievement orientated personalities in the women’s federation) could result in the project activities being determined at the prefecture government level, rather than the village level. | | |

1.9 Organisational Structure of Project

| | | | |
|--------------|---|--------------|-------|
| Facilitator: | Stella Lone | Time Start: | 17:00 |
| Scribe: | Mike Walmsley | Time Finish: | 17:30 |
| Description: | The project manager, government workers and Xincon representative were asked to write down on pieces of paper, all of the organizational bodies or institutions involved in the project. They were then asked to arrange the organizations and institutions in order of importance or authority. After this was done, the names of the main players were added to the organizations and the connections between the different organizations and institutions were defined. | | |
| Objective: | To determine the organizational / management structure of the project and compare the results with those recorded in the project reports. To see how the project staff view their own role and the role of Xincon, the donors, other government departments, etc. | | |
| Results: | <p>The results of this activity are illustrated below (but is also included in the Appendix at a larger scale).</p>  <p>Figure 2: Organisational Structure of Project</p> <p>The diagram illustrates the organizational structure of the project. At the top, funding is provided by NORAD BN, NLM, and Xin Con. Yunnan Social Science Federation provides consulting and training. Experts from outside (Kunming Medical University) also provide consulting and training. The central core consists of the Zhao Tong PAO*, which oversees the Zhao Yang PAO, Zhao Tong WF**, and Zhao Yang WF. Below this are the Executive Departments, including the ZY Bureau of Forestry, ZY Bureau of Agriculture & Husbandry, ZY Bureau of Education, ZT Bureau of Social Welfare, ZY Bureau of Employment, ZT Bureau of Public Security, Zhao Tong People's Court, ZY Bureau of Public Health, Zhao Tong CDC***, Zhao Tong Health Care Centre, Zhao Tong Vocational School, WF of seven Counties, and ZT School of Agricultural Technology. These departments are supported by Cooperative Departments. The structure then flows down to Target Communities, including Panhe Township Government, Qinggangling Township Government, Panhe Training Station****, You Zha Fang Village, Leng Jia Ping Village, Xin Hua Village, Le De Gu Village, and Surrounding Townships & Villages. The Training Station provides training to the villages. A legend at the bottom explains the abbreviations: *PAO = Poverty Alleviation Office, **WF = Women's Federation, ***CDC = Centre of Disease Control, and ****Staff of the station are all government workers that work part-time. Currently 90% running cost is funded by the project.</p> | | |
| Conclusions: | Although this project's organisational structure is as complex as the ones in Yuan Yang and Yan Yuan, there is a feeling of cooperation and companionship amongst the different government departments which seems to make the whole structure work very well. This is complemented by the fact that there is a lot of stability in the government positions, so that only two people had changed positions during the lifetime of the project (compared to 90% in Yuan Yang). There was also a sense of common vision amongst the government workers involved in the project. | | |

1.10 Mapping: Pre-Project

| | | | |
|--------------|---|--------------|-------|
| Facilitator: | Mike Walmsley & Stella Lone | Time Start: | 17:30 |
| Scribe: | Zhao Bin | Time Finish: | 17:50 |
| Description: | Participants were asked to return to the map of the project area and consider the project sites before the project started in 2002. They were then required to change or remove elements (both project and non-project related) of the present map which were not there before the project. | | |
| Objective: | To help the project team visualise the impact of change brought about both by the project and other factors. | | |
| Results: | A copy of the map produced during this exercise is included on the following page (Figure 4) and a larger version in the Appendix. | | |
| Conclusion: | The participants were again very active in this exercise and were surprised by the changes which had taken place in the 5 years since the project began. | | |

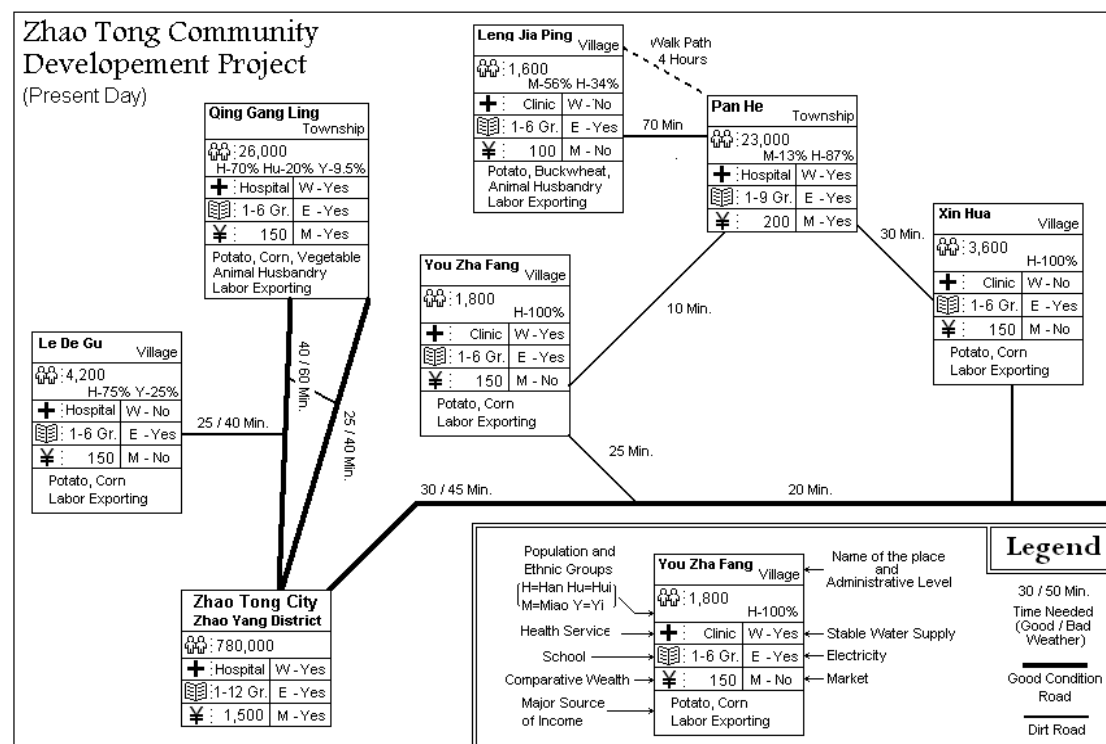


Figure 3: Results of Mapping Exercise: Pre-Project (January 2002)

1.11 Summary of Activities

| | | | |
|--------------|---|--------------|-------|
| Facilitator: | Zhao Bin | Time Start: | 17:50 |
| Scribe: | Mike Walmsley | Time Finish: | 18:00 |
| Description: | Everyone in the room was asked to spend some moments thinking about the day's activity and express in a few words, which aspect of the day impacted them the most. | | |
| Objective: | To help the participants review the day and begin to mentally digest the information that had been presented and the discussions that had taken place. | | |
| Results: | Participants were impressed by the story telling and the principles drawn out. Some people expressed their interested in using the mapping exercise in their own work. | | |
| Conclusions: | Participants had been exposed to participatory training/activities, on different levels. However, according to facilitator's observation, many people's understanding still stay in theoretical level, hasn't been, or was not intended to be, applied into practice. | | |

2. Findings and Recommendations for Individual Project Sites

The Evaluation Team, representatives from the Zhao Tong Women's Federation, Zhao Yang Poverty Alleviation Office, township government, the Project Manager and Xincon Consultants, spent two days visiting each of the project sites. Information taken from the project documents and the participatory assessment activities was used to verify whether the project proposals matched what was actually done.

2.1 Qing Gang Ling Township

There are currently no project activities within the town of Qing Gang Ling, although there are projects in villages within the township.

2.2 Le De Gu Village

a) Description

Le De Gu is about half an hour's journey by vehicle from the prefecture city of Zhao Tong and most of that journey is on a paved road. The population of the village is approximately 4,300 with about 1,037 households. It is rural, but shows signs of good development, having access to a hospital, primary education (grades 1 to 6) and electricity. It's major sources of income are from the sale of agricultural produce (mainly potatoes and corn) and outsourced labour (mainly construction in other cities within China).

b) Summary of Activities

There were a total of 6 different project activities implemented in Le De Gu during the second phase, namely:

- ✦ Establishment of a **Women's Club** (for training purposes through the Women's Federation, with project providing furniture & training materials);
- ✦ **Water Cellars** for the storage of water during the dry season (a total 200 units, each with a capacity of 30m³, approximate cost RMB3,100 per unit, including labour and materials)
- ✦ **Biogas Units** combined with toilets and pig pens (a total of 80 households and total average budget of RMB 4,300 per household);
- ✦ **Road Repair** (a total of 8 km repaired during 2005);
- ✦ **Teaching / Classroom Facilities** (including desks and chairs for a school with 340 children and 10 teachers), and;
- ✦ **Training** (in subjects such as biogas, community development, animal husbandry, health care for women, etc., with a total of 700 people attending the sessions).

c) Comments

It appears that the villagers in Le De Gu are very advanced in terms of their capacity for learning, putting new ideas into practise, taking initiatives and coming up with innovative solutions to problems. One such example is the design used for the water cellars (water storage tanks). The design was something that they themselves had developed, but one that showed intelligence and an understanding of the issues of water storage and treatment (it even included a basic sand filtration unit). The tanks were not only well designed and built, but also equipped with a hand pump, thus protecting the water within the tank from contamination. Many of the villagers find work outside of the village to supplement the income gained from the sale of agricultural produce. Most of that work is within the construction industry and it is clear that those learned skills are being brought back into the village and influencing the design and construction of the local buildings. The only comment in terms of a lack of development would be with regard to the general health and hygiene of the village and individuals. This aspect could be improved and could be the basis for a health education training course.

d) Recommendations

Since the villagers have easy access to outside resources and are taking strong initiatives to solve their problems, it would be the recommendation of this evaluation not to invest any more money in tangible projects (e.g. subsidy of biogas units, water cellars, etc). If there are families within the community who are lacking basic facilities and who also lack the means to obtain them, then the main responsibility for helping them lies with the village community itself and the local government. A good community development project seeks to help the villagers identify and pool their own resources and therefore help one another. More over, local government have the responsibility to provide basic facilities such as electricity, water, etc. Local taxation and use of public funds would go a long way to solving these infrastructural problems. Before any further work is carried in Le De Gu, a needs assessment has to be carried out.

2.3 Pan He Xiang Township

a) Description

Pan He Xiang town is accessible by vehicle along both paved and unpaved roads. The total time taken for the journey from Zhao Tong City is about 1.25 hours. The township has a population of about 23,000 people and is well developed with access to a hospital, water, electricity, education (grades 1 to 9) and local markets. The town is an administrative centre.

b) Summary of Activities

The only project funded activity during the second phase was the establishment of a women club and a number of training sessions carried out at the training station (a total of 30 sessions were reported).

c) Comments

Pan He Xiang town is an administrative centre and therefore ideal as a location for holding training. The only comment is that the project seems to be paying for the entire operational costs of the training station. This is not sustainable and if the government truly value the station and the training that it offers, then they should burden the costs.

d) Recommendations

Continue supporting the training station in terms of training material and trainers, but cease subsidizing the operational / running costs of the training station. This financial burden needs to be shouldered by the local township or prefecture government.

2.4 Leng Jia Ping Village

a) Description

Leng Jia Ping is located in Pan He Xiang township and is the most remote of the project villages. The village is accessible via Pan He Town along a winding mountainous road, which in good weather takes a little more than an hour by vehicle and in bad conditions is inaccessible by vehicle and takes 4 hours by foot. The population is about 1,600 and the village is developing well, with access to a clinic, primary education (grades 1 to 6), a water supply (the map produced by the government on the PAA day says no water, but the visit confirmed that there was) and electricity.

b) Summary of Activities

During the first phase of the project, there were many accomplishments within this village and the villagers themselves were cited as the best in the entire project. They had developed a reputation for being reliable, trust worthy and teachable and moreover were very grateful for the help that they received (especially through the construction of a road). During the second phase, the only project activity was a micro credit scheme. This was the first time that both the project and local government had engaged in such a scheme and so this was seen very much as a pilot project.

During the PAA day spent with the government workers, the micro credit scheme was hailed as one of the most successful aspects of the project. For example, it was reported that the success rate for repayment was 100% and that there was evidence that the project had had a big economic and social impact. The design of the micro credit scheme was based on one developed by the UN called "Solidarity Groups", which had been implemented in other townships within the Zhaoyang Prefecture. During the site visit to Leng Jia Ping, a focus group was sought out by the evaluation team, which consisted of 8 local women who had been involved in the micro credit scheme. During the discussions with the 8 women, it was seen that there were a number of advantages and disadvantages of the scheme and those were:

| Advantages | Disadvantages |
|---|--|
| <p>No interest charged by the project, although reports from the Project Manager and the government workers stated that the project did charge interest at the rate of 3% to 6% per year (whereas the Rural Credit Cooperative charge 9% per year).</p> <p>The various training provided Women's Federation every 3 months, such as animal husbandry technology, personal hygiene, etc.</p> | <p>Frequency of the repayment is every 3 months, which is too frequent for the villagers, since most of them use the loan to raise pigs or goats and the production cycle is longer than 3 months. Therefore, in order to make repayments on time, some of the women have their husbands go outside of their village to work, some sell eggs in the market, while others borrow new loans from RCC to repay to the Project.</p> |

c) Comments

One of the main issues with the micro credit scheme is that there does not appear to have been a needs assessment prior to the start of the project. If such an assessment had been carried out, it would have become very clear that the villagers already have access to a source of micro credit, that of the Rural Credit Cooperative (RCC). RCC is a well established and reputable provider of micro credit loans in China and furthermore, is government sanctioned. In talking with the women in the village, it became apparent that more than half of the villagers in Leng Jia Ping have taken out loans through RCC, and the general opinion is that the interest rate charged by RCC is much less than local “loan sharks” and therefore fairly reasonable.

Notwithstanding the question about whether the project should be doing a micro credit scheme, there is also the issue of sustainability. At present, the micro credit scheme being run by the project is not charging interest, which means that all of the operational costs for running the scheme are being paid for by the project. In theory, a well operated micro credit scheme will charge interest and the interest charged will be used in three ways:

- ✚ 1/3 will be used to cover the anticipated loan loss due to default, to purchase training materials and to cover any loan loss reserve from the previous year;
- ✚ 1/3 will be used as an allowance and bonus for the people working on the project at the township and village level;
- ✚ 1/3 will be put into the bank account of the community as the public fund for the community.

The above system would ensure greater success in terms of sustainability. It is also common practice in the micro credit industry, that the interest rate charged by the micro-credit scheme should be higher than the market rate, so that those who have access to alternative financial services will be excluded by their own choice, while those who have no access to alternative financial services may be willing to get the loans they need at a reasonable rate which is a bit higher than the market level. This principle has not been applied to the project. Therefore, it can be said that this heavily subsidized project has made everyone happy with some tangible outputs, but has not produced a sustainable solution to the financial problems faced by the villagers and has made them more dependent on the project and the local government.

Lastly, it seems that RCC has been ignored by the project, despite the fact that RCC is a professional financial service provider, which is local and which has already established a sustainable operational system.

d) Recommendations

When questioned about the reasons for starting the micro-credit scheme and the objective of the scheme, the local government workers claimed that their objective was to use the loans as a pretext for doing training with the villagers. This in itself is not a bad reason for doing a micro credit scheme, since the focus then becomes one of teaching the villagers how to responsibly manage finances and develop small businesses. However, in line with the comments made above, the project does not actually need to run its own micro credit scheme, especially in light of the fact that villagers already have access to loans through a reputable provider (RCC) and are in fact, taking out loans through them. If the project wishes to continue working in the village doing training, then it would be the recommendation of this project that:

- ✚ All project micro credit loans are returned;
- ✚ Future loans are taken out through RCC;
- ✚ Recipients of loans through RCC receive training in the areas of financial and small business management, as well as specific subjects that related to how they have spent the money (e.g. pig raising, biogas, etc).

2.5 You Zhao Fang Village

a) Description

You Zha Fang is on the road to Pan He Xiang situated in a valley. It is accessible by vehicle and is about 1 hour from Zhao Tong City. The population of the village is about 1,800 and the village itself seems reasonably well developed with access to a clinic, water supply, electricity and schooling (grades 1 to 6).

b) Summary of Activities

There were a total of 6 different project activities implemented in You Zha Fang during the second phase, namely:

- ✚ **Biogas Units** combined with toilets and pig pens (a total of 80 households and total average budget of RMB 4,300 per household);
- ✚ **Medical Equipment:** including medical cupboards, medicine, sterilizing equipment, bandages, fridge;
- ✚ **Flood Prevention Scheme:** a flood embankment wall, 525 metres long, made of cut stone and cement mortar;
- ✚ **Primary School Expansion:** finished in 2005, providing additional classroom space;
- ✚ **Teaching / Classroom Facilities** including 2 computers, teaching material, desks and chairs, science equipment etc., for a school with 120 children, and;
- ✚ **Training:** in technical subjects such as biogas, community development, animal husbandry, etc, with a total of 154 people attending the sessions.

c) Comments

You Zha Fang does not seem to lack resources or the ability to obtain outside funding. One such example is the flood prevention scheme, where villagers had requisitioned more than one donor (one of which was the project) to help with the scheme. This was not so much a case of deceit, but more a reflection on their tenacity. In terms of innovation and problem solving, You Zha Fang Villagers also showed great ability. For example, the biogas project was scheduled to start in the village in 2005. However, the design used by the project and local government relies on the ability to excavate and construct the tank below the ground. The water table in You Zha Fang presented major problems for the construction of the tanks, as well as presenting the problem of infiltration and leakage once the tank was constructed. The villagers asked the project to give them time to develop a solution and one year later they came up with the solution of constructed everything above ground and building the pig pens and toilet directly on top of the biogas tanks.

d) Recommendations

On the basis of the villagers' innovation and ability to solve problems, it would be fair to say that You Zha Fang is a good village to work with. However, their ability to access outside funding also leads to the conclusion that they are not the most needy of villages within the township. It would be the recommendation of this evaluation, that a needs assessment is carried out and any future projects in You Zha Fang focus on training and helping the community to develop its own resources, trade and industry.

3. Training Activities

The following is a record of all the training sessions that were funded by the project:

a) Summary of Activities

The following is a summary of all the training sessions which took place through the Pan He Xiang Training Station for the years 2005 and 2006:

| Month | Description of Training | Location | Number of Trainees |
|--------------|--|--|---|
| Dec | Husbandry feeding and environmental protection | Lengjiaping village | 128 in 2 trainings |
| Dec | Roles of officials and teambuilding | Township government | 28 |
| Dec | HIV/AIDs prevention | Jule village, Sayu township | 88 in 2 trainings |
| Dec | Moral value and Roles of Communist party members | Lengjiaping and Xinghua villages | 21 in Lengjiaping; 38 in Xinhua |
| Dec | Bird flu prevention | Youzhafang village | 50 |
| Dec | Roles of Pan He forest-protectors; capacity building; PRA working methods | Township government | 32 |
| Dec | HIV/AIDS prevention | Township government | 57 |
| Dec | Basic computer skills | ZT computer training company | 6 |
| Nov | HIV/AIDS prevention | Zhaotong Pengyuan hotel | 475 at five training sites |
| Nov | Rural medical cooperative fee | Lengjiaping and Xinghua villages | 413 in 8 trainings in Lengjiaping; 436 in 6 trainings in Xinhua |
| Oct | River crossing, challenges of Family Planning in Qinggangling | Ledegu village committee, Qinggangling township government | 87 at river crossing training, 21 at family planning workshop |
| Oct | Environment protection | Youzhafang village | 68 |
| Oct | Bio-gas system use and maintenance | Lengjiaping village | 31 |
| Oct | Community sanitation, whole health, ownership, care the neighbours | Ledegu village, Qinggangling township | 38 |
| Oct | Honest Poverty Evaluation | Youzhafang village | 58 |
| Aug | Husbandry feeding and farm planting | Lengjiaping village | 48 |
| Aug | Service heart, team building | Panhe township government | 68 |
| Aug | Sheep fold rebuilt | Lengjiaping village | 48 |
| July–Aug | Community health training | Zhaotong Agriculture school | 18 |
| July | Sheep fold rebuilt | Lengjiaping village | 56 |
| June | Public health, care neighbours | Dahua village Panhe township | 57 |
| May | Family business development | Youzhafang village | 67 |
| May | Miao handicraft processing; water project maintain and management; micro-credit training; labour exporting | Lengjiaping village | 217 persons in 6 trainings |
| May | Labour exporting; how to use the local resource to develop the local economy | Fangmaba village | 191 persons in 5 trainings |
| Mar | Spring farming tech; micro-credit | Lengjiaping village | 5 days, 208 persons in 6 trainings |
| Jan | PRA working methods | Zhaoyang Husbandry Bureau | 3 days 40 persons |
| Jan | Capacity building for forest protectors | Panhe township government | 2 days 28 persons |

Table 6: Summary of Training Sessions in 2005

| Month | Description of Training | Location | Number of Trainees |
|-------|--|---|--|
| Dec | Husbandry | Lengjiaping, Dahua, Youzhafang villages | 278 persons at three villages and 295 were women |
| Dec | Evaluation of resource and needs; drinking water | Sanzhai, Panhe township | 56 |
| Nov | Evaluation of resource and needs | Dahua village Panhe township | 42 |
| Nov | Women's basic health care | Youzhafang village | 51 |
| Nov | Evaluation of resource and needs | Dahua village Panhe township | 39 |
| Nov | Bio-gas maintain and management | Xinhua, Youzhafang villages | 163 persons in 3 trainings |
| Oct | Cooperative medical service | Xinhua village | 321 |
| Aug | Training of Trainers 1 | Kunming | 35 |
| July | Training of Trainers 1 | Kunming Medical College | 1 |
| July | Community clinic development | Zhaotong town | 32 |
| June | Training skills; capacity building | Panhe township government | 39 |
| June | HIV/AIDs prevention | Panhe market | 45 |
| June | HIV/AIDs prevention | Panhe middle school | 44 |
| May | Community sanitation | Dahua village Panhe township | 36 |
| May | Vets capacity building | Panhe township government | 17 |
| May | Bio-gas maintain and management | Youzhafang village | 31 |
| May | Experience exchange | Longchuan county | / |
| Apr | Family Planning awareness | Xinhua village | 43 |
| Apr | Water project management and maintenance | Sanzhai, Panhe township | 29 |
| Apr | Husbandry feeding skills | Lengjiaping village | 82 persons in 2 trainings |
| Mar | HIV/AIDS prevention | Panhe township government | 26 |
| Mar | Training Team Building | Panhe township government | 6 |
| Jan | Capacity building for forest protectors | Panhe township government | 28 |

Table 7: Summary of Training Sessions in 2006

b) Comments

Without having seen a training session, it is hard to evaluate the actual training methods and their effectiveness. However, the documentation of the training sessions seems to be detailed and conversations with villagers confirm that the training is taking place and that it is generally well received and effective. The only comment would be that it appears that the project is covering the entire operational costs of the training stations.

c) Recommendations

Continue supporting the training stations and training in Zhao Yang Prefecture, especially by means of training trainers and providing expertise in certain areas. Get the local government to at least part fund the operational costs of the training stations.

4. Finances

According to the Zhao Tong Community Development Program Planning Report for 2005-2006-2007, the overall financial needs / budget for those years was:

| Year | US Dollars (US\$) | CNY (RMB) |
|------|-------------------|-----------|
| 2005 | 100,726 | 832,000 |
| 2006 | 97,942 | 809,000 |
| 2007 | 73,850 | 610,000 |

Table 8: Initial Planning Report Budget

However, other financial information obtained from the Women's Federation, Poverty Alleviation Office and Township Governments revealed a different set of figures. This is to be expected, since the above table was written for an initial proposal. That said, there did not appear to be any one report which contained financial data for the entire project (both in terms of budget and expenditure) and more over, there are a number inconsistencies and gaps in the data. The information in this section of the report was gained from a number of different sources, namely:

- ✚ Zhao Tong Women's Federation Audit Reports for 2005 and 2006
- ✚ Zhao Tong CDP Plan and Budget for 2006
- ✚ Zhao Tong CDP Plan and Budget for 2006/7

4.1 Overall Project Financial Information

The following is a summary of the budget and expenditure for the overall project:

| Year | Budget | | | Expenditure | | | | |
|------|----------------|--------------|--------------------------|----------------------------------|--------------|--------------------------|---------------------------|---|
| | Total (RMB) | NLM (RMB) | Local Govern (RMB) | Total (RMB) | NLM (RMB) | Local Govern (RMB) | Local Village (RMB) | Unpaid Construction Materials and Fees |
| 2005 | 1,093,128 | - | - | 1,093,128 | 475,562 | 46,366 | 405,600 | 165,600 |
| 2006 | 2,239,933 | 1,464,183 | 775,750 | 1,004,622 | 554,400 | 13,250 | 436,972 | - |
| 2007 | 551,000 | 442,000 | 109,000 | Financial Year Still in Progress | | | | |

Table 9: Overall Project Budget and Expenditure

4.2 Zhao Yang District Level

4.2.1 District PAO

The following is a summary of the budget and expenses for the operational costs incurred by the Zhao Yang District Poverty Alleviation Office (PAO) for administration costs, travel and auditing fees:

| Year | Budget | | | Expenditure | | |
|------|----------------|--------------|--------------------------|----------------------------------|--------------|-----------------------------|
| | Total (RMB) | NLM (RMB) | Local Govern (RMB) | Total (RMB) | NLM (RMB) | District Govern (RMB) |
| 2005 | - | - | - | 18,400 | 10,000 | 8,400 |
| 2006 | - | - | - | 13,990 | 10,000 | 3,990 |
| 2007 | 20,000 | 20,000 | 0 | Financial Year Still in Progress | | |

Table 10: Zhao Yang PAO Budget and Expenditure

4.2.2 District Women's Federation

There was no specific financial information about the Zhao Yang Women's Federation Training Station.

4.3 Township and Village Level Budget and Expenditure

The following is a summary of the budget and expenses for the project at township and village level:

4.3.1 Pan He Xiang Township

| No. | Activity | TOTAL BUDGET (RMB) | EXPENDITURE | | | |
|-----------|---|------------------------------|---|------------------|------------------------------|---------------------------|
| | | | Total (RMB) | NLM (RMB) | Local Government (RMB) | Local Village (RMB) |
| YEAR 2005 | | | | | | |
| 1 | Project Operational Costs for Pan He Xiang | | 18,376 | 5,000 | 13,376 | - |
| 2 | Equipping Training Station | | 29,750 | 15,750 | 14,000 | - |
| | Total | 245,700 | 48,126 | 20,750 | 27,376 | |
| YEAR 2006 | | | | | | |
| 1 | Project Operational Costs for Pan He Xiang | | 9,000 | 5,000 | 4,000 | - |
| 2 | Operational Costs for the Training Station (for 356 people) | | 4,000 | 4,000 | - | - |
| | Total | 1,338,033 | 13,000 | 9,000 | 4,000 | - |
| YEAR 2007 | | | | | | |
| | | | Financial Year Still in Progress Information not yet available | | | |
| | | | | | | |
| | Total | 176,000 | | | | |

Table 11: Pan He Xiang Township Budget and Expenditure

4.3.2 You Zha Fang Village

| No. | Activity | TOTAL BUDGET (RMB) | EXPENDITURE | | | |
|-----------|--|------------------------------|---|------------------|------------------------------|---------------------------|
| | | | Total (RMB) | NLM (RMB) | Local Government (RMB) | Local Village (RMB) |
| YEAR 2005 | | | | | | |
| 1 | Primary School expansion | 153,200 | 106,000 | 70,000 | - | 36,000 |
| 2 | Primary School Teaching Facilities | - | 31,600 | 31,600 | - | - |
| 3 | Clinic Equipment | - | 17,000 | 17,000 | | |
| 4 | Biogas Project | 209,900 | 156,400 | 41,400 | - | 115,000 |
| | TOTAL | 363,100 | 311,000 | 160,000 | | 115,000 |
| YEAR 2006 | | | | | | |
| 1 | Agricultural (growing vegetables) | 340,500 | Not Approved | | | |
| 2 | Technical Training | 27,660 | | | | |
| 3 | Flood prevention | 163,695 | 163,713 | 140,000 | - | 23,713 |
| 4 | Biogas (40 units) | 469,678 | 225,560 | 80,000 | - | 145,560 |
| 5 | Animal Husbandry | | Projects Not approved | | | |
| | - Pigs (450 pigs) | 112,500 | | | | |
| | - Sheep (400 sheep) | 146,000 | | | | |
| | - Chickens (4000 chick) | 72,000 | | | | |
| 6 | Audit Fee | 6,000 | Not included in report | | | |
| | TOTAL | 1,338,033 | 389,273 | 220,000 | - | 169,273 |
| YEAR 2007 | | | | | | |
| 1 | Clean Water Supply 2 no. 52m3 tanks, 2.6 km pipe | 58,000 | Financial Year Still in Progress Information not yet available | | | |
| 2 | New Rural Environmental Improvement Project for 120 households | 118,000 | | | | |
| 3 | Training | 21,000 | | | | |
| | TOTAL | 197,000 | | | | |

Table 12: You Zhao Fang Village Budget and Expenditure

4.3.3 Qing Gang Ling Township

| No. | Activity | TOTAL BUDGET (RMB) | EXPENDITURE | | | |
|-----------|--|------------------------------|-------------------------------|------------------|---------------------------------|---------------------------|
| | | | Total (RMB) | NLM (RMB) | Township Government (RMB) | Local Village (RMB) |
| YEAR 2005 | | | | | | |
| 1 | Project Operational Costs (incl. travel, admin, etc) | | 7,000 | 5,000 | 2,000 | - |
| | Total | | 7,000 | 5,000 | 2,000 | - |
| YEAR 2006 | | | | | | |
| 1 | Training Operational Costs (for 400 people) | | 7,800 | 7,800 | - | - |
| 2 | Project Operational Costs | | 5,000 | 5,000 | - | - |
| | Total | 901,900 | 12,800 | 12,800 | - | - |
| YEAR 2007 | | | | | | |
| | | | Information not yet available | | | |
| | | | | | | |
| | Total | 171,000 | | | | |

Table 13: Qing Gang Ling Township Budget and Expenditure

4.3.4 Le De Gu Village

| No. | Activity | TOTAL BUDGET (RMB) | EXPENDITURE | | | |
|-----------|---|------------------------------|---|--------------|------------------------------|---------------------------|
| | | | Total (RMB) | NLM (RMB) | Local Government (RMB) | Local Village (RMB) |
| YEAR 2005 | | | | | | |
| 1 | Biogas (45 sets completed, 35 animal pens completed, 10 animal pens incomplete) | 94,900 | 210,900 | 70,000 | 24,900 | 116,000 |
| 2 | Water Cellar (90 sets completed) | 138,400 | 266,000 | 110,000 | 28,400 | 127,600 |
| 3 | Teaching Facilities (300 sets of chairs and desks) | | 20,000 | 20,000 | | |
| 4 | Road Construction (8km of road complete) | 31,600 | 42,600 | 20,000 | 11,600 | 11,000 |
| | TOTAL | 264,900 | 539,500 | 220,000 | 64,900 | 54,600 |
| YEAR 2006 | | | | | | |
| 1 | Water Cellar (110 units) | 319,500 | 351,500 | 170,000 | - | 181,500 |
| 2 | Training - 400 participants | 16,800 | Costs included as part of township operational and training costs | | | |
| 3 | Biogas Units - 35 units | 463,200 | 150,619 | 70,000 | - | 80,619 |
| 4 | Agricultural - Chickens for 140 households | 63,000 | Not Approved | | | |
| 5 | Health Clinic Equipment | 39,400 | | | | |
| | TOTAL | 901,900 | 502,119 | 240,000 | - | 262,119 |
| YEAR 2007 | | | | | | |
| 1 | Biogas Units - 35 units | 119,000 | Financial Year Still in Progress Information not yet available | | | |
| 2 | Health Clinic Equipment | 17,000 | | | | |
| 3 | School - Supply of Equipment | 35,000 | | | | |
| | TOTAL | 171,000 | | | | |

Table 14: Le De Gu Village Budget and Expenditure

4.4 Training or Training Related Items

| No. | Training Details | Training Partner | BUDGET (RMB) | EXPENDITURE | | |
|------------------------------|--|-------------------------------|---------------------|---|---------------------------------|--------------|
| | | | | Total (RMB) | District Government (RMB) | NLM (RMB) |
| YEAR 2005 – actual training | | | | | | |
| 1 | Health Education Skills Training 640 people | Zhao Tong Women’s Federation | | 32,902 | 3,190 | 29,712 |
| 2 | HIV Aids Prevention & Caring for HIV patients 30 training sessions 4000 participants | Zhao Tong Women’s Federation | | 35,500 | 5,400 | 30,100 |
| 3 | General Training 21 training sessions 808 beneficiaries (Jan 05) | Pan He Xiang Training Station | | 6,657 | 6,657 | |
| 4 | Establishment of two Training Workstations (Aug 05) | PanHeXiang Training Station | | 3,318 | 3,318 | |
| 5 | General Unspecified Training 2,282 Beneficiaries | PanHeXiang Training Station | | 19,725 | 4,025 | 15,750 |
| | TOTAL | | - | 98,102 | 22,590 | 75,562 |
| YEAR 2006 – planned training | | | | | | |
| 1 | Women’s Club | Zhao Tong Women’s Federation | | 36,400 | 3,800 | 32,600 |
| 2 | Training Materials & Equipment for 4 villages | Zhao Tong Women’s Federation | | 37,039 | 7,039 | 30,000 |
| | TOTAL | | | 73,439 | 10,839 | 62,600 |
| YEAR 2007– planned training | | | | | | |
| 1 | Unspecified | Zhao Tong Women’s Federation | 70,000 | Financial Year Still in Progress Information not yet available | | |
| 2 | Unspecified | Le De Gu Training Centre | 33,500 | | | |
| 3 | Unspecified | You Zha Fang Training Centre | 21,000 | | | |
| 4 | Unspecified | Xincon | 59,500 | | | |
| | TOTAL | | 184,000 | | | |

Table 15: Budget and Expenditure for Training Activities

PART IV: GENERAL COMMENTS, RECOMMENDATIONS AND CONCLUSIONS

1. GENERAL COMMENTS & OBSERVATIONS





The following is a summary of the general comments and observations made by the evaluation team during the evaluation:

1.1 Project Goals and Objectives

In general, the project has achieved its objectives, since all three of the project villages have had a notable reduction in poverty as a result of the project improving education, health and other facilities. Moreover, the establishment of training stations both in Zhao Tong City and Pan He Xiang has gone a long way to establishing community based training programs in the prefecture.

1.2 Project Management

A project could be defined as: “A task or a set of tasks, to which any number of resources (people, money, tools, skills, materials, etc) can be devoted, the objective of which is to achieve a desired outcome usually within a limited time.” If that is the case, then it could be said that most projects will consistently include the following:

-  A task or a set of tasks;
-  A reason for doing the tasks (motivated by personal desire, profit, ideology, need, etc.);
-  Resources for doing the tasks (people, money, tools, skills, offices, etc), and ;
-  A time constraint.

On the basis of performing the tasks, having the necessary resources for doing the tasks and adhering to the planned schedule, the Zhao Tong CDT project appears to be a well managed project. Furthermore, local government officials in the Women’s Federation, the Poverty Alleviation Office and the Township Government all seems to take responsibility for their assigned tasks. Evidence for this is the detailed reports which they have produced, the implementation of the projects and the high degree of cooperation that exists between the various government departments. There also seems to be a strong sense of commitment and good stability amongst those implementing the project i.e. only a few of the officials have changed their positions since the start of the project in 2001.

Therefore, the main issue with the management of the Zhao Tong CDT project is that there needs to be a much better understanding about the underlying reasons and motivations for doing the project. The aims and objectives of the project have been clearly defined; “to alleviate poverty and to establish a community development project”. However, deeper questions need to be asked, such as: “What is poverty and what causes it?”, “Why do we want to alleviate poverty?” , “How do we define who is poor?” and, “When do poor people stop being poor and therefore when do we stop helping them?”.

1.3 Project Activities

The project activities appear to be very well implemented and the evaluation team did not discover any major discrepancies between the planned activities in the proposals and what was actually implemented.

1.4 Project Documentation

Generally, the project was well documented and detailed reports were provided by all of the government departments involved in the project (PAO, Women’s Federation and Township Government). There was only one failure in the project documentation, in that very few of the reports had been translated into English and compiled as a progress report for the donors.

1.5 Project Finances

Generally, the project finances seem to be well documented, with different government departments submitting their own budgets and expenditure. However, there is one major criticism and that is that there was no one financial report detailing the whole of the project finances, providing information about approved budgets, income and actual expenditure. The evaluation team received a mixture of reports from different sources, some of which contradicted one another. As the project consultant and representative of the donors, Xincon need to take a much more active role in the monitoring and documentation of the project finances.

2. GENERAL RECOMMENDATIONS

In light of the comments in Section IV, part 1, the following are the recommendations by the evaluation team:

2.1 Strategic Planning

There is a need for the stakeholders in the project to do some **Strategic Planning** to decide about future work. Most specifically the strategic planning needs to be done at the level of the donors and the project consultants (i.e. Xincon). The main objectives for doing the strategic planning are:

- ✚ To get a clearer understanding of the social, political, economic and environmental issues currently facing China both for the rural and urban context;
- ✚ To get a clearer understanding about the fundamental issues surrounding rural community development and the causes of poverty;
- ✚ To get a clearer understanding of the underlying beliefs and values of the stakeholders in the project (donors, consultants and government partners), and so;
- ✚ Get a clearer understanding about how those beliefs and values effect the type of project that is done and therefore;
- ✚ How the projects should be implemented, and;
- ✚ Who should implement the projects.

As a result of having a strategic plan, Xincon and the project donors will be in a much better position to decide what type of projects they want to do and where the main focus should lie. An example of the type of exercise which can be done for a strategic review is one developed by the “Good to Great” research on successful businesses. This exercise encourages stakeholders to determine what are the overlapping areas of “competence”, “values and beliefs” and “passions”, and hence decide what type of work or project the company has the greatest chance of succeeding in (see the illustration below). This activity was performed with the local government partners and Xincon representative on the last day of the evaluation.

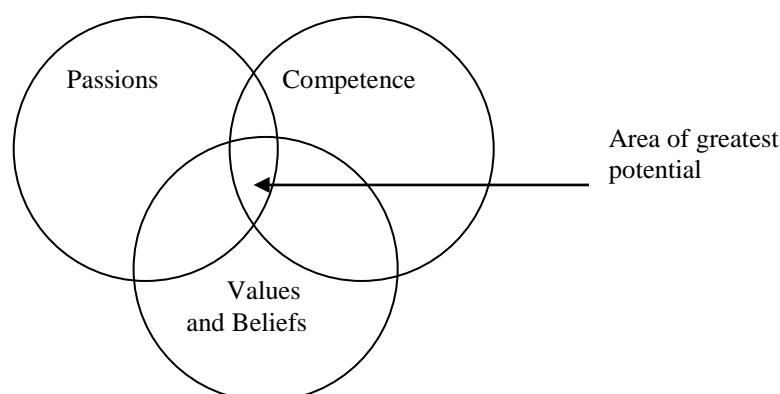


Figure 4: Venn Diagram Defining Area of Greatest Potential

2.2 Development of an Exit Strategy

It is clear from the success of the project over the last 5 to 6 years, that all of the stakeholders in the Zhao Tong CDT project have had a common goal and objective; that of alleviating poverty in rural parts of Zhao Tong prefecture and creating a community development project. However, since neither the project nor the local government have developed a clear definition of poverty or community development, then it seems to be very difficult to say when the project should withdraw from a particular village or even stop altogether. In other words, the project has not developed an **exit strategy** and it needs to do so. One clear example of this, is the work done in Leng Jia Ping. During the first phase of the project, a lot of work was done in Leng Jia Ping along the lines of training and the improvement of infrastructure (roads, schools, teaching facilities, medical supplies, biogas units, etc). The net result was a real change in the physical and emotional health of the villagers. Moreover, the work in Leng Jia Ping was often stated as being the most successful of the projects run in Zhao Yang, with people quoting villagers as saying, “the project brought us hope”. However, despite there being clear evidence of change in the villagers lives and a real opening up to the outside world, the project is still working in the village.

There are two things which may help the project know when to exit a community:

- ✚ Develop a clear definition of poverty & community development, and;
- ✚ Develop a clear understanding of the roles and responsibilities of the project stakeholders.

Once there is a **clear definition of poverty**, there should also be a clear understanding of what poverty is not. The result should be a number of criteria which can be used to determine when a community can no longer be called “poor” and therefore, no longer require outside help (similar to the relief and development charts – see below). The same can also be said about **community development**, in that if you can clearly define when a community is not developed, then it is much easier to define a set of criteria which indicates when that community has become developed. Thus, both sets of criteria should help the project understand when it has reached its objective and therefore exit the community. Below are two tools which can be used to develop those definitions.

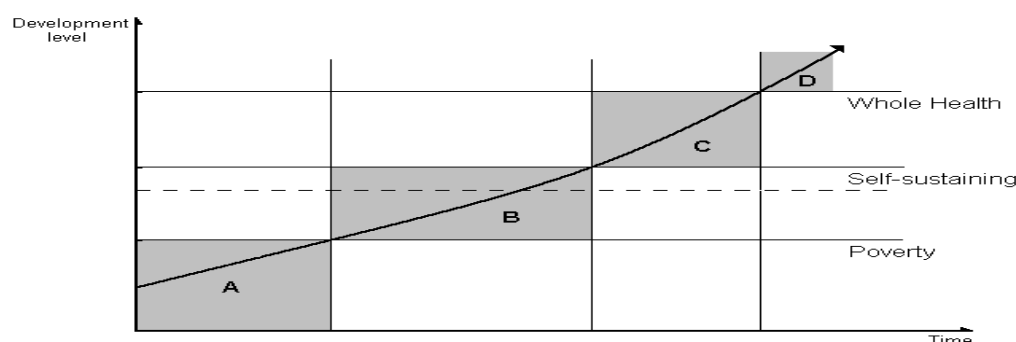


Figure 5: The Untransformed versus Transformed Community

If a project does not have **clearly defined roles and responsibilities**, some essential tasks may be left undone, or others will be done but not by those who should be doing them. The best way of illustrating this is by looking at a particular village; that of Leng Jia Ping. Leng Jia Ping is a remote village and prior to the project’s involvement, lacked many basic facilities such as roads, electricity, water supply, school and a decent medical clinic. Working through the local government, the project supplied the money and resources to provide those basic facilities. However, no one actually questioned whether the project should have provided these things. Hence, there needs to be a process, whereby work is done with the villagers to determine what their roles and responsibilities are within the project, based upon their ability to do those tasks. The same with the local government and the same with the project. This can be illustrated below:

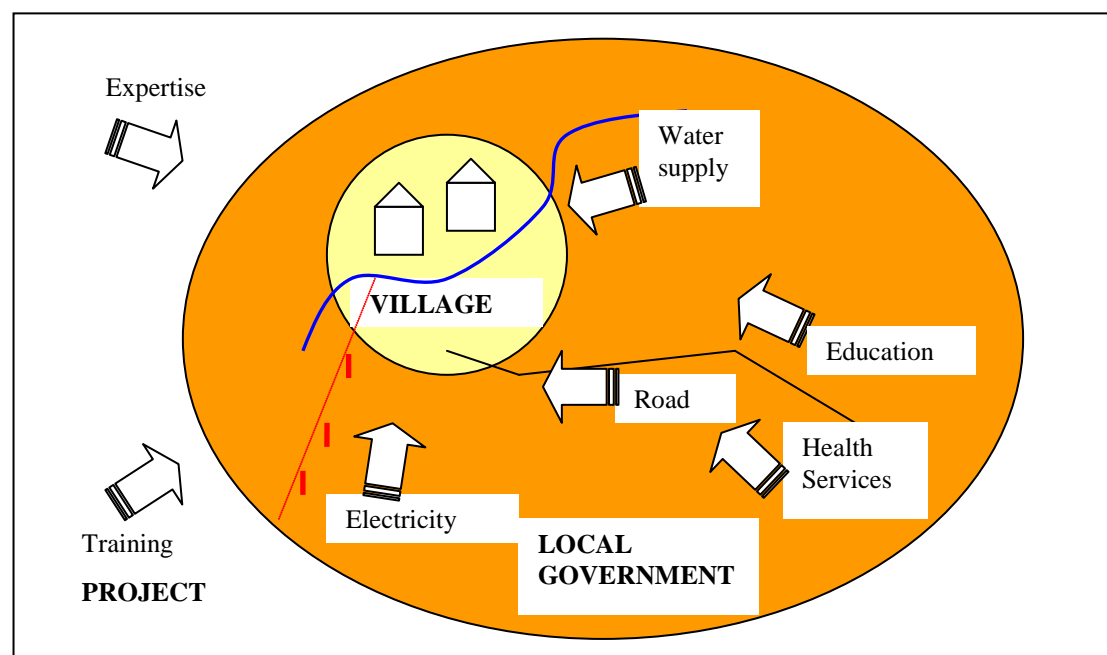


Figure 6: Illustration of Boundaries when Defining Roles and Responsibilities within the Project

In the above illustration, it can be seen that the villagers are responsible for what is within their village and what is within their control. The local government are responsible for supplying facilities which are beyond the means of the villagers to supply themselves and which enter into the village from the outside. For example, the government should be responsible for supplying and maintaining an electricity supply as well as imposing a charging system to cover the costs. However, it is not the responsibility of local government to buy the villagers electric rice cookers or to pay for the villagers' electricity bills, despite the fact that it may save on fossil fuels and help the environment. Ultimately, how the villagers use their electricity supply (as well as paying their bills) is the responsibility of the villagers. The question that needs to be asked is; "What is the role and responsibility of the project?", first with respect to the local government and secondly with respect to the village.

2.3 Other Recommendations

Overall, Xincon would do well to develop the capacity of the local government partners by providing training in the following areas:

- ✚ Strategic Planning;
- ✚ Project Planning & Project Management;
- ✚ Writing & Development of Project Proposals;
- ✚ Leadership Development;
- ✚ Cost Estimation and Budgeting;
- ✚ Teamwork and Communication; and,
- ✚ Resource mobilization & management.

One further recommendation would be that Xincon (as the project consultant and representative of the donors), needs to take a much more active role in the monitoring and documentation of the project, especially with regard to the finances.

CONCLUSIONS

The Zhao Tong Community Development Project is a very successful project and has achieved its goals and objectives. The government officials involved in the project are enthusiastic and show a high degree of involvement and commitment to the project, as well as exhibiting good team dynamics. In terms of stability, the Zhao Tong CDT project is one of the best ones being funded through Xincon, with only a few of the government workers having changed positions since the start of the project in January 2001. In addition, there is good cooperation between the different government departments, and both the Women's Federation and the Poverty Alleviation Office have strong leadership with a clear sense of who is in charge and the need to accomplish the tasks at hand. The government workers tend to be very open minded and receptive to new ideas and moreover, apply what they learn. The net result, is that the government team appears to have transferred the values and lessons of the project to the villagers themselves.