# D-HOPE

# 1st Year Result

# Implementation & Evaluation

July 2019

(Draft July 15th)

# Project for Community-based Entrepreneurship Promotion (The D-HOPE Project)

# 1st year results book (Draft 15th July)

July 2019

The D-HOPE Project
Japan International Cooperation Agency

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# Executive Summary on Implementation of the First Year 9 Provinces

## Executive Summary of the Implementation of the First Year 9 Provinces

9 provinces: Nakhon Phanom, Mukdahan, Chiang Mai, Lamphun, Chonburi, Chantaburi, Ranong, Trang and Surin province were selected as the first-year target province of the D-HOPE project. Each provincial CD official attended to the training program in Japan and formulated the action plan in February 2018, accompanied by 3 officials of CDD, Planning Division, Bureau of Local Wisdom and Bureau of Community Empowerment.

The activity of the first year officially kicked off in Bangkok seminar on the D-HOPE approach held in April 2018. There were 80 participants (17 CDD officials, 46 CD officials, 17 entrepreneurs/village leaders) in the seminar, refined the action plan in each province.

Around the same time, OTOP Nawatwithi policy, which is the community-based tourism policy has launched in the entire country. Therefore, the project advocated to integrate activities with D-HOPE and other related policies such as OTOP Village or Community-based Tourism by Social Enterprise.

The first activity of the D-HOPE implementation, the strategic workshop I is to identify potential champions, has successfully done in the month of May with the support of the D-HOPE Project team combined with CDD and JICA. The total number of workshop participants is 847 and the identified champions is approximately 2,500 in 9 provinces. Mostly each CD provincial office focused on the OVC or OTOP Nawatwithee target villages for the D-HOPE project. As a result, many provinces could have advanced the activities of OTOP Nawatwithee within May.

Within the first activity, the project team visited governors in each province to explain about the project as well as to ask for support if needed. Most governors agreed to cooperate and support in terms of budget and implementation of activities. There are different ideas how to integrate provincial policies.

Regarding the implementation around this time, the progress would be different in each province so that the JICA team prepared the budget for each province and they can proceed on their own according to their situations

The strategic workshop I in each province was a big success as evidenced by the number of 2,500 identified champions. The most participants were enthusiastic into the group discussions and they continued on their own even when in lunch or break time. Moreover, many provinces already reported us/CDD that the final identified champions number is increased even more from villages after the workshop.

The second activity is the strategic workshop II to design hands-on program based on the result from the strategic workshop I. There were 1,500 participants in 9 provinces, designed approximately 1,400 hands-on programs in the workshop. As we emphasized the effectiveness to connect the OTOP products with hands-on programs, many producers understood the importance and came up with the idea utilizing the existing products and now they can advance their business from production into service industry in D-HOPE. However, we also encouraged them to come up with something new in order to stimulate the entrepreneurial spirit in producers, especially Surin province since they have advanced already with the methodology. Many village leaders mentioned that they did not bring champions due to the distance, availability or budget so that potentially we have more identified champions in each province.

After that, each group by district in each province have decided which program to participate, however many mentioned that there are more champions in the village and they would like to include more people for this process. Due to the budget constrain, the number of tested hands-on program was very limited so that some village leaders or CD provincial officers mentioned that they are in the process to see if the village fund is usable for this or not. As a result, 82 hands-on programs were tested in 9 provinces.

In case of Trang and Ranong, they utilized the hands-on programs for the exchange program at the provincial level so that the group of Ranong people participated in the hands-on programs in Trang. In this way, they can learn from each other to develop hands-on program activities better so that we expect these 2 provinces to have interesting hands-on programs.

OTOP Nawatwithi started to become overwork that many provinces faced the difficulties to carry out the D-HOPE activities like the strategic workshop III as planned. This time was around the end of the Thai fiscal year of 2018.

Nevertheless, Chonburi and Surin province conducted the strategic workshop III to develop catalog and promotion ideas. There were 242 participants and 242 hands-on programs for the catalog was verified by the champions themselves. Each champion checked the draft of the catalog and discussed promotion issues. In case of Chonburi province, the champions also discussed about the name of the catalog, which is the event name and identify of Chonburi province, *Amazing CHON*.

The D-HOPE event was not possible to conduct in all 9 provinces due to the budget and timeframe (JICA's budget). However, the number of the hands-on program contained in the catalogs was 984 in 9 provinces. This is a significant result considering the implementation obstacles, budget constrains as well as the human resource involved.

Last activity is the strategic workshop IV to evaluate the project. There were 714 champions participated in 9 provinces, evaluated and 170 CD officials as well. Although the promotion activities are not much done yet, the champions learned many things from evaluation activity and motivated to promote their hands-on programs through the catalog, website and SNS for their future.

# Framework for D-HOPE approach (presentation)

Subject of Evaluation

# Framework of the D-HOPE Approach (Decentralized Hands-on Program Exhibition)

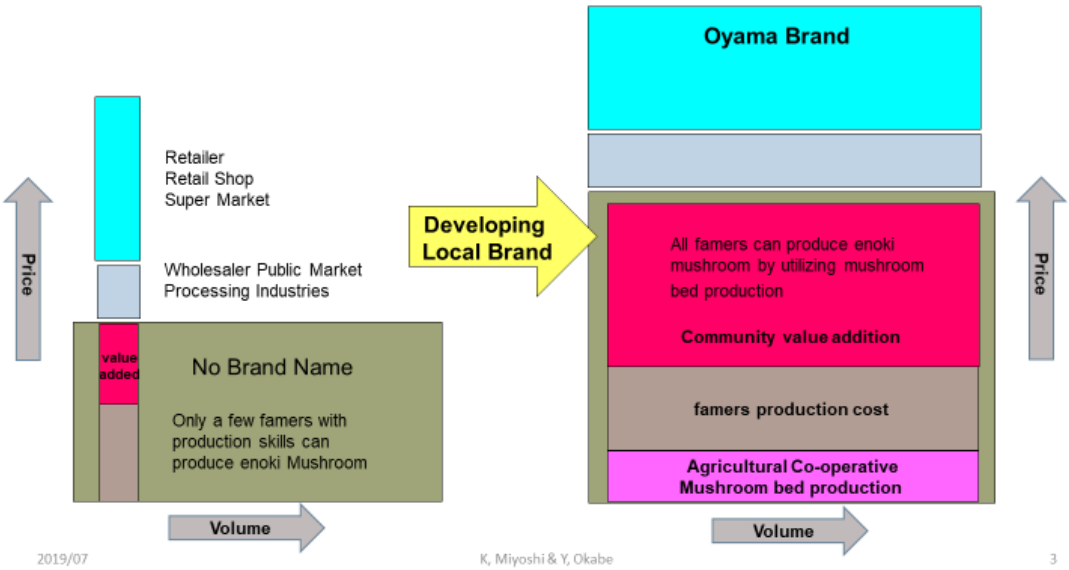
INSTITUTE FOR COMMUNITY DESIGN

Koichi Miyoshi,
President
Yumiko Okabe,
Executive Director

## Alternative Development Approach

Development of Oyama town, Oita Prefecture and etc.

## Enoki Mushroom Production: Oyama Method

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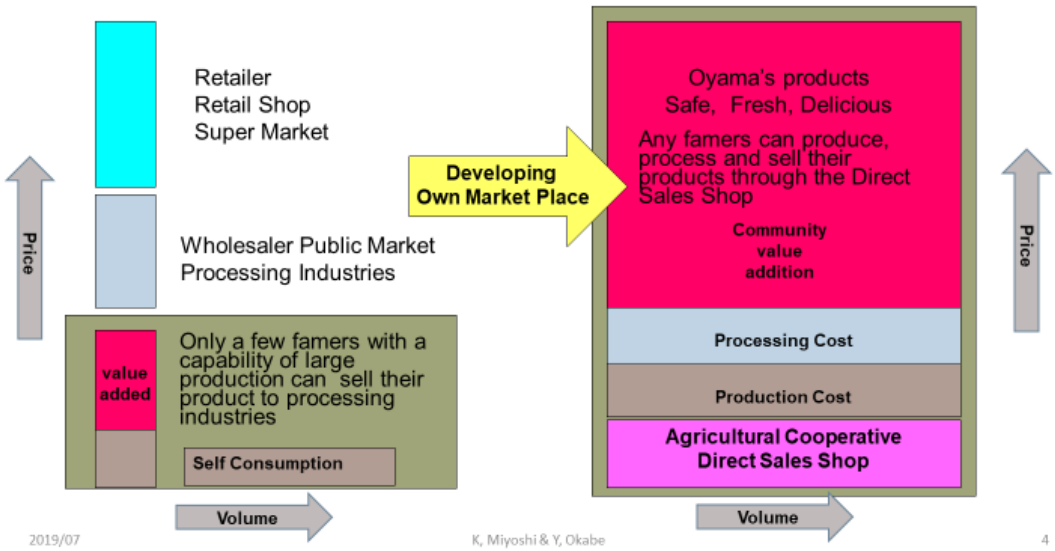
## Konohana Garten: Community's Direct Sales Facility

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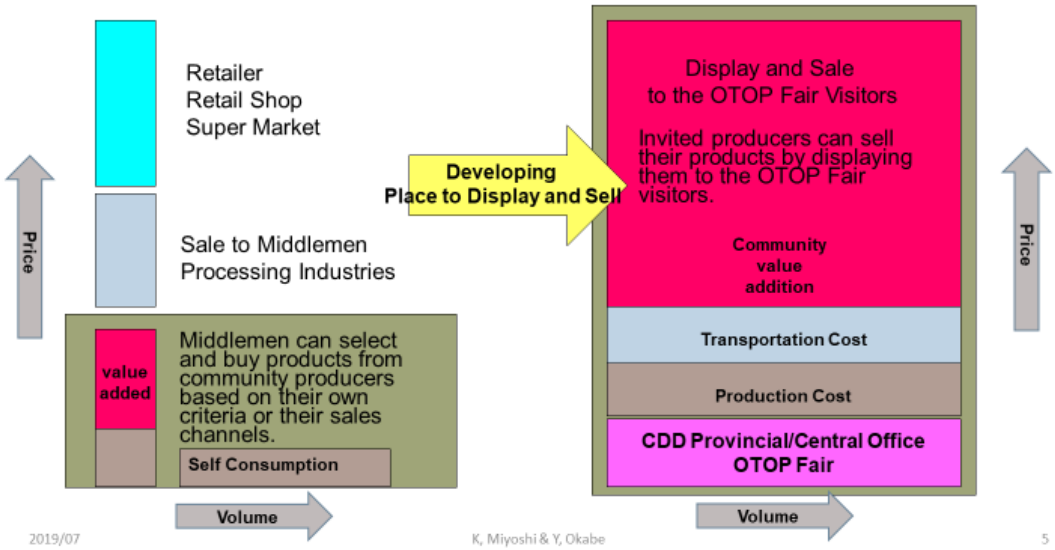
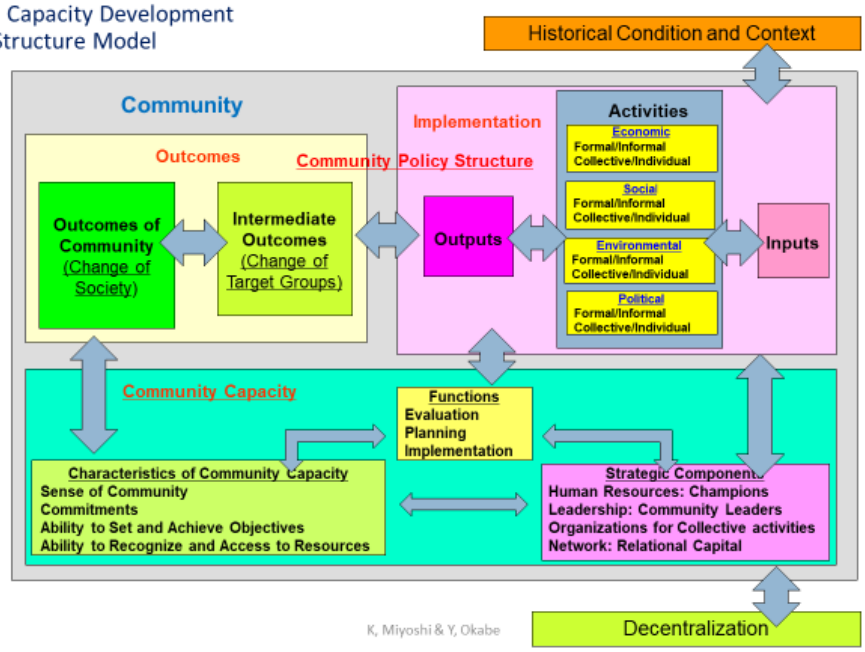
## OTOP Fair: Creation of Community Display and Sales Place






## Community Capacity Development and Policy Structure Model



## From Big to Small

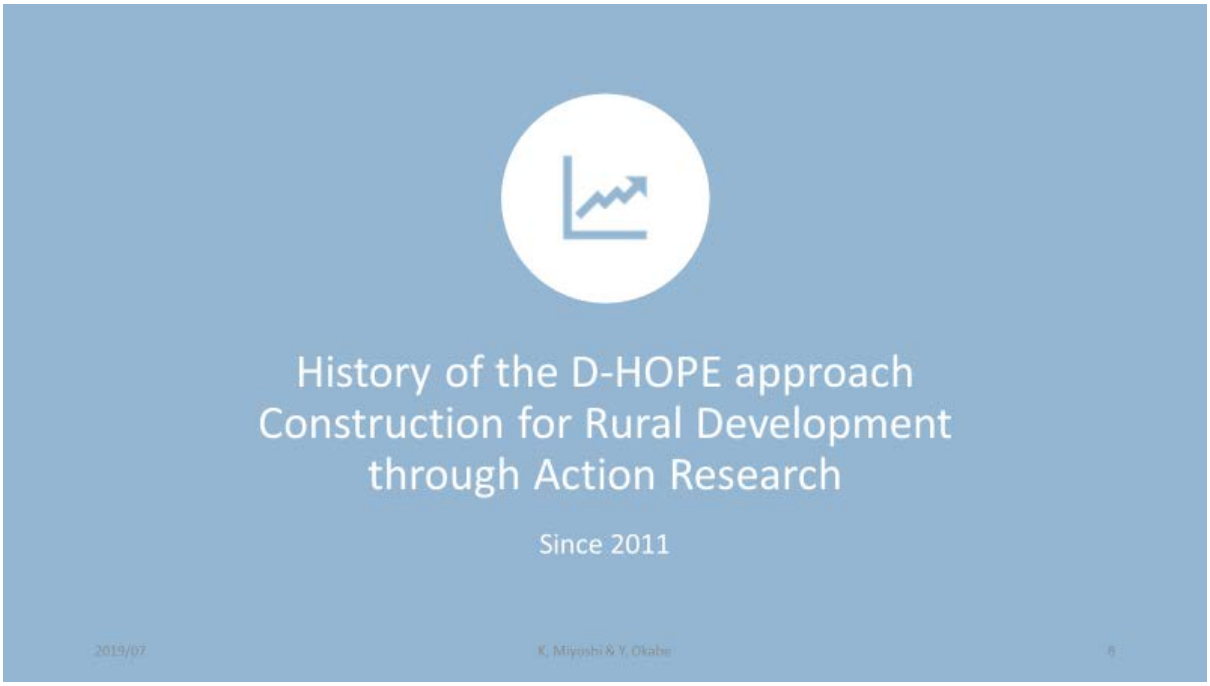
- Big facilities → Small facilities
- Big events → Small events
- Big activities → Small activities

- One big →

Making many smalls as a big aggregation

Open, Inclusive, Participatory and Diversified





Japan: Nagasaki Saruku
42 course maps

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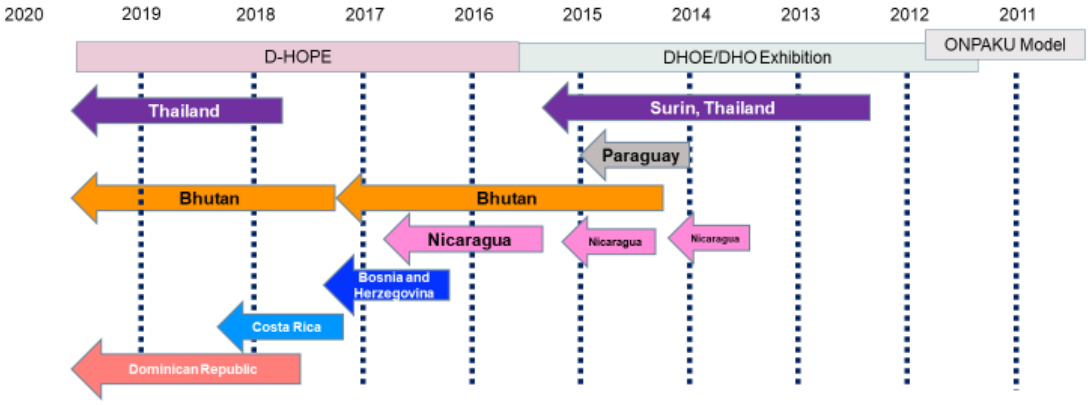
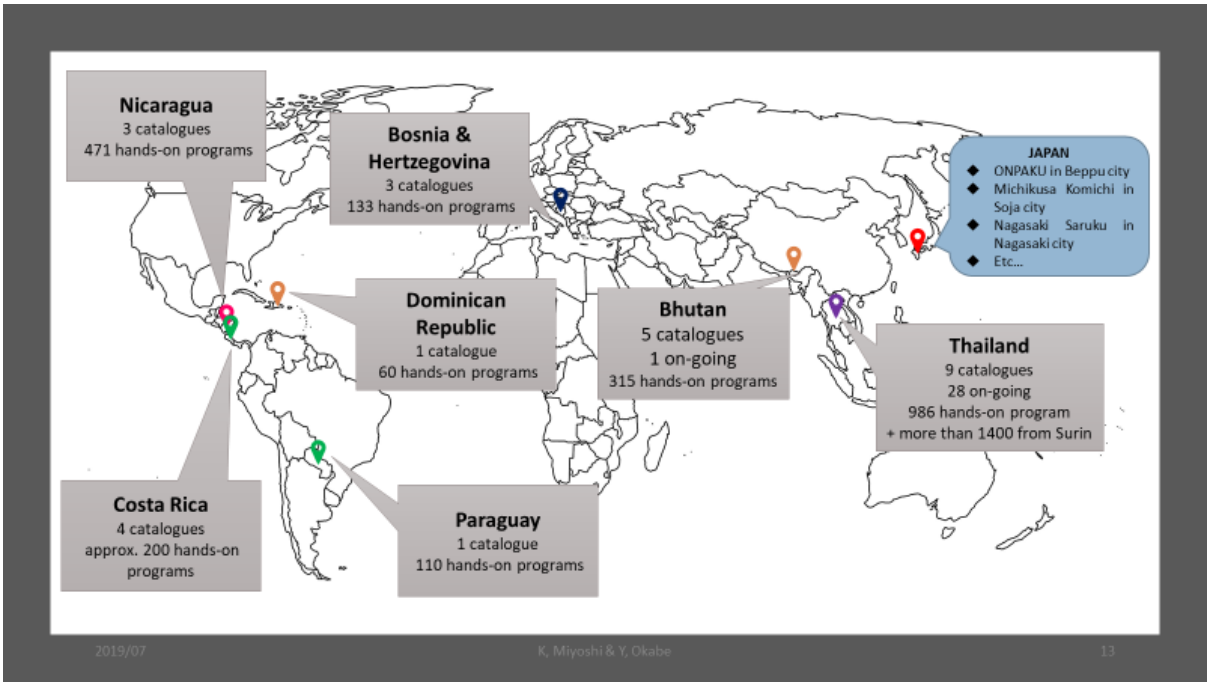
# Catalogue

Thailand: Khong Dee Muang Surin Festival
97 hands-on programs (First year)

## History of the D-HOPE Approach Construction
7 countries 3 continents

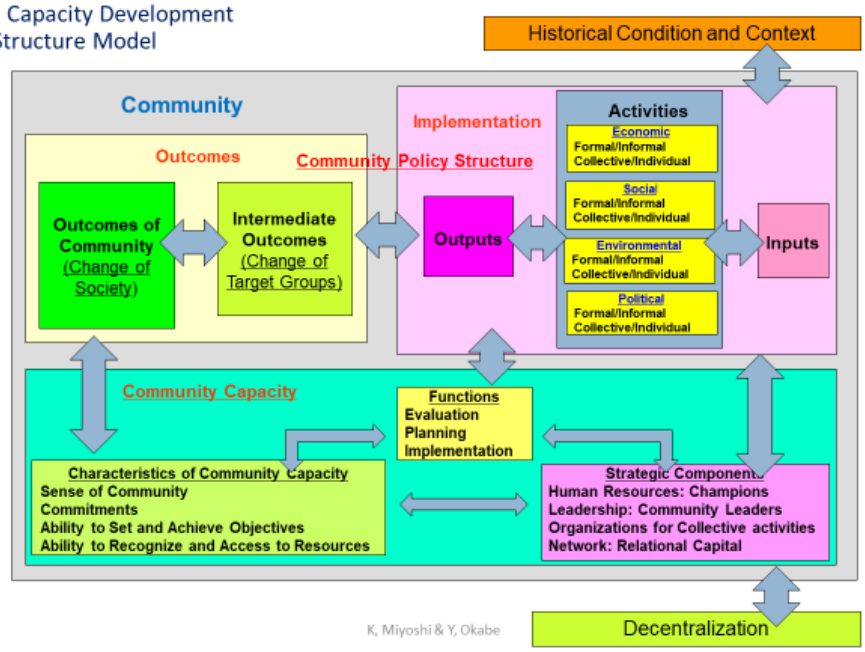





# The Decentralized Hands-on Program Exhibition (D-HOPE)

Since 2015

Community Capacity Development and Policy Structure Model



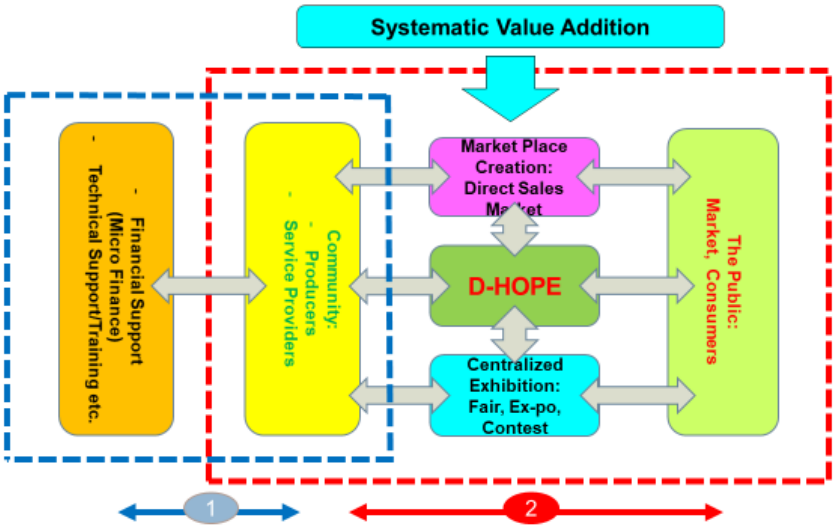



## Logical Construction of the Tool to Utilize the Community Capacity & Policy Structure Model 1: Economic Development

1. More Market-oriented and Innovative Approach (Systematic Value-addition)
2. Transition of Economic Development
3. The Innovator's Dilemma
4. Entrepreneurship

## D-HOPE Approach for Rural Development

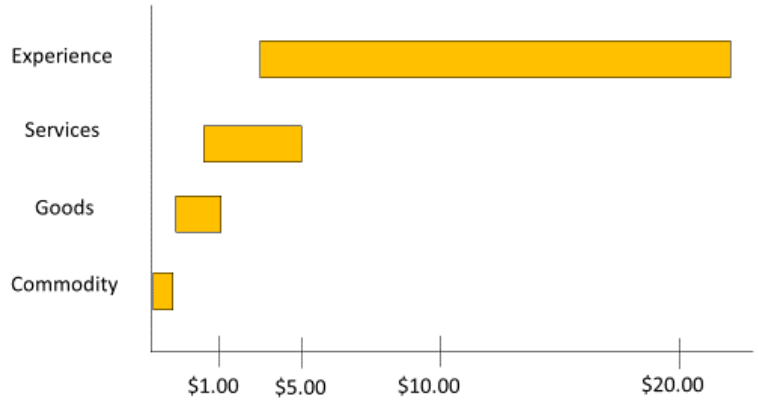
## More Market-oriented and Innovative Approach



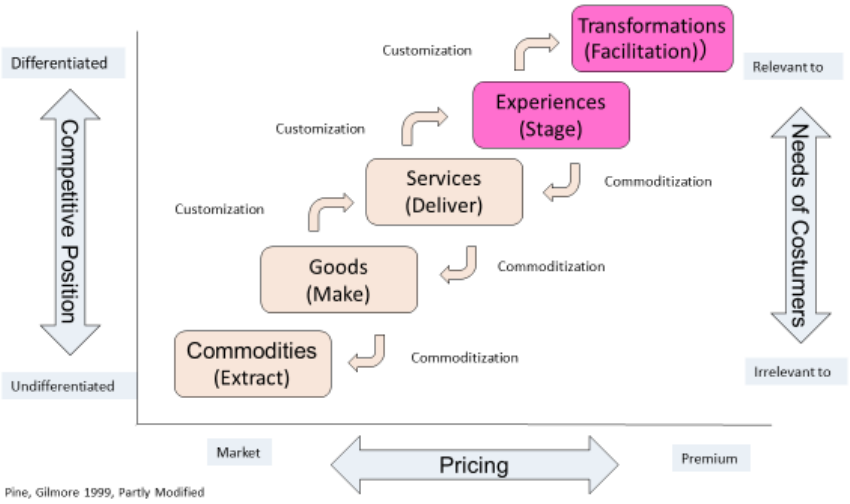
# Transition of Economic Development



## Towards Experience Economy: Price of Coffee Offerings



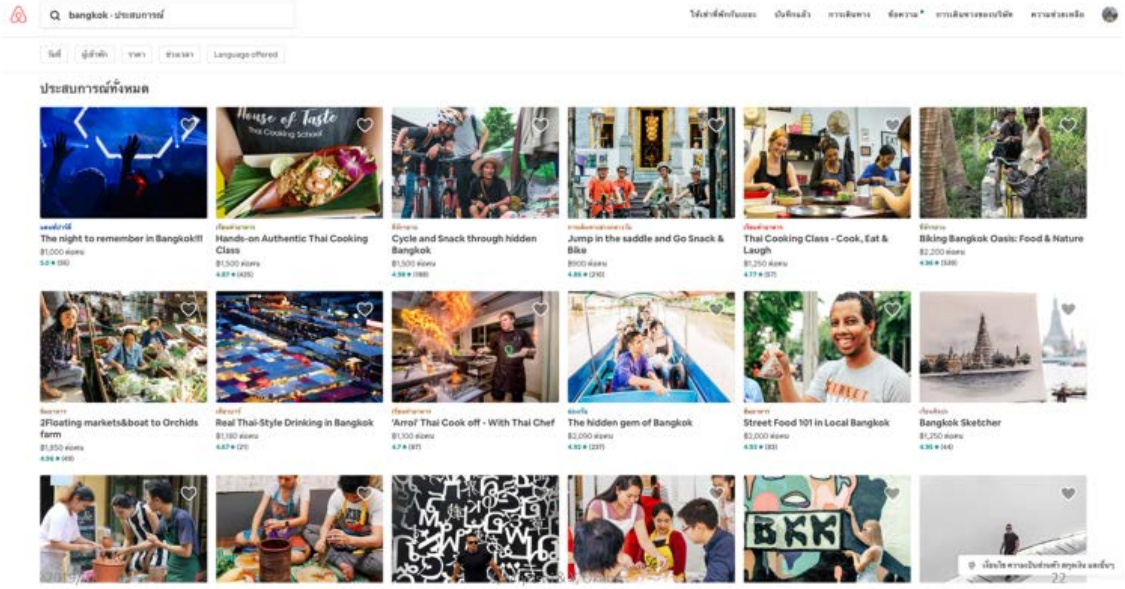
## Completing the Progression of Economic Value



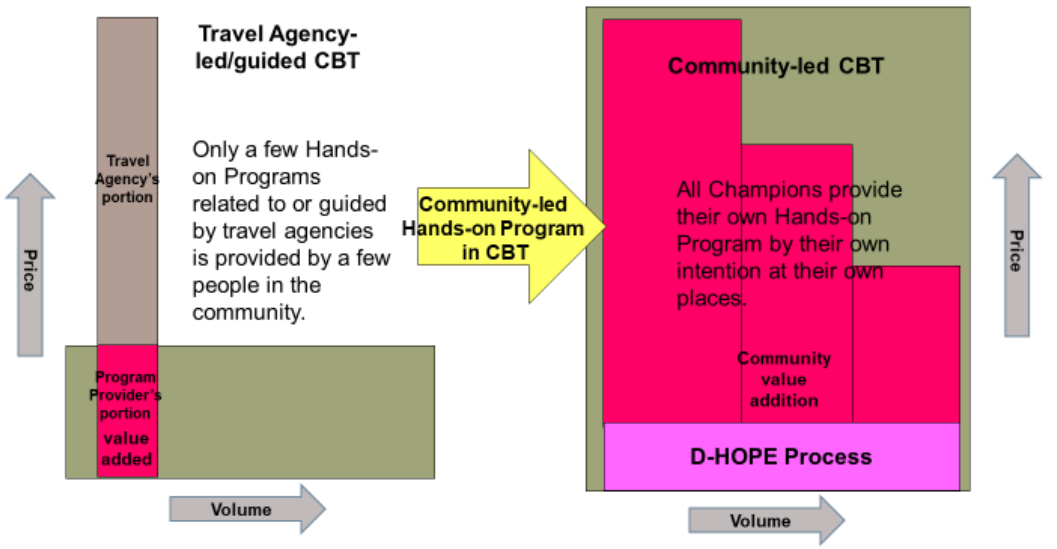

Pine, Gilmore 1999, Partly Modified



## International Embodiment Effort of the Experience Economy: Airbnb



## Hands-on Program Development by D-HOPE Approach

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## Harnessing the Principals of Disruptive Innovation

- Principal 1: Companies Depend on Customers and Investors for Resources
- Principal 2: Small Markets Don't Solve the Growth Needs of Large Companies
- Principle 3: Markets that Don't Exist Can't Be Analyzed
- Principal 4: An Organization's Capabilities Define Its Disabilities
- Principal 5: Technology Supply May Not Equal Market Demand

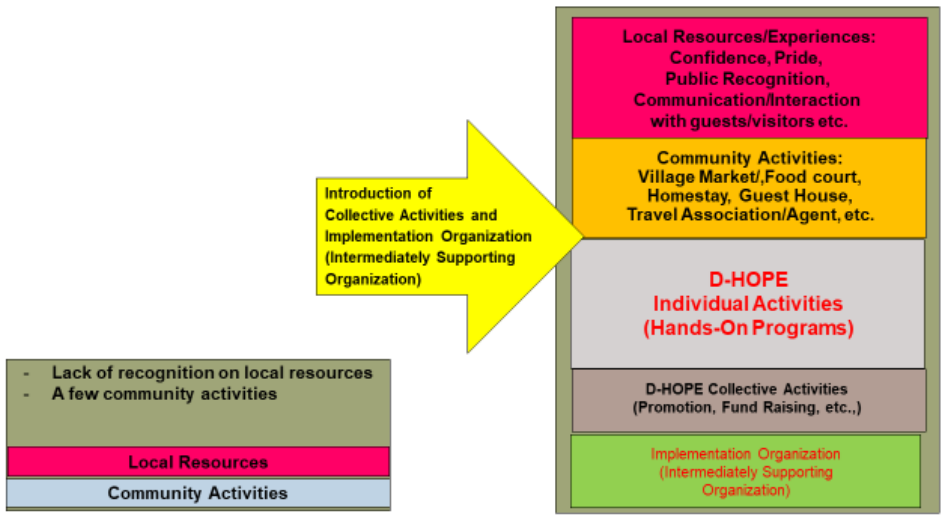
# Technology

The Innovator's Dilemma is intended to help a wide range of managers, consultants, and academics in manufacturing and service businesses -high tech or low – in slowly evolving or rapidly changing environments. Given that aim, ***Technology***, as used in this book, means the processes by which an organization transforms labor, capital, materials, and information into products and services of greater value. All firms have technologies. A retailer like Sears employs a particular technology to procure, present, sell, and deliver products to its costumers, while a discount warehouse retailer like PriceCostco employs a different technology. This concepts of technology therefore extends beyond engineering and manufacturing to encompass a range of marketing, investment, and managerial processes. Innovation refers to a change in one of the theses technology.

# An Organizational Capabilities Frameworks: Resources, Processes, and Values

Three classes of factors affect what an organization can and cannot do: its resources, its processes, and its values. When asking what sorts of innovations their organizations are and are not likely to be to implement successfully, managers can lean a lot about capabilities by disaggregating their answers into these three categories.

## D-HOPE : Utilizations of Potential Local Resources and Activities For Community-based Tourism

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| |
|---|
| Emphasize tourism agency value ⇒ Emphasize personal value |
| For group travel ⇒ For individual travel |
| Sight seeing· Tourist place visiting ⇒ Experiment · Knowledge securing |
| Male subject · male led ⇒ Female subject · Female led |
| Separation of sightseeing and healing ⇒ Combination of sightseeing and healing |
| Mass Communication: Mass Media ⇒ Personal Communication: Personal Media |
| Separation of tourism and civic life ⇒ Town and community development |
| Sending-place led ⇒ Receiving-place led |

## New Trend of Tourism: Rural and Community-based Tourism
(New Market)

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# Entrepreneurship



## Definition of Entrepreneurship and Entrepreneur

- The activity of setting up a business or businesses, taking on financial risks in the hope of profit.
- A person who sets up a business or businesses, taking on financial risks in the hope of profit.

Oxford Living Dictionary https://en.oxforddictionaries.com/

# Definitions of Entrepreneurship

- Economists have never had a consistent definition of "entrepreneur" or "entrepreneurship" (the word "entrepreneur" comes from the French verb *entreprendre*, meaning "to undertake"). Though the concept of an entrepreneur existed and was known for centuries, the classical and neoclassical economists left entrepreneurs out of their formal models: They assumed that perfect information would be known to fully rational actors, leaving no room for risk-taking or discovery. It wasn't until the middle of the 20th century that economists seriously attempted to incorporate entrepreneurship into their models.
- Three thinkers were central to the inclusion of entrepreneurs: Joseph Schumpeter, Frank Knight and Israel Kirzner. Schumpeter suggested that entrepreneurs – not just companies – were responsible for the creation of new things in the search of profit. Knight focused on entrepreneurs as the bearers of uncertainty and believed they were responsible for risk premiums in financial markets. Kirzner thought of entrepreneurship as a process that led to discovery.

https://www.investopedia.com/terms/e/entrepreneur.asp



# Definition of entrepreneurship

- The capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit. The most obvious example of entrepreneurship is the starting of new businesses.
- In economics, entrepreneurship combined with land, labor, natural resources and capital can produce profit. Entrepreneurial spirit is characterized by innovation and risk-taking, and is an essential part of a nation's ability to succeed in an ever changing and increasingly competitive global marketplace.

Business dictionary

http://www.businessdictionary.com/definition/entrepreneurship.html

219,495 views | Jun 5, 2012, 09:18am

# The Real Definition Of Entrepreneur---And Why It Matters

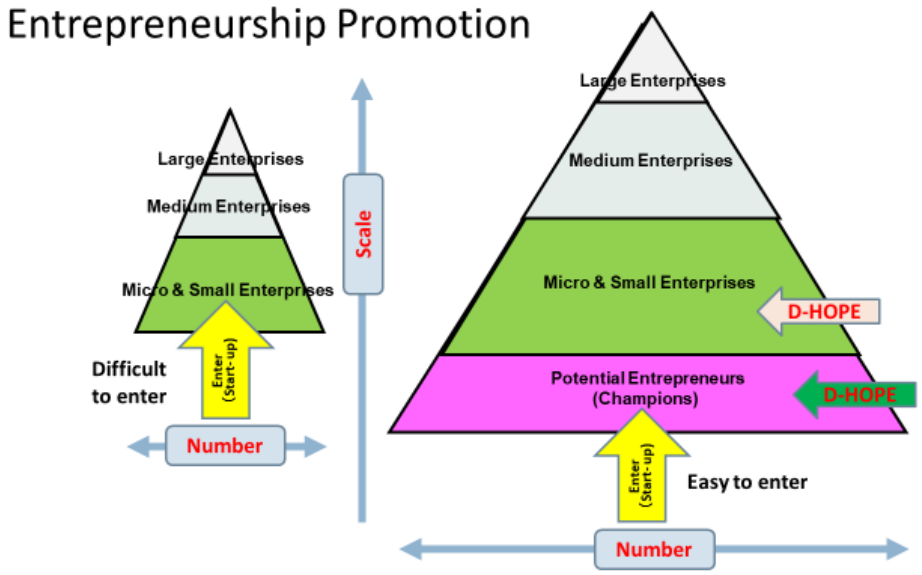
**Brett Nelson** Contributor ⓘ

*I discuss investing, strategy and management (and poke some fun, too)*



## *True* entrepreneurs

- Entrepreneurs, in the purest sense, are **those who identify a need---*any* need---and fill it.** It's a primordial urge, independent of product, service, industry or market.
- the true essence of entrepreneurship: Define, invest, build, repeat.
- "Why would you want to do that?" I said. His response: "I just wanted to sell something. It didn't matter what."
- I'm pretty sure true entrepreneurship can't be taught. I do hope it can be encouraged.





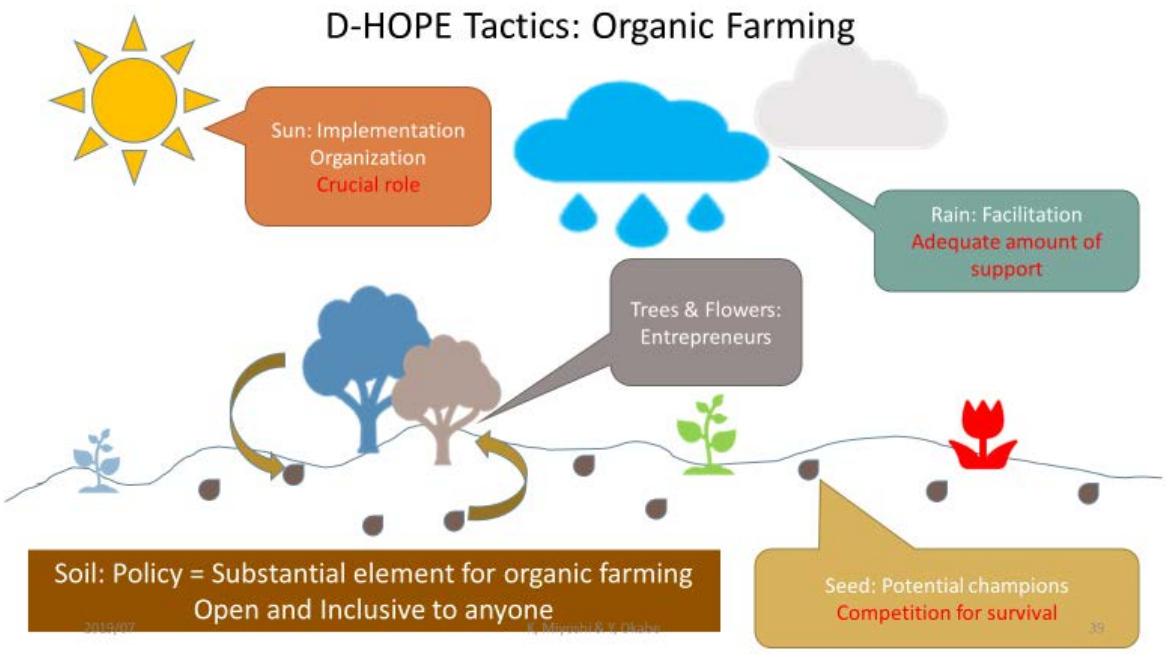

## Logical Construction of the Tool to Utilize the Community Capacity & Policy Structure Model 1: Implementation & Outcome

More Market-oriented and Innovative Approach (Systematic Value-addition)

Transition of Economic Development

The Innovator's Dilemma

Entrepreneurship


D-HOPE Tactics: Organic Farming
Sun: Implementation Organization
Crucial role
Rain: Facilitation
Adequate amount of support
Trees & Flowers: Entrepreneurs
Soil: Policy = Substantial element for organic farming
Open and Inclusive to anyone
Seed: Potential champions
Competition for survival
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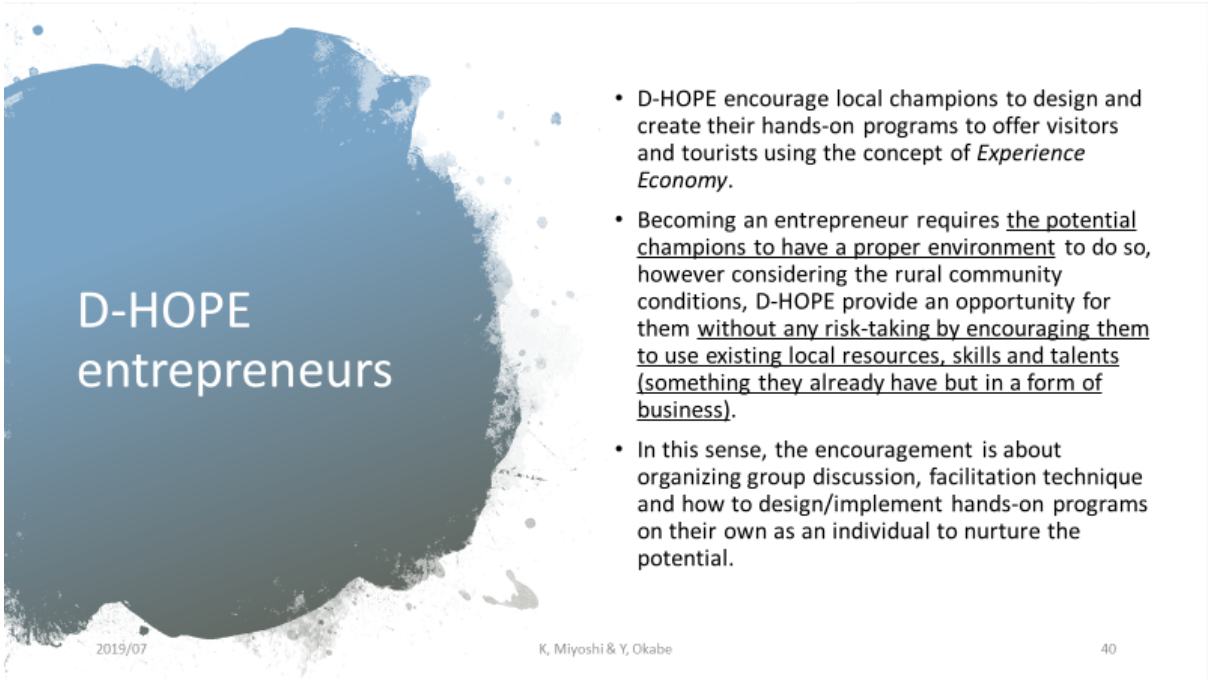
D-HOPE entrepreneurs
• D-HOPE encourage local champions to design and create their hands-on programs to offer visitors and tourists using the concept of *Experience Economy*.
• Becoming an entrepreneur requires the potential champions to have a proper environment to do so, however considering the rural community conditions, D-HOPE provide an opportunity for them without any risk-taking by encouraging them to use existing local resources, skills and talents (something they already have but in a form of business).
• In this sense, the encouragement is about organizing group discussion, facilitation technique and how to design/implement hands-on programs on their own as an individual to nurture the potential.
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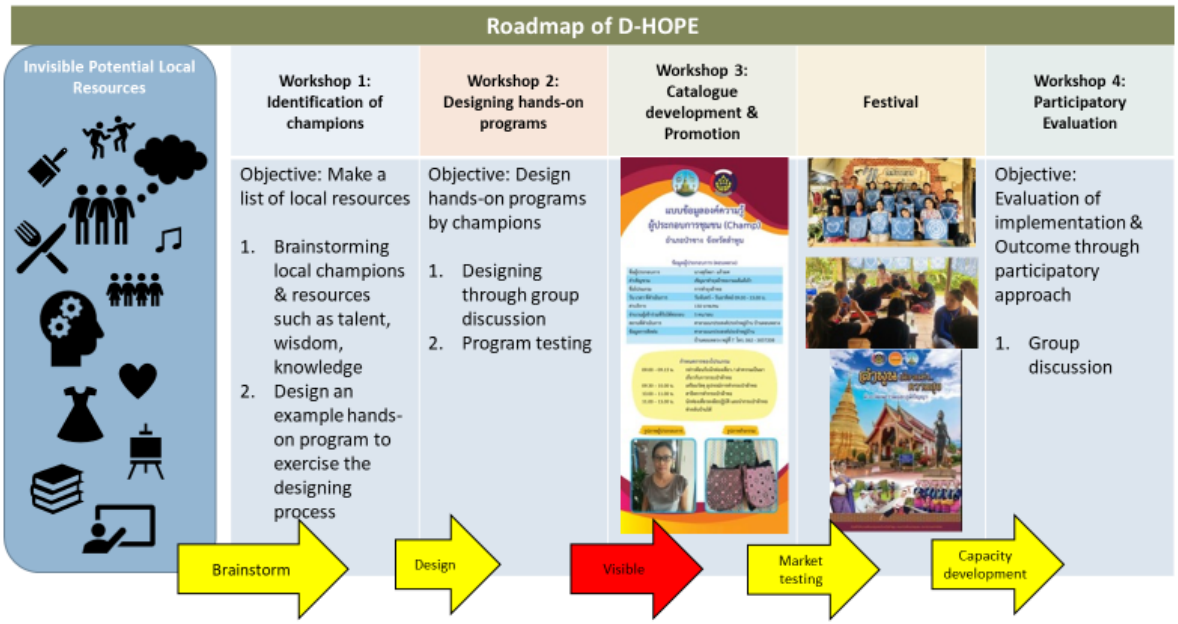
Roadmap of D-HOPE
Invisible Potential Local Resources
Workshop 1: Identification of champions
Workshop 2: Designing hands-on programs
Workshop 3: Catalogue development & Promotion
Festival
Workshop 4: Participatory Evaluation
Objective: Make a list of local resources
1. Brainstorming local champions & resources such as talent, wisdom, knowledge
2. Design an example hands-on program to exercise the designing process
Objective: Design hands-on programs by champions
1. Designing through group discussion
2. Program testing
Objective: Evaluation of implementation & Outcome through participatory approach
1. Group discussion
Brainstorm
Design
Visible
Market testing
Capacity development
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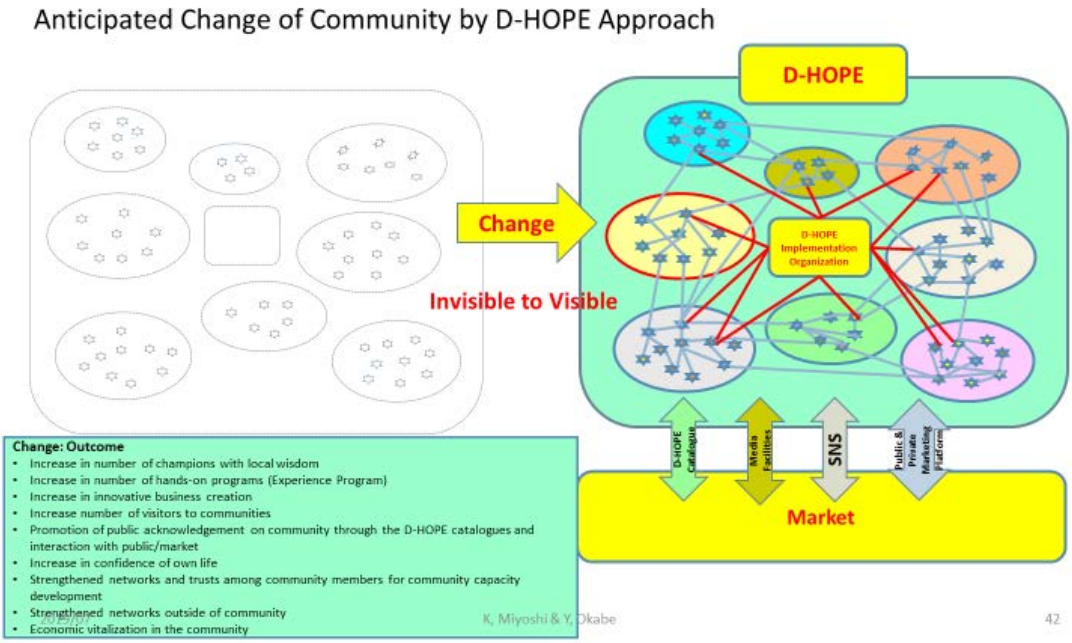
Anticipated Change of Community by D-HOPE Approach
D-HOPE
Change
Invisible to Visible
D-HOPE Implementation Organization
D-HOPE Catalogue
Media Facilities
SNS
Public & Private Marketing Platform
Market
Change: Outcome
• Increase in number of champions with local wisdom
• Increase in number of hands-on programs (Experience Program)
• Increase in innovative business creation
• Increase number of visitors to communities
• Promotion of public acknowledgement on community through the D-HOPE catalogues and interaction with public/market
• Increase in confidence of own life
• Strengthened networks and trusts among community members for community capacity development
• Strengthened networks outside of community
• Economic vitalization in the community
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## Outcome of the D-HOPE

- Increase in number of champions with local wisdom
- Increase in number of hands-on programs (Experience Program)
- Increase in innovative business creation
- Increase number of visitors to communities
- Promotion of public acknowledgement on community through the D-HOPE catalogues and interaction with public/market
- Increase in confidence of own life
- Strengthened networks and trusts among community members for community capacity development
- Strengthened networks outside of community
- Economic vitalization in the community



## Division of Labour: Organizational Theory

**Policy-Making Organization Level**

D-HOPE Policy-making Organizations

- Policy formulation
- Budget allocation
- Other support for implementation organizations

**Implementation Organization Level**

D-HOPE Collective Activities

D-HOPE Implementation Organizations

**Preparatory Works**
- Formation of strategic group
- Strategic Meeting
- Preparation of Strategic Action Plan
- Event Planning & Preparation

**Implementation Works**
- **Identification of Champions** (Strategic Workshop I)
- **Designing of hands-on programs** (Strategic Workshop II)
- **Preparation of Catalogue and Promotion** (Strategic Workshop III)
- **Implementation of Event**
- **Empowerment Evaluation** (Strategic Workshop IV)

**Producers/Service Providers**

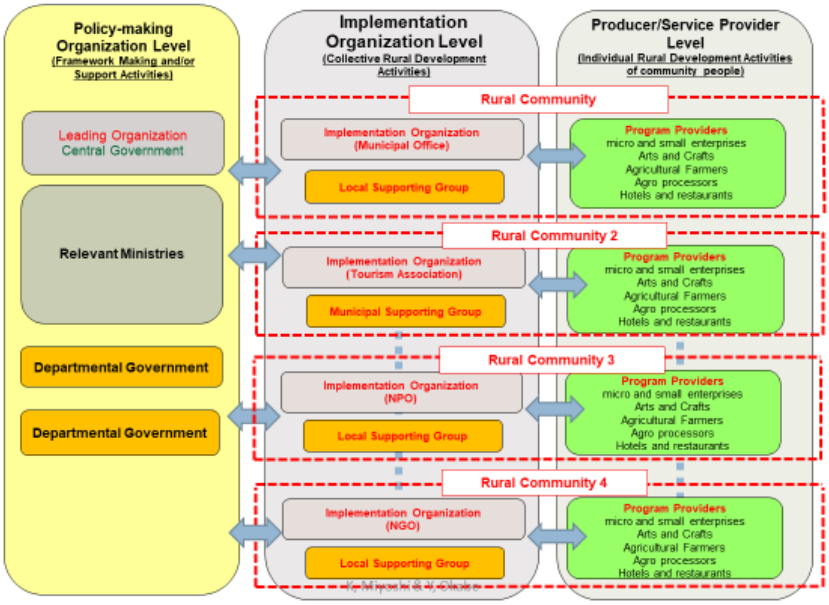
**Production/Service Individual/Group**

Program Providers

- Designing hands-on programs
- Implementing hands-on programs
- Evaluating hands-on programs

**Community**

## Framework for D-HOPE Activities






## Stage of D-HOPE

| | Components | Main Activities | Outputs |
|---|---|---|---|
| Planning | Strategic Meeting | • Setting agenda and final date for the meeting<br>• Identification of main stakeholders for the meeting | • Agenda finalized<br>• Meeting date finalized<br>• Stakeholders finalized |
| | Preparation of Strategic Action Plan | • Set mission and objectives for action plan | • Final strategic action plan prepared |
| | D-HOPE Event Planning & Preparation | • Technical support and guidance | • 1 D-HOPE event planned<br>• Necessary supports provided |
| Implementation | **Identification of Champions (Strategic Workshop I)** | • **Facilitation in resource mobilization**<br>• **Shortlisting of champions/programs** | • **Resources identified, recognized and mobilized in and among community people (list of 600)** |
| | **Designing of Hands-on Programs (Strategic Workshop II)** | • **Program trial + Group discussion**<br>• **Examine strength and resources**<br>• **Stakeholders consultations** | • **Champions provide their hands-on programs**<br>• **Feedbacks and elaboration on hands-on program provided (300 hands-on programs)** |
| | **Preparation of Catalogue and Promotion (Strategic Workshop III)** | • **Identification of nodal persons**<br>• **Group discussion/workshop**<br>• **Distribution and promotion of D-HOPE** | • **1 designed catalogue prepared**<br>• **Catalogues printed**<br>• **Distribution of the catalogue to the public** |
| | Implementation of D-HOPE Event | • Stakeholder consultation<br>• Implementation of hands-on programs | • 200 hands-on programs implemented<br>• Acquisition of good experiences<br>• Communication between program providers and participants |
| | Participatory Evaluation of D-HOPE (Strategic Workshop IV) | • Group Discussion<br>• Recognition and sharing of good experiences<br>• Creation of future development/innovation | • 200 hands-on programs evaluated<br>• Ideas for future development and innovation<br>• Creation of community consensus |

## Stage and Nature of Decentralized Hands-on Program Exhibition

| | Approach | | | | Outcome |
|---|---|---|---|---|---|
| | Facilitation | Participation | Appreciative Inquiry | Description | |
| Identification of Champions (Strategic Workshop I) | • Organization of workshop<br>• Encouragement of local people and their wisdoms | • Group discussion | • Identification of Champions | • Description of champions | • Sharing local resources focusing human resources |
| Designing of Hands-on programs (Strategic Workshop II) | • Organization of programs and workshops | • Group discussion<br>• Program experience training | • Examination of own strength | • Description of own resources | • Recognition of own resources |
| Preparation of Catalogue and Promotion (Strategic Workshop III) | • Organization of workshops<br>• Encouragement of description of own story | • Presentation of own program | • Presentation of own strength | • Description of own story | • Creation of own story |
| Implementation of D-HOPE Event | • Encourage of enjoying program implementation | • Organization and implementation of own program as main player | • Identification of good experiences in implementation of program | • Description of own story through implementation of own program | • Provision of own story |
| Participatory Evaluation (Strategic Workshop IV) | • Encouragement of own story of D-HOPE program | • Presentation of good experience of D-HOPE program | • Sharing of good experiences | • Description of good experiences<br>• Photo elicitation | • Recognition and confidence of own life |



## Outcomes of D-HOPE for Community Entrepreneurship

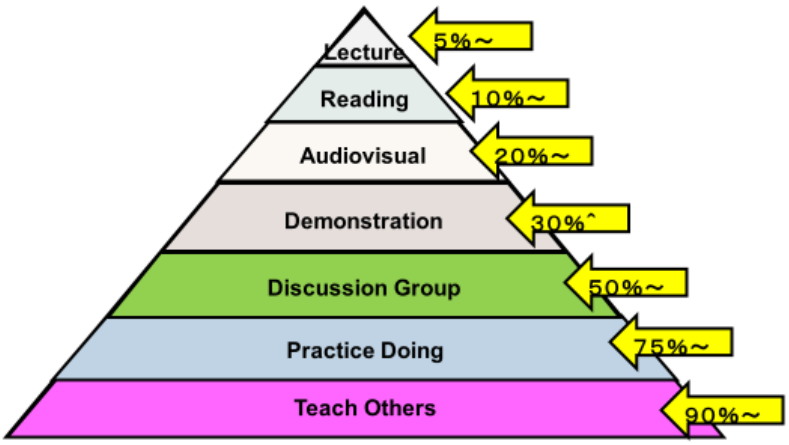
| Strategic Workshop | End Outcome (Change of Society) | Intermediate Outcome (Change of Target Group) | Participants of Strategic Workshop Activities |
|---|---|---|---|
| Identification of Champions (Strategic Workshop I) | - Recognition of Local Resources and Knowledge as Potential Champions and Local Development<br>- Creation of Relational Capital | - Recognition of Local Resources and Knowledge<br>- Creation of Network | Implementation Organization Staff |
| | | - Recognition of their Potential Capability as Concrete Program for Development<br>- Creation of Network | Producers and Service Providers as Their Representatives |
| Designing of Hands-on Programs (Strategic Workshop II) | - Recognition of Local resources and Knowledge for Their Development<br>- Development of Relational Capital as Community Capacity<br>- Recognition of Their Role for Development | - Recognition of making Local Resources as Concrete Program<br>- Recognition of Their Role as Implementation Organizer and Facilitator<br>- Developing of Networks | Implementation Organization Staff |
| | | - Recognition of Their Capability as Potential Program Provider<br>- Creation and Development of Networks | Identified Potential Champions |
| Preparation of Catalogue and Promotion (Strategic Workshop III) | - Development of Potential Community Entrepreneurship<br>- Accumulation of Relational Capital as Community Capacity<br>- Development of Their Role for Development<br>- Recognition of Community People on Their Own Recourses for Potential Development | - Increase of Their Recognition on Local Resources<br>- Development of Their Captivity for Implementation Organizers and Facilitators For D-HOPE<br>- Accumulation of Network Experiences | Implementation Organizers and Facilitators for D-HOPE |
| | | - Development of Their Capability as Program Provider and Potential Entrepreneur For D-HOPE<br>- Development and Accumulation of Network Experiences | Potential Program Providers for D-HOPE |
| | | - Recognition of Potential Development Activities in The Community | (Community People as Observer on WS Activities) |
| Implementation of D-HOPE Event | - Development of Community Entrepreneurship<br>- Accumulation of Relational Capital as Community Capacity<br>- Development and Experience of Their Role for Development<br>- Recognition of Community People on Their Potential Development | - Development and Accumulation of Their Experiences as Implementation Organizers and Facilitators for D-HOPE<br>- Recognition of Their capability and Confidence as Implementation Organizers and Facilitators For D-PHOE | Implementation Organizers and Facilitators for D-HOPE |
| | | - Development and Accumulation of Their Experiences as Program Provider and Potential Entrepreneur for D-HOPE<br>- Development of Their Products and Services and their Recognition by The Customers<br>- Recognition of Their capability and Confidence as Program Provider and Rural Entrepreneur | Program Provider and Potential Entrepreneur for D-HOPE |
| | - Public Recognition on Local Entrepreneurs and their Products and serviced<br>- Public Recognition on Local Specialties of the Community | - Participation of D-HOPE Event and Hands-on Programs<br>- Recognition of Program Providers as Champions for Community Development | Community People |
| | | - Participation of D-HOPE Event and Hands-on Programs<br>- Recognition of Program Providers as Champions for Community Entrepreneur | People outside of the Community |
| Participatory Evaluation (Strategic Workshop IV) | - Development of Community Capacity fro Future Development and Their Confidence to their Lives and Community | - Sharing of their Experience through AI Process<br>- Featuring of the Future Development of D-HOPE<br>- Featuring of the Community Development | Implementation Organizers and Facilitators for D-HOPE<br>Program Provider for D-HOPE and Local Entrepreneurs |

## Chronological Change of Outcome and Output

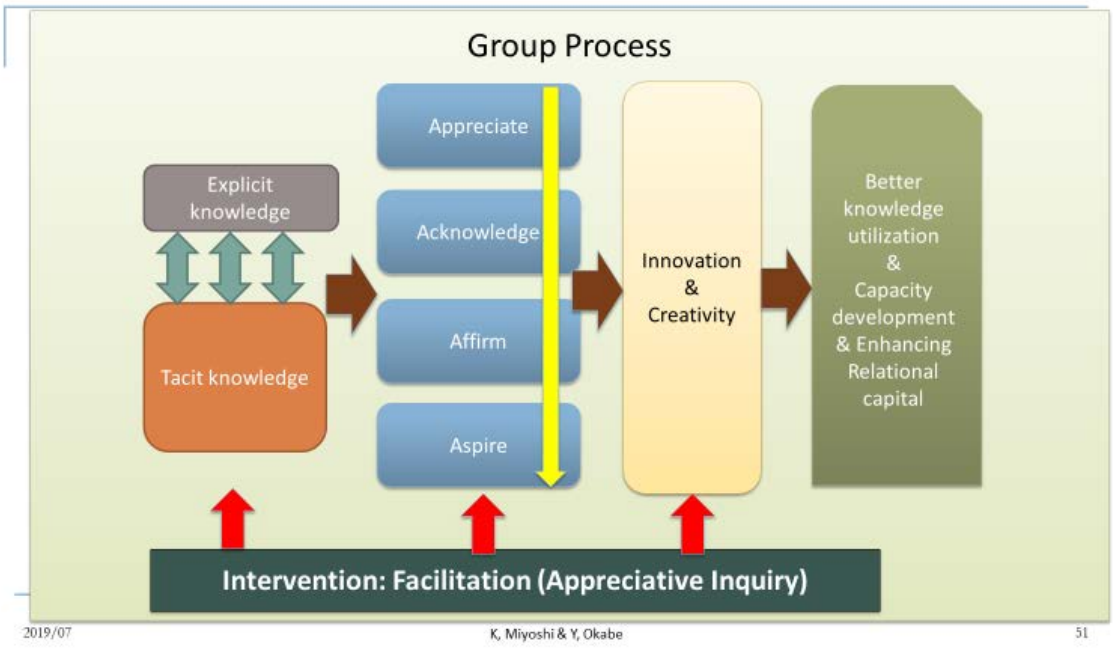
| | End Outcome<br>Change of Society | Intermediate Outcome<br>Change of Target Groups | Output | Activity | Input |
|---|---|---|---|---|---|
| 1 | Change 1 | Change 1 | OP-1 | A-1 | I-1 |
| 2 | Change 2 | Change 2 | OP-2 | A-2 | I-2 |
| 3 | Change 3 | Change 3 | OP-3 | A-3 | I-3 |
| 4 | Change 4 | Change 4 | OP-4 | A-4 | I-4 |
| 5 | Change 5 | Change 5 | OP-5 | OP-5 | OP-5 |



## Learning Pyramid: Average Learning Retention Rates




Source：National Training Laboratories


Group Process
Explicit knowledge
Tacit knowledge
Appreciate
Acknowledge
Affirm
Aspire
Innovation & Creativity
Better knowledge utilization & Capacity development & Enhancing Relational capital
Intervention: Facilitation (Appreciative Inquiry)
2019/07
K, Miyoshi & Y, Okabe
51

# Implementation Report (presentation)

Yumiko Okabe, Yoshihiro Ozaki, Samatchaya Thonglert
**The D-HOPE Project**

The D-HOPE fan page

# Implementation Report
## Feb 2018 – Jun 2019
## (First 9 provinces)

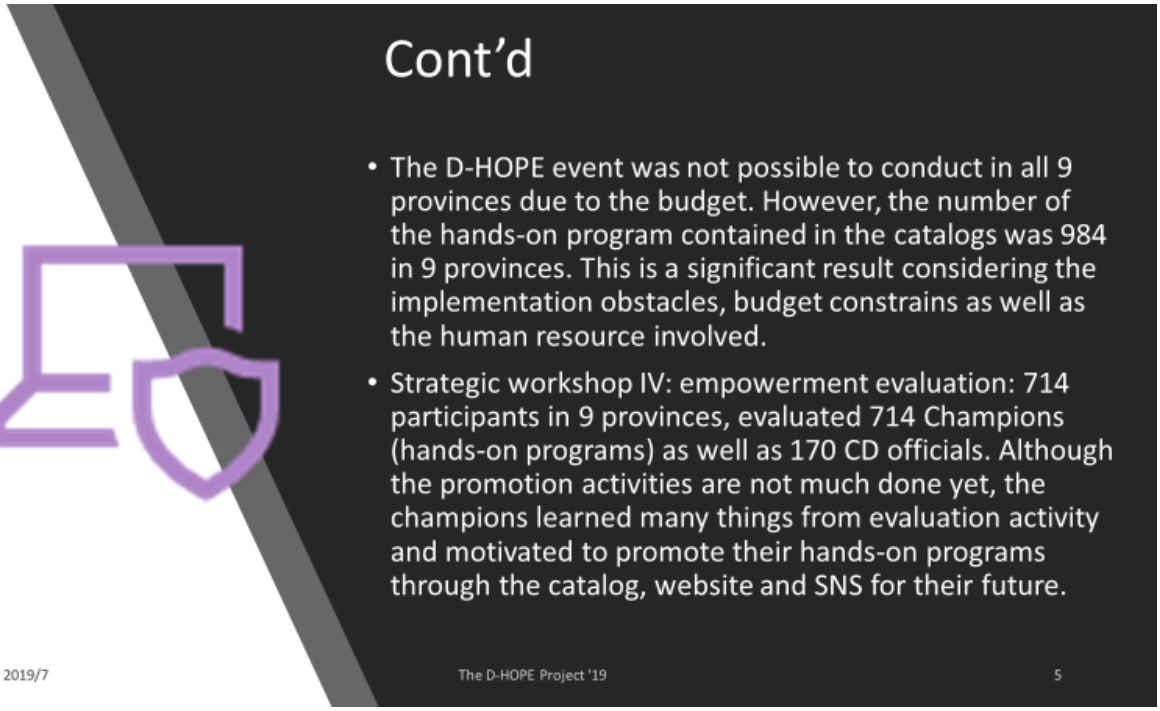
## Executive Summary

## Executive Summary (Implementation)

- 9 provinces: Nakhon Phanom, Mukdahan, Chiang Mai, Lamphun, Chonburi, Chantaburi, Ranong, Trang and Surin province were selected.
- 9 provincial CD official attended to the training program in Japan accompanied by 3 officials of CDD.
- Bangkok seminar on the D-HOPE :80 participants (17 CDD officials, 46 CD officials, 17 entrepreneurs/village leaders.
- OTOP Nawatwithi policy, which is the community-based tourism policy has launched so that the project advocated to integrate activities with D-HOPE and other related policies such as OTOP Village or Community-based Tourism by Social Enterprise.

## Cont'd

- Strategic workshop I: identification of potential champions: 850 participants in 9 provinces, identified approximately 2,500 potential champions
- Strategic workshop II: designing of hands-on program: 1,500 participants in 9 provinces, designed approximately 1,400 hands-on programs and 82 hands-on programs were tested in the villages. Due to the budget constrain, the number of tested hands-on program was very limited.
- OTOP Nawatwithi started to become overwork that many provinces faced the difficulties to carry out the D-HOPE activities like the strategic workshop III as planned.
- Strategic workshop III: developing catalog and promotion: 240 participants and 240 hands-on programs for the catalog was verified in Chonburi and Surin province.




Gantt Chart (13 months of work @ CDD)

| JFY | | | | 2018 | | | | | | | | | | | 2019 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| TFY | | | | | | | | | 2020 | | | | | | | | |
| Month | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 |
| Japan Training (Drafting Action Plan) | | | | | | | | | | | | | | | | | |
| Formulation of D-HOPE committee at central level | | | | | | | | | | | | | | | | | |
| In-country Training (Bangkok) | | | | | | | | | | | | | | | | | |
| Strategic Workshop I: Identification of champions | | | | | | | | | | | | | | | | | |
| Strategic Workshop II: Group discussion | | | | | | | | | | | | | | | | | |
| Strategic Workshop II: Program Testing | | | | | | | | | | | | | | | | | |
| Strategic Workshop III: Catalogue development & Promotion | | | | | | | | | | | | | | | | | |
| Development of catalogue | | | | | | | | | | | | | | | | | |
| Printing of catalogue | | | | | | | | | | | | | | | | | |
| Distribution of catalogue | | | | | | | | | | | | | | | | | |
| Development of website | | | | | | | | | | | | | | | | | |
| Promotion | | | | | | | | | | | | | | | | | |
| Event | | | | | | | | | | | | | | | | | |
| Strategic Workshop IV: Empowerment Evaluation | | | | | | | | | | | | | | | | | |

# 5 Main D-HOPE Activity & Outputs

| | Components | Main Activities | Outputs | Results |
|---|---|---|---|---|
| 1 | Identification of Champions (Strategic Workshop I) | • Facilitation in resource mobilization<br>• Shortlisting of champions/programs | • Resources identified, recognized and mobilized in and among community people (list of ***Number *** ) | • **847 participated**<br>• **2,520 champions identified** |
| 2 | Designing of Hands-on Programs (Strategic Workshop II) | • Program testing + Group discussion<br>• Examine strength and resources<br>• Stakeholders consultations | • Champions provide their hands-on programs<br>• Feedbacks and elaboration on hands-on program provided (***Number *** hands-on programs) | • 1,499 participated<br>• **1,379 hands-on programs designed** |
| 3 | Preparation of Catalogue and Promotion (Strategic Workshop III) | • Identification of nodal persons<br>• Group discussion/workshop<br>• Distribution and promotion of D-HOPE | • 1 designed catalogue prepared<br>• Catalogues printed<br>• Distribution of the catalogue to the public | • Only 3 provinces implemented the workshop (242 champions participated)<br>• **9 catalogues**<br>• **967 champions**<br>• 30,994 copies |
| 4 | Implementation of D-HOPE Event | • Stakeholder consultation<br>• Implementation of hands-on programs | • ***Number *** hands-on programs implemented<br>• Acquisition of good experiences<br>• Communication between program providers and participants | • Very weak (catalogues not distributed, copies are not enough etc. No experiences in many hands-on programs yet) |
| 5 | Empowerment Evaluation (Strategic Workshop IV) | • Group Discussion<br>• Recognition and sharing of good experiences<br>• Creation of future development/innovation | • ***Number *** hands-on programs evaluated<br>• Ideas for future development and innovation<br>• Creation of community consensus | • **9 empowerment evaluation**<br>• **9 questionnaire survey**<br>• **714 champions participated**<br>• **170 officials participated** |



## Results of Activity

| Provinces | SW I (Identified Champions) | SW II (No. of hands-on Programs) | SW III (No. of participants) | Catalogue | | | Event Period | SW IV (No. champ/staff evaluated) |
|---|---|---|---|---|---|---|---|---|
| | | | | No. of Hands-on program | No. of champions | No. of copies | | |
| Nakhon Phanom | 400 | 120 | - | 90 | 99 | 2,200 | - | Day 1: 17<br>Day 2: 75 (17) |
| Mukdahan | 300 | 250 | - | 70 | 64 | 3,000 | - | Day 1: 9<br>Day 2: 84 (9) |
| Chiang Mai | 400 | 80 | - | 77 | 77 | 3,000 | - | Day 1: 21<br>Day 2: 75 (21) |
| Lamphun | 380 | 99 | - | 99 | 99 | 2,830 | - | Day 1: 9<br>DAY 2: 78 (9) |
| Chonburi | 250 | 110 | 88 | 92 | 92 | 5,200 | - | DAY 1: 45<br>DAY 2: 89 (27) |
| Chantaburi | 250 | 140 | - | 114 | 109 | 2,864 | - | Day 1: 17<br>Day 2: 70 (17) |
| Ranong | 140 | 150 | - | 87 | 80 | 3,600 | - | Day 1: 15<br>Day 2: 70 (15) |
| Trang | 200 | 200 | - | 126 | 123 | 2,700 | - | Day 1: 18<br>Day 2: 90 (18) |
| Surin | 200 | 230 | 154 | 229 | 224 | 6,100 | - | Day 1: 19<br>Day 2: 83 (19) |
| **Total** | **2,520** | **1,379** | **242** | **984** | **967** | **31,494** | **-** | **714 (170)** |

# Table of Contents


- Executive Summary
- The D-HOPE Project
- Implementation Details in 9 Provinces
- Catalog & Champion Analysis
- Budget Analysis
- D-HOPE and the Related Policy Analysis




# The D-HOPE Project

| Title | Project for Community-based Entrepreneurship Promotion (D-HOPE Project) |
|---|---|
| Target Group | Farmers, producers and service providers in the project sites |
| Period | 4 years (November 2017-October 2021) |
| Project Sites | 76 provinces in Thailand (9 provinces initially) |
| **Initial Provinces** | **Surin, Chaing Mai, Lamphun, Mukdahan, Nakhon Phanom, Chonburi, Chantaburi, Trang and Ranong** |

## D-HOPE Project

The D-HOPE Project '19

2019/7

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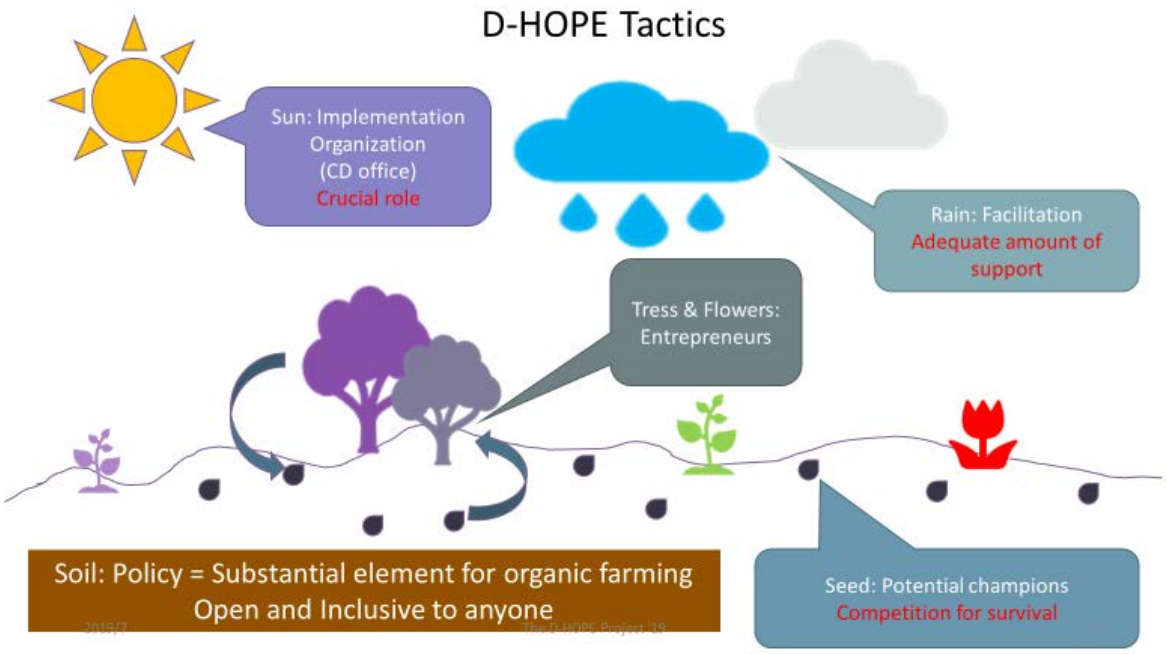
# First Year
# 9 provinces

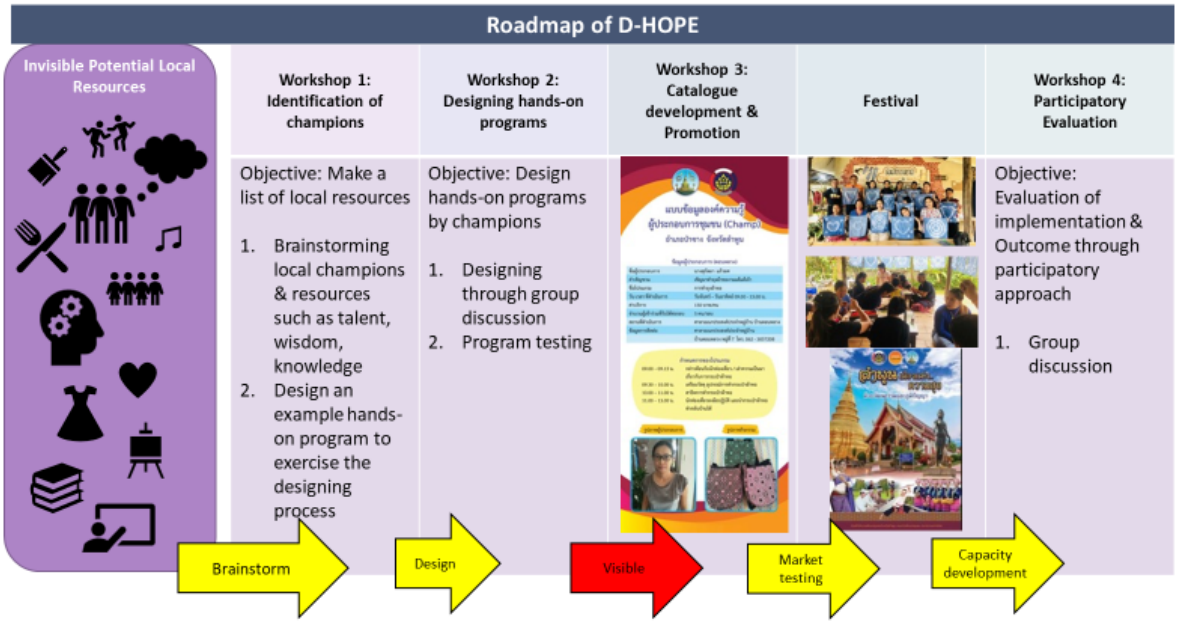
North: Chiang Mai, Lamphun

Northeast: Surin, Mukdahan, Nakhon Phanom

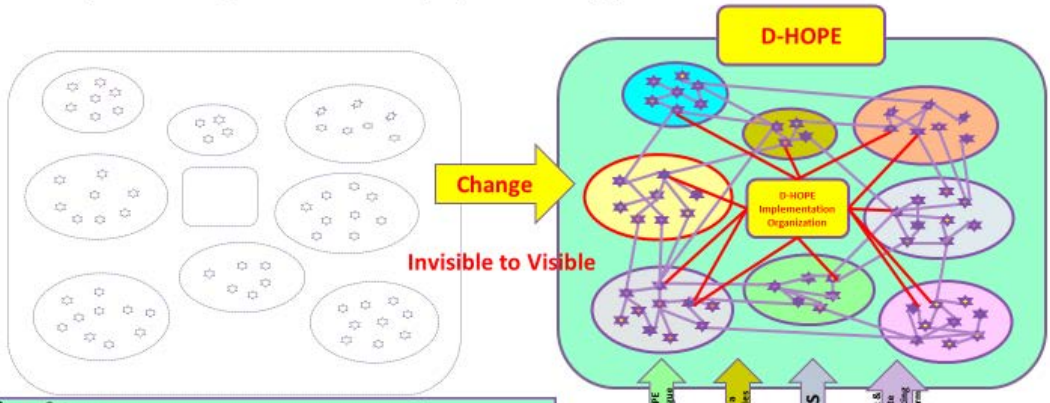
East: Chonburi, Chantaburi

South: Trang, Ranong


D-HOPE Tactics
Sun: Implementation Organization (CD office) Crucial role
Rain: Facilitation Adequate amount of support
Tress & Flowers: Entrepreneurs
Soil: Policy = Substantial element for organic farming Open and Inclusive to anyone
Seed: Potential champions Competition for survival


Roadmap of D-HOPE
Invisible Potential Local Resources
Workshop 1: Identification of champions
Workshop 2: Designing hands-on programs
Workshop 3: Catalogue development & Promotion
Festival
Workshop 4: Participatory Evaluation
Objective: Make a list of local resources
1. Brainstorming local champions & resources such as talent, wisdom, knowledge
2. Design an example hands-on program to exercise the designing process
Objective: Design hands-on programs by champions
1. Designing through group discussion
2. Program testing
Objective: Evaluation of implementation & Outcome through participatory approach
1. Group discussion
Brainstorm
Design
Visible
Market testing
Capacity development

Anticipated Change of Community by D-HOPE Approach




**Change: Outcome**

- Increase in number of champions with local wisdom
- Increase in number of hands-on programs (Experience Program)
- Increase in innovative business creation
- Increase number of visitors to communities
- Promotion of public acknowledgement on community through the D-HOPE catalogues and interaction with public/market
- Increase in confidence of own life
- Strengthened networks and trusts among community members for community capacity development
- Strengthened networks outside of community
- Economic vitalization in the community



# Outcome of the D-HOPE

- Increase in number of champions with local wisdom
- Increase in number of hands-on programs (Experience Program)
- Increase in innovative business creation
- Increase number of visitors to communities
- Promotion of public acknowledgement on community through the D-HOPE catalogues and interaction with public/market
- Increase in confidence of own life
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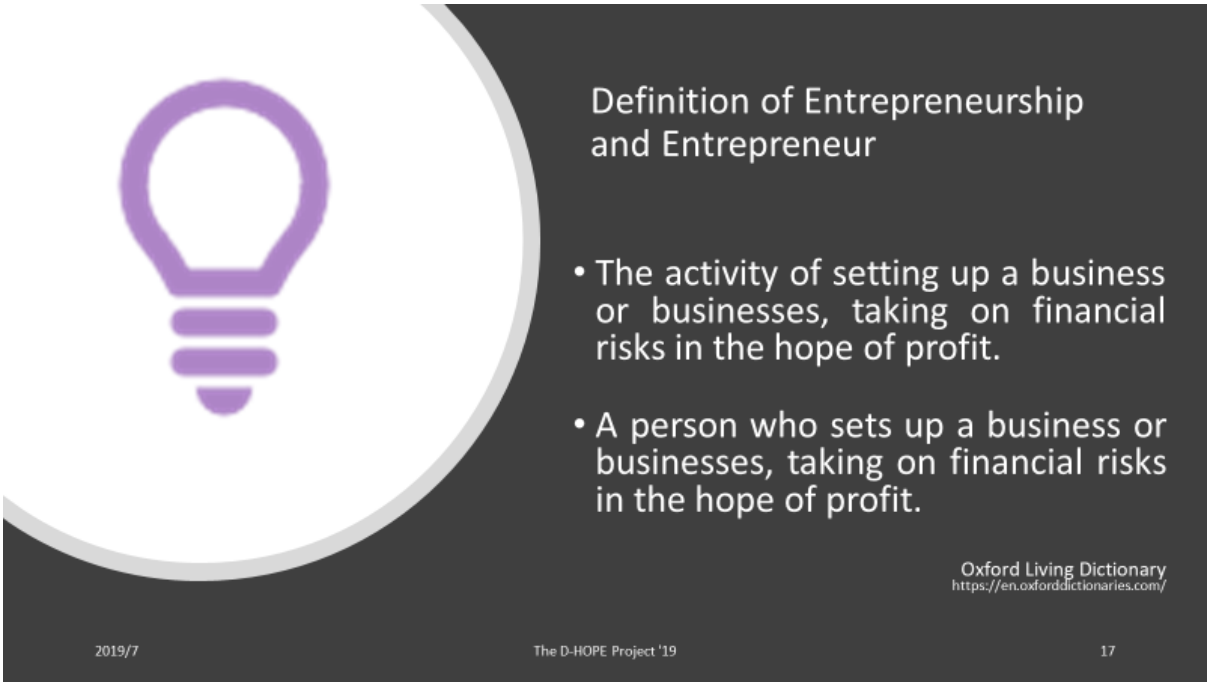



# Definitions of Entrepreneurship

- Economists have never had a consistent definition of "entrepreneur" or "entrepreneurship" (the word "entrepreneur" comes from the French verb *entreprendre*, meaning "to undertake"). Though the concept of an entrepreneur existed and was known for centuries, the classical and neoclassical economists left entrepreneurs out of their formal models: They assumed that perfect information would be known to fully rational actors, leaving no room for risk-taking or discovery. It wasn't until the middle of the 20th century that economists seriously attempted to incorporate entrepreneurship into their models.
- Three thinkers were central to the inclusion of entrepreneurs: Joseph Schumpeter, Frank Knight and Israel Kirzner. Schumpeter suggested that entrepreneurs – not just companies – were responsible for the creation of new things in the search of profit. Knight focused on entrepreneurs as the bearers of uncertainty and believed they were responsible for risk premiums in financial markets. Kirzner thought of entrepreneurship as a process that led to discovery.

https://www.investopedia.com/terms/e/entrepreneur.asp

# Definition of entrepreneurship

- The capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit. The most obvious example of entrepreneurship is the starting of new businesses.
- In economics, entrepreneurship combined with land, labor, natural resources and capital can produce profit. Entrepreneurial spirit is characterized by innovation and risk-taking, and is an essential part of a nation's ability to succeed in an ever changing and increasingly competitive global marketplace.

Business dictionary

http://www.businessdictionary.com/definition/entrepreneurship.html



219,495 views | Jun 5, 2012, 09:18am

# The Real Definition Of Entrepreneur---And Why It Matters

**Brett Nelson** Contributor ⓘ

*I discuss investing, strategy and management (and poke some fun, too)*

https://www.forbes.com/sites/brettnelson/2012/06/05/the-real-definition-of-entrepreneur-and-why-it-matters/#100791f64456

# *True* entrepreneurs

- Entrepreneurs, in the purest sense, are **those who identify a need---*any* need---and fill it.** It's a primordial urge, independent of product, service, industry or market.
- the true essence of entrepreneurship: Define, invest, build, repeat.
- "Why would you want to do that?" I said. His response: "I just wanted to sell something. It didn't matter what."
- I'm pretty sure true entrepreneurship can't be taught. I do hope it can be encouraged.



# D-HOPE entrepreneurs

- D-HOPE encourage local champions to design and create their hands-on programs to offer visitors and tourists using the concept of *Experience Economy*.
- Becoming an entrepreneur requires the champions to have a proper environment to do so, however considering the rural community conditions, D-HOPE provide an opportunity for them without any risk-taking by encouraging them to use existing local resources, skills and talents (something they already have but in a form of business).
- In this sense, the encouragement is about organizing group discussion, facilitation technique and how to design/implement hands-on programs on their own as an individual to nurture the potential.

# Implementation Details

## Summary of 9 Provinces



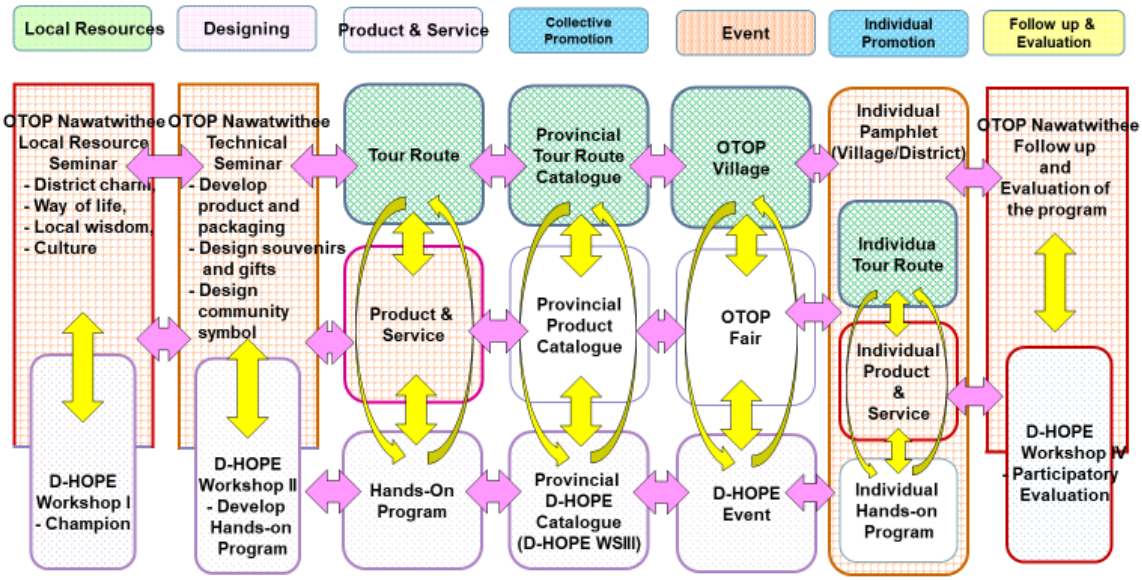
## Training in Japan (Feb 2018)

- 3 CDD + 9 provincial officials are trained
- Action plan for CDD
- 9 Action Plans for Provinces; Surin, Chaing Mai, Lamphun, Mukdahan, Nakhon Phanom, Chonburi, Chantaburi, Trang and Ranong

## Training in Bangkok (Apr 2018)

- 80 participants (17 CDD officials, 46 CD officials, and 17 entrepreneurs/village leaders) are trained on the D-HOPE approach including the workshop
- 9 provincial action plans were improved for an effective implementation

**Integration of D-HOPE with OTOP, OVC, CBT-SE & OTOP Nawatwithi**



Total participants: 850 in 9 provinces

Total identified potential champions: Approx. 2,500 champions

Mostly the OTOP Village or OTOP Nawatwithee target villages

## Strategic Workshop I: Summary

## Group Discussion

- Make a list of potential champions

| Date | Name of Province | No. of District | No. of Village | No. of Participants | Details | | | | Note | No. OTOP Nawatwithee village | No. of Groups for Discussion | No. of Identifie Champions (Approx.) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Gran Total *Excluding JICA and CDD | CD | | Related organization | Community | | | | |
| 1-2 May | Nakon Phanom | 12 | 1,155 | 76 | Province | 12 | - | 48 | 9 OVC villages | | 9 | 400 |
| | | | | | District | 16 | | | | | | |
| 3-4 May | Mukdahan | 7 | 526 | 79 | Province | 6 | - | 60 | from 7 districts | | 7 | 300 |
| | | | | | District | 13 | | | | | | |
| 8-9 May | Chiang Mai | 25 | 2,066 | 106 | Province | 4 | - | 51 | OTOP Nawatwithee/OVC | | 11 | 400 |
| | | | | | District | 51 (from 25 Districts) | | | | | | |
| 10-11 May | Lamphun | 8 | 577 | 93 | Province | 7 | - | 78 | All 33 OTOP Nawatwithee villages participated | 33 | Divided by District and adjusted by participants numbers | 380 |
| | | | | | District | 8 | | | | | | |
| 15-16 May | Chonburi | 11+1 special administrative area | 687 | 113 | Province | 8 | - | 64 | (OTOP Nawatwithee village: 20/37 participated) | 37 | 11 | 250 |
| | | | | | District | 41 | | | | | | |
| 17-18 May | Chantaburi | 10 | 728 | 96 | Province | 5 | 11 | 61 | OVC/OTOP Nawatwithee (53 villages from 10 districts participated) | 41 | 11 | 250 |
| | | | | | District | 19 | | | | | | |
| 22-23 May | Ranong | 5 | 178 | 67 | Province | 3 | - | 59 (31 Villages) | OTOP Nawatwithee: 13 Villages /OVC: 3 villages | | 10 | 140 |
| | | | | | District | 5 | | | | | | |
| 24-25 May | Trang | 10 | 726 | 114 | Province | 3 | - | 96 | 45 villages participated | 40 OVC: 5 villages | 14 | 200 |
| | | | | | District | 15 | | | | | | |
| 30-31 May | Surin | 17 | 2,162 | 103 | Province | 5 | 16 | 49 | | 85 | 10 | 200 |
| | | | | | District | 33 | | | | | | |
| Total | 9 | 111 | 8,805 | 847 | | | | | | | | 2520 |

Total participants: 1,500 in 9 provinces

Total designed hands-on programs: Approx. 1,400 programs

Total hands-on programs tested: Approx. 82 programs.

## Strategic Workshop II: Summary

## Group Discussion

- Designing of hands-on programs
- Selecting hands-on programs for program testing

| Date | Name of Province | No. of District | No. of Village | No. of Participants | Details | | | | Note | No. OTOP Nawatwithee village | No. OVC (2018) | No. of Groups for Discussion | No. of designed programs (Approx.) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Gran Total *Excluding JICA and CDD | CD | | Related organization | Community | | | | | |
| 6-Jun | Mukdahan | 7 | 526 | 248 | Province | 7 | - | 232 | from 7 districts | 20 | 9 | 7 | 250 |
| | | | | | District | 9 | | | | | | | |
| 7-Jun | Nakon Phanom | 12 | 1,155 | 151 | Province | 5 | - | 142 | 9 OVC villages | 50 | 2 | | 120 |
| | | | | | District | 4 | | | | | | | |
| 21-Jun | Chantaburi | 10 | 728 | 134 | Province | 1 | 11 | 142 | OVC/OTOP Nawatwithee (53 villages | 41 | 3 | 11 | 140 |
| | | | | | District | 19 | | | | | | | |
| 25-Jun | Ranong | 5 | 178 | 161 | Province | 2 | - | 156 | from 5 districts 46 villages participated | 28 | 0 | 12 | 150 |
| | | | | | District | 3 | | | | | | | |
| 28-Jun | Trang | 10 | 726 | 203 | Province | 2 | - | 192 | 55 vilages participated | 40 OVC: 5 villages | 1 | 15 | 200 |
| | | | | | District | 9 | | | | | | | |
| 3-Jul | Surin | 17 | 2,162 | 235 | Province | 1 | 2 | 216 | 85 OTOP N village participated | 85 | 9 | 21 | 230 |
| | | | | | District | 16 | | | | | | | |
| 5-Jul | Chonburi | 11+1 special administrative area | 687 | 158 | Province | 9 | - | 120 | from 11 districts | 37 | 3 | 20 | 110 |
| | | | | | District | 28 | | | | | | | |
| 25-Jul | Chiang Mai | 25 | 2,066 | 103 | Province | 1 | - | 80 | OTOP Nawatwithee/ OVC | 42 | 5 | 21 | 80 |
| | | | | | District | 22 | | | | | | | |
| 23-Jul | Lamphun | 8 | 577 | 106 | Province | 1 | - | 96 | All 33 OTOP Nawatwithee villages participated | 33 | 0 | 8 | 99 |
| | | | | | District | 9 | | | | | | | |
| Total | 9 | 111 | 8,805 | 1499 | | 148 | 13 | 1,375 | | 376 | 32 | | 1379 |

# Program Testing Results

| Province | No. of tested programs | Remark |
|---|---|---|
| Nakhon Phanom | Approx. 9 | Based on no. of participated villages. |
| Mukdahan | 9 | Based on no. of group discussions of SWII when choosing programs for testing. |
| Surin | 18 | Based on available record. |
| Chiang Mai | Approx. 5 | Base on a report from Provincial official. |
| Lamphun | 8 | Based on no. of participated districts. |
| Chonburi | 8 | Based on available record. |
| Chantaburi | Approx. 10 | Based on no. of districts. |
| Ranong | Approx. 5 | Based on no. of districts. |
| Trang | 10 | Based on no. of districts. |
| **Total** | **82** | *Budget for program testing was paid to responsible officials in each province based on no. of participated champions. No accurate no. of tested program was reported in many provinces* |

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Total participants: 242 in Chonburi and Surin provinces

Total checked hands-on programs: Approx. 242 programs

Due to the workload of OTOP Nawatvithi, only Chonburi and Surin implemented SW III.

## Strategic Workshop III: Summary

## Group Discussion

- Checking the hand-on programs' information
- Promotion ideas
- Catalogue's name

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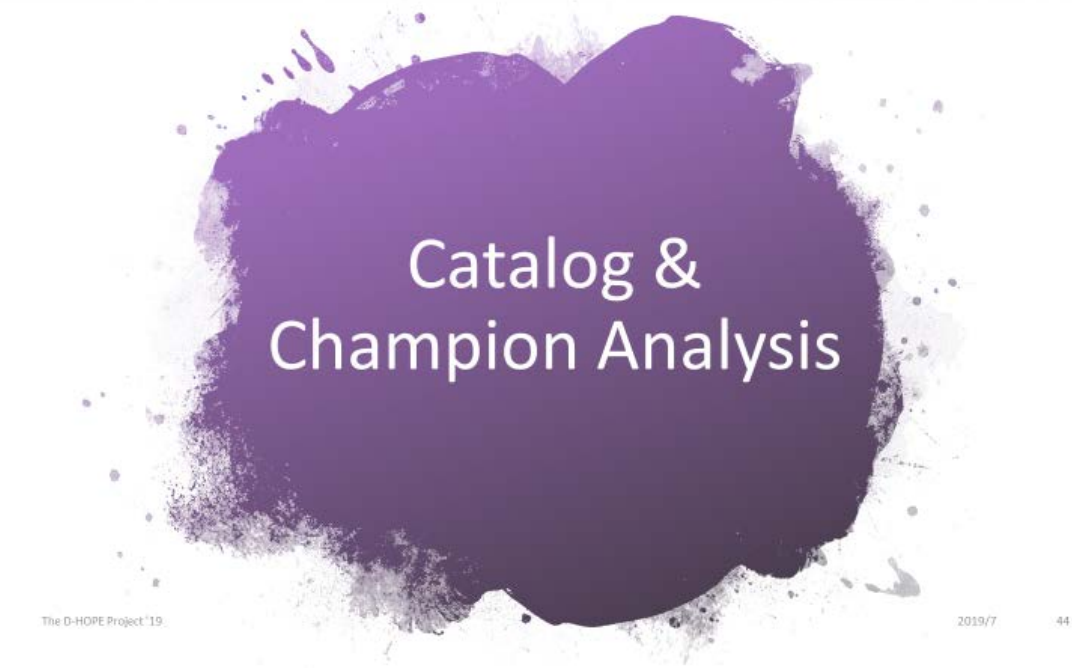
Catalog &
Champion Analysis
The D-HOPE Project '19
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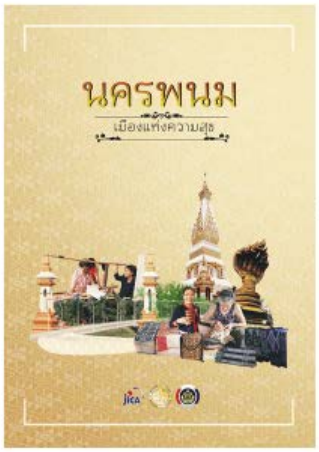
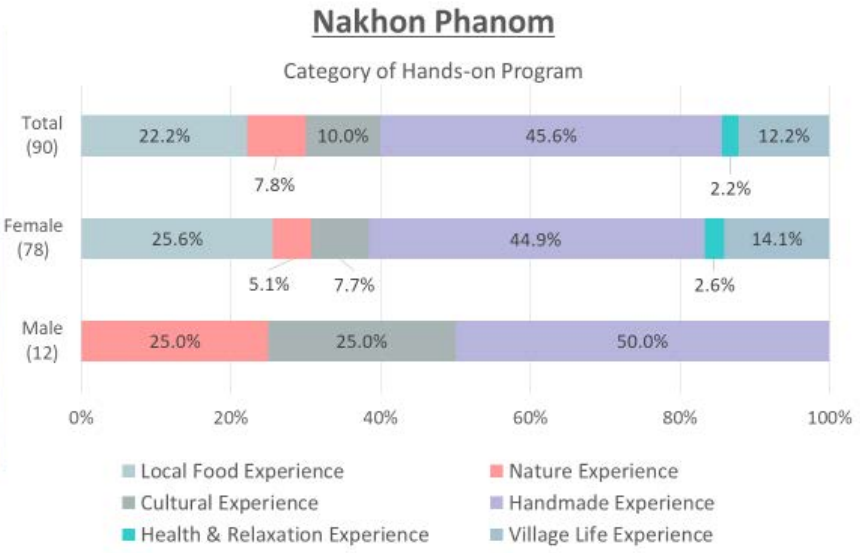
Catalogue & Champions

2019/7

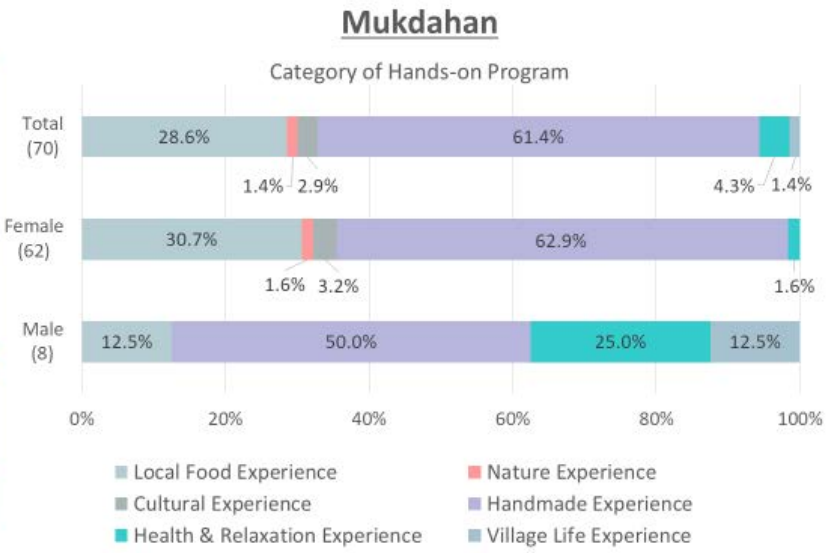
| Province | Month | No. Hands-on Programs | No. of Champions | No. Copies |
|---|---|---|---|---|
| Nakhon Phanom | Mar 19 | 90 | 99 | 2,200 |
| Mukdahan | Mar 19 | 70 | 64 | 3,000 |
| Chiang Mai | Mar 19 | 77 | 77 | 3,000 |
| Lamphun | Nov 18<br>Dec 18 | 99 | 99 | (CD LP budget)500<br>2,330 |
| Chonburi | Jan 19 | 92 | 92 | 5,200 |
| Chantaburi | Mar 19 | 114 | 109 | 2,864 |
| Ranong | Mar 19 | 87 | 80 | 3,600 |
| Trang | Mar 19 | 126 | 123 | 2,700 |
| Surin | Feb 19 | 229 | 224 | 6,100 |
| | **Total** | **984** | **967** | **31,494** |

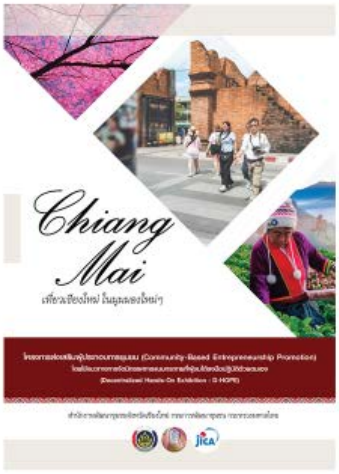
Note: In many province, a champion owns up to 3 programs, while some programs own by more than one champion/ a Community Group.

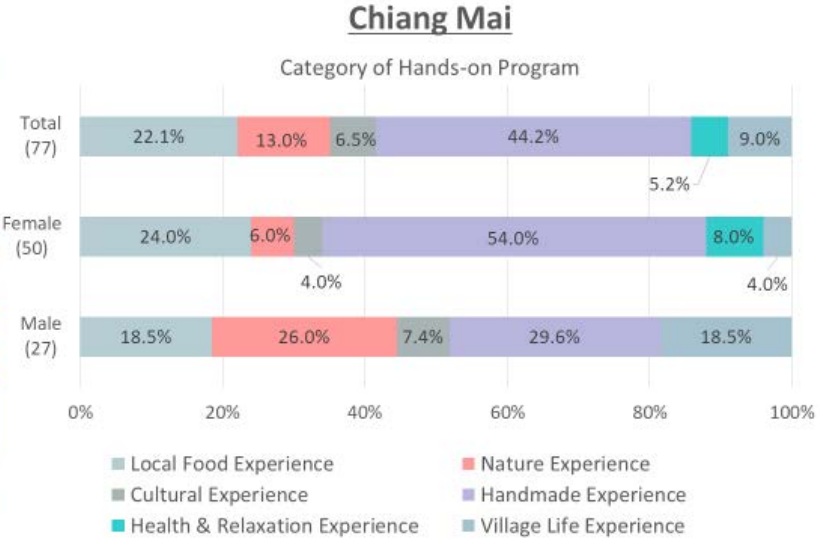


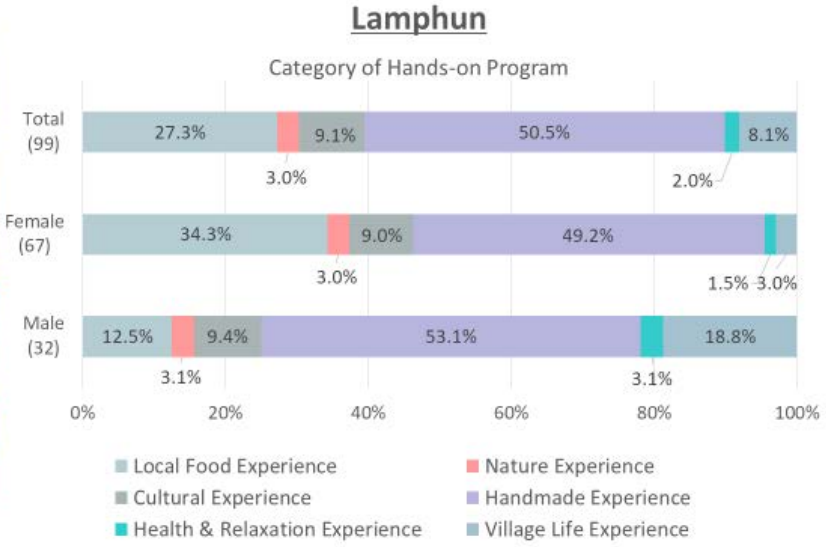
ของดีบุคคาหาร
เมือง 3 ธรรม วัฒนธรรม 8 เผ่า

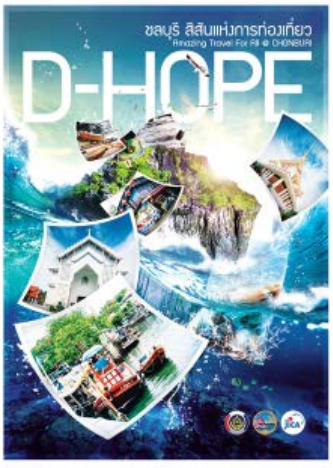

Mukdahan
Category of Hands-on Program
Total (70)
28.6%
1.4%
2.9%
61.4%
4.3%
1.4%
Female (62)
30.7%
1.6%
3.2%
62.9%
1.6%
Male (8)
12.5%
50.0%
25.0%
12.5%
0%
20%
40%
60%
80%
100%
Local Food Experience
Nature Experience
Cultural Experience
Handmade Experience
Health & Relaxation Experience
Village Life Experience

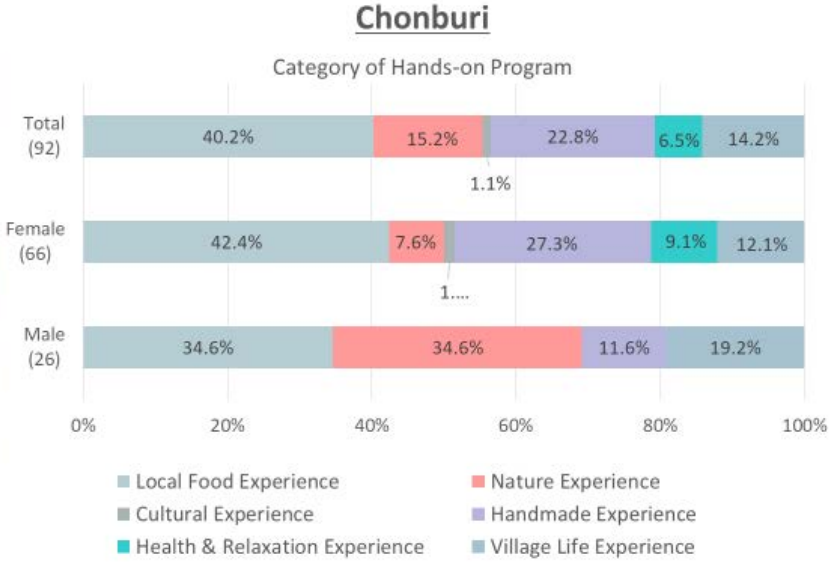

Chiang Mai
เที่ยวเชียงใหม่ ในมุมมองใหม่ๆ

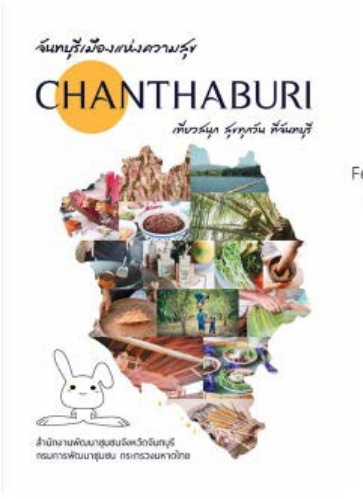

Chiang Mai
Category of Hands-on Program
Total (77)
22.1%
13.0%
6.5%
44.2%
5.2%
9.0%
Female (50)
24.0%
6.0%
4.0%
54.0%
8.0%
4.0%
Male (27)
18.5%
26.0%
7.4%
29.6%
18.5%
0%
20%
40%
60%
80%
100%
Local Food Experience
Nature Experience
Cultural Experience
Handmade Experience
Health & Relaxation Experience
Village Life Experience

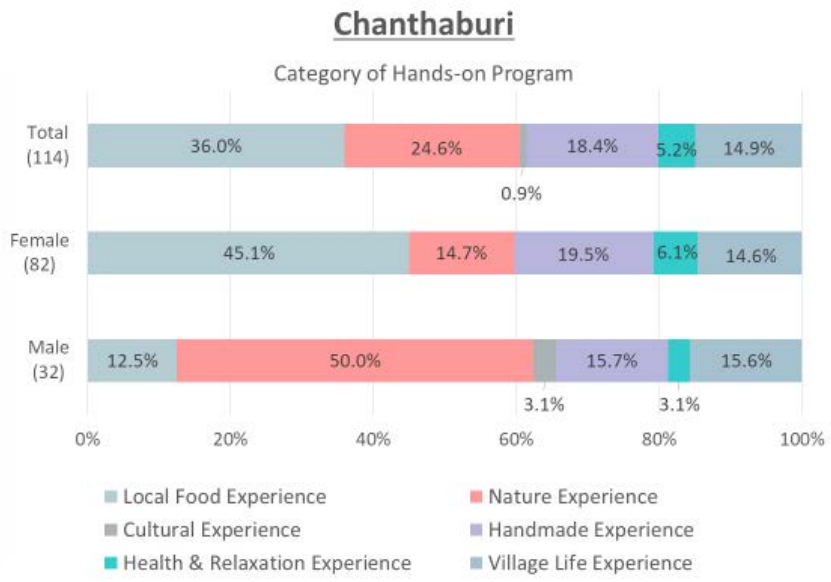
ลำพูน เมืองแห่ง..
ความสุข
ด้วยวัฒนธรรมและภูมิปัญญา

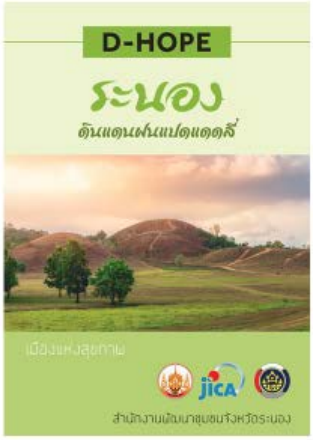

Lamphun
Category of Hands-on Program
Total (99)
27.3%
9.1%
50.5%
8.1%
3.0%
2.0%
Female (67)
34.3%
9.0%
49.2%
3.0%
1.5%
3.0%
Male (32)
12.5%
9.4%
53.1%
18.8%
3.1%
3.1%
0%
20%
40%
60%
80%
100%
Local Food Experience
Nature Experience
Cultural Experience
Handmade Experience
Health & Relaxation Experience
Village Life Experience

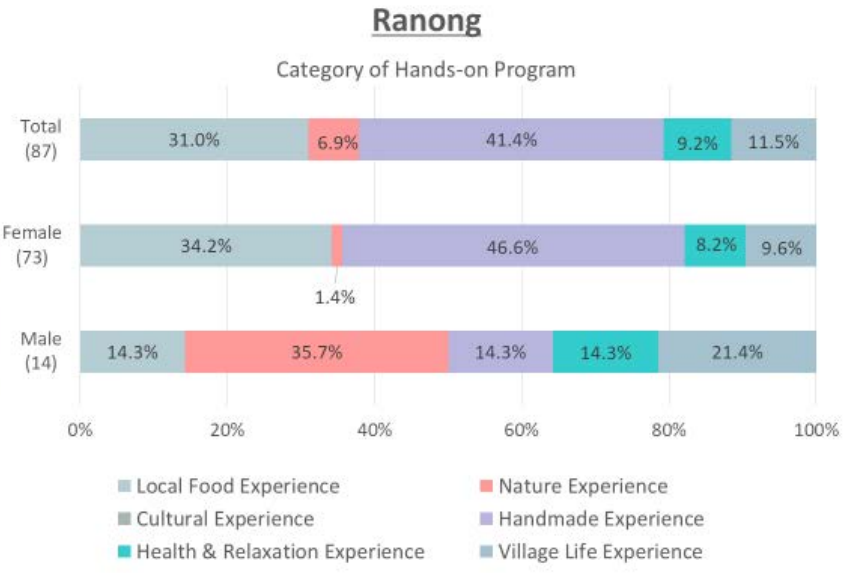

ชลบุรี สิสันแห่งการท่องเที่ยว
Amazing Travel For All @ CHONBURI
D-HOPE

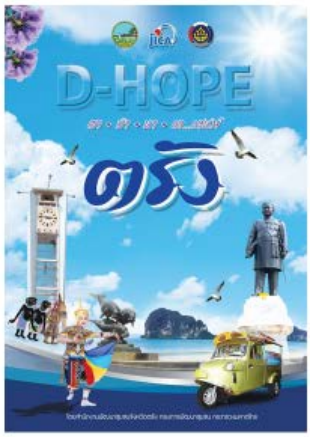

Chonburi
Category of Hands-on Program
Total (92)
40.2%
15.2%
22.8%
6.5%
14.2%
1.1%
Female (66)
42.4%
7.6%
27.3%
9.1%
12.1%
Male (26)
34.6%
34.6%
11.6%
19.2%
0%
20%
40%
60%
80%
100%
Local Food Experience
Nature Experience
Cultural Experience
Handmade Experience
Health & Relaxation Experience
Village Life Experience

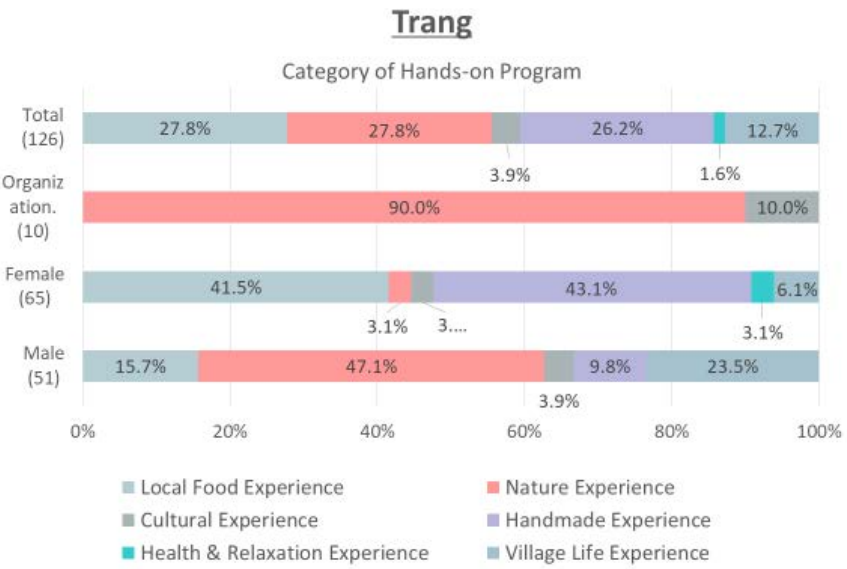

จันทบุรีเมืองแห่งความสุข
CHANTHABURI
เที่ยวสนุก สุขทุกวัน ที่จันทบุรี
สำนักงานพัฒนาชุมชนจังหวัดจันทบุรี
กรมการพัฒนาชุมชน กระทรวงมหาดไทย

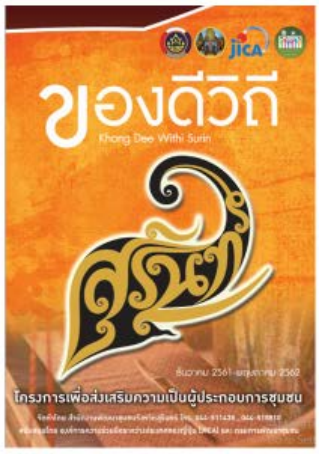

Chanthaburi
Category of Hands-on Program
Total (114)
36.0%
24.6%
0.9%
18.4%
5.2%
14.9%
Female (82)
45.1%
14.7%
19.5%
6.1%
14.6%
Male (32)
12.5%
50.0%
3.1%
15.7%
3.1%
15.6%
0%
20%
40%
60%
80%
100%
Local Food Experience
Nature Experience
Cultural Experience
Handmade Experience
Health & Relaxation Experience
Village Life Experience

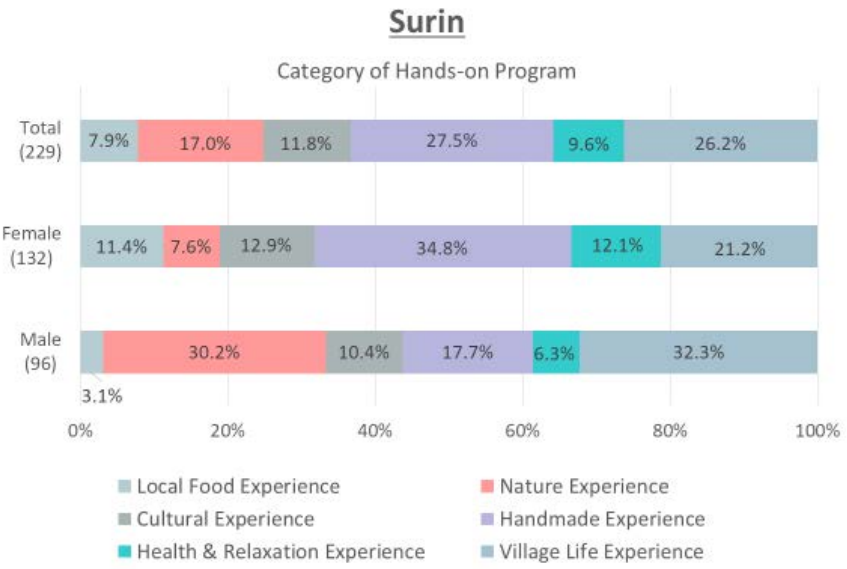

D-HOPE
ระนอง
ดินแดนฝนแปดแดดลี่
เมืองแห่งสุขภาพ
JICA
สำนักงานพัฒนาชุมชนจังหวัดระนอง


Ranong
Category of Hands-on Program
Total (87)
31.0%
6.9%
41.4%
9.2%
11.5%
Female (73)
34.2%
1.4%
46.6%
8.2%
9.6%
Male (14)
14.3%
35.7%
14.3%
14.3%
21.4%
0%
20%
40%
60%
80%
100%
Local Food Experience
Nature Experience
Cultural Experience
Handmade Experience
Health & Relaxation Experience
Village Life Experience




*One community enterprise is excluded from Female and Male bars (as Village Life Experience)*

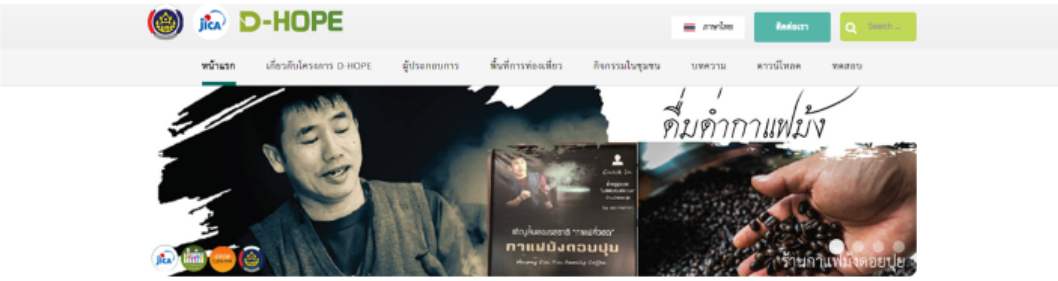
## Catalogue Distribution

**As of 11th July**

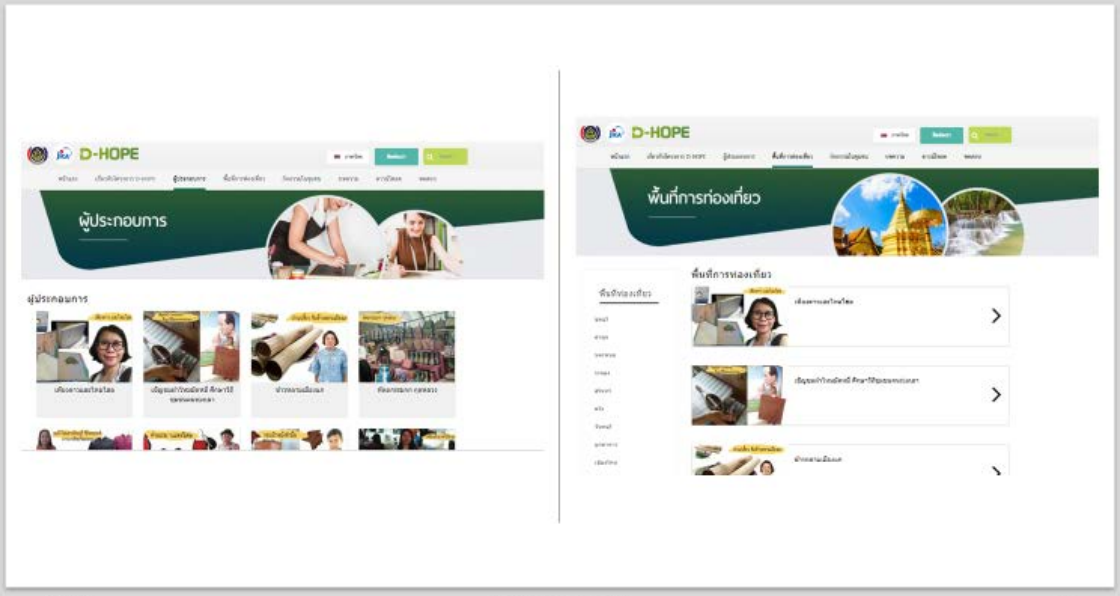
| Target organizations | Area | Progress |
|---|---|---|
| CD Provincial Office | 76 provinces | Completed |
| Ministry of Tourism and Sport | Bangkok | Completed |
| Tourism Authority of Thailand | Head office and local offices (45) | Completed |
| Tourism Council of Thailand | Head office and branch offices (23) | Completed |
| The Association of Domestic Travel | Bangkok | Completed |
| Thailand Travel Agents Association | Bangkok | Completed |
| Community SE Promotion Division, Department of Agriculture Extension | Bangkok | Completed |
| Thailand Convention and Exhibition Bureau | Bangkok | Completed |
| Thailand Ecotourism and Adventure Travel Association | Bangkok | Completed |
| Mekong Tourism Coordinating Office | Bangkok | Completed |



## D-HOPE Website



2019/7 The D-HOPE Project '19 57




2019/7 The D-HOPE Project '19 58

# Budget Analysis

| Province | Strategic workshop I: | | Strategic workshop II: | | Strategic workshop III | | Catalogue | Event implementation | Strategic workshop IV | | Total Expenses (Actual) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Expenses (Actual) | Related Expenses | Expenses (Actual) | Related Expenses | Expenses (Actual) | Related Expenses | Expenses (Actual) | Expenses (Actual) | Expenses (Actual) | Related Expenses | |
| Nakon Phanom | 34,800.00 | 18,661.12 | 232,200.00 | 38,282.37 | 0.00 | 0.00 | 410,000.00 | 15,134.00 | 0.00 | 0.00 | 749,077.49 |
| Mukdahan | 46,400.00 | 18,661.12 | 218,700.00 | 38,192.37 | 0.00 | 0.00 | 410,000.00 | 5,850.00 | 0.00 | 0.00 | 737,803.49 |
| Chiang Mai | 60,800.00 | 21,805.87 | 91,000.00 | 9,207.25 | 0.00 | 0.00 | 410,000.00 | 14,662.25 | 0.00 | 0.00 | 607,475.37 |
| Lamphun | 55,600.00 | 21,805.87 | 96,200.00 | 1,600.00 | 0.00 | 0.00 | 410,000.00 | 24,671.00 | 72,800.00 | 73,952.25 | 756,629.12 |
| Chonburi | 69,050.00 | 8,063.33 | 135,200.00 | 2,500.00 | 62,000.00 | 10,650.00 | 710,000.00 | 40,500.00 | 98,400.00 | 37,300.00 | 1,173,663.33 |
| Chantaburi | 56,000.00 | 8,863.33 | 110,800.00 | 10,300.00 | 0.00 | 0.00 | 410,000.00 | 0.00 | 0.00 | 0.00 | 595,963.33 |
| Ranong | 44,800.00 | 24,979.28 | 146,000.00 | 25,857.25 | 0.00 | 0.00 | 410,000.00 | 0.00 | 0.00 | 0.00 | 651,636.53 |
| Trang | 64,200.00 | 38,485.70 | 178,000.00 | 15,864.00 | 0.00 | 0.00 | 494,000.00 | 0.00 | 0.00 | 0.00 | 790,549.70 |
| Surin | 49,200.00 | 16,804.75 | 216,000.00 | 19,296.25 | 113,400.00 | 6,550.00 | 350,000.00 | 0.00 | 0.00 | 0.00 | 771,251.00 |
| **Total** | **480,850.00** | **178,130.37** | **1,424,100.00** | **161,099.49** | **175,400.00** | **17,200.00** | **4,014,000.00** | **100,817.25** | **171,200.00** | **111,252.25** | **6,834,049.36** |

* There is no province that held the D-HOPE event. The cost of " Event Implementation" was the cost of the JICA Experts attending related events in each province. THB

# Budget Expenditure in 9 Provinces



# Additional Budget Expenditure by CDD

Total budget allocated: 2,094,280 THB

- Expenses for Thai Counterpart in the first half of TFY2018 was 1,000,000 THB (In-Country Training in Bangkok 800,000 and the Strategic Workshop 200,000 THB)
- Expense for Thai Counterpart in TFY2019 was 1,094,280 THB ( Implementation of SWIV in 7 provinces including Nakhon Phanom, Mukdahan, Surin, Trang, Ranong, Chiang Mai and Chantaburi as the actual implementing period exceeded Japanese fiscal year)

## Cost (Referential information)

- Total cost up to the catalog printing: Total of 6,450,779.86 THB (967 champions)
  **Cost for 1 champion = 6,670.92 THB**

- Total cost up to Strategic Workshop II: Total of 2,419,579.86 THB (1,379 hands-on programs)
  **Cost to design 1 program = 1,754.59 THB**
- Total cost up to Catalog printing: Total of 6,450,779.86 THB (984 programs)
  **Cost to design 1 program = 6,555.67 THB**



## D-HOPE & Related Policy Analysis

## Coverage and Role of D-HOPE Participants (As of July 2019)

- 4.86% participation (No. of Village) in 9 provinces
- Coverage with the D-HOPE target villages: CBT by SE (80%), OTOP Nawatwithee (56.6%), OVC (44%), Sufficiency Economy Philosophy (12%)
- Role depends on the target village of the province

## Stats of D-HOPE 9 Provinces (2018)

| Stats of D-HOPE 9 Provinces (2018) | | | | | | | | | D-HOPE | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Name of Province | Population (2017) | No. of District | No. of Village | Average Income | | OTOP Products (registered in 2018) | OTOP D (registered in 2018) | No. of Hands-on Programs | Village |
| | | | | | per household | per person | | | | |
| 1 | Nakon Phanom | 501,559 | 12 | 1,155 | 201,268.90 | 66,806.99 | 180 | 136 | 90 | 9 |
| 2 | Mukdahan | 240,229 | 7 | 526 | 198,978.81 | 72,444.49 | 214 | 193 | 70 | 22 |
| 3 | Surin | 859,229 | 17 | 2,162 | 205,768.75 | 64,141.55 | 1185 | 1155 | 229 | 169 |
| 4 | Chiang Mai | 374,972 | 25 | 2,066 | 215,210.35 | 82,313.17 | 1113 | 799 | 77 | 32 |
| 5 | Lamphun | 308,847 | 8 | 577 | 211,712.19 | 79,037.93 | 563 | 501 | 99 | 33 |
| 6 | Chonburi | 585,984 | 11+1 special administrative area | 687 | 261,971.09 | 138,409.01 | 872 | 724 | 92 | 35 |
| 7 | Chantaburi | 276,471 | 10 | 728 | 285,508.73 | 103,117.15 | 868 | 689 | 114 | 58 |
| 8 | Ranong | 112,308 | 5 | 178 | 204,047.25 | 85,301.30 | 447 | 466 | 87 | 20 |
| 9 | Trang | 386,355 | 10 | 726 | 208,009.81 | 72,345.67 | 349 | 312 | 126 | 50 |
| | | **405,106** | **111** | **8,805** | **221,386.21** | **84,879.70** | **5791** | **4975** | **984** | **428** |

| Province | No. of Products Registered in 2018 | | | | | Total | No. of Entrepreneurs Registered in 2018 |
|---|---|---|---|---|---|---|---|
| | A | B | C | D | N/A | | |
| Nakon Phanom | 0 | 2 | 2 | 136 | 40 | 180 | 255 |
| Mukdahan | 0 | 5 | 3 | 193 | 13 | 214 | 152 |
| Surin | 1 | 5 | 21 | 1155 | 3 | 1185 | 825 |
| Chiang Mai | 49 | 37 | 209 | 799 | 19 | 1113 | 423 |
| Lamphun | 5 | 6 | 24 | 501 | 27 | 563 | 309 |
| Chonburi | 39 | 35 | 44 | 724 | 30 | 872 | 392 |
| Chantaburi | 14 | 114 | 50 | 689 | 1 | 868 | 298 |
| Ranong | 0 | 0 | 0 | 466 | 5 | 471 | 206 |
| Trang | 2 | 1 | 8 | 312 | 26 | 349 | 206 |
| **Total** | **110** | **205** | **361** | **4975** | **164** | **5815** | **3066** |

Total of 48,933 products were registered in 2018, Total of 23,650 entrepreneurs registered in 2018

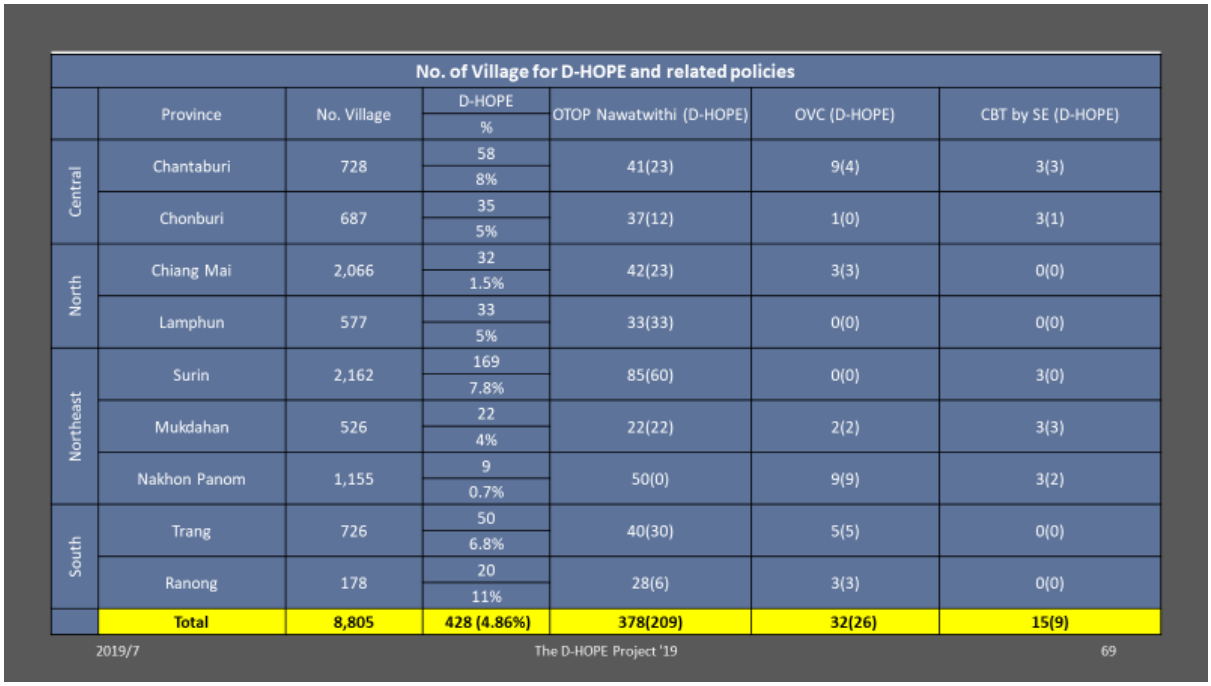
Source: http://cep.cdd.go.th/services/otop2561

## OTOP Product Categories in 9 D-HOPE Provinces



## D-HOPE & Number of Villages

| Policy | No. Province | No. Village | No. Producers/ Service Providers | Year | Initial Year | Status (Jun 2019) |
|---|---|---|---|---|---|---|
| OTOP | 76 | N/A | 23,650 | Data as of 2018 (http://cep.cdd.go.th/services/otop2561) | 2001 | Ongoing |
| Sufficiency Economy Philosophy | 76 | 23,589 | - | - | 2006 | Ongoing |
| OTOP Nawatwithi | 76 | 3,273 | 10 products/target (approx. 20,000) | 2018 | 2018 | Ongoing |
| OTOP Village | 67 | 111 | | 2018 | 2006 (https://www.ryt9.com/s/pr/2880976) | Ongoing |
| | 31 (8 routes) | 125 | 1,875 products/target 625 activities/target 625 menu/target | | | |
| CBT for Social Enterprise | 45 | 135 | Free | - | 2016 | Ongoing |
| D-HOPE | 9 | 527 | 984 | 2019 | 2018 | Ongoing |



| No. of Village for D-HOPE and related policies | | | | | | |
|---|---|---|---|---|---|---|
| | Province | No. Village | D-HOPE<br>% | OTOP Nawatwithi (D-HOPE) | OVC (D-HOPE) | CBT by SE (D-HOPE) |
| Central | Chantaburi | 728 | 58<br>8% | 41(23) | 9(4) | 3(3) |
| | Chonburi | 687 | 35<br>5% | 37(12) | 1(0) | 3(1) |
| North | Chiang Mai | 2,066 | 32<br>1.5% | 42(23) | 3(3) | 0(0) |
| | Lamphun | 577 | 33<br>5% | 33(33) | 0(0) | 0(0) |
| Northeast | Surin | 2,162 | 169<br>7.8% | 85(60) | 0(0) | 3(0) |
| | Mukdahan | 526 | 22<br>4% | 22(22) | 2(2) | 3(3) |
| | Nakhon Panom | 1,155 | 9<br>0.7% | 50(0) | 9(9) | 3(2) |
| South | Trang | 726 | 50<br>6.8% | 40(30) | 5(5) | 0(0) |
| | Ranong | 178 | 20<br>11% | 28(6) | 3(3) | 0(0) |
| | **Total** | **8,805** | **428 (4.86%)** | **378(209)** | **32(26)** | **15(9)** |

# Empowerment Evaluation (presentation)

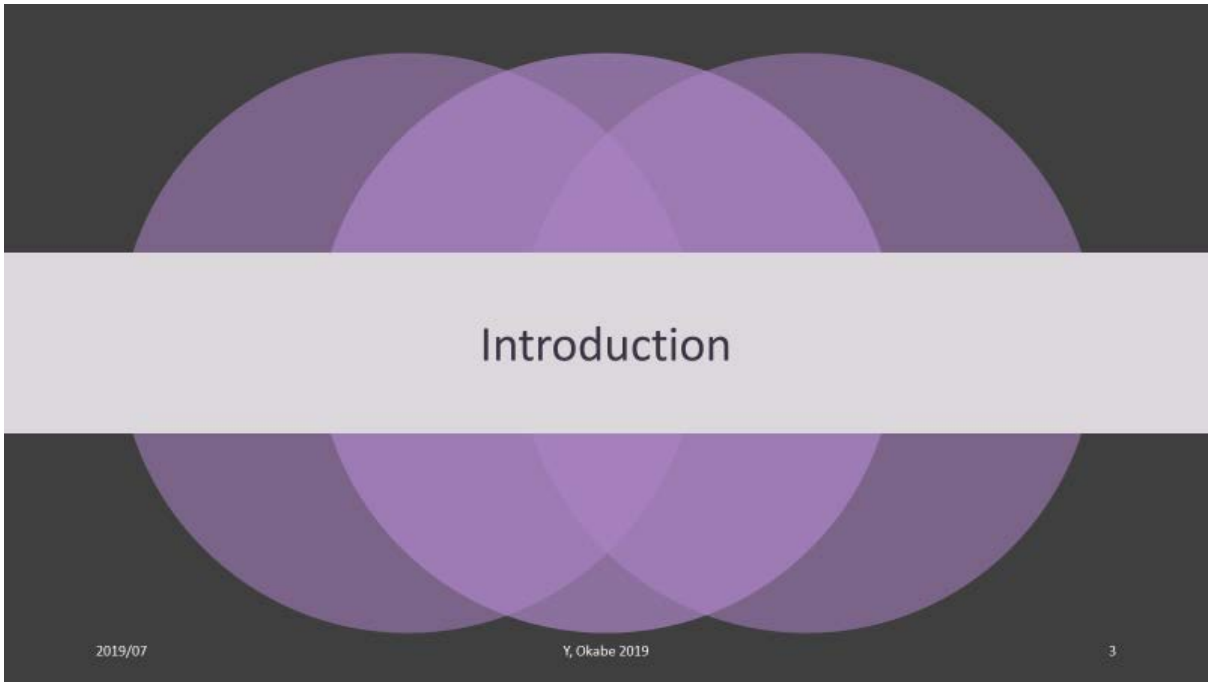
Yumiko Okabe
JICA Expert on D-HOPE Evaluation/Planning

# D-HOPE Empowerment Evaluation

INSTITUTE FOR COMMUNITY DESIGN

## Table of Contents

1. Introduction
2. Empowerment Evaluation
3. The Position of D-HOPE & Empowerment
4. Evaluation Outline
5. Evaluation Framework
6. Evaluation Results




# The D-HOPE Project

| | |
|---|---|
| **Title** | Project for Community-based Entrepreneurship Promotion (D-HOPE Project) |
| **Target Group** | Farmers, producers and service providers in the project sites |
| **Period** | 4 years (November 2017-October 2021) |
| **Project Sites** | At least 45 provinces / 76 provinces in Thailand (9 provinces initially) |
| **Initial Provinces** | Surin, Chaing Mai, Lamphun, Mukdahan, Nakhon Phanom, Chonburi, Chantaburi, Trang and Ranong |

# D-HOPE Project: Project Design Matrix (PDM)

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption | Achievement | Remarks |
|---|---|---|---|---|---|
| **Overall Goal**<br><br>Grassroots economy of the project sites is stimulated through the enhancement of community-based entrepreneurship. | 1. Income of households in participating communities has increased. | 1. Statistics of CDD | | | |
| **Project Purpose**<br><br>Community-based entrepreneurs are developed through the application of D-HOPE approach. | 1. Number of hands-on programs.<br>2. Number of hands-on program providers who have gained confidence as entrepreneurs (women and men).<br>3. Number of hands-on program providers who increased their revenue (women and men). | 1.and 3. Catalogues<br>1. Participatory evaluation | 1. Related projects and schemes function. | | |
| **Outputs**<br><br>1. The D-HOPE implementation structure is established. | 1. Strategic teams are formed at the central and local level.<br>2. D-HOPE action plans are elaborated at the central and local level.<br>3. D-HOPE implementation manual is developed. | 1.and 2. Government reports<br>3.D-HOPE implementation manual | | | |
| 2. The D-HOPE approach is put into practice in project sites. | 1. At least 45 provinces elaborate D-HOPE catalogues | 1. Catalogues | | | |



D-HOPE Project: Project Design Matrix (PDM) Cont'd.

| Activity | Inputs | | Pre-conditions |
|---|---|---|---|
| | Japanese Side | Thai Side | |
| 1-1 Organize a D-HOPE strategic team at the central level.<br>1-2 Conduct training in Japan on community based entrepreneurship for rural development through D-HOPE approach.<br>1-3 Elaborate a D-HOPE action plan at the central level.<br>1-4 Organize D-HOPE strategic teams at the provincial level.<br>1-5 Elaborate D-HOPE action plans at the provincial level.<br>1-6 Elaborate a draft of D-HOPE implementation manual.<br>1-7 Conduct training in Thailand on implementation of D-HOPE for project sites.<br>1-8 Conduct training for dissemination of D-HOPE based on the experiences acquired from the initial provinces.<br>1-9. Prepare an annual report of good practices.<br>1-10 Revise the D-HOPE implementation manual based on the experiences acquired from the initial provinces.<br>1-11 Reinforce linkages with related projects and schemes.<br>1-12 Examine usefulness of D-HOPE approach by using multivariate analysis.<br><br><Activities at the central level><br>2-1 Collect baseline data.<br>2-2 Provide support on implementation of D-HOPE.<br>2-3 Create website for promotion of D-HOPE.<br>2-4 Monitor implementation of D-HOPE.<br>2-5 Collect end line data.<br><br><Activities at the local level><br>2-6 Organize strategic workshops Stage I: Identification of D-HOPE champions.<br>2-7 Organize strategic workshops Stage II: Designing of Hands-on Programs.<br>2-8 Organize strategic workshops Stage III: Preparation of a catalogue and promotion of a D-HOPE event.<br>2-9 Organize a D-HOPE event.<br>**2-10 Organize strategic workshops Stage IV: Empowerment evaluation** | 1. Dispatch of experts: Chief Advisor, D-HOPE Approach Expert (Planning and Evaluation), D-HOPE Approach Expert (Implementation) /Coordinator etc.<br>2. Training (in Japan and Thailand)<br>3. Part of local expenses necessary for the project activities. | 1. Assignment of Counterparts (at the central level and the local level)<br>2. Office Space<br>3. Necessary documents<br>4. Expenses related to organization of strategic workshops and training<br>5. Expenses for elaboration of catalogues<br>6. Local cost (staff cost, in-country mission cost, utility bills, etc.) | |

D-HOPE Project : First year target provinces
MYANMAR
VIETNAM
LAO PDR
CAMBODIA
Andaman Sea
Gulf of Thailand
INDONESIA
MALAYSIA
2019/07
N
First Year
9 provinces
North: Chiang Mai, Lamphun
Northeast: Surin, Mukdahan, Nakhon Phanom
East: Chonburi, Chantaburi
South: Trang, Ranong
Y, Okabe 2019
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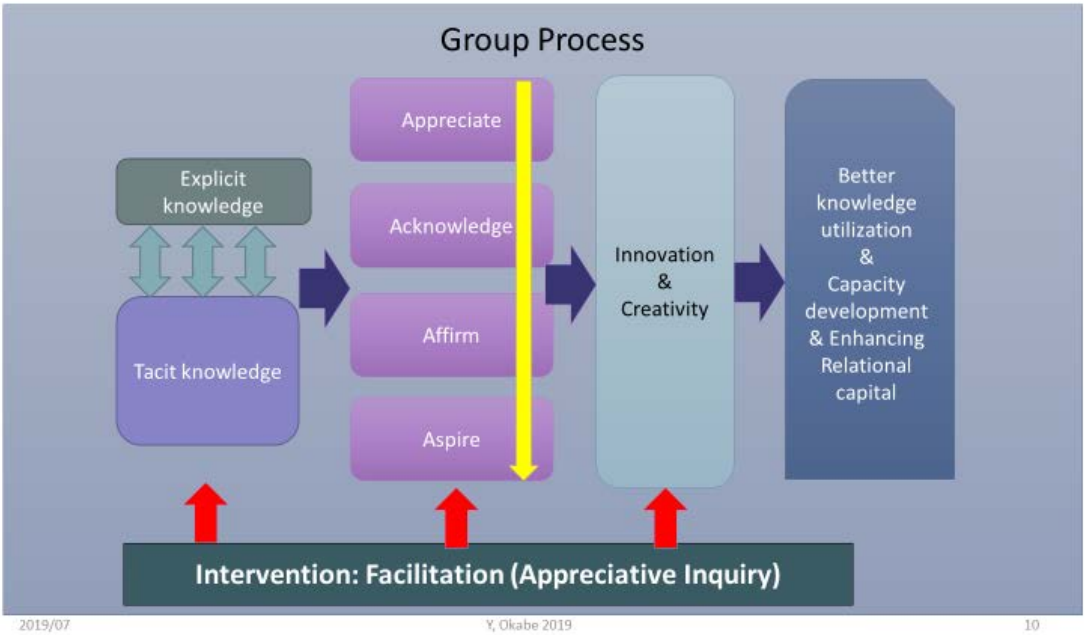
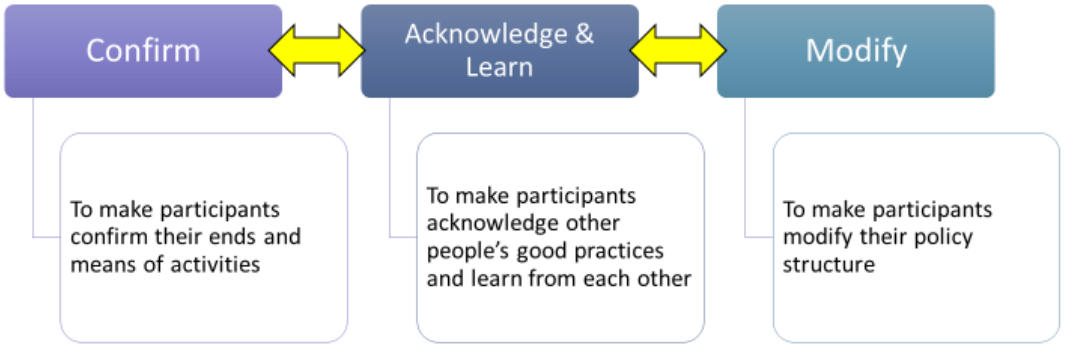
Learning of who?
Purpose of Evaluation
We'll have help, but the success of the evaluation is in our hands.
evaluator
Empowerment
Change of target society/group by policy, program or project (beneficiaries)




Group Process
Explicit knowledge
Tacit knowledge
Appreciate
Acknowledge
Affirm
Aspire
Innovation & Creativity
Better knowledge utilization & Capacity development & Enhancing Relational capital
Intervention: Facilitation (Appreciative Inquiry)

## Empowerment Evaluation
### 3 steps for learning through the process

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## Purpose and Scope of the Qualitative Analysis

- A descriptive analysis in Chonburi province (as other provinces are still on-going as of June 2019)
- Most of the stakeholders were invovled
- Findings were already shared in the workshop
- The key objective of this report is to give a voice of the D-HOPE champions – "---"
- The rapport was already established with the participants
- *'Enjoy discussions!'*
- Findings are relevant, sincere and honest to some degree
- Language barrier

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# Empowerment Evaluation



## Concerns of Evaluation

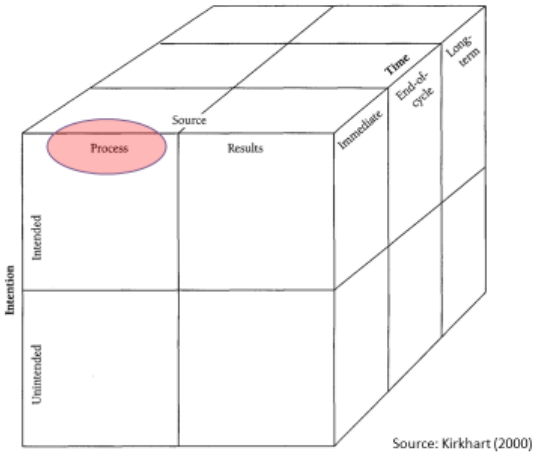
- Collaborative, participatory and empowerment evaluation (Stakeholder Involvement into Evaluation) that address concerns about relevance, trust, and use in evaluation.
- These types of evaluation contribute to build capacity in stakeholders that is the current main evaluation needs in the global community (Fetterman, 2018)

Evaluator Role

## Empowerment Evaluation for Community Development

**Integrated Theory of Influence**

- Source of influence (process-based)
- Intention
- Time




Source: Kirkhart (2000)

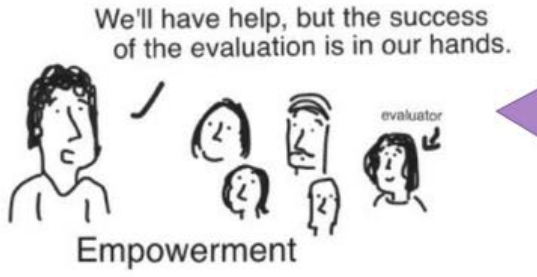
# Definition of Process Use

- Process use occurs when those involved in the evaluation learn from the evaluation process itself or make program changes based on the evaluation process rather than just the evaluation's findings.
- Process use, then, includes cognitive, attitudinal, and behavior changes in individuals, and program or organizational changes resulting, either directly or indirectly, from engagement in the evaluation process and learning to think evaluatively (e.g., increased evaluation capacity, integrating evaluation into the program, goals clarification, conceptualizing the program's logic model, setting evaluation priorities, and improving outcomes measurement).

(Patton, 2012, p 143)



# Role of Evaluator




There's no unique tool in the empowerment evaluation book. Empowerment **facilitation process** is what makes the tools empowerment evaluation (Patton, 2016).

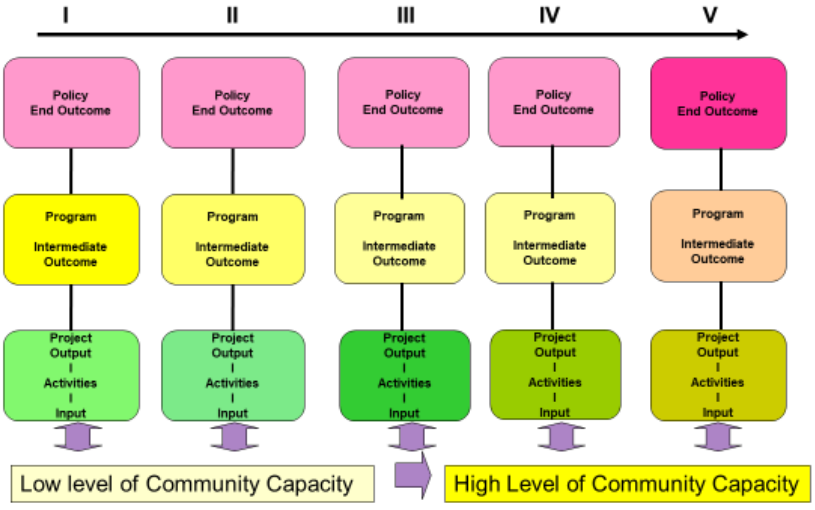
# Two Streams

| Stream | Focus | Characteristic | Subject | Control |
|---|---|---|---|---|
| Practical EE | Program improvement | To enhance program performance and productivity | Program staff | Program staff |
| Transformative EE | Empowerment for system change | To highlights the psychological, social, and political powers of liberation | Target society/group | People learn to take greater control of their own lives and the resources around them |

Created by Okabe based on Patton (2016) and Fetterman (2018)



## Results of Empowerment Evaluation: Change of Policy Structure



Evaluation Design in Policy Structure

| End Outcome | Intermediate Outcome (Empowerment) | Evaluation Process (with prepared inputs) | | Preparation | |
|---|---|---|---|---|---|
| | | Output | Activity | Input | |
| D-HOPE Program improvement (Community capacity, network, income increase etc…) | Self-determination as entrepreneurs / CD officials | Evaluation findings | **Methodology**<br>• **Group discussion in groups by random selection**<br>• **Appreciative Inquiry for facilitation approach**<br>• **Photo Elicitation for acknowledgement & fostering knowledge sharing**<br>• **Questions relevant to current D-HOPE situation** | Human resource (Community of practice) | D-HOPE Champions |
| Community empowerment in entrepreneurship | Ownership (take actions, make decision) on entrepreneurship / localization of program | Evaluative thinking (A by-product) | | | CD staff |
| Sustainable development through evaluative thinking in communities | | | | | CDD staff / JICA |
| Nurture a culture of learning and evaluation on entrepreneurship through hands-on programs | Evaluation capacity development | Cultivation of Community of practice for D-HOPE in village/district/provincial level | | Material Resource | Materials |
| | | | | | Venue |
| | | | | Monetary resource | Budget |

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# Defining Empowerment Evaluation

- Empowerment evaluation aims fundamental learning within stakeholders by engaging in evaluation process to increase evaluation impact significantly by using evaluation concepts and techniques rather than findings.
- Empowerment evaluation makes up a gap between initial desired end outcomes and actual results of policy, program or project, or build its success even more by focusing on the target group of policy, program or project as the subject of evaluation.
- Combining practical and transformative empowerment evaluation empowers community systems profoundly through opening up dialogues among community members by reflecting their activities.

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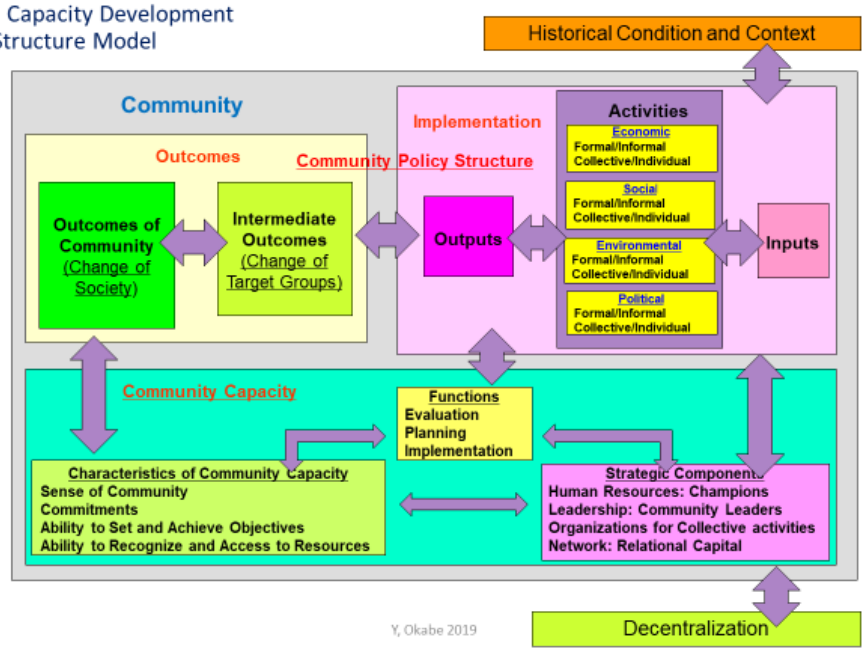
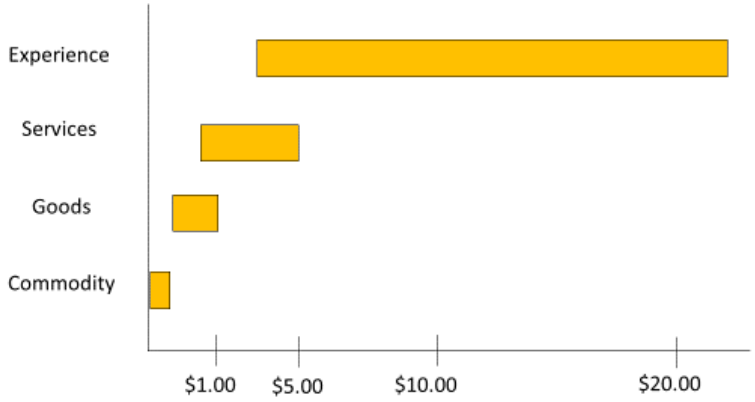
# The Position of D-HOPE & Empowerment



## Community Capacity Development and Policy Structure Model

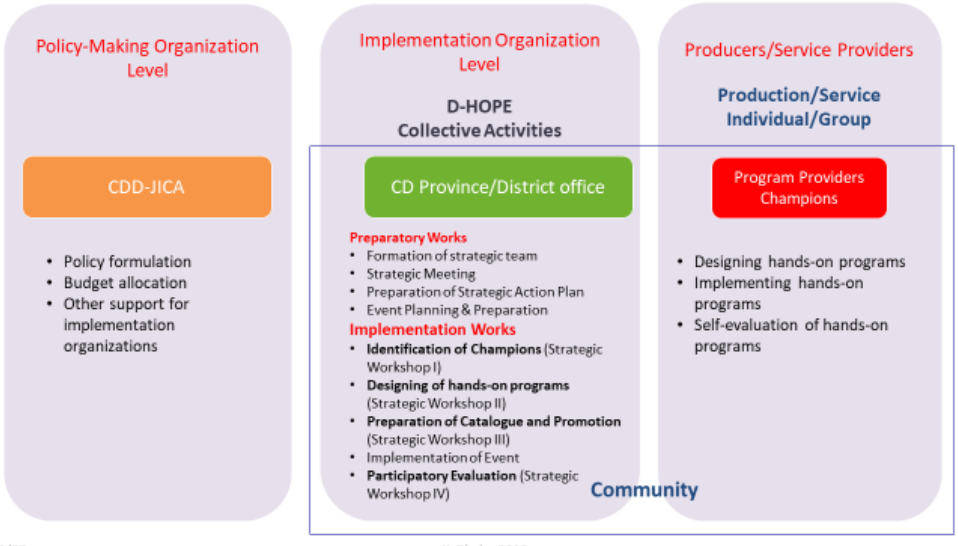


## Towards Experience Economy: Price of Coffee Offerings






## 3 Levels of Division of Labour



**Outcomes of D-HOPE for Community Entrepreneurship**

| Strategic Workshop | End Outcome (Change of Society) | Intermediate Outcome (Change of Target Group) | Participants of Strategic Workshop Activities |
|---|---|---|---|
| Identification of Champions (Strategic Workshop I) | - Recognition of Local Resources and Knowledge as Potential Champions and Local Development<br>- Creation of Relational Capital | - Recognition of Local Resources and Knowledge<br>- Creation of Network | Implementation Organization Staff |
| | | - Recognition of their Potential Capability as Concrete Program for Development<br>- Creation of Network | Producers and Service Providers as Their Representatives |
| Designing of Hands-on Programs (Strategic Workshop II) | - Recognition of Local resources and Knowledge for Their Development<br>- Development of Relational Capital as Community Capacity<br>- Recognition of Their Role for Development | - Recognition of making Local Resources as Concrete Program<br>- Recognition of Their Role as Implementation Organizer and Facilitator<br>- Developing of Networks | Implementation Organization Staff |
| | | - Recognition of Their Capability as Potential Program Provider<br>- Creation and Development of Networks | Identified Potential Champions |
| Preparation of Catalogue and Promotion (Strategic Workshop III) | - Development of Potential Community Entrepreneurship<br>- Accumulation of Relational Capital as Community Capacity<br>- Development of Their Role for Development<br>- Recognition of Community People on Their Own Recourses for Potential Development | - Increase of Their Recognition on Local Resources<br>- Development of Their Captivity for Implementation Organizers and Facilitators For D-HOPE<br>- Accumulation of Network Experiences | Implementation Organizers and Facilitators for D-HOPE |
| | | - Development of Their Capability as Program Provider and Potential Entrepreneur For D-HOPE<br>- Development and Accumulation of Network Experiences | Potential Program Providers for D-HOPE |
| | | - Recognition of Potential Development Activities in The Community | (Community People as Observer on WS Activities) |
| Implementation of D-HOPE Event | - Development of Community Entrepreneurship<br>- Accumulation of Relational Capital as Community Capacity<br>- Development and Experience of Their Role for Development<br>- Recognition of Community People on Their Potential Development | - Development and Accumulation of Their Experiences as Implementation Organizers and Facilitators for D-HOPE<br>- Recognition of Their capability and Confidence as Implementation Organizers and Facilitators For D-PHOE | Implementation Organizers and Facilitators for D-HOPE |
| | | - Development and Accumulation of Their Experiences as Program Provider and Potential Entrepreneur for D-HOPE<br>- Development of Their Products and Services and their Recognition by The Customers<br>- Recognition of Their capability and Confidence as Program Provider and Rural Entrepreneur | Program Provider and Potential Entrepreneur for D-HOPE |
| | - Public Recognition on Local Entrepreneurs and their Products and serviced<br>- Public Recognition on Local Specialties of the Community | - Participation of D-HOPE Event and Hands-on Programs<br>- Recognition of Program Providers as Champions for Community Development | Community People |
| | | - Participation of D-HOPE Event and Hands-on Programs<br>- Recognition of Program Providers as Champions for Community Entrepreneur | People outside of the Community |
| Participatory Evaluation (Strategic Workshop IV) | - Development of Community Capacity fro Future Development and Their Confidence to their Lives and Community | - Sharing of their Experience through AI Process<br>- Featuring of the Future Development of D-HOPE<br>- Featuring of the Community Development | Implementation Organizers and Facilitators for D-HOPE<br>Program Provider for D-HOPE and Local Entrepreneurs |

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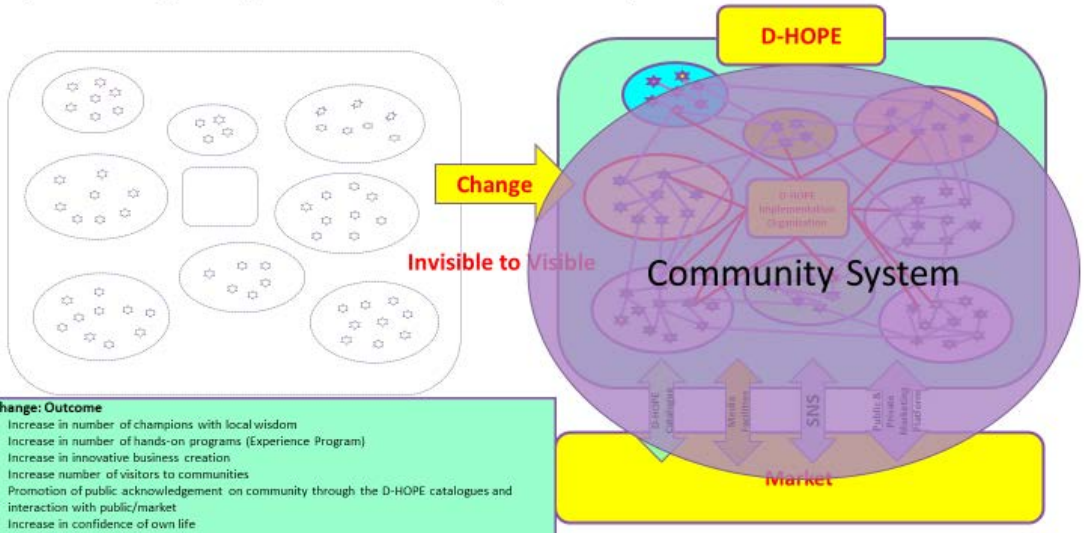
# D-HOPE Entrepreneurs and Power

- D-HOPE encourage local champions to design and create their hands-on programs to offer visitors and tourists using the concept of *Experience Economy*.
- Becoming an entrepreneur requires the champions to have a proper environment to do so, however considering the rural community conditions, D-HOPE provide an opportunity for them without any risk-taking by encouraging them to use existing local resources, skills and talents (something they already have but in a form of business).
- In this sense, the encouragement is about organizing group discussion, facilitation technique and how to design/implement hands-on programs on their own as an individual to nurture the potential.

## System change: Empowerment in Entrepreneurship




**Change: Outcome**

- Increase in number of champions with local wisdom
- Increase in number of hands-on programs (Experience Program)
- Increase in innovative business creation
- Increase number of visitors to communities
- Promotion of public acknowledgement on community through the D-HOPE catalogues and interaction with public/market
- Increase in confidence of own life
- Strengthened networks and trusts among community members for community capacity development
- Strengthened networks outside of community
- Economic vitalization in the community



## Evaluation Outline

# Stages of Empowerment Evaluation

(Conducting Program Evaluation at the end of workshop)

| Stage | Period | Activity | Considerations | Results | Complementary element for empowerment |
|---|---|---|---|---|---|
| 1 | February 2019 | Evaluation Design | Implementation results Hearing from the various implementers | Lack of promotion activities in implementation | Design questions based on the implementation results |
| 2 | March 2019 | • Chonburi<br>• Lapmphun | Grasp of real situations of champions | Confirmation of lack of promotion activities in implementation but the mindset is there | Planning promotion of catalogue & hands-on program |
| 3 | May 2019 | • Nakhon Phanom<br>• Mukdahan<br>• Surin | Promotion of hands-on program by champions (understanding in CD officials)<br>Promotion of hands-on program by champions (understanding in CD officials) | Lack of understanding of hands-on program and its goal in champions thus no promotion mindset<br>Lack of understanding of hands-on program and its goal in champions thus no promotion mindset | Practicing selling hands-on program and how to distribute catalogue & website<br>Practicing selling hands-on program and how to distribute catalogue & website |
| 4 | June 2019 | • Trang<br>• Ranong<br>• Chiang Mai<br>• Chantaburi | | | |



## Details of Empowerment Evaluation Results (Chronological)

| Province | Date | No. Champions (Catalogue) | No. Participants (Champions) | No. Participants (Officials) | No. Facilitators (CDD/JICA) | Guest Participant | Remarks |
|---|---|---|---|---|---|---|---|
| Chonburi | 6, 9 Mar | 92 | 89 | 27 | 3 | Mr. Thaweep Butpho, Deputy Director General of CDD<br>Mr. Suraphon Sornjit, Director of Chonburi Learning Center | |
| Lamphun | March | 99 | 78 | 17 | 2 | Ms. Kwandaow Leupiam, Chief of Nawatwithee Community-based Tourism Unit | |
| Nakhon Phanom | 13, 14 May | 99 | 75 | 17 | 5 | Mr. Prasat Tassakorn, the Acting Director of Nakhon Phanom Community Development Provincial Office | |
| Mukdahan | 28, 29 May | 70 | 84 | 19 | 4 | Mr. Chainarong Kanjanakanho, Chief of Strategic Community Development Unit of Mukdahan | |
| Surin | 30, 31 May | 229 | 83 | 19 | 4 | Mr. Sorasas Sripheng, Director of Surin CD Provincial Office | |
| Trang | 11, 12 Jun | 126 | 90 | 17 (CD Officials)<br>14 (Learning Center) | 5 | Mr. Thammakorn Leelaworakul, Chief of Community Development Promotion Unit | |
| Ranong | 14, 15 Jun | 80 | 68 | 15 | 4 | Mr. Chalermkieat Paenkitcharoen, Director of Strategic Human Resource Development Unit | |
| Chiang Mai | 24, 25 Jun | 77 | 68 | 18 | 3 | Mr. Athorn Pimchanok, Director of Chiang Mai CD Provincial Office | |
| Chantaburi | 27, 28 Jun | 114 | 70 | 17 | 3 | Mr. Chalermkieat Paenkitcharoen, Director of Strategic Human Resource Development Unit | |

## D-HOPE Empowerment Evaluation Design (1st Phase)

| Evaluation | Empowerment Evaluation (Qualitative) |
|---|---|
| Purpose | 1. Learning of stakeholders (Champions and CD officials)<br>2. Qualitative analysis |
| Type | • Process-use type<br>• Formative |
| Rationale | • Giving voice<br>• Interpretative |
| Role of evaluator | • Facilitator (JICA/CDD) and supporter<br>• Evaluation design/Report writing |
| Control of evaluation | Stakeholders |
| Target Participants | 1. Champions<br>2. CD officials |
| Method | • Appreciative Inquiry<br>• Photo Elicitation |
| Data collection | • Group discussions (post-it descriptions)<br>• Participant Observation<br>• Facilitation |



## Evaluation Workshop Schedule for CD Chonburi office

6th March 2019

| Time | Activity |
|---|---|
| 08:30-09:00 | Registration |
| 09:00-09:30 | Opening Speech by Mr. Bunthao Duangnapha, Direcotor of CD Chonburi Office |
| 09:30-10:00 | Lecture on Evaluation by Dr. Koichi Miyoshi |
| 10:00-10:20 | Coffee break |
| 10:20-12:00 | Group discussion 1 (divide into 5 groups) by Ms. Yumiko Okabe |
| 12:00-13:00 | Lunch |
| 13:00-14:00 | Group discussion 2 |
| 14:00-14:30 | Coffee break |
| 14:30-15:30 | Questionnaire Survey |

# Evaluation Workshop Schedule for Chonburi champions

9th March 2019

| Time | Activity |
|---|---|
| 08:30-09:30 | Registration |
| 09:30-10:00 | Opening Speech by Mr. Bunthao Duangnapha, Direcotor of CD Chonburi Office |
| 10:00-10:15 | Speech by Dr. Koichi Miyoshi |
| 10:15-10:30 | Speech by Mr. Thaweep, Deputy Director General of CDD |
| 10:30-11:00 | Coffee break |
| 11:00-12:00 | Group discussion 1 (divide into 10 groups) by Ms. Yumiko Okabe |
| 12:00-13:00 | Lunch |
| 13:00-14:30 | Group discussion 2 |
| 14:30-15:00 | Questionnaire Survey |

## Framework of the Empowerment Evaluation

Target 1: Evaluation of Output
CD officials

Target 2: Evaluation of Outcome
Champions

| Workshop 1: Identification of champions | Workshop 2: Designing hands-on programs | Workshop 3: Catalogue development & Promotion | Festival |
|---|---|---|---|
| Objective: Make a list of local resources<br><br>1. Brainstorming local champions & resources such as talent, wisdom, knowledge<br>2. Design an example hands-on program to exercise the designing process | Objective: Design hands-on programs by champions<br><br>1. Designing through group discussion<br>2. Program testing | | |

**Outcome: Society's change**

- Entrepreneurial capacity development
- Innovative business creation
- Strengthened networks inside/outside of community as well as the individuals
- Increase the level of confidence
- Economic vitalization in the community
- Community capacity development



## Evaluation Method

| Method | Detail |
|---|---|
| Setting | Group discussion (randomly selected 5-7 people)<br>Provision of discussion materials (post-it, markers, flip charts…)<br>Provision of discussion formats (Evaluation Questions) |
| Facilitation | • Appreciative Inquiry<br>• Photo Elicitation |
| Questions | • Questions relevant to implementers (project process)<br>• Questions relevant to hands-on program |

## Settings: Group discussion & random grouping for sharing knowledge & experience

2019/07

# Photo Elicitation

Harper (2002)

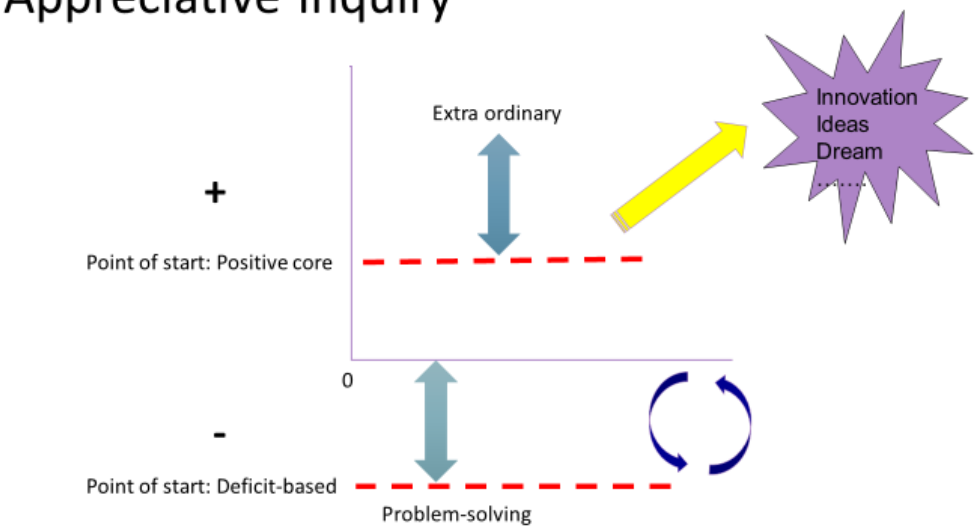
## Empowerment Evaluation with Photo Elicitation

- Easy and Fun
- What community themselves think is 'Good' (not professional evaluators' opinion)
- Automatic learning by seeing
- Utilizing photos to find details - description
- Identifying what's good about other people's activities is feedback for oneself
- Based on good results, what's next and what has to be done-decide their plans and goals

# Appreciative Inquiry

Cooperrider, D., Whitney, D., and Stavros, J. (2003)

## Appreciative Inquiry



# CD Officials

**Group discussion 1**

Check the D-HOPE project process through the photos on the walls and reflect your activities into discussion.

- What are your achievements as an officer through D-HOPE?
- What kind of strength have you gained through D-HOPE?

Select top 3 and Rank 1-3 for the best officer within the group

Write reasons why they are the best officers.

**Group discussion 2**

Discuss your future CD practices for your work.

- What is your goal? Be specific as much as you can!
- Why do you want to achieve that goal?
- How can you achieve your goal?
- Who is your target to achieve your goal?
- Which activity/practice can you do it?

# Champion

### Group discussion 1: Using Photo

Check the D-HOPE project process through the photos on the walls and reflect your activities into discussion.

- What are your achievements through D-HOPE?
- What kind of strength have you gained through D-HOPE?

Select top 3 and Rank 1-3 for the best hands-on program within the group.

Write reasons why they are the best hands-on program.

Discuss your future plan with hands-on program using catalogue, website, SNS and other promotion tools.

### Group discussion 2: Self-Evaluation

What is your goal? Be specific as much as you can!

Why do you want to achieve that goal?

How can you achieve your goal?

Who is your target to achieve your goal?

When will you do it to achieve your goal?



# Chonburi Province

Empowerment Evaluation Results

**Selection of Photos (Question 1: which photo do you like?)**
Program testing activity got a center of attention

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**Group discussion**
(Questions 2: Why do you like it? Questions 3: What kind of changes do you think it occurred at this moment? Question 4: What can you learn from this picture? Questions 5: How can you utilize this learning?)

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# Selected Favorite Photo Top 3

| | Favorite Photo | | No. 1 | | No. 2 | | No. 3 | | Total | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Champ | Official | Champ | Official | Champ | Official | Champ | Official | Gran Total |
| D-HOPE Main Activity | Bangkok Training | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | SW I | | 1 | 0 | 1 | 0 | 1 | 0 | 3 | 0 | 3 |
| | SW II | Group Discussion | 0 | 0 | 1 | 1 | 0 | 1 | 1 | 2 | 3 |
| | | Program Testing | 6 | 5 | 5 | 4 | 6 | 1 (*selected as No.2) | 17 | 10 | 27 |
| | SW III | | 0 | 0 | 1 | 0 | 2 | 0 | 3 | 0 | 3 |
| | ~~Event/Promotion~~ | | - | - | - | - | - | - | - | - | - |
| | Catalogue | | 3 | 0 | 2 | 0 | 1 | 3 | 6 | 3 | 9 |
| | ~~Website~~ | | - | - | - | - | - | - | - | - | - |
| | Total | | 10 | 5 | 10 | 5 | 10 | 5 | 30 | 15 | 45 |

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# Concept of the Selected Photos

| Concept | Champions | Officials |
|---|---|---|
| Program testing | 17 | 10 |
| Catalogue/Collective | 3 | 2 |
| Catalogue/Individual | 3 | 1 |
| Group discussion | 5 | 2 |
| Lecturer in the workshop | 1 | 0 |
| Presentation in the workshop | 1 | 0 |
| | 30 | 15 |

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No.1: Eco-tourism

No.2: Go with friends to pick lotus

## Top 2 Popular Photos among Champions: Program Testing Activity



Changes of Champions from Group Discussion

- I (we) like/love…appreciation
- I (we) can…affirmation
- I (we) learned…acknowledgement
- I (we) want to…aspirations

# Keywords of 4-A Changes

| Appreciation (I love/like) | Affirmation (I can) | Acknowledgement (I learned) | Aspirations (I want to) |
|---|---|---|---|
| • Environmental value<br>• Tourist visit<br>• Local lifestyle<br>• Nature + people<br>• Friendliness<br>• Income generation<br>• Participation<br>• Good collaboration<br>• Tourist happiness<br>• Tourism development<br>• Identity of Chonburi<br>• Brainstorming<br>• Learning method | • Bring the result<br>• Access to local resource<br>• Conserve natural resource<br>• Income generation from tourism using local resource<br>• Conducting tourism activity<br>• Change of mindset<br>• Alternative promotion | • Local resource recognition<br>• Ownership for development<br>• Tourism development<br>• Teamwork<br>• Marketing<br>• Environmental conservation<br>• Way of thinking<br>• Way of learning<br>• Way of improving | • Product (hands-on program, product, activity) development<br>• Environmental conservation<br>• Participation<br>• Motivation<br>• Village development<br>• Challenge spirit to try something new |

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# Appreciation

The champions are conscious of environmental issues and its natural resource in various aspect.

The 5-God tree is truly a valued asset of Chonburi shared by many champions and it was a strong emphasis to keep it in this way no matter what development will be.

This discussion strengthened one of the community capacity elements, which is the community characteristic – an ability to recognize and access the resources.

The champions generally appreciate local lifestyle and their resources as it is and their goal is to make visitors to follow the same.

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# Affirmation

The ability to access local resources and generate income by making use of those resources.

The champions feel that this type of activity can broaden the results of development, and the case of eco-program is conserving environment.

Yet the program testing activity could have brought more confidence because there are not many descriptions and narratives on the confidence in champions.

Hence, the program testing activity still has a space for improvement in order to bring more results in terms of confidence in entrepreneurship.



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- There is a kind of reflection on oneself through understanding another champion's mindset - this is learning how to learn. Surprisingly, this person who wrote (or group) feels that he/she knows community or groups rather than him/her self. There is no development of successful small business without knowing of oneself – skills or talents and acknowledging tacit knowledge, understanding it makes champions gives better perspectives of doing small business.
- Some champions reached to a conclusion that a small hands-on program can be experienced to a specific target group. In doing so circulate local economy in small scale sustainably and expect to get visitors rather constant, and promotion can be something simple like mouth to mouth sales talk.
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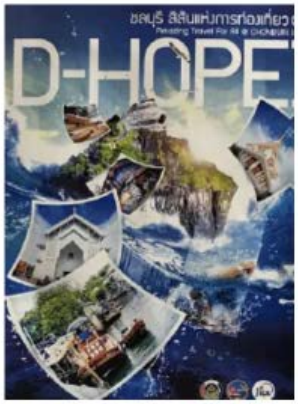
# Aspiration

- Overall, the program testing activity as well as these photos provided a kind of experiences or feelings that inspires them to "want to be in that moment" or "want to participate in the activity" and to become more aspired such as to "want to invite more tourists".
- Certainly, these feelings were implicit in champions and evaluation discussions made them those feelings more explicit. Yet, the aspirations are a lot less than the other aspect so that there is a room for making champions inspired.

# An Effective Way of Learning

- "A real comentar" who "provides feedback"
- "Seeing is better than hearing"




# Catalog: Identity & Confidence

# Group Discussion: Enhancing Relational Capital & Knowledge sharing

# Changes of Officials

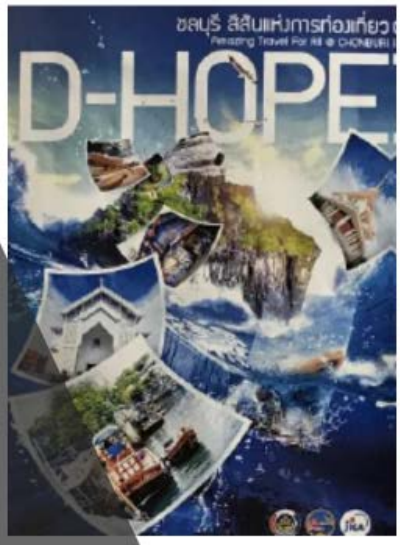
- Environmental issue was not consideres as much as champions
- Local lifestyle, local occupation, tourist attractions
- Collaboration, teamwork
- Their happiness comes from seeing their results from work – changes of champions

# Chonburi Province (presentation)

The D-HOPE Project

July 2019

# Chonburi Province D-HOPE Evaluation Results




## Created by


- Yumiko Okabe (D-HOPE Evaluation –Empowerment and Qualitative/Planning)
- Aki Yonehara (Program/Quantitative Evaluation)
- Yoshihiro Ozaki (Implementation/Coordinator)
- Samatchaya Thonglert (Program Assistant)
- Pongsan Sanyakamdhorn (Program Assistant)

Chapter 1

# Implementation Results



## Chonburi Province

| General Information | |
|---|---|
| Region | Eastern Thailand |
| Area | 4,363 sq km. |
| Population (2017) | 585,984 (0.88 % of the country) |
| No. district | 11 + Special administrative area |
| No. village | 687 |
| Average Income | Per household 261,971.09 |
| | Per person 138,409.01 |

Total population in 2017: 66,188,503
Source: http://stat.dopa.go.th/stat/statnew/upstat_age_disp.php

| OTOP related Information | |
|---|---|
| OTOP Producers | 392* |
| 5 star | 25 ** |
| OTOP Nawatwithi | 42 villages |
| OTOP Village | 1 (as of 2018) |
| CBT for SE | 3 |
| SEP | 6 |
| D-HOPE | 35 villages 92 champions |

* http://cep.cdd.go.th/services/otop2561
* *http://cep.cdd.go.th/services/star

Source: https://en.wikipedia.org/wiki/Chonburi_Province#/media/File:Thailand_Chonburi_locator_map.svg

# Distinctive Characteristics of Chonburi

- Strong leadership & management in the provincial office
- High motivation and understanding in officials
- High efficiency in implementation (timeline)
- Completed all the activities except the catalogue promotion event & its duration
- Tourism is already strong as a province although it is focused on only some parts like Pattaya. Therefore, the initial idea of tourism development is to connect big cities to local villages using OTOP Nawatwithi and D-HOPE.

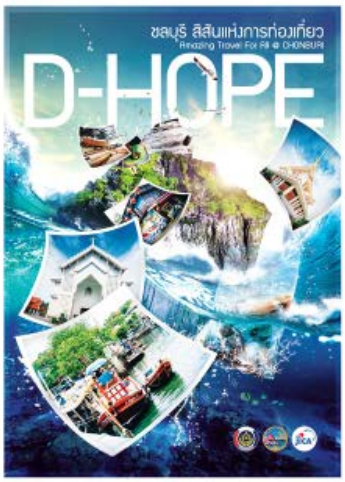
Gantt Chart (13 months of work @ Chonburi Province)

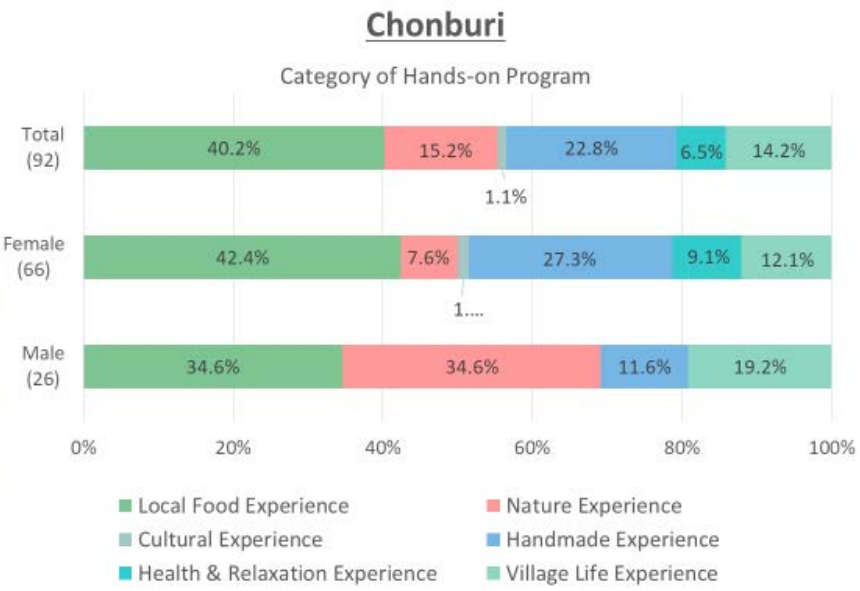
| JFY | 2017 | | | 2018 | | | | | | | | | | | 2019 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| TFY | 2019 | | | | | | | | 2020 | | | | | | | | |
| Month | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 |
| Japan Training (Drafting Action Plan) | | | | | | | | | | | | | | | | | |
| Formation of D-HOPE committee at provincial level | | | | | | | | | | | | | | | | | |
| 1st D-HOPE Committee (Courtesy call to governor & vice governor) | | | | | | | | | | | | | | | | | |
| Strategic Workshop I: Identification of champions | | | | | | | | | | | | | | | | | |
| Strategic Workshop II: Group discussion | | | | | | | | | | | | | | | | | |
| Strategic Workshop II: Program Testing | | | | | | | | | | | | | | | | | |
| Strategic Workshop III: Catalogue development & Promotion | | | | | | | | | | | | | | | | | |
| Development of catalogue | | | | | | | | | | | | | | | | | |
| Printing of catalogue | | | | | | | | | | | | | | | | | |
| Distribution of catalogue | | | | | | | | | | | | | | | | | |
| Promotion | | | | | | | | | | | | | | | | | |
| Event | | | | | | | | | | | | | | | | | |
| Strategic Workshop IV: Evaluation | | | | | | | | | | | | | | | | | |

# Main Activity & Output

| Month | Activity | | No. Participants | | Output |
|---|---|---|---|---|---|
| | | | officials | champions | |
| May 2018 | Strategic Workshop I | | 49 | 64 | A list of 250 identified champions |
| Jul | Strategic Workshop II | Workshop | 37 | 120 | A list of 110 desgined hands-on programs |
| Aug | | Program testing | 144 participated *unknown of details | | 8 hands-on programs tested |
| Dec | Strategic Workshop III | | 9 | 88 | 91 hands-on programs checked |
| Jan 2019 | Catalogue Printing | | - | | **92 hands-on programs** 5,200 copies |
| - | ~~Event~~ | | - | | - |

2019/06 The D-HOPE Project 7



# Cost

| Province | Strategic workshop I: | | Strategic workshop II: | | Strategic workshop III | | Catalogue | Event implementation | Strategic workshop IV | | Total Expenses (Actual) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Expenses (Actual) | Related Expenses | Expenses (Actual) | Related Expenses | Expenses (Actual) | Related Expenses | Expenses (Actual) | Expenses (Actual) | Expenses (Actual) | Related Expenses | |
| Chonburi | 69,050.00 | 8,063.33 | 135,200.00 | 2,500.00 | 62,000.00 | 10,650.00 | 710,000.00 | 40,500.00 | 98,400.00 | 37,300.00 | 1,173,663.33 |



Chapter 2

# Empowerment Evaluation Results

**Selection of Photos (Question 1: which photo do you like?)**
Program testing activity got a center of attention

**Group discussion**
(Questions 2: Why do you like it? Questions 3: What kind of changes do you think it occurred at this moment? Question 4: What can you learn from this picture? Questions 5: How can you utilize this learning?)

# Selected Favorite Photo Top 3

| | Favorite Photo | | No. 1 | | No. 2 | | No. 3 | | Total | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Champ | Official | Champ | Official | Champ | Official | Champ | Official | Gran Total |
| D-HOPE Main Activity | Bangkok Training | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | SW I | | 1 | 0 | 1 | 0 | 1 | 0 | 3 | 0 | 3 |
| | SW II | Group Discussion | 0 | 0 | 1 | 1 | 0 | 1 | 1 | 2 | 3 |
| | | Program Testing | 6 | 5 | 5 | 4 | 6 | 1 (*selected as No.2) | 17 | 10 | 27 |
| | SW III | | 0 | 0 | 1 | 0 | 2 | 0 | 3 | 0 | 3 |
| | ~~Event/Promotion~~ | | - | - | - | - | - | - | - | - | - |
| | Catalogue | | 3 | 0 | 2 | 0 | 1 | 3 | 6 | 3 | 9 |
| | ~~Website~~ | | - | - | - | - | - | - | - | - | - |
| | Total | | 10 | 5 | 10 | 5 | 10 | 5 | 30 | 15 | 45 |



# Concept of the Selected Photos

| Concept | Champions | Officials |
|---|---|---|
| Program testing | 17 | 10 |
| Catalogue/Collective | 3 | 2 |
| Catalogue/Individual | 3 | 1 |
| Group discussion | 5 | 2 |
| Lecturer in the workshop | 1 | 0 |
| Presentation in the workshop | 1 | 0 |
| | 30 | 15 |

## Top 2 Popular Photos among Champions: Program Testing Activity



## Changes of Champions from Group Discussion

- I (we) like/love…appreciation
- I (we) can…affirmation
- I (we) learned…acknowledgement
- I (we) want to…aspirations

# Keywords of 4-A Changes

| Appreciation (I love/like) | Affirmation (I can) | Acknowledgement (I learned) | Aspirations (I want to) |
|---|---|---|---|
| • Environmental value<br>• Tourist visit<br>• Local lifestyle<br>• Nature + people<br>• Friendliness<br>• Income generation<br>• Participation<br>• Good collaboration<br>• Tourist happiness<br>• Tourism development<br>• Identity of Chonburi<br>• Brainstorming<br>• Learning method | • Bring the result<br>• Access to local resource<br>• Conserve natural resource<br>• Income generation from tourism using local resource<br>• Conducting tourism activity<br>• Change of mindset<br>• Alternative promotion | • Local resource recognition<br>• Ownership for development<br>• Tourism development<br>• Teamwork<br>• Marketing<br>• Environmental conservation<br>• Way of thinking<br>• Way of learning<br>• Way of improving | • Product (hands-on program, product, activity) development<br>• Environmental conservation<br>• Participation<br>• Motivation<br>• Village development<br>• Challenge spirit to try something new |



# Appreciation

# Affirmation

The ability to access local resources and generate income by making use of those resources.

The champions feel that this type of activity can broaden the results of development, and the case of eco-program is conserving environment.

Yet the program testing activity could have brought more confidence because there are not many descriptions and narratives on the confidence in champions.

Hence, the program testing activity still has a space for improvement in order to bring more results in terms of confidence in entrepreneurship.



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- The program testing activity as well as the discussions on the photos were practical learning experiences for many champions.
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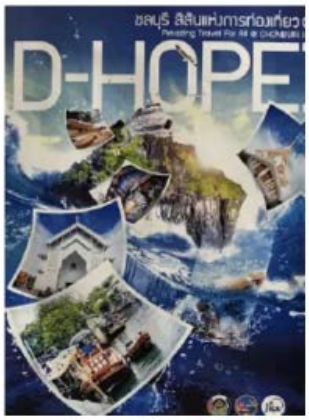


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## Changes of Officials



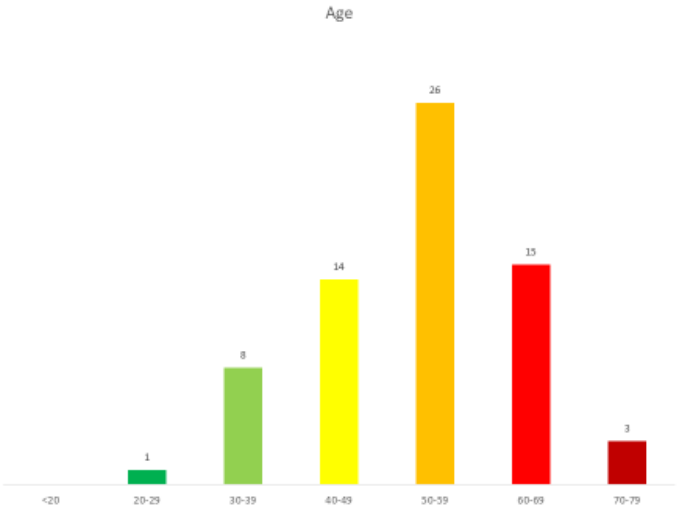
Chapter 3

# Questionnaire Survey Results

# Chonburi Champions

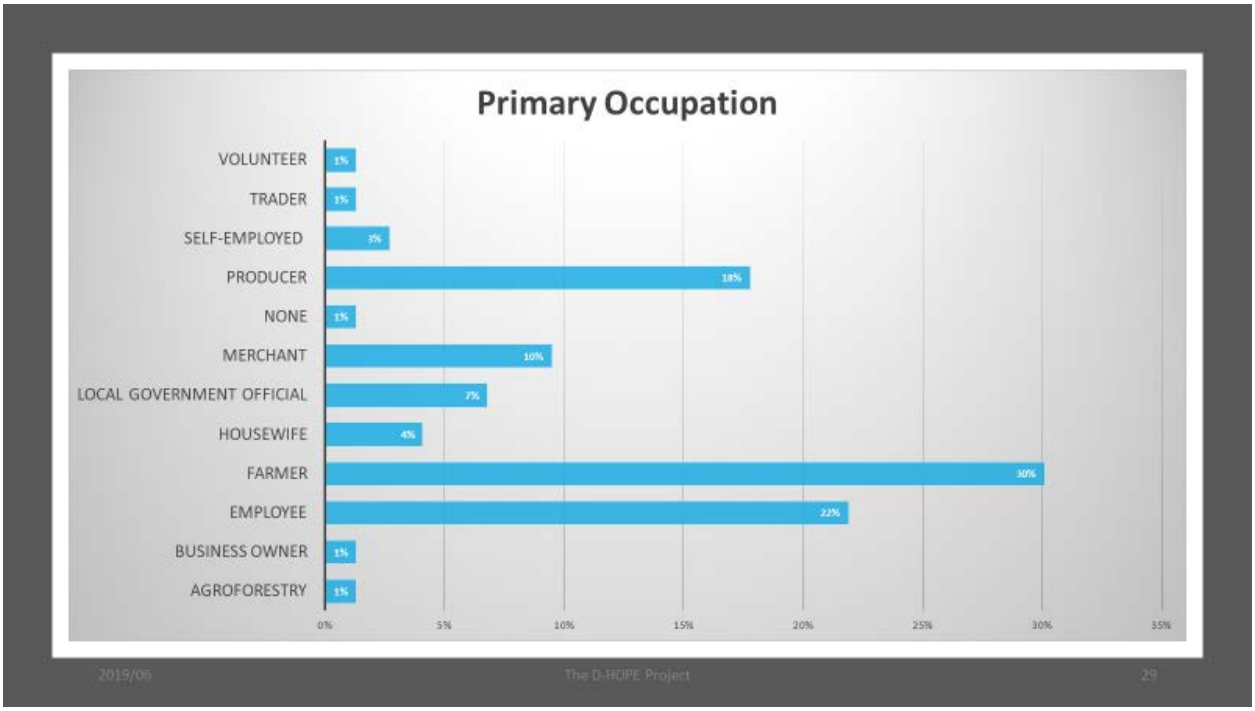


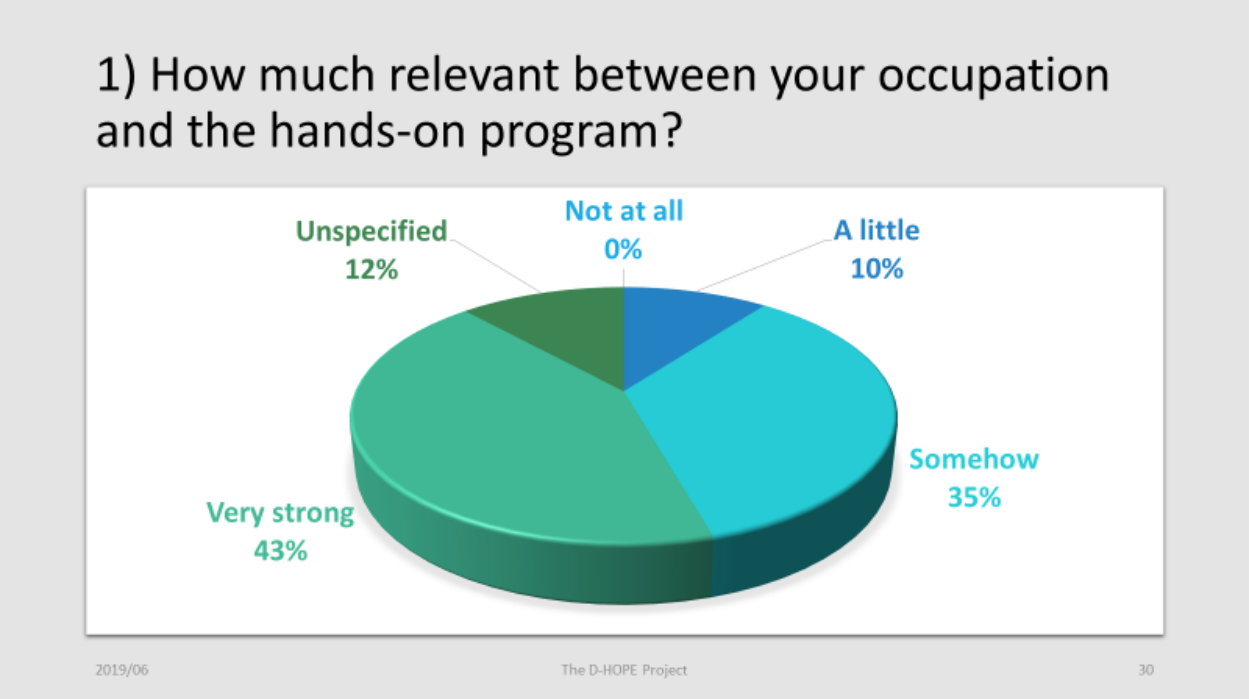
AGE: Mean = 52.24 (yrs old) [sd = 10.60]



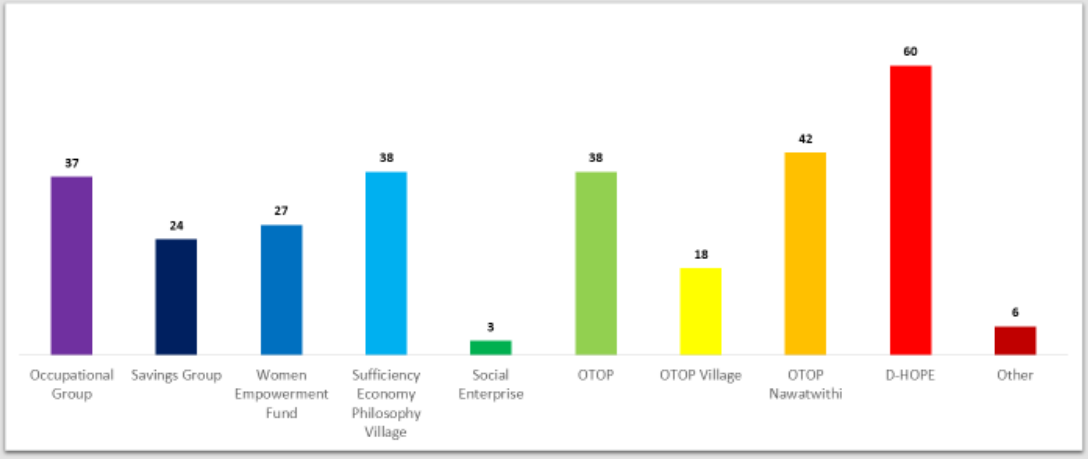

## Gender

| Gender | Frequency (%) |
|---|---|
| Female | 46 (68%) |
| Male | 16 (23%) |
| Unspecific | 6 (9%) |


Primary Occupation
VOLUNTEER
TRADER
SELF-EMPLOYED
PRODUCER
NONE
MERCHANT
LOCAL GOVERNMENT OFFICIAL
HOUSEWIFE
FARMER
EMPLOYEE
BUSINESS OWNER
AGROFORESTRY
1%
1%
3%
18%
1%
10%
7%
4%
30%
22%
1%
1%
0%
5%
10%
15%
20%
25%
30%
35%
2019/06
The D-HOPE Project
29

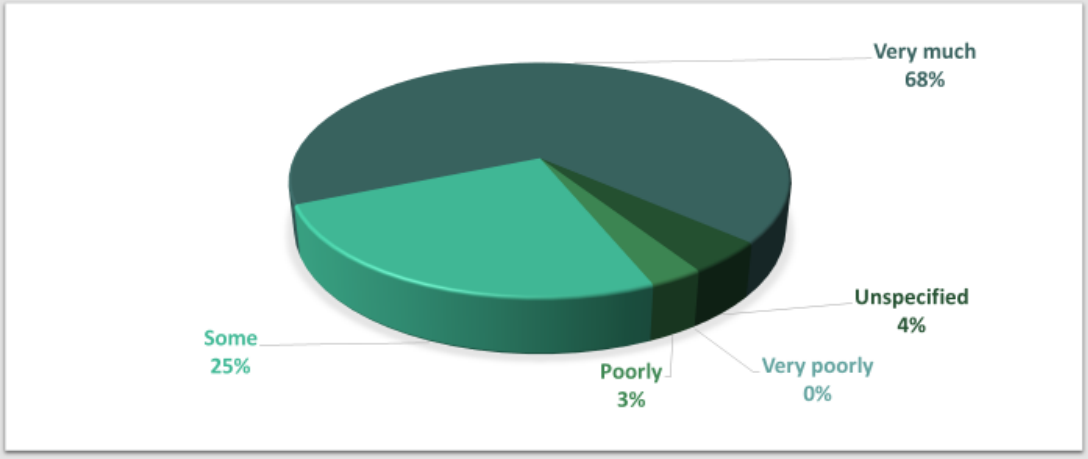

1) How much relevant between your occupation and the hands-on program?
Unspecified 12%
Not at all 0%
A little 10%
Somehow 35%
Very strong 43%
2019/06
The D-HOPE Project
30

## 2) Are you involved in any of the following activities of CDD?






## 3) How much are you involved in D-HOPE?



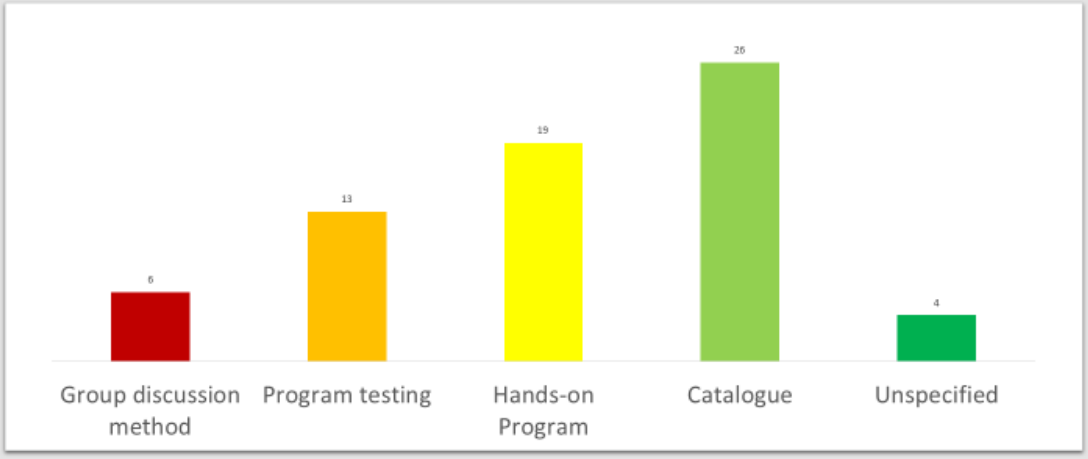
# 4) Opinions on the D-HOPE Project

| No. | Statement | Very Satisfied | Satisfied | Fair | Not Satisfied | Not Very Satisfied |
|---|---|---|---|---|---|---|
| 1 | How much are you satisfied with the D-HOPE Project? | 57 (84%) | 11 (16%) | 0 (0%) | 0 (0%) | 0 (0%) |

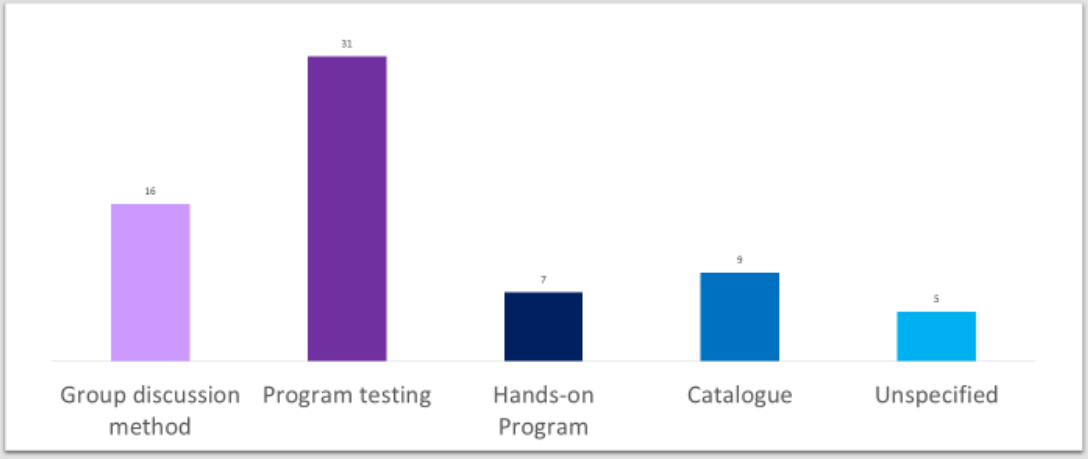
| No. | Statement | Very Good | Good | Fair | Not Good | Not Good At All |
|---|---|---|---|---|---|---|
| 2 | How do you think of the group discussion method? | 48 (71%) | 20 (29%) | 0 (0%) | 0 (0%) | 0 (0%) |
| 3 | How do you think of the program testing? | 41 (60%) | 26 (38%) | 1 (2%) | 0 (0%) | 0 (0%) |
| 4 | How do you think of the hands-on program? | 45 (66%) | 21 (31%) | 2 (3%) | 0 (0%) | 0 (0%) |
| 5 | How do you think of the D-HOPE catalogue? | 52 (76%) | 14 (21%) | 2 (3%) | 0 (0%) | 0 (0%) |



# 5) The most useful D-HOPE activity



## 6) Please choose one D-HOPE activity that needs an improvement the most?

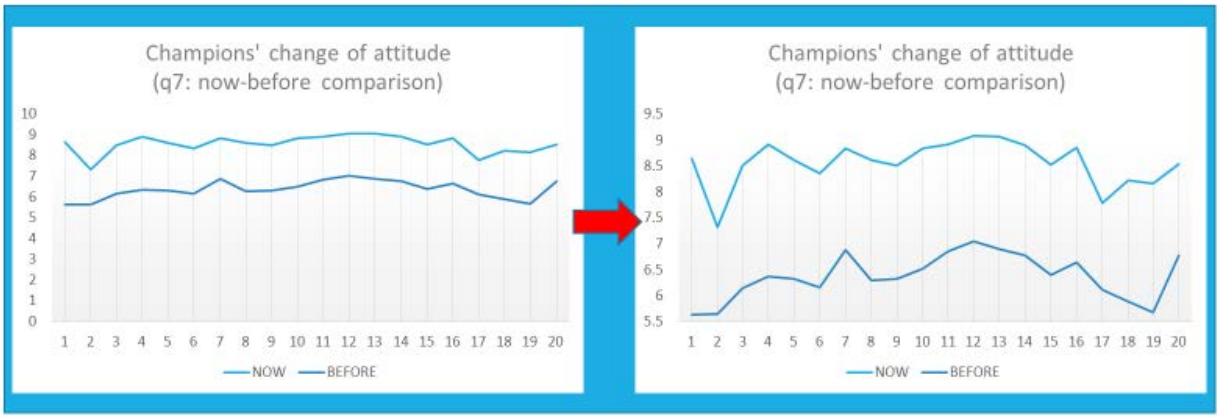





## 7) The change before-after the D-HOPE Project

| No. | Statement | Now-score mean | Before-score mean | Difference Of N&B | t* (df, p) |
|---|---|---|---|---|---|
| 1 | Pride of my work | 8.67 | 5.65 | 3.02 | 10.48 (65, <0.01) |
| 2 | Financial conditions in my business | 7.41 | 5.65 | 1.76 | 8.02 (65, <0.01) |
| 3 | Motivation for work | 8.53 | 6.15 | 2.38 | 9.46 (65, <0.01) |
| 4 | Awareness of available resources in my community | 8.88 | 6.35 | 2.52 | 9.50 (65, <0.01) |
| 5 | Confidence in my life | 8.65 | 6.32 | 2.33 | 8.35 (65, <0.01) |
| 6 | Knowledge on business | 8.36 | 6.17 | 2.20 | 8.39 (65, <0.01) |
| 7 | Happiness in my life | 8.86 | 6.88 | 1.99 | 7.04 (65, <0.01) |
| 8 | Self-recognition of my potential skill | 8.61 | 6.29 | 2.32 | 10.28 (65, <0.01) |
| 9 | Interaction with my community | 8.53 | 6.32 | 2.21 | 8.83 (65, <0.01) |
| 10 | Confidence of doing own business | 8.88 | 6.52 | 2.36 | 9.20 (65, <0.01) |
| 11 | Conservation of local wisdom | 8.88 | 6.85 | 2.03 | 7.63 (65, <0.01) |
| 12 | Happiness of belongings to my community | 9.05 | 7.05 | 2.00 | 7.80 (65, <0.01) |
| 13 | Pride of my community | 9.03 | 6.89 | 2.14 | 7.75 (65, <0.01) |
| 14 | Sense of contribution to the community | 8.89 | 6.77 | 2.12 | 9.02 (65, <0.01) |
| 15 | My popularity/fame | 8.52 | 6.39 | 2.12 | 8.01 (65, <0.01) |
| 16 | Quality of my products/services | 8.85 | 6.64 | 2.21 | 9.57 (65, <0.01) |
| 17 | Financial conditions in my life | 7.88 | 6.12 | 1.76 | 8.22 (65, <0.01) |
| 18 | Expansion of my network | 8.24 | 5.89 | 2.35 | 9.56 (65, <0.01) |
| 19 | Communication with visitors | 8.24 | 5.70 | 2.55 | 8.86 (65, <0.01) |
| 20 | Acceptance/Recognition by others | 8.53 | 6.09 | 2.44 | 8.97 (65, <0.01) |

* paired sample t-test by SPSS ver.23.
* **Bold**: 3 largest change / *Italic*: 3 smallest change






Statistically significant changes are observed in all 20 items of question 7 (paired-sample t-test by SPSS ver.23).
The results indicate that Champions' attitude on 20 items are all positively changed after the D-HOPE project started.
In particular, items 1, 4, and 19 showed a relatively large increase: **Champions' pride of their work**, **awareness of available resources in their community**, and **communication with visitors**. On the other hand, the magnitude of change on items 2, 7, and 17 is relatively small: *Financial conditions in my business*, *happiness in my life*, and *financial condition in my life*.
From these results, it can be said that Champions' individual life is not drastically changed in terms of their financial condition and happiness level, but that community relation or social capital of the community seems to be improved. The relatively large change on Champions' pride can be the results of social capital development.

# 8) Statements on life value

| No. | Statement |
|---|---|
| 1 | Pride of my work |
| 2 | Financial conditions in my business |
| 3 | Motivation for work |
| 4 | Awareness of available resources in my community |
| 5 | Confidence in my life |
| 6 | Knowledge on business |
| 7 | Happiness in my life |
| 8 | Self-recognition of my potential skill |
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| 12 | Happiness of belongings to my community |
| 13 | Pride of my community |
| 14 | Sense of contribution to the community |
| 15 | My popularity/fame |
| 16 | Quality of my products/services |
| 17 | Financial conditions in my life |
| 18 | Expansion of my network |
| 19 | Communication with visitors |
| 20 | Acceptance/Recognition by others |



Varimax-Rotated Factor Matrix of q8_1~20 [a]
[Sorted by size]

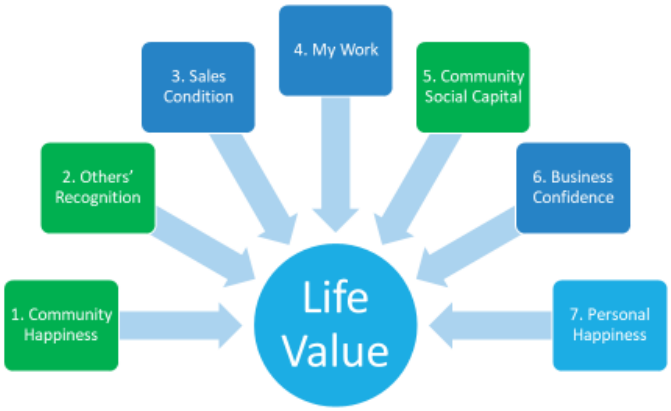
| | Factor | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| q8_13 | .717 | .275 | -.037 | -.167 | .047 | -.052 | .040 |
| q8_11 | .701 | -.009 | -.075 | -.154 | .059 | .078 | .115 |
| q8_2 | -.688 | .264 | -.058 | .188 | .062 | .106 | .259 |
| q8_12 | .565 | .125 | .255 | .045 | -.037 | -.030 | .102 |
| q8_18 | .041 | .710 | .341 | -.085 | .097 | .243 | -.163 |
| q8_15 | .121 | .690 | .002 | .019 | .108 | .026 | .113 |
| q8_20 | .053 | .682 | .076 | -.046 | -.344 | .014 | -.051 |
| q8_8 | .271 | -.358 | .210 | .102 | .181 | .237 | .202 |
| q8_16 | .048 | .128 | .825 | -.254 | -.036 | .143 | -.022 |
| q8_19 | .507 | .195 | .598 | -.065 | -.059 | .120 | -.076 |
| q8_3 | -.169 | -.116 | -.166 | .770 | .044 | .113 | -.211 |
| q8_1 | -.310 | .013 | -.103 | .740 | .143 | -.420 | .165 |
| q8_14 | .440 | .054 | .181 | .261 | -.604 | .090 | -.173 |
| q8_4 | .009 | -.055 | .015 | .216 | .561 | .212 | -.075 |
| q8_17 | .020 | .169 | .356 | .143 | -.523 | .099 | .381 |
| q8_9 | .225 | .136 | .086 | .114 | .498 | .152 | .270 |
| q8_6 | -.121 | .068 | .222 | -.022 | .143 | .771 | .000 |
| q8_10 | .144 | .250 | -.432 | -.133 | .137 | .470 | .208 |
| q8_7 | .134 | -.108 | -.052 | -.215 | .006 | -.078 | .631 |
| q8_5 | -.400 | .050 | -.112 | .174 | .082 | .294 | .556 |

SPSS ver.23
Extraction Method: Unweighted Least Squares. Maximum likelihood extraction was not completed.
Rotation Method: Varimax with Kaiser Normalization. Promax rotation produced a similar result.
a. Rotation converged in 21 iterations.

- The first factor (green category) includes items of 2, 11, 12, and 13, which mean community pride, local wisdom, business financial conditions, and community happiness respectively. Business financial conditions indicate a negative contribution to this factor, therefore, the first factor can be named as **"Community Happiness"** including respect to local wisdom and reflecting the fact that people think financial conditions are not very significant for "Community Happiness."
- The second factor (pink category) includes items of 15, 18, and 20, which mean self-popularity, network expansion, and others' acceptance/recognition respectively. Therefore, this factor can be named as **"Others' Recognition."**
- The third factor (light-blue category) includes items of 16 and 19, which mean products quality and communication with visitors. Therefore, this factor can be named as **"Sales Conditions."**
- The fourth factor (yellow category) includes items of 1 and 3, which mean pride and motivation of work. Therefore, this factor can be named as **"My Work."**
- The fifth factor (gray category) includes items of 4, 9, 14, and 17, which mean awareness of community resources, community interaction, community contribution, and financial condition. Community contribution and financial condition indicate negative contributions to the factor. Community contribution might be understood as a financial-type contribution. Therefore, the fifth factor can be named as "**Community Social Capital.**"
- The sixth factor (red category) includes items of 6 and 10, which mean business knowledge and confidence. Therefore, this factor can be named as **"Business Confidence."**
- The seventh factor (blue category) includes items of 5 and 7, which mean confidence in my life and happiness Therefore, this factor can be named as **"Personal Happiness."**
- To summarize the findings from this analysis, generally saying, Champions' life value is composed of seven factors as below.



To find out the structure of Champions' life value, the data were analyzed by factor analysis (considering the factors whose loadings >.400).

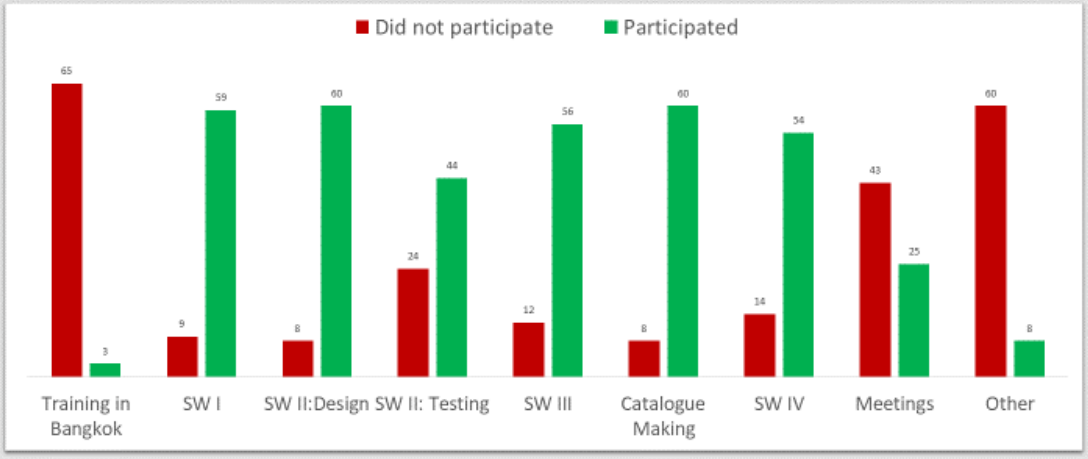



Interestingly, financial factors (items of 2 and 17) both showed negative contribution in this analysis. The first, second, and fifth factors represent Champions' consciousness for the community, while the third, fourth, and sixth factors represent Champions' concern on their business. Personal happiness showed up at the end, as the least significant factor.

Considering this result together with the findings from Question 7, community social capital and its happiness seem to take a significant part of people's life. When evaluating the substantive impact of D-HOPE project, the issue of community social capital should not be ignored.



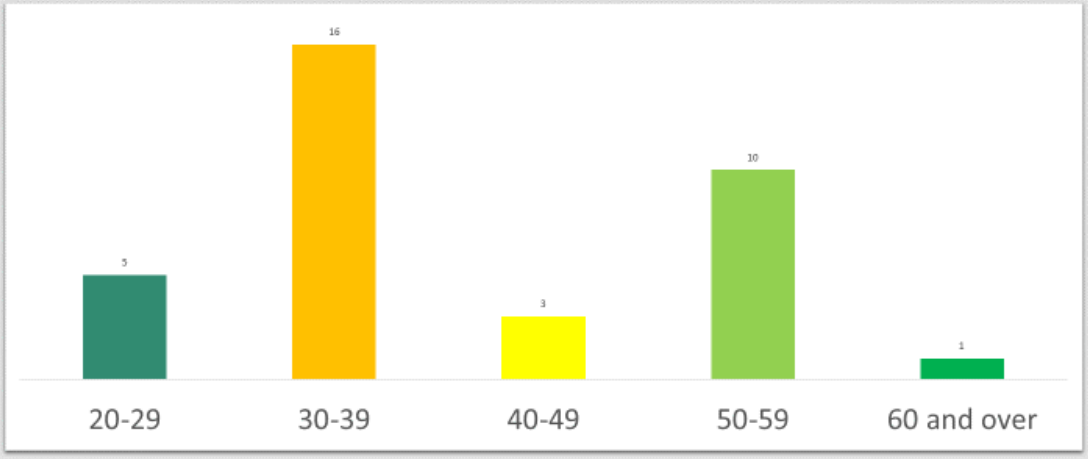
## 9) Which activity did you participate in D-HOPE?



## 10) How many programs do you provide in the catalogue?

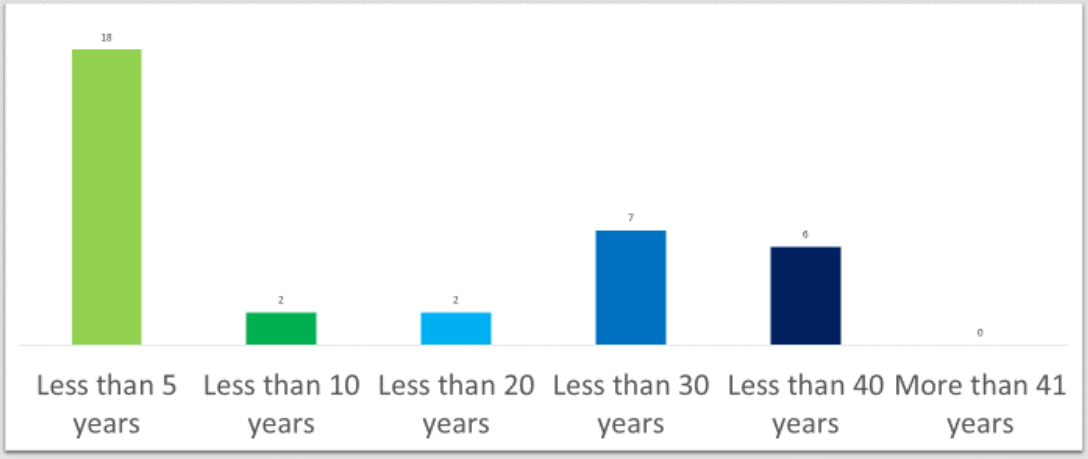
Mean = 1.23 [sd=1.26, n=52]

## Age

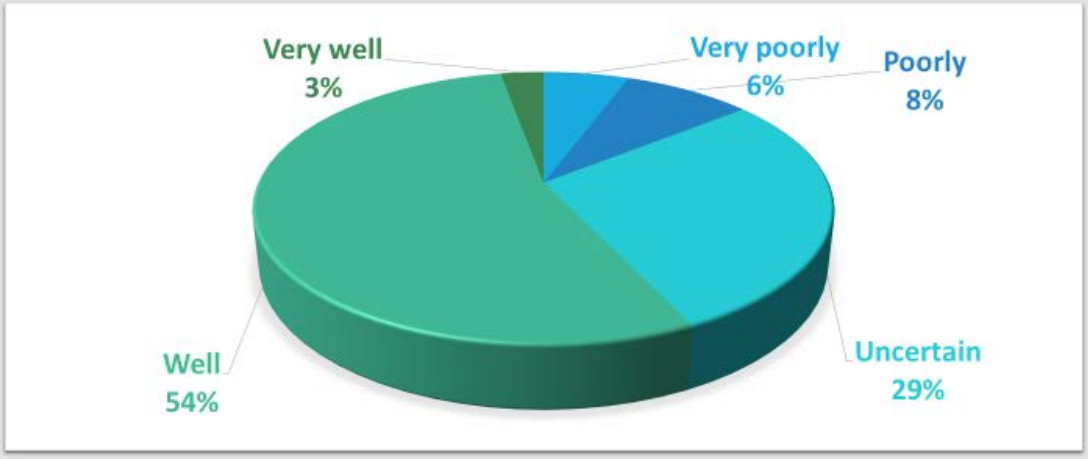





## Career in CDD

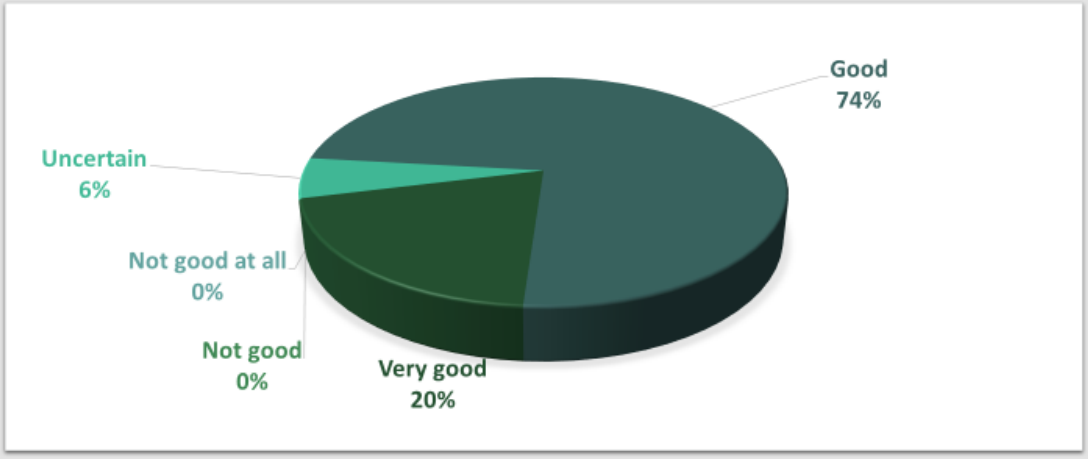


## 2) How much do you know about D-HOPE?






## 3) How do you think of the D-HOPE approach?



# 4) Opinions on the D-HOPE Project

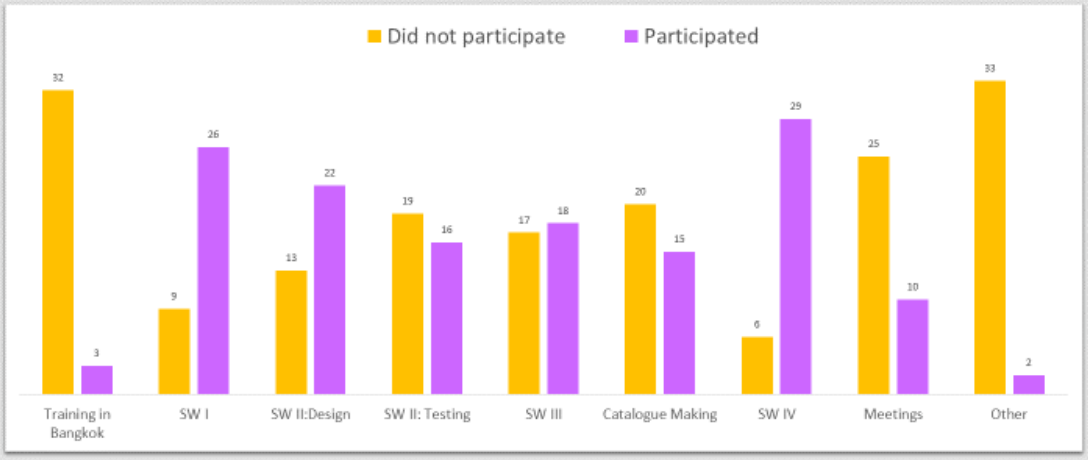
| No. | Statement | Now-score mean | Before-score mean | Difference Of N&B | t* (df, p) |
|---|---|---|---|---|---|
| 1 | **The level of confidence of my work.** | **7.74** | **4.91** | **2.82** | **13.251 (33, p<0.01)** |
| 2 | **The level of motivation for work.** | **8.00** | **5.50** | **2.50** | **10.592 (33, p<0.01)** |
| 3 | **The level of pride of my work.** | **8.35** | **5.82** | **2.53** | **10.392 (33, p<0.01)** |
| 4 | The level of efficiency of my work. | 7.76 | 5.50 | 2.27 | 9.908 (33, p<0.01) |
| 5 | The level of productivity of my work. | 7.65 | 5.41 | 2.24 | 9.351 (33, p<0.01) |
| 6 | The level of facilitation skills of my work. | 7.91 | 5.50 | 2.41 | 9.780 (33, p<0.01) |
| 7 | The level of knowledge on the community development approaches. | 7.82 | 5.68 | 2.15 | 9.948 (33, p<0.01) |
| 8 | The level of knowledge on the community-based marketing method. | 7.12 | 4.74 | 2.38 | 10.661 (33, p<0.01) |
| 9 | The level of knowledge on the community-based entrepreneurship promotion. | 7.26 | 4.79 | 2.47 | 10.307 (33, p<0.01) |
| 10 | The level of relations with the champions. | 7.91 | 5.47 | 2.44 | 8.417 (33, p<0.01) |
| 11 | The level of happiness of my work. | 7.82 | 6.09 | 1.74 | 6.641 (33, p<0.01) |

* paired sample t-test by SPSS ver.23. * **Bold**: 3 largest change / *Italic*: 3 smallest change

- Statistically significant changes are observed in all 11 items of question 4 (paired-sample t-test by SPSS ver.23).
- The results indicate that Officials' attitude on 11 items are all positively changed after the D-HOPE project started. In particular, items 1, 2, and 3 showed a relatively large increase: **Officials' confidence, motivation, and pride of their work**. On the other hand, the magnitude of change on items 7 and 11 is relatively small: *The level of knowledge on the community development approaches* and *the level of happiness of my work*.
- However, the "before-score" of the level of happiness is the highest among all other "before-scores," so the officials' happiness level has already been sustained at a relatively high level.
- From these results, it can be said that Officials' attitude to work (confidence, motivation, and pride) is improved after D-HOPE started, while they need more knowledge on the community development approach.



# 5) Which activity did you participate in D-HOPE?



# Lamphun Province (presentation)

The D-HOPE Project

July 2019

# Lamphun Province D-HOPE Evaluation Results

## Created by

- Yumiko Okabe (D-HOPE Evaluation –Empowerment and Qualitative / Planning)
- Aki Yonehara (Program/Quantitative Evaluation)
- Yoshihiro Ozaki (Implementation/Coordinator)
- Samatchaya Thonglert (Program Assistant)
- Pongsan Sanyakamdhorn (Program Assistant)

Chapter 1

# Implementation Results



## Lamphun Province

| General Information | |
|---|---|
| Region | Northern Thailand |
| Area | 4,506 sq km. |
| Population (2017) | 308,847 (0.47% of the country) |
| No. district | 8 |
| No. village | 577 |
| Average Income | Per household 211,712.19 |
| | Per person 79,037.93 |

Total population in 2017: 66,188,503
Source: http://stat.dopa.go.th/stat/statnew/upstat_age_disp.php

| OTOP related Information | |
|---|---|
| OTOP Producers | 309* |
| 5 star | 39** |
| OTOP Nawatwithi | 33 villages |
| OTOP Village | 0 |
| CBT for SE | 0 |
| SEP | 12 |
| D-HOPE | 33 villages<br>99 champions |

* http://cep.cdd.go.th/services/otop2561
* *http://cep.cdd.go.th/services/star

Source: https://en.wikipedia.org/wiki/Lamphun_Province#/media/File:Thailand_Lamphun_locator_map.svg

# Distinctive Characteristics of Lamphun

- Efficient management in the provincial office
- Integration of OTOP Nawatwithi + D-HOPE
- Cost share with the CD Lamphun provincial office
- High efficiency in implementation (timeline)
- Completed all the activities except the strategic workshop III, catalogue promotion event & its duration
- Tourism is not very popular yet, however there is a strong uniqueness and characteristics in the province. Therefore, the initial idea of tourism development is to connect OTOP Nawatwithi and D-HOPE together to promote Lamphun as a tourist destination for cultural experiences.

## Gantt Chart (13 months of work @ Lamphun Province)

| JFY | 2017 | | | 2018 | | | | | | | | | | | 2019 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| TFY | 2019 | | | | | | | | 2020 | | | | | | | | |
| Month | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 |
| Japan Training (Drafting Action Plan) | | | | | | | | | | | | | | | | | |
| Courtesy call to governor | | | | | | | | | | | | | | | | | |
| Strategic Workshop I: Identification of champions | | | | | | | | | | | | | | | | | |
| Strategic Workshop II: Group discussion | | | | | | | | | | | | | | | | | |
| Strategic Workshop II: Program Testing | | | | | | | | | | | | | | | | | |
| Strategic Workshop III: Catalogue development & Promotion | | | | | | | | | | | | | | | | | |
| Development of catalogue | | | | | | | | | | | | | | | | | |
| Printing of catalogue | | | | | | | | | | | | | | | | | |
| Distribution of catalogue | | | | | | | | | | | | | | | | | |
| Promotion | | | | | | | | | | | | | | | | | |
| Event | | | | | | | | | | | | | | | | | |
| Strategic Workshop IV: Evaluation | | | | | | | | | | | | | | | | | |

# Main Activity & Output

| Month | Activity | | No. Participants | | Output |
|---|---|---|---|---|---|
| | | | officials | champions | |
| May 2018 | Strategic Workshop I | | 15 | 78 | A list of 380 identified champions |
| Jul | Strategic Workshop II | Workshop | 10 | 96 | A list of 99 desgined hands-on programs |
| Aug | | Program testing | 104 participated *unknown of details | | 8 hands-on programs tested |
| | ~~Strategic Workshop III~~ | | | | |
| Jan 2019 | Catalogue Printing | | - | | **99 hands-on programs** 2,830 copies |
| - | ~~Event~~ | | - | - | - |

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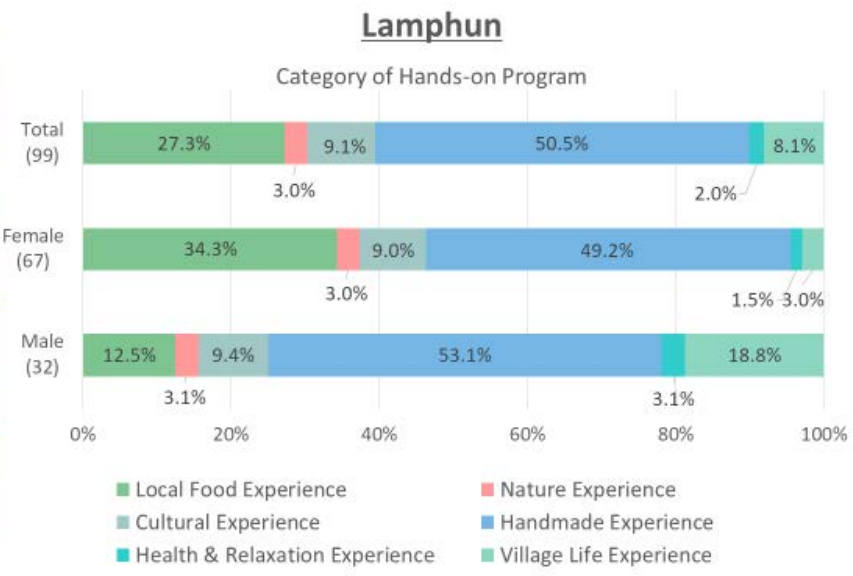


# Cost

| Province | Strategic workshop I: | | Strategic workshop II: | | Strategic workshop III | | Catalogue | Event implementation | Strategic workshop IV | | Total Expenses (Actual) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Expenses (Actual) | Related Expenses | Expenses (Actual) | Related Expenses | Expenses (Actual) | Related Expenses | Expenses (Actual) | Expenses (Actual) | Expenses (Actual) | Related Expenses | |
| Lamphun | 55,600.00 | 21,805.87 | 96,200.00 | 1,600.00 | 0.00 | 0.00 | 410,000.00 | 24,671.00 | 72,800.00 | 73,952.25 | 756,629.12 |



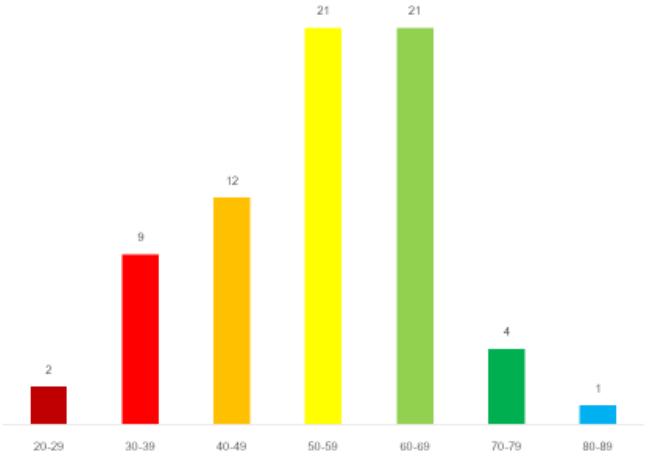
Chapter 2

# Empowerment Evaluation Results

Chapter 3

# Questionnaire Survey Results

AGE: Mean = 52.24 (yrs old) [sd = 10.60]




## Gender

| Gender | Frequency (%) |
|---|---|
| Female | 39 (56%) |
| Male | 15 (21%) |
| Unspecific | 16 (23%) |

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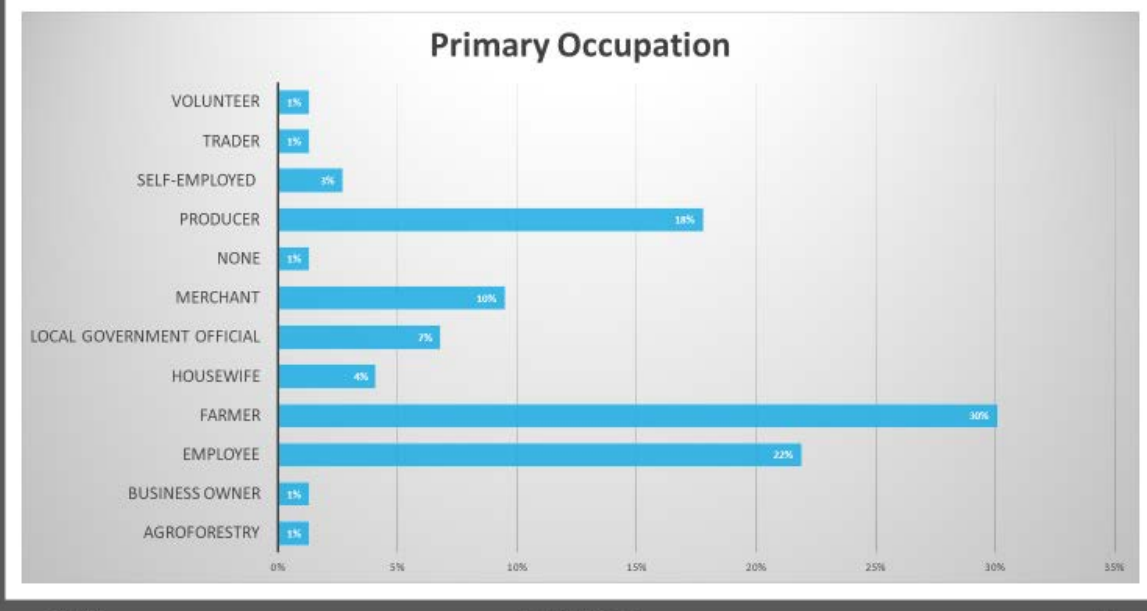


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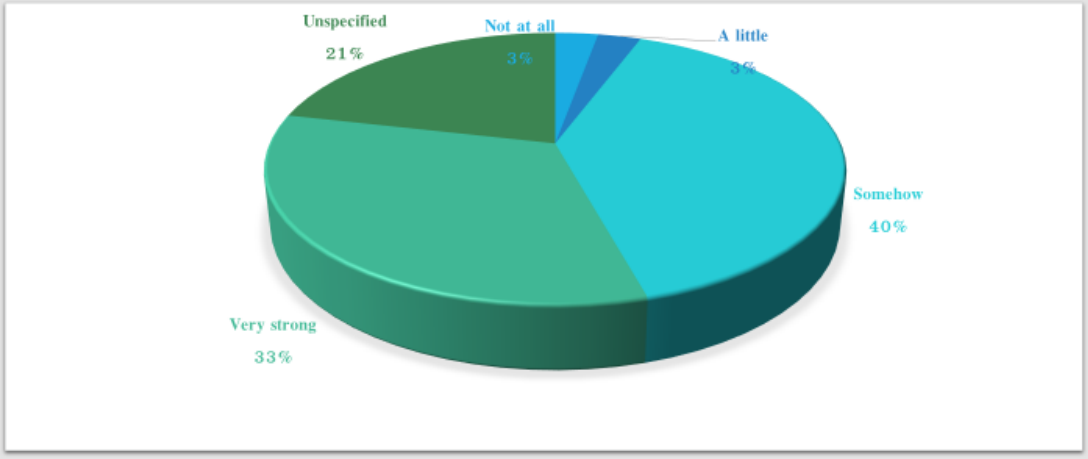
## 1) How much relevant between your occupation and the hands-on program?

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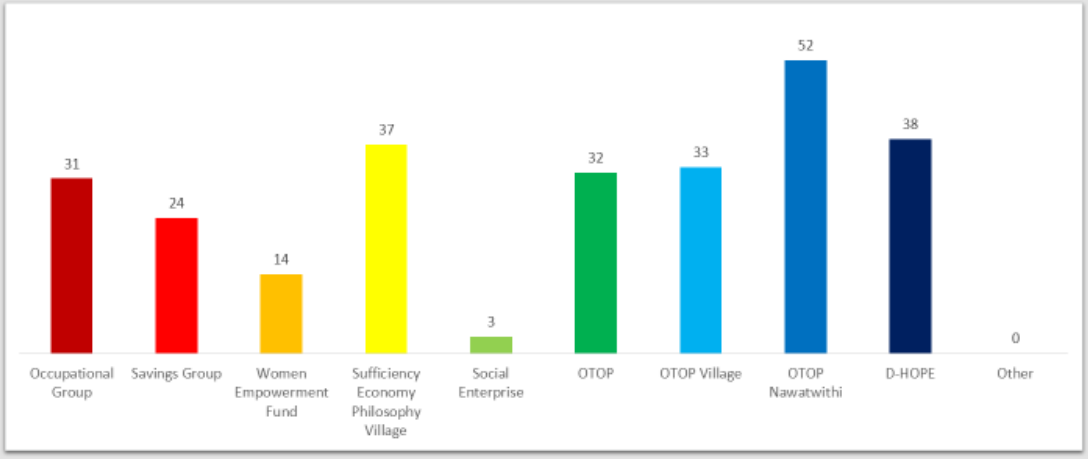
## 2) Are you involved in any of the following activities of CDD?

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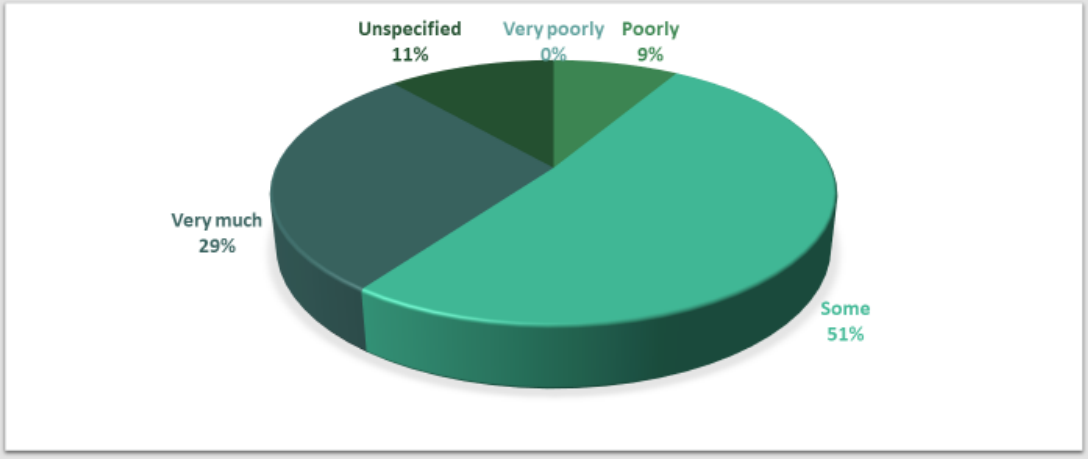
# 3) How much are you involved in D-HOPE?



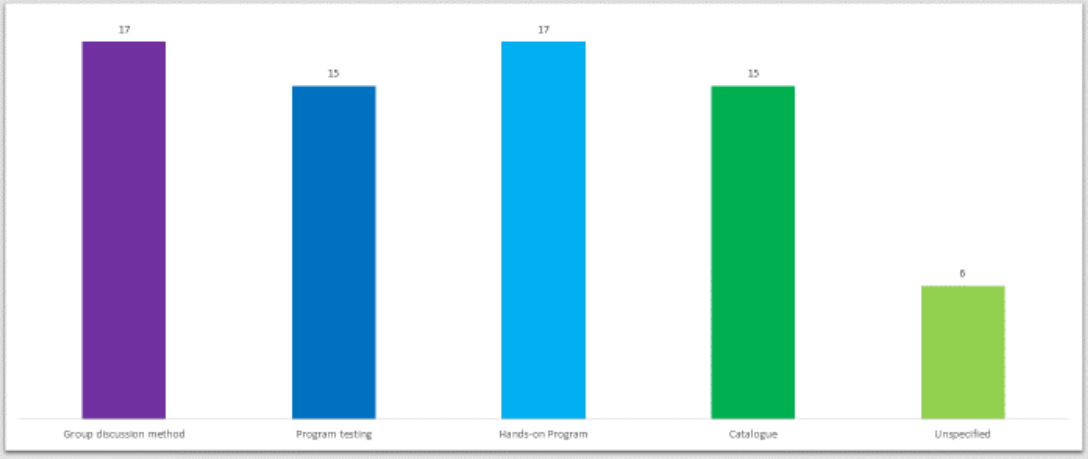



# 4) Opinions on the D-HOPE Project

| No. | Statement | Very Satisfied | Satisfied | Fair | Not Satisfied | Not Very Satisfied |
|---|---|---|---|---|---|---|
| 1 | How much are you satisfied with the D-HOPE Project? | 42 (60%) | 26 (37%) | 0 (0%) | 0 (0%) | 0 (0%) |

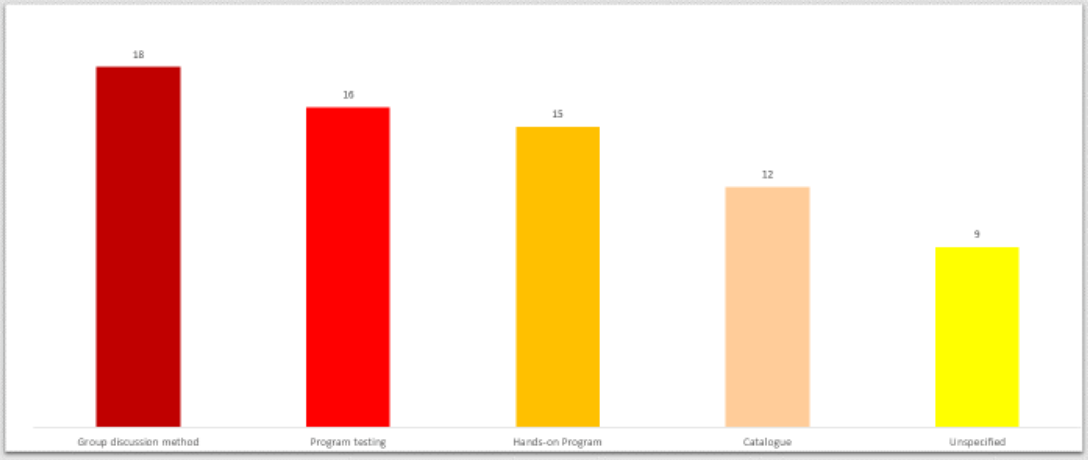
| No. | Statement | Very Good | Good | Fair | Not Good | Not Good At All |
|---|---|---|---|---|---|---|
| 2 | How do you think of the group discussion method? | 42 (60%) | 26 (37%) | 0 (0%) | 0 (0%) | 0 (0%) |
| 3 | How do you think of the program testing? | 27 (39%) | 34 (48%) | 6 (9%) | 0 (0%) | 0 (0%) |
| 4 | How do you think of the hands-on program? | 32 (46%) | 33 (47%) | 2 (3%) | 0 (0%) | 0 (0%) |
| 5 | How do you think of the D-HOPE catalogue? | 43 (61%) | 16 (23%) | 4 (6%) | 0 (0%) | 0 (0%) |

# 5) The most useful D-HOPE activity






# 6) Please choose one D-HOPE activity that needs an improvement the most?



## 7) The change before-after the D-HOPE Project

| No. | Statement | Now-score mean | Before-score mean | Difference Of N&B | t* (df, p) |
|---|---|---|---|---|---|
| 1 | Pride of my work | 8.83 | 6.26 | 2.57 | 10.64 (68, <.01) |
| 2 | Financial conditions in my business | 7.76 | 5.51 | 2.24 | 9.11 (69, <.01) |
| 3 | Motivation for work | 8.55 | 6.43 | 2.12 | 8.38 (68, <.01) |
| 4 | Awareness of available resources in my community | 8.49 | 6.29 | 2.19 | 9.03 (67, <.01) |
| 5 | Confidence in my life | 8.61 | 6.54 | 2.07 | 8.04 (69, <.01) |
| 6 | Knowledge on business | 7.96 | 5.73 | 2.23 | 7.92 (68, <.01) |
| 7 | Happiness in my life | 8.99 | 7.17 | 1.81 | 7.41 (68, <.01) |
| 8 | Self-recognition of my potential skill | 8.65 | 6.28 | 2.37 | 9.74 (68, <.01) |
| 9 | Interaction with my community | 8.66 | 6.13 | 2.53 | 11.87 (67, <.01) |
| 10 | Confidence of doing own business | 8.61 | 6.30 | 2.30 | 9.13 (68, <.01) |
| 11 | Conservation of local wisdom | 8.84 | 6.62 | 2.22 | 9.46 (68, <.01) |
| 12 | The happiness of belongings to my community | 9.12 | 6.68 | 2.43 | 10.17 (68, <.01) |
| 13 | Pride of my community | 9.12 | 7.04 | 2.07 | 8.03 (68, <.01) |
| 14 | Sense of contribution to the community | 8.75 | 6.61 | 2.14 | 8.51 (67, <.01) |
| 15 | My popularity/fame | 8.34 | 6.29 | 2.05 | 8.66 (68, <.01) |
| 16 | Quality of my products/services | 8.88 | 6.36 | 2.52 | 10.16 (68, <.01) |
| 17 | Financial conditions in my life | 7.68 | 5.78 | 1.90 | 8.30 (67, <.01) |
| 18 | Expansion of my network | 7.97 | 5.68 | 2.29 | 9.32 (67, <.01) |
| 19 | Communication with visitors | 8.29 | 5.99 | 2.30 | 9.26 (68, <.01) |
| 20 | Acceptance/Recognition by others | 8.43 | 6.13 | 2.30 | 9.07 (69, <.01) |

* paired sample t-test by SPSS ver.23.
* **Bold**: 3 largest change / *Italic*: 3 smallest change



Statistically significant changes are observed in all 20 items of question 7 (paired-sample t-test by SPSS ver.23). The results indicate that Champions' attitude on 20 items are all positively changed after the D-HOPE project started. In particular, items 1, 9, and 16 showed a relatively large increase: **Champions' pride of their work**, **interaction with the community**, and **quality of products/services**. On the other hand, the magnitude of change on items 17 is relatively small: a *financial condition in my life*. From these results, it can be said that Champions' individual life is not drastically changed in terms of their financial condition, but that their work conditions have become better.

# 8) Statements on life value

| No. | Statement |
|---|---|
| 1 | Pride of my work |
| 2 | Financial conditions in my business |
| 3 | Motivation for work |
| 4 | Awareness of available resources in my community |
| 5 | Confidence in my life |
| 6 | Knowledge on business |
| 7 | Happiness in my life |
| 8 | Self-recognition of my potential skill |
| 9 | Interaction with my community |
| 10 | Confidence of doing own business |
| 11 | Conservation of local wisdom |
| 12 | Happiness of belongings to my community |
| 13 | Pride of my community |
| 14 | Sense of contribution to the community |
| 15 | My popularity/fame |
| 16 | Quality of my products/services |
| 17 | Financial conditions in my life |
| 18 | Expansion of my network |
| 19 | Communication with visitors |
| 20 | Acceptance/Recognition by others |



Varimax-Rotated Factor Matrix of q8_1~20 [a]
[Sorted by size]

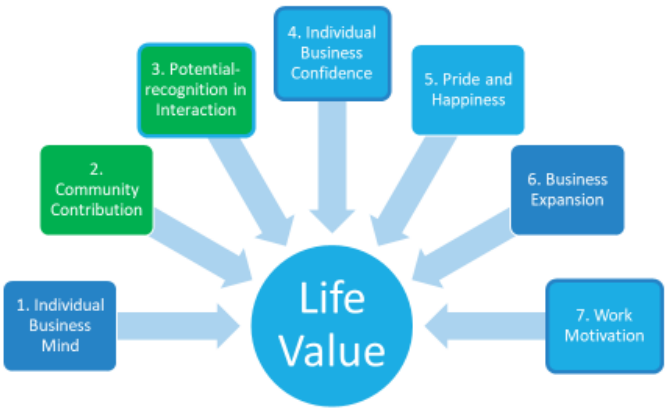
| | Factor | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| q8_13 | .834 | .026 | -.101 | .026 | -.150 | -.039 | .034 |
| q8_11 | .745 | -.220 | -.124 | .049 | -.032 | -.097 | -.168 |
| q8_2 | -.653 | .006 | .149 | -.013 | -.144 | -.293 | .250 |
| q8_12 | -.268 | .890 | -.078 | -.074 | -.239 | -.036 | .152 |
| q8_18 | -.036 | -.570 | .025 | .015 | -.016 | .014 | .059 |
| q8_15 | .168 | .514 | .268 | -.304 | .060 | -.259 | -.265 |
| q8_20 | .233 | -.513 | .052 | .315 | .142 | -.111 | .344 |
| q8_8 | .033 | -.046 | .817 | .073 | .157 | -.190 | -.194 |
| q8_16 | -.216 | -.204 | .630 | .009 | -.224 | .219 | .119 |
| q8_19 | .190 | -.005 | -.547 | .014 | .158 | -.011 | -.357 |
| q8_3 | .192 | -.176 | -.481 | -.334 | -.107 | -.084 | -.094 |
| q8_1 | -.031 | -.050 | .040 | .930 | .024 | .105 | -.031 |
| q8_14 | -.265 | .212 | -.083 | -.466 | -.276 | .008 | -.185 |
| q8_4 | -.052 | .290 | -.145 | -.410 | -.133 | .071 | -.298 |
| q8_17 | -.107 | .028 | -.144 | .167 | .776 | .070 | .511 |
| q8_9 | -.058 | -.136 | .012 | .071 | .660 | -.180 | -.054 |
| q8_6 | .069 | -.199 | .105 | .300 | -.082 | .712 | -.027 |
| q8_10 | -.101 | .263 | -.160 | -.328 | -.230 | .646 | .016 |
| q8_7 | -.293 | .329 | -.231 | -.069 | -.301 | -.392 | -.210 |
| q8_5 | -.255 | -.086 | .065 | .069 | .104 | .027 | .460 |

SPSS ver.23
Extraction Method: Unweighted Least Squares. Maximum likelihood extraction was not completed.
Rotation Method: Varimax with Kaiser Normalization. Promax rotation produced a similar result.
a. Rotation converged in 21 iterations.

- The first factor (green category) includes items of 4, 15, and 17, which mean awareness of community resources, self-popularity, and financial condition in my life respectively. Awareness of community resources indicates a negative contribution to this factor, therefore, the first factor can be named as "**Individual Business Mind**."
- The second factor (pink category) includes items of 2, 5, 12 and 14, which mean business financial conditions, life confidence, the happiness of belonging to a community, and community contribution. Business financial conditions and life confidence indicate a negative contribution to this factor, therefore, this factor represents "**Community Contribution**" in contrast to the first factor.
- The third factor (light-blue category) includes items of 8, 9, 16 and 20, which mean self-recognition of potential skill, community interaction, products quality and others' acceptance/recognition respectively. The products quality and others' recognition indicate a negative contribution to this factor, therefore, this factor represents "**Potential-recognition in Interaction**" in the process of production, paying less attention to the quality of the product in the end.
- The fourth factor (yellow category) includes items of 10, 11 and 19, which mean business confidence, local wisdom, communication with visitors. Only business confidence indicates a strong, positive contribution to this factor, while local wisdom and visitors' communication show a negative contribution. Therefore, this factor can be named as "**Individual Business Confidence**."
- The fifth factor (gray category) includes items of 1 and 7, which mean pride of work and life happiness. Therefore, this factor can be named as "**Pride and Happiness**."
- The sixth factor (red category) includes items of 6 and 18, which mean business knowledge and network expansion. Therefore, this factor can be named as "**Business Expansion**."
- The seventh factor (blue category) includes only one item of 3, "**Work Motivation**."
- To summarize the findings from this analysis, generally saying, Champions' life value is composed of seven factors as below.



To find out the structure of Champions' life value, the data were analyzed by factor analysis (considering the factors whose loadings >.400).




The first and sixth factors represent business concern, but the second and third factors indicate Champions' sense of value for community relationship. The rest of the factors are related to individual mental conditions, of which the fourth and seventh factors include business matters.

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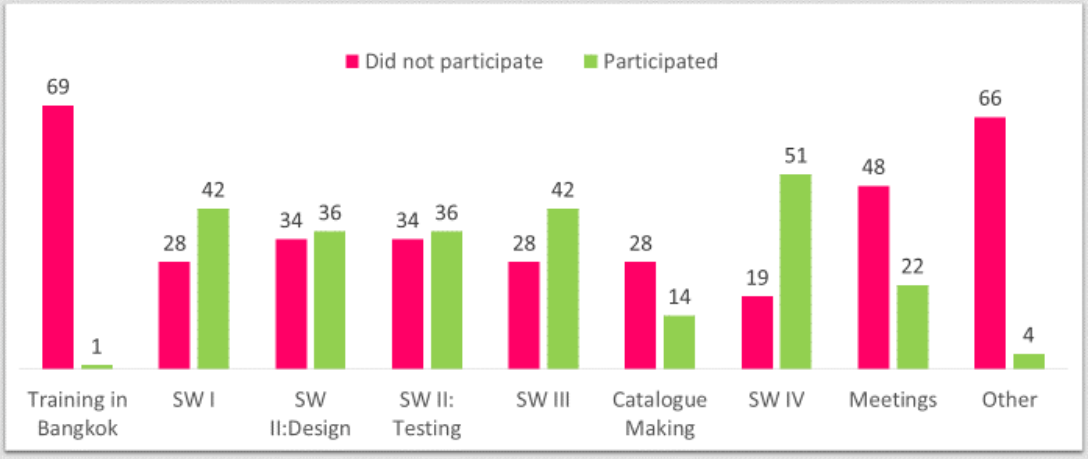
## 9) Which activity did you participate in D-HOPE?

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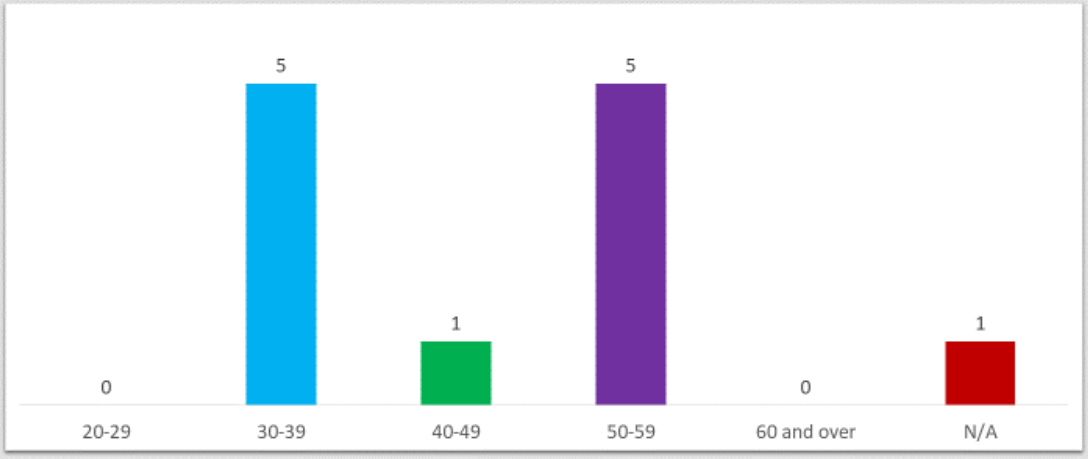
## 10) How many programs do you provide in the catalogue?

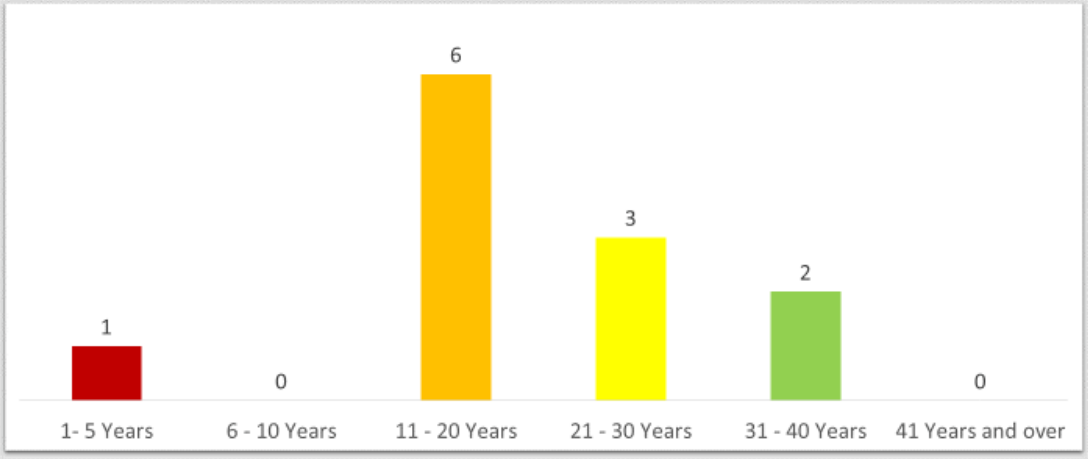
Mean = 1.625 (sd= 1.16, n=48)

# Age

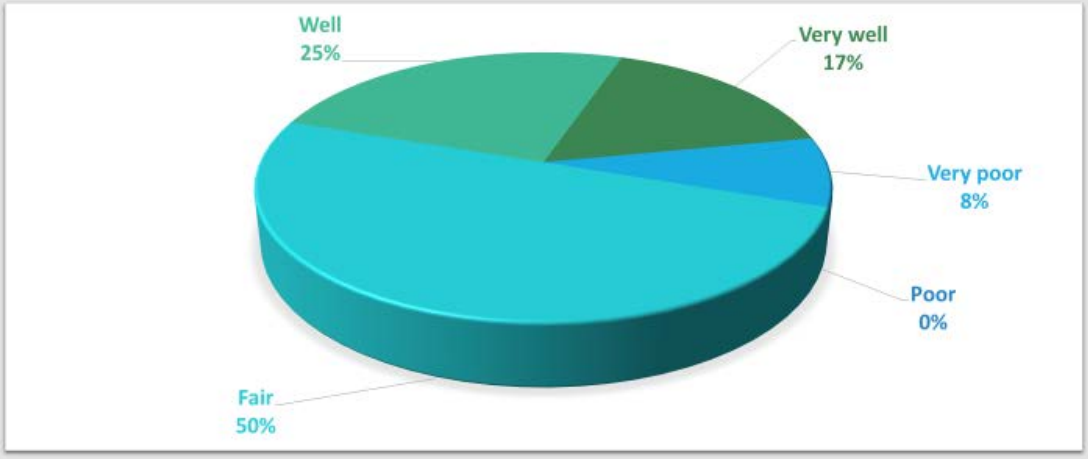





# Career in CDD

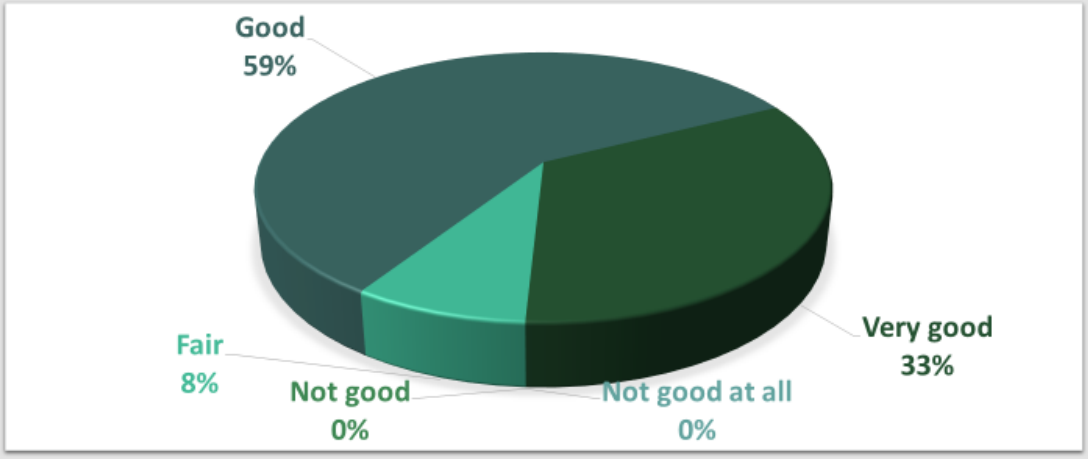


## 2) How much do you know about D-HOPE?






## 3) How do you think of the D-HOPE approach?



# 4) Opinions on the D-HOPE Project

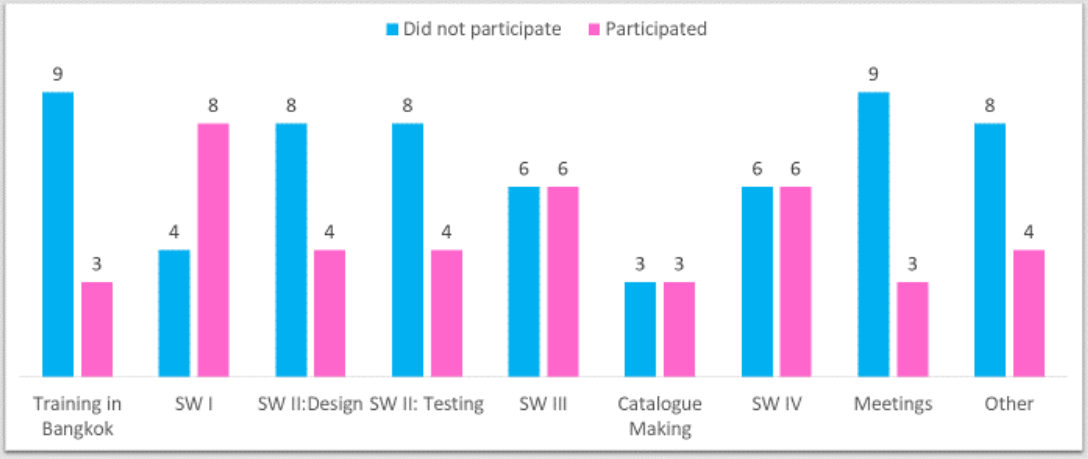
| No. | Statement | Now-score mean | Before-score mean | Difference Of N&B | t* (df, p) |
|---|---|---|---|---|---|
| 1 | The level of confidence of my work. | 7.08 | 4.92 | 2.17 | 8.99 (11, p<0.01) |
| 2 | The level of motivation for work. | 7.33 | 5.17 | 2.17 | 8.01 (11, p<0.01) |
| 3 | The level of pride of my work. | 7.67 | 5.33 | 2.33 | 7.00 (11, p<0.01) |
| 4 | The level of efficiency of my work. | 7.67 | 5.25 | 2.42 | 7.19 (11, p<0.01) |
| 5 | The level of productivity of my work. | 7.58 | 5.00 | 2.58 | 7.22 (11, p<0.01) |
| 6 | The level of facilitation skills of my work. | 7.83 | 5.42 | 2.42 | 6.75 (11, p<0.01) |
| 7 | The level of knowledge on the community development approaches. | 8.17 | 6.25 | 1.92 | 6.13 (11, p<0.01) |
| 8 | The level of knowledge on the community-based marketing method. | 7.25 | 5.25 | 2.00 | 6.63 (11, p<0.01) |
| 9 | The level of knowledge on the community-based entrepreneurship promotion. | 7.58 | 5.25 | 2.33 | 7.53 (11, p<0.01) |
| 10 | The level of relations with the champions. | 7.67 | 5.50 | 2.17 | 8.01 (11, p<0.01) |
| 11 | The level of happiness of my work. | 8.25 | 6.08 | 2.17 | 5.92 (11, p<0.01) |

* paired sample t-test by SPSS ver.23. * **Bold**: 3 largest change / *Italic*: 3 smallest change

Statistically significant changes are observed in all 11 items of question 4 (paired-sample t-test by SPSS ver.23). The results indicate that Officials' attitude on 11 items are all positively changed after the D-HOPE project started. In particular, items 4, 5, and 6 showed a relatively large increase: **Efficiency, productivity, and facilitation skills of their work**. On the hand, the magnitude of change on items 7 and 8 is relatively small: *The level of knowledge on the community development approaches and community-based marketing method*. From these results, it can be said that Officials' soft-skills for work (efficiency, productivity and facilitation skills) is improved after D-HOPE started, while they need more knowledge on the community development.



# 5) Which activity did you participate in D-HOPE?



# D-HOPE
# Empowerment Evaluation Report (qualitative evaluation report) (Draft)

**(Draft)**

# D-HOPE
# Empowerment Evaluation in Chonburi Province

Project for Community-based Entrepreneurship Promotion

(The D-HOPE Project)

July 2019

Japan International Cooperation Agency

Yumiko Okabe

## Acknowledgement

I would like to thank all the CDD, CD officials as well as the champions who participated in the evaluation workshop. Especially for CDD's collaboration on organizing the empowerment evaluation workshop with CD Chonburi office, this study was never possible without the initiative of Mr. Bunthao (Director of CD Chonburi), Ms. Rongrong (Chief of CD Promotion Unit) and last but not least, Ms. Thidatip. Also, the champions who spend time for participating the workshop and be open about the project as well as the discussions.

The workshop was carried out by the following strategic team members of the D-HOPE project from JICA and CDD led by Yumiko Okabe who is responsible for empowerment evaluation (qualitative evaluation) in the D-HOPE project. There were two guests to the workshop as an observer; deputy director general of CDD, Mr. Thaweep; and Mr. Miyake from JICA Thailand office.

| **The D-HOPE Strategic Team (The D-HOPE Project and CDD)** | |
|---|---|
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The report has been authored by Yumiko Okabe based on the translated descriptions and transcriptions by the project staff, as well as recorded videos and photos taken within the workshop.

## Disclaimer

This report has been prepared by the D-HOPE Project. The information contained in this report shall not be disclosed or used without agreement from the D-HOPE Project. Any use such as citation of this report should be acknowledged by the name of author.

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| | | |
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# Chapter 1 Introduction

## 1.1 Background

Community Development Department (hereinafter CDD) of the Ministry of Interior, the royal government of Thailand, has been making an effort on the **O**ne **T**ambon **O**ne **P**roduct (OTOP) policy since 2001 supporting village people on product development as well as its marketing through centralized exhibitions (OTOP exhibitions) in the entire country at different levels along with other economic related policies. The OTOP policy has achieved to support villagers in many ways such as to be part of production group as a member, to elevate quality of products into OTOP 5-star product or to increase income through exhibitions. Despite the fact that OTOP sales are increasing each year[1], the challenge remains in vulnerable individuals essentially to be part of the driving force in economic development. There are producers and service providers who remain critical conditions in terms of income generation, finding appropriate market, or even rethink of their production or service based on the market needs. There is a need of strategic economic policy that is inclusive and participatory for such producers and service providers but without hurdles as well as taking any risks.

Thus, the Project for Community-based Entrepreneurship Promotion (The D-HOPE Project) was established for promoting community-based entrepreneurs in rural Thailand based on the necessities of grassroots economic development through diversification of economic opportunities focusing on village capacity development as well as vulnerable individuals. The project adopted the **D**ecentralized **H**ands-**o**n **P**rogram **E**xhibition (D-HOPE) approach as an alternative and sustainable development tool for rural development.

There were three main activities that were conducted in Chonburi province from June 2018 until evaluation that was conducted in March 2019. As a result, the project accomplished to promote 92 local producers, service providers or farmers (we call them as champions) through the catalog supported and facilitated by the Chonburi Community Development provincial and district office (hereinafter CD Chonburi) in Chonburi province. Therefore, as the last activity of the D-HOPE project, empowerment evaluation was conducted targeting for those 92 champions as well as the CD Chonburi officials through the collaboration of the CD Chonburi, CDD as well as the project team of the Japan International Cooperation Agency (hereinafter JICA).

Hence, this report is the result of the empowerment evaluation workshops as qualitative evaluation. The D-HOPE approach considers evaluation as a part of stakeholders' activity in terms of reflective practice rather than the evaluator's activity; therefore, the D-HOPE approach adopts empowerment evaluation method to enhance their capacity in entrepreneurship as well as evaluation. In this connection, the primary purpose of the empowerment evaluation is to enhance learning in stakeholders through reflections within the workshop so that this report is a secondary purpose as evaluation. However, this report contains those learnings in stakeholders that are rich amount and details narratively using their voices. Therefore, the report is intended to policy-makers in CDD for planning on the next Thai fiscal year, specifically an integration of the CDD policy with the D-HOPE approach, which is mainly the Nawatwithi community-based tourism policy.

[1] Source: Data Center Management System for Managing, Storing and Utilizing of Community Development Department, Ministry of Interior http://logi.cdd.go.th/cddcenter/cdd_report/otop_r06.php?year=2562

## 1.2 Project for Community-based Entrepreneurship Promotion (The D-HOPE Project)

JICA, the government of Japan and CDD of the Ministry of Interior, the royal government of Thailand, agreed to cooperate on the Project for Community-based Entrepreneurship Promotion (the D-HOPE project[2]) from late 2017 for 4 years targeting at least 45 out of 76 provinces within Thailand. As the first year of the D-HOPE project's target area, CDD selected 9 provinces from 4 regions (North: Chiang Mai and Lamphun, Northeast: Nakhon Phanom, Mukdahan and Surin, South: Ranong and Trang, East: Chonburi and Chantaburi in figure 1) in consideration of the expansion of target area to other provinces regionally in the following years. The target group of the project is mainly farmers, producers or service providers at the village level in pursuit of community-based entrepreneurship promotion through the D-HOPE approach. The D-HOPE project[3] was carried out by each CD provincial/district offices at the local level. The strategic team (the experts from JICA and CDD) of the D-HOPE project have attended most of the activities as a facilitator in the respective provinces supported by JICA in terms of budget apart from the Bangkok training and some of the empowerment evaluation workshops.

**Figure 1 Location of the 9 Provinces**

The D-HOPE project mainly focuses on community capacity development while aiming at economic development in terms of entrepreneurship for farmers, producers and service providers. Therefore, the main activity of the project is to identify local champions, who has potential to develop *hands-on program* and offer to visitors to get a hands-on experience with them.

The 'champion' can mean anybody who has any kind of potential. As most people's tacit knowledge is not recognized by themselves, the project intends to make them aware their tacit knowledge and transform into a form of hands-on program as extra small business. Thus, it is a place for local people to interact market directly and create business based on the needs identified – or even create a need in market.

As for marketing, all the hands-on programs were collected in one as a catalog and promoted collectively as a province. In this sense, the D-HOPE project supports nurturing entrepreneurship in producers or service providers.

[2] For more information, refer to the project Facebook page https://www.facebook.com/jica.thailand.dhope/

[3] The D-HOPE project only was carried out the first year in 9 provinces, and the following year of the D-HOPE approach was continued by CDD in terms of budget allocation under the OTOP related policies.

## 1.2 Overview of the Empowerment Evaluation Design

The empowerment evaluation workshop is one of the main and last activities of the D-HOPE project. Thus, this evaluation is not conducted for an accountability purpose, for instance, to evaluate project purpose or goal based on the project design matrix (PDM) of JICA's technical cooperation form. Instead, the D-HOPE evaluation is intended to promote learning within project stakeholders such as CD officials and local people such as the D-HOPE champions using the **empowerment evaluation**[4] process. Therefore, the control of evaluation and findings depend on stakeholders rather than an evaluator. As an empowerment evaluation's primary purpose is to influence evaluation participants within the evaluation process, this evaluation report is secondary. Nevertheless, the primary intended user of this report is CDD and the D-HOPE project for planning how to integrate the D-HOPE approach with OTOP Nawatwithi and related CDD policies in the coming Thai fiscal year 2020. Thus, the D-HOPE evaluation means to evaluate the initial D-HOPE purpose, which is entrepreneurship in the case of the D-HOPE project.

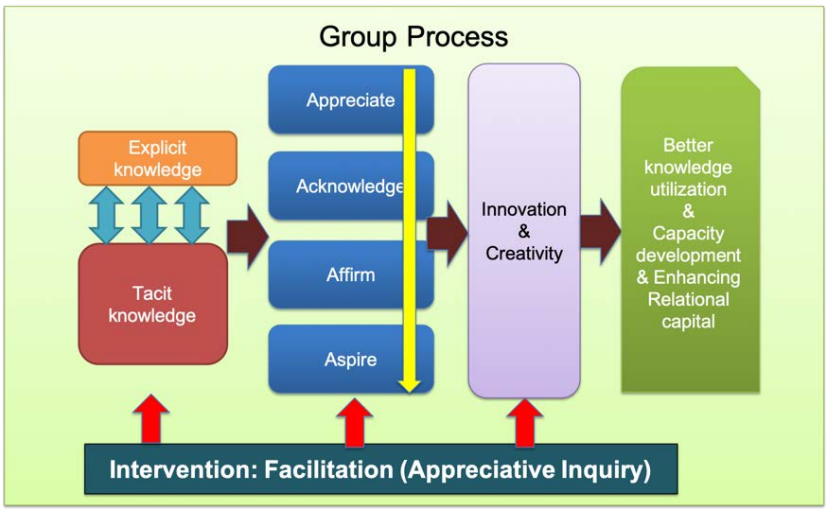
Doing so requires an in-depth understanding of stories of the program participants, which means the D-HOPE project and the champions as well as the CD officials. In this connection, this evaluation method focuses **qualitative inquiries** to explore the changes of the evaluation participants, mainly the D-HOPE champions as a result of the evaluation workshop. Thus, the evaluation questions mostly focused what, how and why questions to withdraw their way of thinking and share them with post-it notes in formats. Therefore, the data were collected through participant observation and facilitation as well as the evaluation participants' post-it descriptions in the evaluation workshop.

## 1.3 Concept of Group Process

The concept of group process was incorporated into this evaluation as group discussion shown in figure 2. This evaluation intervention then, is the facilitation approach using the Appreciative Inquiry method in order to stimulate tacit knowledge that nurture different perspectives from the group discussions. There are three objectives set within this group process as learning steps;

1. To make participants confirm their ends and means of activities;
2. To make participants acknowledge other people's good practices and learn from each other;
3. To make participants modify their policy structure.

**Figure 2: Concept of Group Process**




Source: Created by Okabe

It is the interaction of these aspects to make changes in participants. Therefore, Photo Elicitation method was adopted to remind of what participants have done, what they can do, what they learned, and what they want to do next to explore the new goals for future community development, individual entrepreneurship or simply self-improvement. Thus, the core purpose of this qualitative research is to describe the mechanisms of changes in the evaluation participants.

[4] It was called 'participatory evaluation' at the beginning of the project, however the empowerment evaluation concept fits better as the D-HOPE evaluation now so that it will be considered empowerment evaluation officially for the D-HOPE project from this report.

## 1.4 Purpose and Scope of the Qualitative Analysis

This report presents a descriptive analysis of the findings narratively in case of Chonburi province. As the first stage of the evaluation period of 9 provinces, Chonburi and Lamphun province conducted empowerment evaluation workshop in March 2019, soon after the catalog publishing due to the end of the Japanese fiscal year 2018. Since the evaluation period is still on-going in other provinces as of now (writing period), the report only picks Chonburi case as preliminary findings. It is expected to follow up analysis from some other cases.

Since all the responsible CD Chonburi officials and the champions' participation was secured because of the collaboration and support of CDD as well as CD Chonburi office, the evaluation study covers almost all the stakeholders involved (89 champions out of 92). However, since there are many other activities conducted at the local level, at the same time as the D-HOPE project, some participants might not had been very clear on the D-HOPE implementation. Nonetheless, community people usually see their life in a holistic way rather than the specific project and it is why the Photo Elicitation method was selected. Furthermore, this workshop is about rather how they changed in terms of learning from the discussions as findings and those are on for themselves. Thus, their findings were already shared verbally among them in the workshop.

The key objective of this report though is to give a voice of the D-HOPE champions from the catalog to speak about their stories, which is one of the main purposes of qualitative study. Since the project team supported all three main activities, the rapport with the evaluation participants were already established from the early stages of the project. Besides, it was emphasized to 'enjoy discussions' rather than assessment or being serious in evaluation so that using appreciative inquiry, learning can be promoted better. In this sense, the descriptions of evaluation findings are relevant, sincere and honest. Thus, descriptive analysis focuses on the interpretations of their changes through evaluation process narratively and I attempt to give their voices and descriptions in quoting "---" style.

There is a language barrier since the project is conducted partially in English through translations and interpretations. However, the D-HOPE project office constantly updates the CDD information or their policies. Thus, the D-HOPE project staff was in charge of translation in facilitation as well as the descriptions and report so that the effort on securing the quality is attempted since I, myself and the project staff is familiar with the context.

## 1.5 Organization of the Report

Since the concept of empowerment evaluation is rather new in evaluation, and it is introduced to communities in Thailand for the first time through CDD (apart from what I have conducted in Surin province back in 2013-2015), the basic concept of empowerment evaluation is introduced briefly in the following chapter 2. Chapter 3 then introduces the D-HOPE project overview and empowerment in entrepreneurship. As for the methodology of evaluation study, I adopted the action research method (Greenwood & Levin 2008). Fetterman (2015) claims that "empowerment evaluation and action research share similar philosophies, concerns, and techniques" (p. 83), especially from the self-reflective inquiry. Although there are some differences, Fetterman (2015) believes that conducting empowerment evaluation in action research "represents a powerful force for social change (p. 83) emphasizing community knowledge and learning by doing. In this connection, the paper also attempts to illustrate how empowerment evaluation framework was designed in chapter 4 including evaluation methods and questions through action research. I also attempt to describe the evaluation process in detail how the workshop was like along with my facilitation, what I did as a facilitator by narrating the process of workshops together with the descriptions and their voices in chapter 6 in order to understand the changes of the champions precisely. As for conclusion, chapter 7 summarize the evaluation results as conclusion and make suggestions on the future implementation of the D-HOPE approach as well as the effectiveness and meaning of empowerment evaluation for rural development.

# Chapter 2 Empowerment Evaluation

## 2.1 Evolution of Stakeholder Involvement Approaches into Evaluation

A group of American Evaluation Association (AEA) has advanced stakeholder involvement approaches into evaluation, which is categorized as collaborative, participatory and empowerment evaluation as a different type of evaluation that addresses concerns about relevance, trust, and use in evaluation over the past couple decades. These types of evaluation contribute to building capacity in stakeholders, which is the current main evaluation needs in the global community (Fetterman, et al. 2018).

## 2.2 Role of Evaluator

The main difference from the conventional evaluation and this type of evaluation is the role of the evaluator and how much control he/she has over evaluation. Even among stakeholder involvement approaches into evaluation, there is a different degree of involvement of evaluator. Figure 3 depicts the differences between three types of evaluation. As depicted, the evaluator role in empowerment evaluation is smaller than any other types and the control of evaluation is on the participants' hands. The empowerment evaluation practices are reported mainly from the united states as well as over 16 countries such as Japan, Australia, Israel, and South Africa in different settings and varieties from education to small business (Fetterman & Wandersman, p. 74, 2018).

The conventional evaluator usually takes a position of being an "expert" who is detached from people in order to avoid contamination or being biased whereas evaluator role in empowerment evaluation is a supporter who serves as a 'critical friend'. They facilitate the process of believing in the program and hopes for the best of it so that he/she "provides constructive feedbacks designed to promote its improvement" (Fetterman & Wandersman 2018, p.79). Therefore, they keep raising questions so that "the evaluation remains organized, rigorous, and honest" (Fetterman & Wandersman, 2018, p.79).

**Figure 3: Three types of Stakeholder Involvement Approaches into Evaluation**

Source: Fetterman, et al. (2018)

## 2.3 *Process use* and Facilitation

Moreover, empowerment evaluation's success does not depend on the evaluation tools but "the empowerment evaluation facilitation process that makes the tools empowerment evaluation (Patton, 2017, p. 140)". It is the dialogue of reflective practices between evaluators and participants that creates dynamism of change. As regards this aspect, it is the issue of evaluation use. Kirkhart (2000) widened the view in the integrated theory of influence with, especially *process use* perspective rather than just result as a source of influence. *Process use* is a concept of making program changes based on the evaluation process rather than just the evaluation's findings. In this connection, we expect "cognitive, attitudinal, and behavior changes in individuals, and program or organizational changes resulting, either directly or indirectly, from engagement in the evaluation process and learning to think evaluatively (e.g., increased evaluation capacity, integrating evaluation into the program, goals clarification, conceptualizing the program's logic model, setting evaluation priorities, and improving outcomes measurement)" (Patton, 2012, p 143).

## 2.4 Challenges of Empowerment Evaluation

In this sense, empowerment evaluation, perhaps the most common notion, provides the efficacy that "foster improvement and self-determination (Fetterman, 1994)" by stakeholders involving in the evaluation process. Besides, Patton (2017) recently spoke highly of empowerment evaluation as "exemplary is its openness to dialogue and reflective practice (p. 139)" in the occasion of celebrating the 21st anniversary of empowerment evaluation at the AEA convention. Nevertheless, he also points out the current challenge that is a fundamental system change as empowerment, which is not about "simply targeting individual people as empowered (Patton, 2017, p. 140)." While many empowerment evaluations have reported program improvement as a result of practical empowerment evaluation, there is a critical aspect in achieving transformative empowerment evaluation (table 1). Though his argument is not being critical on empowerment evaluation rather he believes empowerment evaluation can accomplish its purpose better ways such as "people learn how to take greater control of their own lives and the resources around them (Fetterman, 2018, p. 76)".

## 2.5 Importance of the Subject of Evaluation

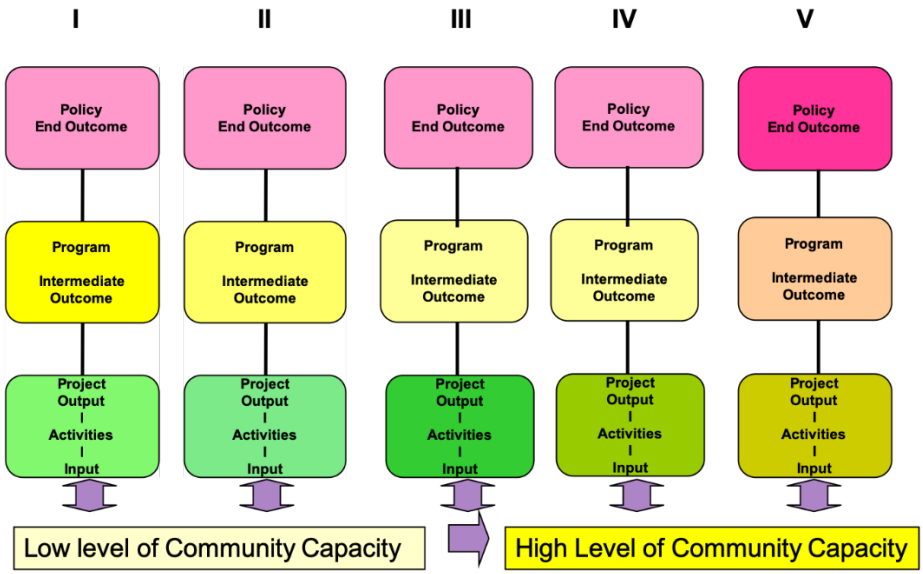
Hence, it is important to clarify the subject of evaluation. In the context of rural development, Miyoshi (2013) discusses the meaning of the concept of localization of policy structure that the subject of evaluation can be precisely defined when the national policy is appropriately localized into a policy structure at the local level. Thus, evaluation reviews a national policy "in consideration of ends contemplated at local levels where the policy actually unfolds (Miyoshi, 2014, p. 73)". In this connection, the participation of rural people in evaluation is crucial yet their recognition of the community policy structure would bring the fundamental changes in rural people. Doing so allows the modification of community policy structure to a higher level of community capacity (figure 4).

**Table 1: Two Streams of Empowerment Evaluation**

| Stream | Characteristic | Control | Focus |
|---|---|---|---|
| Practical empowerment evaluation | To enhance program performance and productivity | Program staff, participants, and community members | Programmatic improvements and outcome |
| Transformative empowerment evaluation | To change systems by highlighting psychological, social, and political powers of liberation. | People learn to take greater control of their own lives and the resources around them. | Liberation from predetermined, conventional roles and organizational structures or "ways of doing things". |

Source: Created by Okabe based on Fetterman (2018)

**Figure 4: Modification Cycle of Policy Structure**




Source: Miyoshi (2014)

Although the participation of the community in evaluation is advocated and practiced, the subject of evaluation is not well defined in many cases from the community policy structure point of view, it is reasonable to assume current empowerment evaluation tends to achieve program improvement but system change. That is how future empowerment evaluation can essentially empower the system change.

Consequently, there are two aspects to be considered well in order to foster empowerment evaluation in the rural or community development context. One is the evaluator role as a facilitator and its process while another is the subject of evaluation for fruitful rural development. Thus, the main purpose of this empowerment evaluation is already done through the process so that the position of this report is secondary in this evaluation.

# Chapter 3 The Position of D-HOPE and Empowerment

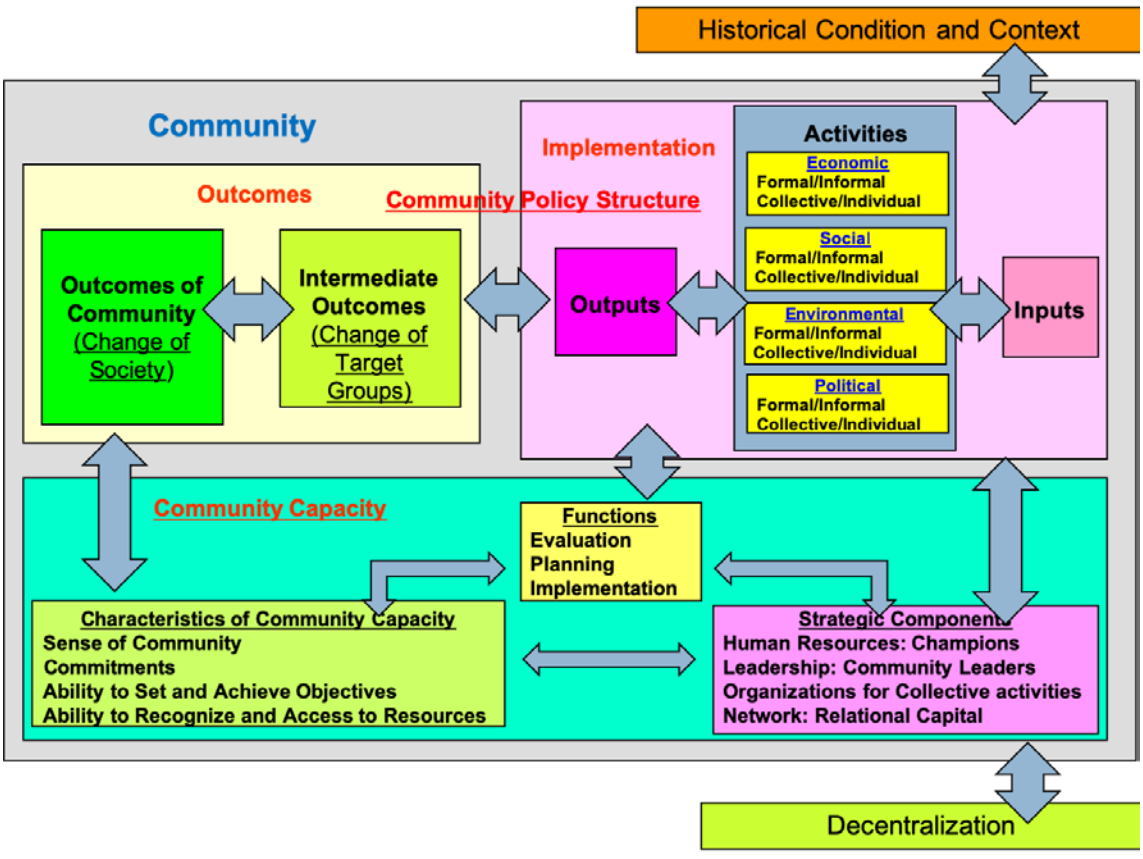
## 3.1 Theoretical Background of D-HOPE

Figure 5 is a dual function model combined with the community policy structure as well as community capacity (Miyoshi & Stenning, N. 2019, Miyoshi & Stenning, 2014, Miyoshi & Stenning, 2008). It requires a strategic tool to embody this model, which is how D-HOPE was designed focusing on economic activity. Yet D-HOPE principally aims at developing community capacity especially in terms of enhancing networks among community people, while it focuses on the economic activities to escalate the level of economic development from the service economy into the experience economy (Pine & Gilmore, 2011). Thus, it aims fundamental development in community to develop capacity while achieving economic growth.

## 3.2 The Experience Economy

Economically speaking, the experience economy has more value than commodities, products or services. Thus, the D-HOPE approach primarily focuses on creating *hands-on programs* designed and implemented by community people themselves, which are offered for visitors. For instance, you can offer visitors a cup of excellent coffee in a quiet house with greenery and spectacular view in the background. You can even share your knowledge on how to taste an 'excellent coffee' properly so that they get one and only unique experience with you that can be charged more than just a purchase of coffee beans, a purchase of a pack of roasted coffee beans, or a cup of coffee offered in a café. Therefore, D-HOPE intends to identify as many champions who offer hands-on programs as possible in order to increase scattered income opportunities in the community as well as to stimulate entrepreneurship in producers and service providers through interacting with the actual market.

**Figure 5: Community Capacity and Policy Structure Model**



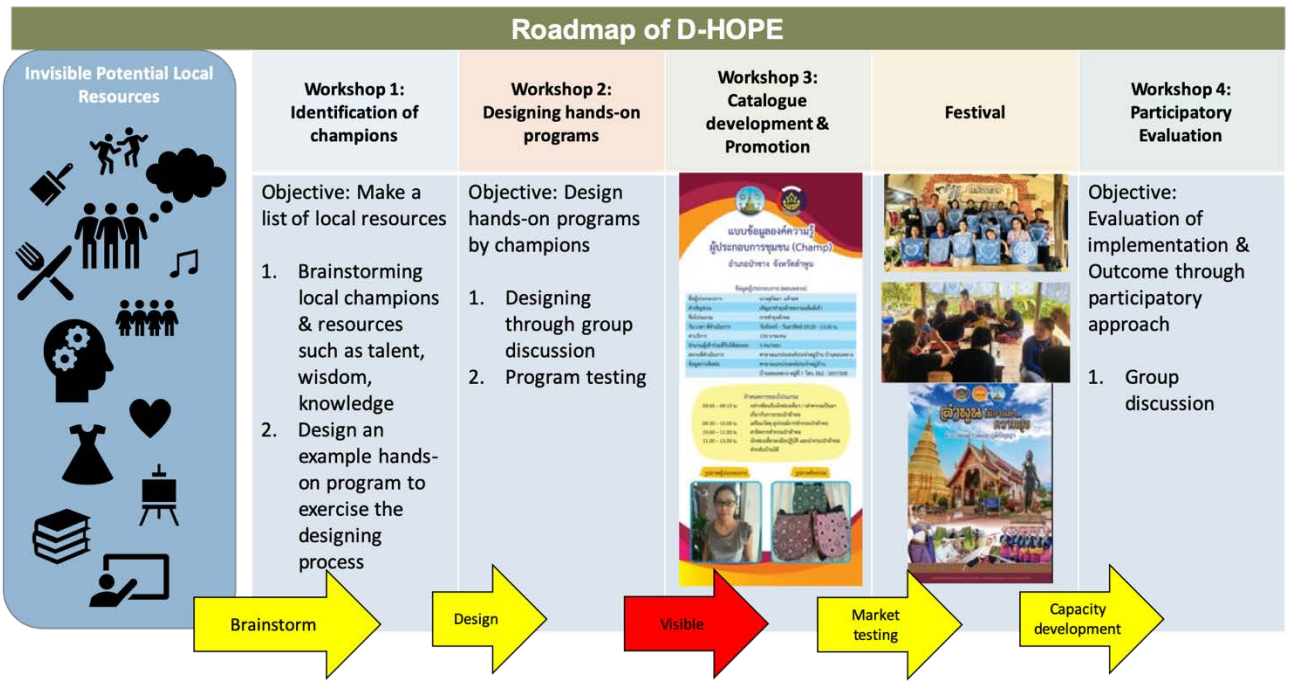

Source: Miyoshi & Stenning (2019)

### 3.3 Main Activities of D-HOPE

In order to achieve this, the principal activities consist of 5 main stages; identification of champions; designing of hands-on programs; development of catalog and promotion; the D-HOPE event and empowerment evaluation as shown in figure 6. These processes emphasize the clarification of division of roles especially between the implementer and community people (champions) who offer hands-on programs while supported by the policy-making organization level shown in figure 7. The activities are primarily carried out in a workshop with participatory style, which is the responsibility of the implementer while the participants (community people) engage in the group discussion to brainstorm ideas to enhance knowledge sharing. Thus, the workshops are the place for vigorous networking among community people.

As a result, each province develops a catalog that collects all the hands-on programs in one to promote the event (catalog) for a certain period like a month or two. Therefore, each event (catalog) is developed with a specific purpose, characteristics of the event and the title, which is the identity of the province. The event starts with an opening ceremony in a centralized exhibition style. After that, visitors who want to participate in hands-on programs directly contact the champions[5] to make an appointment and they can make visits accordingly.

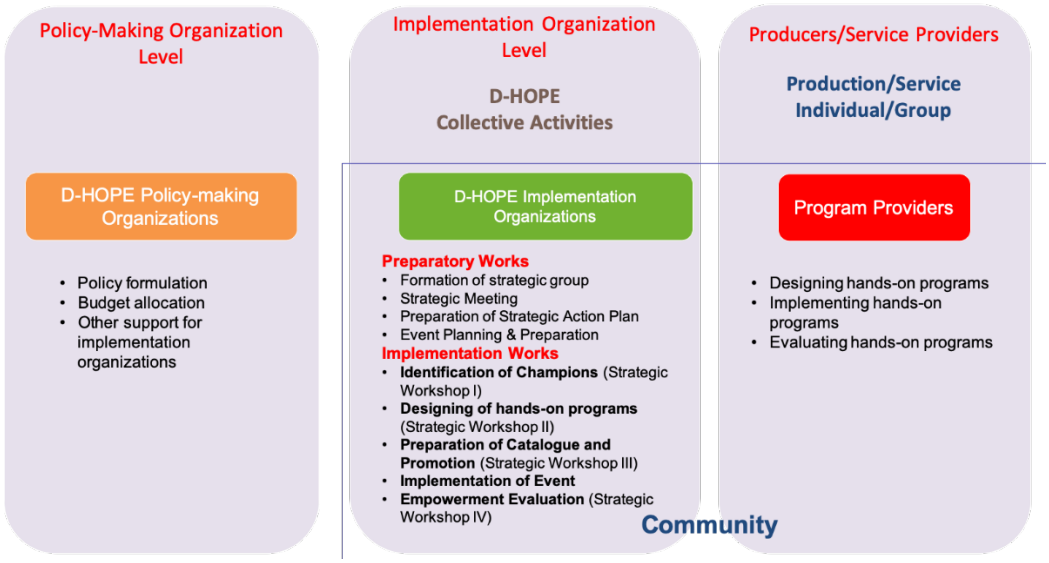
**Figure 6: Road map of D-HOPE**




Source: Created by Okabe

[5] There is a website of champions' information too, see http://dhope.cdd.go.th/

**Figure 7: Division of Roles**




Source: Partially modified from the JICA training material, Miyoshi & Okabe (2018)

## 3.4 Empowerment as Entrepreneurship Promotion

The main purpose of the D-HOPE project is to empower local champions in entrepreneurship, which means a cultivation of entrepreneurial spirit in producers or service providers for transformation. First, entrepreneurship and entrepreneur meanings are defined. According to the oxford living dictionary[6]: "The activity of setting up a business or businesses, taking on financial risks in the hope of profit. A person who sets up a business or businesses, taking on financial risks in the hope of profit". Business dictionary defines[7] "the capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make profit. The most obvious example of entrepreneurship is the starting of new businesses". In general, entrepreneurs are someone who finds any kind of needs in market and develop business for a profit-making even though risks involved, which is the main challenge in the rural development context. First, it needs some supporting system to find market need. Second, whatever the business creation, taking risks is not an easy thing for many local champions. Thus, it is the intention of D-HOPE to provide such an environment to stimulate the mechanism of entrepreneurial spirit in rather individual producers or service providers through recognizing their tacit knowledge.

In this connection, D-HOPE encourages local champions to design and create their hands-on programs to offer visitors and tourists using the concept of *the Experience Economy*. This is already an entrepreneurship in a sense of doing new business such as using the hands-on program for tourism. D-HOPE also provides an opportunity for any local people who has ideas to start business without taking any risks. Therefore, D-HOPE also encourages local people to use existing local resources, skills and talents among them through workshops. The combination of hands-on designing process and market interactions, D-HOPE expects local champions to find market needs and fill it by creating better business in small cycle. Under the disruptive innovation era, market is changing rapidly and conventional business development can be competed over the disruptive innovations (Christensen,C. M. 1997). The mechanism or function of business creation and development must follow such trend. D-HOPE is an alternative way

[6] Retrieved from: https://en.oxforddictionaries.com accessed 20th June 2019

[7] Retrieved from: http://www.businessdictionary.com accessed 20th June 2019

to change the system in entrepreneurship development in hopes of transformation of true entrepreneurship in rural communities.

# Chapter 4 Evaluation Outline

## 4.1 Summary of Implementation Result in Chonburi Province

In Chonburi province, the CD Chonburi officials first attended the D-HOPE seminar to learn the D-HOPE process together with some villagers in Bangkok in April 2018, and the first activity at the provincial level started the following month from the identification of champions. The second activity is to design hands-on programs by the listed champions from the previous workshop. The first part is in the workshop to design in papers followed by the program testing in the village at the actual settings. After that, all the hands-on programs in the catalog draft are checked by the champions themselves and discuss promotion issues. All the details are shown in table 2. Based on the implementation result, the empowerment evaluation was constructed accordingly.

## 4.2 Evaluation Outline

The implementation results confirmed that Chonburi province achieved to identify 92 champions and successfully promoted their hands-on programs through the D-HOPE catalog: Amazing CHON as a sustainable community-based tourism program. Based on this, the subject of evaluation was clarified into two categories; CD officials and the D-HOPE champions who's involved in the D-HOPE project. Table 3 presents the details of the evaluation outline for Chonburi province. This evaluation workshop was held for 2 days 6th and 9th March 2018. Each day had a different target; officials and champions. As for the officials, it is intended to be facilitators for the champions' workshop after their own evaluation, therefore, lectures on the basic concept of empowerment evaluation, mainly the methodology part was explained. Time table of the workshop is in table 4 for the CD officials and 5 for the champions. This evaluation utilized mainly the process-use type of evaluation for three objectives; to recognize the policy structure in each level; to make participants acknowledge other people's good practices and learn from each other; to make participants modify their policy structure.

**Table 2: Main Activity and Output**

| Month | Activity | | No. Participants | | Output |
|---|---|---|---|---|---|
| | | | officials | community | |
| May 2018 | Strategic Workshop I | | 49 | 64 | A list of 250 identified champions |
| Jul | Strategic Workshop II | Workshop | 37 | 120 | A list of 110 designed hands-on programs |
| Aug | | Program testing | 144 participated *unknown of details | | 8 hands-on programs tested |
| Dec | Strategic Workshop III | | 9 | 88 | 91 hands-on programs checked |
| Jan 2019 | Catalogue Printing | | - | | 92 hands-on programs<br>5,200 copies |
| - | ~~Event~~ | | - | - | - |

Source: Created by Okabe based on the project records

**Table 3: Evaluation Outline**

| Evaluation | Details |
|---|---|
| Evaluation Period | March 6 for CD staff<br>March 9 for champions |
| Evaluation Workshop | • 1-day workshop for implementers includes lectures on evaluation (9:00 - 15:30)<br>• 1-day workshop for champions (9:00 - 16:30) |
| Evaluation Target | 1. CD Provincial/district office, related stakeholders at the provincial level<br>2. Champions (in the catalog) |
| Evaluation Type | • Process-use type of evaluation<br>• Participatory<br>• Formative evaluation<br>• Utilization-focused evaluation<br>• (Questionnaire survey for quantitative analysis)[8] |
| Evaluation Objective | 1. To recognize the policy structure in each level<br>2. To make participants acknowledge other people's good practices and learn from each other<br>3. To make participants modify their policy structure |

Source: Created by Okabe

**Table 4: Schedule for Evaluation Workshop for CD officials**

| Time | Activity |
|---|---|
| 08:30-09:00 | Registration |
| 09:00-09:30 | Opening speech by Mr. Bunthao Duangnapha, Director of CD Chonburi Office |
| 99:30-10:00 | Lecture on Evaluation by Dr. Koichi Miyoshi |
| 10:00-10:20 | Coffee break |
| 10:20-12:00 | Group discussion 1 (divide into 10 groups) by Ms. Yumiko Okabe |
| 12:00-13:00 | Lunch |
| 13:00-14:00 | Group discussion 2 |
| 14:00-14:30 | Coffee break |
| 14:30-15:30 | Questionnaire Survey |

Source: The D-HOPE Project workshop report (2019)

**Table 5: Schedule for Evaluation Workshop for Champions**

| Time | Activity |
|---|---|
| 08:30-09:00 | Registration |
| 09:00-10:00 | Opening speech by Mr. Bunthao Duangnapha, Director of CD Chonburi Office |
| 10:00-10:15 | Speech by Dr. Koichi Miyoshi, Chief advisor of the D-HOPE project |
| 10:15-10:30 | Speech by Mr. Thaweep, Deputy Director General of CDD |
| 10:30-11:00 | Coffee break |
| 11:00-12:00 | Group discussion (divide into 10 groups) by Ms. Yumiko Okabe |
| 12:00-13:00 | Lunch |
| 13:00-14:30 | Group discussion (divide into 10 groups |
| 15:30-16:30 | Coffee break<br>Conduct the survey |

Source: The D-HOPE Project workshop report (2019)

[8] The survey was conducted for quantitative analysis at the same time but separately – see the report on the D-HOPE questionnaire survey by Yonehara and Sanyakamdhorn for quantitative results to see the whole evaluation results.

# Chapter 5 Evaluation Design

## 5.1 Empowerment Evaluation Design and Policy Structure

In this D-HOPE empowerment evaluation, I, as an evaluator, provide evaluation design, implementation along with facilitation and report writing through action research techniques. It is not my intention for project stakeholders including CDD and CD officials to get involved vigorously in the evaluation design process as well as report writing yet as it is the first year of the project as well as empowerment evaluation itself. Moreover, once the designing can be done, it can be applied to many other projects when the locally-relevant evaluation questions are structured. Table 7 is empowerment evaluation design in policy structure to clarify its outcome, output as well as activities. In this regard, I have discussed it with CDD and CD officials rather learning by doing style at the workshop site while observing and facilitating. In this connection, some evaluation questions were changed even within the workshop.

## 5.2 Evaluation Framework

Figure 8 depicts the evaluation framework for Chonburi Province. The first evaluation target is the CD officials, which is intended to evaluate the output of the D-HOPE project while the second evaluation target is the champions to evaluate outcome of the D-HOPE project. The former target mainly discusses on the implementation issues and their works. On the other hand, the latter discusses the outcomes of the project.

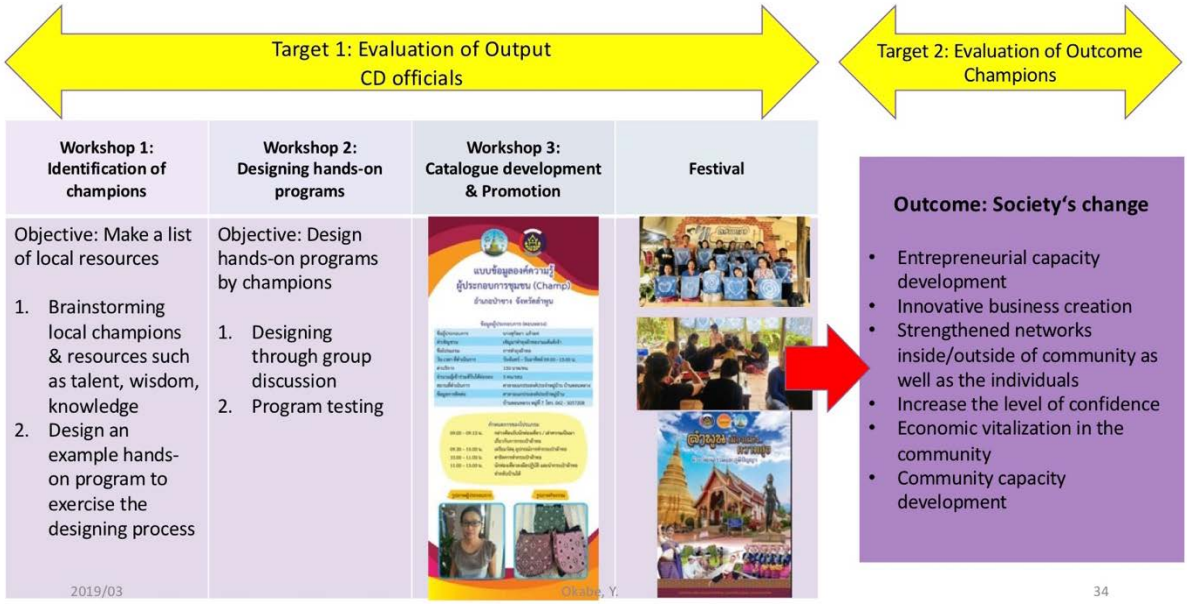
Miyoshi (2013) states “ends at local levels may not be achieved without changing the means at local levels even if their policy structure remains fundamentally the same as the national policy structure (p.588)”. Therefore, this evaluation considered two different evaluation questions subsequent to the distinctive policy structure from implementer point of view and beneficiary point of view.

**Table 6: Empowerment Evaluation Design in Policy Structure**

<table>
<tr><th rowspan="2">End Outcome</th><th rowspan="2">Intermediate Outcome</th><th colspan="2">Evaluation Process (with prepared inputs)</th><th colspan="2">Preparation</th></tr>
<tr><th>Output</th><th>Activity</th><th colspan="2">Input</th></tr>
<tr><td>Community empowerment in entrepreneurship</td><td rowspan="2">Self-determination as entrepreneurs/CD official</td><td rowspan="2">Evaluation findings</td><td rowspan="5">Methodology<br>• Group discussion in groups by random selection<br>• Appreciative Inquiry for facilitation approach<br>• Photo Elicitation for acknowledgement & fostering knowledge sharing<br>• Questions relevant to current D-HOPE situation</td><td rowspan="3">Human Resource (Community of practice)</td><td>D-HOPE champions</td></tr>
<tr><td>D-HOPE Program improvement (community capacity, network, income increase etc…)</td><td>CD officials</td></tr>
<tr><td>Sustainable development through evaluative thinking in communities</td><td>Ownership (take actions, make decision) on entrepreneurship/localization of program</td><td>Evaluative thinking (A by-product)</td><td>CDD officials/JICA</td></tr>
<tr><td rowspan="2">Nurture a culture of learning and evaluation on entrepreneurship through hands-on programs</td><td rowspan="2">Evaluation capacity development</td><td rowspan="2">Cultivation of Community of practice for D-HOPE in village/district/ provincial level</td><td rowspan="2">Material Resource</td><td>Materials</td></tr>
<tr><td>Venue</td></tr>
<tr><td colspan="4"></td><td>Monetary Resource</td><td>Budget</td></tr>
</table>

Source: Created by Okabe based on Fetterman (2018)

**Figure 8: Evaluation Framework**




Source: Created by Okabe (2019)

## 5.3 Evaluation Method

As empowerment evaluation is about process use, the method for the evaluation mainly is for the facilitation and workshop settings. There are mainly two methodologies that were utilized for this empowerment evaluation workshop; the Photo Elicitation (Harper, 2002) and the Appreciative Inquiry (Cooperrider, D., Whitney, D., and Stavros, J., 2008). As aforementioned, the source of influence comes from the evaluation process directly to the evaluation participants. The amount of information or quality of knowledge they gain through the evaluation process is one of the advantages of the qualitative inquiries. This way the participants deepen the understanding of the cases and situations better. Therefore, the D-HOPE evaluation reinforces learning and knowledge sharing among stakeholders, and this kind of technique is also widely used in community-based studies. For these reasons, such methodologies and approaches were selected.

Appreciative Inquiry

Evaluation often associates with negative images in people that improvement must be done according to what external specialists assessed (Coghlan & Preskill 2003, p 1). Even these assessments were presented by the specialists, practicing is another thing while stakeholders are not fully recognized themselves as a core of their development. As a result, this could potentially lead to a vicious cycle that another specialist had to be set up to implement suggested solutions if those are too high levels to do by stakeholders. In reality, solutions cannot be simply implemented by local stakeholders unless those are highly reproducible activities.

The problem-solving approach is the most common approach, yet it has tendency to nurture dependency in solutions due to the deficit-based questions subsequently to difficulties of getting rid of negative way of thinking (Cooperrider, D., Whitney, D., and Stavros, J., 2008). It makes no sense for facilitators to be skillful to motivate participants in this sense particularly while discussing negative problems. People usually get motivated or empowered through positive ideas, opportunities, and phenomena that create dynamics and synergies. It is indispensable to lookout holistic point of view for development rather than specific problem solving for promoting rural development.

AI on the other hand, has a potential to contribute better in rural development context especially in terms of process change of evaluation participants. AI was used "to discover the positive core (Cooperrider, D., Whitney, D., and Stavros, J., 2008) " of the center in question and "to enable the staff to focus on projects, process improvements, and rewards" and "to build a team spirit, thereby creating a better environment" (p. 151). It is initially adopted for organizational development focusing on the strength and positive issues to nurture the existing potentials. The concept traces back from the Appreciative Sharing of Knowledge (ASK) and has relatively same knowledge sharing and management. Thatchenkery and Chowdhry (2007) summarized the contrast of retrospective and prospective approaches to knowledge management that former approach, "the consultant looks at the causes of the failure in knowledge sharing" while the latter, "the consultant is not interested in identifying or isolating the defensive routines, because...that paying attention to such constructs would only bring them to life with increased intensity" (p 41, 42). The D-HOPE empowerment evaluation supports the latter approach.

The AI technique is particularly effective to keep the discussion atmosphere positive so that facilitators can stimulate vigorous discussions among people. Therefore, this point was particularly emphasized for the CD officials to use this technique in the first day of the evaluation workshop and find positive cores of each person to make it extraordinary level throughout the discussions. By doing this, we expect to empower people in the process of evaluation rather than the assessment.

Photo Elicitation

Photo elicitation (PE) is a visual method in social science that 'based on the simple idea of inserting a photograph into a research interview' (Harper, 2002 p. 2). It is a way for social scientist to conduct interviews using photos. The method "radically redefines the sociological interview because it centers on objects in a photo" and both researcher and participant are "trying to make sense of it" (Harper, 2012 p. 157). One of the advantages of the method is that one photograph carries a great deal of information and it evokes people's memories easily (Harper, 2002). Therefore, "the elicitation interviews reveal many things about images as well as interviews (p. 158)". He (2012) also found that asking simple questions works the best for PE (p. 157). This kind of method are becoming more popular for many fields including community studies to empower people (p. 155).

Therefore, D-HOPE prepares approximately 100 photos from all the activities throughout the project implementation that provides a wide range of the thoughts and discussions for evaluation participants. In this connection, the photos were carefully picked up to remind the participants each step by covering a wide range of the moments of each activity as much as possible. This approach uncovers the kind of activities people are interested in through the selection of favorite photographs and discussion on how they see interpret the contents.

One purpose of using PE is to recognize what each person has done throughout the project as well as to learn what others did. Thus, everyone can still learn about the project even though they did not participate some activities and reflect own activities. Another purpose is knowledge sharing through discussions. It does not matter if they were in the moment, it matters how they see it and interpret so that they can share the ideas. Doing this allows participants to create a consensus of the future development directions, such as to create new shared goals towards their dream. This approach fosters learning and knowledge sharing easily through visual rather than just remind themselves.

July 3rd

## 5.4 Evaluation Questions

Champions

Group discussion 1: Photo evaluation

- Which photo do you like?
- Why do you like it?
- What kind of changes do you think it occurred at this moment?
- What can you learn from this?
- When can you utilize the learning?

Group discussion 2: Self-evaluation

- What have you done in this project? →List up all the things that you did in the group
- What have you NOT done in this project? →List up all the things that you did not do it
- (for what you have not done) How to do it?
- When to do it?

Officials

Group discussion 1: Photo evaluation

- Which photo do you like?
- Why do you like it?
- What kind of changes do you think it occurred at this moment?
- What can you learn from this?
- When can you utilize the learning?

Group discussion 2: Self-evaluation

- How did you contribute to the D-HOPE project?
- Why do you think it is a contribution?
- What kind of changes do you see from it?
- How can you utilize this experience?
- What is your goal for the next time in the D-HOPE project?

# Chapter 6 Evaluation Results

## 6.1 The Top 3 Most Favored Activity within the D-HOPE Activity

Selection of Photos (Question 1: which photo do you like?)

During the selection of favorite photo time from all the activities throughout the project, a lot of attention of champions was on the program testing photo section. Many people were gathering there for trying to look for themselves from the program testing activity photos. Many of them were also talking about the hands-on programs that were related to nature, for instance, the famous tree in Chonburi province (video 1 and 2).

Group discussion (Questions 2: Why do you like it? Questions 3: What kind of changes do you think it occurred at this moment? Question 4: What can you learn from this picture? Questions 5: How can you utilize this learning?)

Everyone seemed very excited to see themselves in the photos. They were bringing back their favorite photo numbers to the tables with enthusiasm. I could see the learning attitudes as a lot of people had their pens and memos in their hands, some ware taking photos of the photos with their phones to remember.

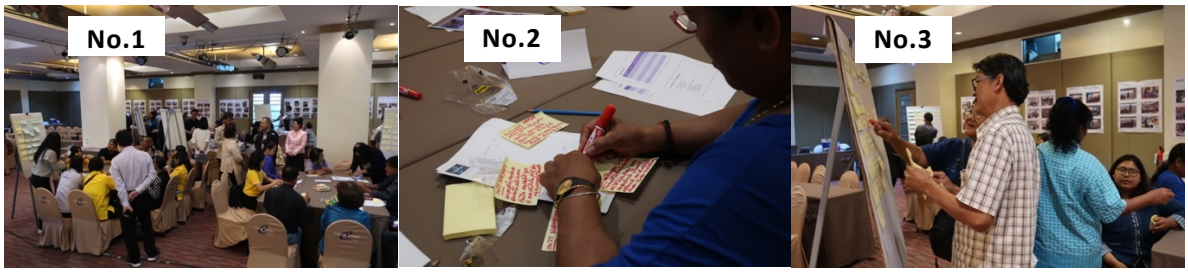
During the discussions, it called my attention that a lot of champions mentions about program testing activity related to the environmental issues as if the project was about environmental protection, and this was not my expectation at all. I also comprehended that the environment is considered as a valuable resource in Chonburi province. As many groups paid so much attention to the program testing activities, I tried to facilitate champions to come up with more photos to have a variety of discussions from other activities. However, their focus was heavily on the program testing activity.

The other noticeable thing from group discussion is that many champions wanted to experience hands-on programs more in different districts. Group 6 was vigorously networking saying that knowing other districts will help them. They were planning about the future collaboration such as to connect different hands-on programs beyond their districts. One of the reasons is because they are still lacking to receive visitors or tourist coming to their hands-on programs, according to many champions. They already recognized this challenge as the common issue so that I apprehended the actual situation of champions, which is the awareness of the catalog and the need of promotion is on their mind, however not much action is yet to be done. During this discussion, I also reconsidered the next evaluation question to bring more fruitful discussion, which is the planning promotion that is what missing still from the D-HOPE to bring overall results that derives through the interaction with visitors and tourists.

**Video 1 and 2: Selection of Photographs**

Source: Project material (Taken by the project assistants)

**Photo1, 2 and 3: Group Discussion**




Source: Project material (Taken by the project assistants)

Presentation (Question 6: Select top 3 favorite photos as a group and present it to other groups)
After the group discussions, each group selected top 3 most favorite photos from the list they made and presented to other groups. Most group had chosen the photos related to nature and presented on the environmental issue as they have discussed in the groups. Some mentioned the workshop as well as the catalog.

Surprisingly, the selected photos from each group were very similar to one another. Hearing them made me wonder why they could have picked up the same photos among 100 options and came to the same idea.

## 6.2 Findings from *process-use*

Vote Results
Table 7 indicates the results of the favorite photos from champions and officials. Since website was not finished at the time and event activities were not carried out due to the constraint of budget allocation as well as the time, there was no choice on these two for selecting favorite activities. Thus, among the activities they have done, the result confirmed the program testing activity from the strategic workshop II as the number one favorite activity followed by the second most favored one as the catalog from both champions and officials. Other activities were also selected although the number is a lot less.

Interestingly, there is no particular difference between the choices between champions and officials on this. It is hardly thinkable that is due to the facilitation influences from the officials to get the similar results since the initiative on the selection of photos was done individually. Moreover, the descriptions of post-it were written by champions themselves in most cases. Besides, the facilitation contained some instructions though it seemed there was not much into the details what to write specifically. It was rather organizing ideas into the flip chart and giving them a little bit of explanation how to corresponds to the questions in most groups. However, the atmosphere was a little bit serious in most groups rather than having fun discussions with a post-it. This could be an influence of presence of the executives in the workshops as they were observing the activity at the time or simply it could be because of working with new people in small groups as the group was randomly formed by all participants. Besides, there was a guidance by the officials at the opening of evaluation workshop to take this sincerely so that the champions might took this work a little bit seriously.

Table 8 indicates the number of votes on the concept of the selected photos, which were conceptualized into six categories according to the depicted moment. The categories are; program testing activity in the village, group discussion in the workshops, catalog/collective (common page), catalog/individual (individual champion's page), lecturer and presentation in the workshops. As evidenced from table 7, 8 and the group discussions, both champions and officials are very conscious of the program testing activity. The number is much less but they also recognize the catalog as well as the group discussion activity. Some champions mentioned about lecturer and presentation from the workshops as well.

July 3rd

The results of number one photo is the "eco-tourism program: experience the natural way" (Photo 4) followed by "go with friends to pick lotus" program (Photo 5). While the top two photos were distinctive, the top three was varied different photos.

**Table 7: Results of the Favorite Photos**

| | Favorite photo | | No. 1 | | No. 2 | | No. 3 | | Total | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | C | O | C | O | C | O | C | O | Grand total |
| D-HOPE Activity | **Bangkok Training** | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | **SW I** | | 1 | 0 | 1 | 0 | 1 | 0 | 3 | 0 | 3 |
| | **SW II** | **Group discussion** | 0 | 0 | 1 | 1 | 0 | 1 | 1 | 2 | 3 |
| | | **Program testing** | 6 | 5 | 5 | 4 | 6 | 1 | **17** | **10** | **27** |
| | **SW III** | | 0 | 0 | 1 | 0 | 2 | 0 | 3 | 0 | 3 |
| | ~~**Event/Promotion**~~ | | - | - | - | - | - | - | - | - | - |
| | **Catalog** | | 3 | 0 | 2 | 0 | 1 | 3 | **6** | **3** | **9** |
| | ~~**Website**~~ | | - | - | - | - | - | - | - | - | - |
| | **Total** | | 10 | 5 | 10 | 5 | 10 | 5 | 30 | 15 | 45 |

Note: *C=champions O=officials (C: 10 groups/O: 5 groups)

Source: Created by Okabe

**Table 8: Concept of the Selected Photos**

| **Concept** | Champions | Officials |
|---|---|---|
| Program testing | 17 | 10 |
| Catalogue/Collective | 3 | 2 |
| Catalog/Individual | 3 | 1 |
| Group discussion | 5 | 2 |
| Lecturer in the workshop | 1 | 0 |
| Presentation in the workshop | 1 | 0 |
| | 30 | 15 |

Source: Created by Okabe

**Photo 4 and 5: Top 2 Popular Photos among Champions**

Source: Project material (Taken by the project assistants)

## 6.3 Changes of Champions from the Program Testing

Most of the descriptions of selected photos are organized into 4 aspects; appreciation, affirmation, acknowledgement, and aspirations (Annex 1) as the changes of the champions influenced by the evaluation process. Since the descriptions of No.4 and No.5 and its related photos, which means the photos taken the same day, were similar due to its characteristic, the further analysis was made together. Nevertheless, the number of descriptions for the top 2 selected photos were the majority.

Appreciation

The selected photos made champions aware and conscious of environmental issues and its natural resource in various aspect. Many champions recognized the use of a local resource, such as the tree in No.1 photo for tourism development. The first presenter from the Muang district said “people in the community sees this tree every day, so they don’t appreciate its value. But this tree can attract people from outside the community --- Just one tree can lead to many good things --- we identify the good things in our communities. Probably more than just a tree. We can use these good things”. Not only this group, the tree is truly a valued asset of Chonburi shared by many champions and it was a strong emphasis to keep it in this way no matter what development will be. This discussion strengthened one of the community capacity elements, which is the community characteristic – an ability to recognize and access the resources.

Interestingly, there was no intention to change any natural resources for economic development in champions’ mindset. They rather want to create tourism activities to make visitors appreciate the environmental or local value that Chonburi has to offer. One presenter mentioned “we keep the nature and not modifying it for our convenience. We don’t modify the nature to cater for tourism” while the other presenter advocated, "we want everyone to conserve. Let's preserve nature so that it keeps the humidity, keeps the climate cool and keeps steady rains". The champions generally appreciate local lifestyle and their resources as it is and their goal is to make visitors to follow the same.

Affirmation

A kind of confidence or pride that the discussion brought to the champions is the ability to access local resources and generate income by making use of those resources. The champions feel that this type of activity can broaden the results of development, and the case of eco-program is conserving environment. Yet the program testing activity could have brought more confidence because there are not many descriptions and narratives on the confidence in champions. Hence, the program testing activity still has a space for improvement in order to bring more results in terms of confidence in entrepreneurship.

Acknowledgment

Nevertheless, the program testing activity, as well as the discussions on the photos, were practical learning experiences for many champions. For instance, many groups came up an idea to replicate the practice of using motorbike as a means for transportation within the hands-on program activity in the village (No. 2). Furthermore, one group mentioned “the greatest learning point is to know oneself, in a way that we know our community, our groups, and other communities. The activity enables us to know what our community has and what other communities also have and understand the thinking of other champions". There is a kind of reflection on oneself through understanding another champion’s mindset - this is learning how to learn. Surprisingly, this person who wrote (or group) feels that he/she knows community or groups rather than him/her self. There is no development of successful small business without knowing of oneself – skills or talents and acknowledging tacit knowledge, understanding it makes champions gives better perspectives of doing small business.

July 3rd

In many cases, people speak about a 'stereotype' marketing without 'thinking' appropriately on practical marketing. The champions normally expressed they "want more foreign visitors to come, I want you to come! Please visit us" during the discussions. I always asked them back "why only foreigners?", tried to grasp if there is any marketing aspect in their minds. A lot of champions know the fact that there is already a plenty of foreign people visiting Chonburi province so that bringing them to the village is a big chance on tourism if they could promote it as a tourist destination like the famous beach in the province. There was a recognition of hands-on program marketing, which is "to promote to the target group who loves nature". Thus, some champions reached to a conclusion that a small hands-on program can be experienced to a specific target group. In doing so circulate local economy sustainably on small scale and expect to get visitors rather constant, and promotion can be something simple like mouth to mouth sales talk.

This discussion successfully attained new learning in champions in terms of breaking a stereotype mindset, especially from the marketing in small-business aspect. With the combination of practical learning at the site, reflecting on the practice through discussions along with the facilitation, simply asking easy questions, allowed the champions to create more flexible mechanism in thinking.

It is not only the eco-tourism program that confirmed the effective way of learning in program testing activity but also from other hands-on programs (Photo 6, 7 and 8). The other photo description says, "program testing makes us realize and improve" through having the "real commenter" who "provides feedback". This means there were (or acknowledge) some interaction exchanges among champions or officials during the activity, and they learned "seeing is better than hearing". Perhaps authentic learning in champions is condensed in these words.

Aspirations

Overall, the program testing activity also affected champions' feelings that he/she "was impressed" there. Therefore, the activity, as well as these photos, provided a kind of experiences or feelings that inspires them to "want to be in that moment" or "want to participate in the activity" and to become more aspired such as to "want to invite more tourists". Certainly, these feelings were implicit in champions and evaluation discussions made them those feelings more explicit. Yet, the aspirations are a lot less than the other aspect so that there is a room for making champions inspired.

**Photo 6, 7 and 8: Other selected photos**

Project material (Taken by the project assistants)

July 3rd

### 6.4 Changes of Champions from the Catalogue Collective/Individual

The catalog is “the result of our one year’s work” as they were very happy to see it (Photo 9). The champions were satisfied as there were many positive comments from the presentations. I noticed many champions were expressing their appreciation of the physical looks of the catalog as it represents Chonburi – especially the color of ocean, which seems the identity of the province. The catalog cover has accumulated “all the good things of Chonburi”, which “our ideas and opinions are crystalized” in one. As “everything is here” in the catalog, they are "pleased" to see the collective work in the catalog. On the other hand, there are many appreciations and acknowledgments towards individual talents in Chonburi as well. The individual page (photo 10, 11) is the one and only unique promotion of an individual champion and it is the “storytelling” part that makes them more confidence that they can “generate income”.

Hence, there is more pride and confidence in champions because of the work of the catalog itself. This is because champions were aware of the meaning of the catalog, the title of the cover "Amazing CHON" as they have brainstormed the ideas in the workshop III and voted by themselves. They feel confident that they can do “more promotion than before” with “more creativity”. They are even inspired to visit different places by themselves. There is a strong recognition of alternative promotion method of Chonburi from the catalog that they “can use it to promote to tourists”.

### 6.5 Changes of Champions from the Group Discussion and Related Activity

It was obviously fewer thoughts on the group discussion from the workshops than the program testing. Yet, there were very interesting comments on this regard. One presenter mentioned, “we are very happy to realize them (hands-on program) through CDD’s collaboration.” Moreover, the group 6, which was discussing about networking issue during the discussions, the representative said “we can also form networks, for example, Takientia district can visit Koh Sichang and Koh Sichang can visit Takientia. We can learn from one another to share the knowledge and

**Photo 9, 10 and 11: Catalogue Pages**

Project material (Taken by the project assistants)

**Photo 12, 13 and 14: Group discussion**

Project material (Taken by the project assistants)

distribute income, which eventually will lead to sustainability". This group was standing out for me during the discussion because they were very inspired of getting know of each other and willing to make a collaboration for tourism in the future.

Many champions appreciate "to present" in the workshop if the environment is where "everyone is thinking" and brainstorm together. However, this also made one group realize that there are more "talented people but not to present" in the workshop (photo 12). There is a strong reflection from the workshop I, which is to identify champions. The group discussion from the strategic workshop II also enabled participants to easily design own hands-on program, which made them confident that they can "develop knowledge" and "change their mindset" through discussions (photo 13). The champions recognized the benefit of the group discussion as an opportunity to transform themselves.

Another memorable comment is from the presentation because it was a compliment for myself, one group picked photo 14 of myself (lecturer category) and said, "in the past, we said 'we don't like to attend a meeting. It's boring'. But now we really like it, because we get to meet many people, exchange and obtain knowledge. We smile, and we are happy. We learned many things." There is no doubt that they felt some kind of differences from the workshop due to the presence of a foreigner, myself. Nonetheless, it is not necessarily about me as an individual or lecturer, because I only spoke for 5 to 10 minutes in any workshops I attended and did not engage in-depth discussions, just facilitated partially. Thus, clearly, this comment is about the interactions among champions that made them feel that they could have learned more than any other workshops (clearly more than lectures) and connected with other champions.

Therefore, the meaning of good participation is about being present and engage in something by champions themselves. This also enhances relational capitals among champions to get to know each other and getting know oneself better as well. Furthermore, getting the confidence of attainment in learning makes them happy to inspire them to do more.

## 6.6 Keywords of Chonburi Development by D-HOPE

The descriptions are conceptually organized as 4-A changes of champions in table 9. The first A collects all appreciations expressed like I love or like about D-HOPE or specific activities or just descriptions of photos. The second A is an affirmation so that anything they or he/she feel confident or proud expressed as in I or we can belong here. The third A is an acknowledgment of what champions learned through the practices at that moment or discussions from the workshops. The last A is an aspiration of what they want to do next inspired by the discussions.

**Table 9: Keywords of 4-A Changes**

| Appreciation (I love/like) | Affirmation (I can) | Acknowledgment (I learned) | Aspirations (I want to) |
|---|---|---|---|
| ・Environmental value<br>・Tourist visit<br>・Local lifestyle<br>・Nature + people<br>・Friendliness<br>・Income generation<br>・Participation<br>・Good collaboration<br>・Tourist happiness<br>・Tourism development<br>・Identity of Chonburi<br>・Brainstorming<br>・Learning method | ・Bring the result<br>・Access to local resource<br>・Conserve natural resource<br>・Income generation from tourism using a local resource<br>・Conducting tourism activity<br>・Change of mindset<br>・Alternative promotion | ・Local resource recognition<br>・Ownership for development<br>・Tourism development<br>・Teamwork<br>・Marketing<br>・Environmental conservation<br>・Way of thinking<br>・Way of learning<br>・Way of improving | ・Product (hands-on program, product, activity) development<br>・Environmental conservation<br>・Participation<br>・Motivation<br>・Village development<br>・Challenge spirit to try something new |

Source: Created by Okabe

Observing the discussions and its descriptions, the program testing activity was the biggest source of appreciation towards the D-HOPE project and acknowledgment of individual/collective capacity. The champions consider D-HOPE as a sustainable tourism development, community-based tourism or ecotourism that make use of the local resources or wisdom. Their value is what Chonburi already has and the champions want the same respect from visitors or tourists. This mindset particularly nurtured through the evaluation although this way of thinking could have been there tacitly.

The program testing activity, as well as the group discussion, are considered as a practical and authentic learning through knowledge sharing, which affected champions in terms of mindset and attitudes changes and helped to develop marketing aspect such as using local resources and having specific target group. Moreover, these helped them networking among champions even beyond their villages. Doing so brought lots of new learning that inspired them to do more and learn more from other champions. They also succeeded to bring new marketing aspects in tourism and very satisfied with offering hands-on program as new product or service.

The catalog both collective and individual parts were the satisfactory results in different ways. The collective part of the catalog means the identity of Chonburi that nurture a sense of belonging to community, and increased pride as a champion of Chonburi. While it supports collective marketing aspect of the development, individual pages support one and only unique story that champions have, which build self-confidence and provide them opportunities like more income generation.

## 6.7 Changes of Officials

There were not so much descriptions of the officials as champions due to the number of officials participated compare to the champions. The favorite photos were similar to the champions although the descriptions were not.

First, the officials did not consider much of the environmental issues like champions did distinctively. They used terms like “local lifestyle”, “local occupation” or “tourist attractions” for describing program testing activity so that the perspectives on the type of activity was more general. Second, there were no major differences from activity to activity in the descriptions as well across the different groups. Consequently, the descriptions were very simple and general, which means the principal concept of community development works in CDD was well reflected to the D-HOPE implementation as well.

Among them, what the Chonburi officials made an importance was the collaboration such as described “teamwork” or “group decision”. They appreciated individual work, but they put an emphasis on the ideas that eventually come together collectively. This was a distinctive feature in the descriptions, and they feel happy and motivated whenever the collaboration could be seen from the photos. They also mentioned a lot on the learning issues in champions such as “learning new things” for change or learning among champions that makes them happy to see as a result of their works.

There is one description “everyone has potential”, describing a man (champion) presenting at the stage for other participants in the workshop. Another description “self-analysis in program-designing” was about the photo of group discussion but focused on the individual learning. It was so little on the individual learnings, however, this was the new learning from D-HOPE for some officials.

**Questions 2: Self-evaluation**

1. What have you done in this project? → List up all the things that you did in the group
2. What have you NOT done in this project? → List up all the things that you did not do it

The question 2 was developed to complement what was missing to complete D-HOPE from the implementation, which was promotion issue. This is due to the workload of other duties for the officials as well as the champions. However, many of the champions were already aware and they had a strong willingness to work on promotion to get more benefit to themselves or communities.

One of the reasons can be due to the characteristics of participated villages, which were already engaging in tourism activities even before the project started. Many villages were also supported by OTOP Nawatwithi and Community-based Tourism by Social Enterprise policies or others so that they were strongly conscious of their goals from tourism. There were many issues of promotion plans that were made from the second questions, which became their goals as the next step of D-HOPE.

# Chapter 7 Recommendations and Suggestions

## 7.1 Conclusions

To conclude, it is confirmed that the champions could change through the process in terms of appreciation, affirmation, acknowledgment and aspiration towards D-HOPE from this empowerment evaluation. Appreciation and acknowledgment were particularly developed than affirmations or aspirations. This evaluation has influenced the champions each champion would take the initiative based on what they have discussed and planned in the workshop, which is the findings of this evaluation. As aforementioned, the empowerment evaluation is controlled by the participants, not the evaluator. Therefore, these findings presented in chapter 6 were shared among the champions already for their benefits. As the detailed and rich descriptions of group discussions, Thus, this empowerment evaluation achieved its initial goal, which is to enhance learning by reflective practice.

The program testing activity was the biggest factor for both champions and officials to appreciate the D-HOPE project through learning by doing along with the brainstorming together with other champions rather than the lectures by external experts or officials. The combination of practical doing in activity and group discussion enhanced so much learning in many aspects such as marketing or hands-on program as an income generation activity, which made champions happy. This happiness and change of attitudes in champions were the factors that made CD officials happy.

The development of the catalog meant the identity of Chonburi province that made them proud of the work by champions and officials and developed the sense of belongings to Chonburi community. The individual pages enhanced champions' self-awareness through learning by other champions' mindset and their practices. This became the base for entrepreneurship in champions, although there is a lot of space for improving this aspectAS in the project activities such as program testing as well as the promotion to make people come to the hands-on program in villages.

Overall, D-HOPE was implemented as a mean for community-based tourism as the project advocated in the beginning of the project. Mostly the champions consider eco-tourism is the community-based tourism in Chonburi, which includes keeping the local lifestyle as it is – the value of Chonburi development goal.

## 7.2 Recommendations and Suggestions

Apart from their findings on their own, my recommendations and suggestions as an evaluator are presented in this section from overall implementation and empowerment evaluation results. The first recommendation and suggestion are for CD Chonburi as well as CDD regarding the implementation activities and its budget allocations. The second part is for the decision-makers in CDD for future policy directions in terms of integration of D-HOPE into the CD works in CDD. The third part is for an evaluation society and international development community on using empowerment evaluation as one of the main tools for stakeholders' evaluation.

<u>CD Chonburi and CDD</u>

As most of the champions suggest, program testing activity has so much influence on them to learn new things in practical form regarding tourism as well as entrepreneurial ideas. Due to the limited budget, the number of implemented program testing was only for 8 hands-on programs among 92 from the catalog. In the future implementation, the budget should cover more number in terms of program testing. Besides, with a combination of group discussion, this activity can be a strong tool for practical training on community-based tourism, which people learn the self-strength as well as market needs practically. In this sense, the activity can be localized into district or

village level as well in order to make this activity more fruitful with a combination of group discussion. Doing so allows them to easily enter tourism industry and come up with new ideas for their products and services. Depending on the intention, however this can be integrated with the souvenir development as well as the Thai Authentic Food for the catalog.

As champions think that there are more potential champions in Chonburi province, this activity can also be localized to identify more in number as well as new champions. Many of them spoke English in the workshop telling us that they have many experiences in tourism as a village. Moreover, many of them presented themselves as 5-star or high rank starred producers and they were very capable of thinking and doing in small business from the workshop observation. Moreover, most of the tourism activity currently is conducted by the village rather than the individuals. In this connection, they can identify more champions from each district/village by localizing the workshops as well as including new stakeholders for the strategic workshop I, which can be done during the planning period.

Another thing to consider regards to this is the selection of target. Many of the champions are already OTOP producers or they have been selected as a target village by the Community-based Tourism by Social Enterprise (CBT by SE), OTOP village or OTOP Nawatwithi as advocated by the D-HOPE project in the beginning. Considering that the champions think there are more champions, probably what they mean is that they are not even producers or service providers in a sense of doing business alone, perhaps home-based or order-based producers or even the D-HOPE champions' supporters. One of the main discussions during the strategic workshop III was to give opportunities to group members to take part in as a hands-on program provider alone so that the groups get more benefits from diversified hands-on programs. To conclude, there are three things to consider in terms of implementation; one is the target village selection including if they even should be selected; and second is stakeholder identification as the first invitees of the workshop; and the last is the workshop venue – province, district, village or combinations of different locations.

The catalog development was successfully done in Chonburi province to nurture both community identify and self-confidence. The way of collecting promotion as province was the factor to nurture sense of belongings. However, it is still lacking to get visitors and tourists experiencing hands-on programs at the villages subsequent to the promotion in terms of distribution of the catalog. As of now, there is a D-HOPE website that each champion can promote own hands-on program as well. Therefore, based on the second discussion which is planning of promotion, it is strongly advised for CD Chonburi district officers to follow-up and support on the champions' promotion ideas. As for CDD, it is recommended to print more catalog in order for champions to make use of the opportunity. Moreover, D-HOPE's promotion is appropriate with the 'influencer marketing[9]', which is trend marketing strategy using youtubers[10] or bloggers through SNS.

Regarding the awareness of needs in promotion, there is a high motivation in most of the champions although this could have been more enhanced. For instance, the D-HOPE approach emphasizes to set the duration of event, which aims intensive promotion period during this time, it is recommended to consider constructing the D-HOPE event as such to make champions to do something rather than waiting. The duration is intended to make champions work on promotion as well as to improve their products or services through interactions with visitors or customers. Therefore, this event is better combined with the existing signature event in each province. As the time and budget constrain, it is also recommended to CDD to support any kind of opening event at the local level.

[9] Some agencies are specialized in this marketing. See an example - https://starngage.com/influencer-marketing-thailand/
[10] See an example of promoting local Thai lifestyle - https://www.instagram.com/pearypie/

Another suggestion is to make a relation to MICE[11] especially *Incentive* aspect for future promotion activities. Since most of the champions are OTOP producers, they are familiar with exhibition so that they can step up marketing practices through *incentives*. For instance, each village can prepare one day to several day travel for different markets such as educational tour for children, retreat program for corporates or organizations, study tour for international volunteers, Authentic Thai Food program for cooking class members and such. The idea of theme is limitless. Nevertheless, this kind of travel needs to be marketed with the village sales point and the villagers are required to be well-aware of what they can offer with a variety of hands-on experiences. Thus, the village needs to have high community capacity. In this connection, it is suggested to continue D-HOPE for at least three years to develop community capacity for organizing more sophisticated community-based tourism through diversifying the village attractions by D-HOPE. It is highly suggested not to bring village strength discussions before the individuals. Doing this make it even harder to identify village strength.

To conclude, CD Chonburi office has done the project within the period, which was a good result considering the OTOP Nawatwithi situation so that the efficiency of the project was very high. Also, the number of identified champions is 92, which is also a good result as a first year and most of them were motivated to continue the tourism activities on their own after the workshop. Therefore, we would suggest for CD Chonburi office to follow-up on their activities especially on promotion issues. Regarding the implementation of future D-HOPE, it is recommended for CDD to restructure of the D-HOPE activities in terms of stakeholders' identification as well as the budget allocation for activities. All in all, the D-HOPE project brought positive impact on the champions as well as village development in terms of knowledge sharing and networking for entrepreneurship in Chonburi province.

<u>Decision-makers in CDD</u>

As evidenced from this empowerment evaluation results, this type of evaluation, focusing on process use as a source of influence, is extremely effective for learning in stakeholders especially for the ones who are not professionals in evaluation. People could easily take part in the activities and learn from each other effortlessly. Moreover, they can enjoy the activities by brainstorming and being inspired each other so that they do not feel bored, rather, they want to do more. In this way, the outcomes of the overall policy would be enhanced further. This is what empowerment evaluation brought to the champions as well as CD officials subsequently to the D-HOPE itself. Although there is still a space of improvement of the D-HOPE approach in implementation, the results implied that the D-HOPE itself was practical learning experiences and the inspiration source for the entrepreneurship in the community-based tourism. The empowerment evaluation was the source of making this explicit so that it is expected to see more outcomes from the champions in these initiatives.

Thus, it is recommended to apply empowerment evaluation into other CDD policies with local stakeholders in order to achieve further outcomes of the CDD policies through cognitive, attitudinal and behavior changes in the stakeholders. First, this needs two parts as the D-HOPE project did, one for CD officials and another for local people.

It can be applied as a human resource development strategy for CD officials to reflect their CD works and use the results for planning so that the program improvement can be achieved effectively through the voice of the field officers. Additionally, young CD officers are the good target for implementing the D-HOPE approach. One reason is that they are not matured like senior CD officers so that this kind of group discussion and workshop will be a good opportunity for learning by doing as a CD officer. Due to the amount of works as well as the structure of the implementation, many of them who presented to the workshops considers the project is 'not theirs' when someone else from CDD or JICA takes a position of 'implementer'. Since the D-HOPE project was introduced for the first time, there was nothing much can do about this situation, however, many CD officers proved their capabilities in many ways. Thus, it is important to make all the officers recognized that they are responsible of the workshops in

[11] See Annex 3 for more information

facilitation– from the village level to the provincial level, through localizing the workshops. Another reason is for an innovative and creative marketing reason. Marketing has been drastically changing rapidly and we must follow the market-trend. Young officers can follow the trend through technological advancement, and they would bring new ideas and creativities to the works brainstormed through the local stakeholders. As for senior CD officers, they are rich in experiences and knowledge on community issues such as cultural background, communications, or political dynamics just to name a few. Together, they can also mobilize youth in communities to participate in development and carry future village development by providing a source of livelihoods.

Once CD officials are well-aware of the implementation and program improvement was attempted, then conduct empowerment evaluation for related stakeholders as many as possible, desirably all. For instance, there was a limit of number of champions to the empowerment evaluation workshop due to the budget limitation, however it can be localized at the district or village level to reduce the cost and include all of them. There was also an implication from village leaders that they could utilize their own budget for this activity during the strategic workshop II: designing hands-on programs. Therefore, the budget can be allocated certain amount in the village to create hands-on programs by villagers themselves including study tours to other villages or districts, if possible.

It is also my hope to use the evaluation results as a part of selection of outstanding officers/villages/people for CD day based on the criteria of officials as well as the villagers themselves from empowerment evaluation. By gathering evaluation results for further quantitative/qualitative analysis as conventional evaluation allows integrating similar activities and programs through clarifying the evaluation results from different policies, using the concept of localization of policy structure in each policy, program and project. Hence, it is also possible to reduce as the budget for future implementation of CDD policies subsequent to some existing similar/overlapped activities or even eliminate certain activities, which is not producing outcome. It is strongly recommended to consider this kind of integration since the workload in CDD is a big issue in most officers' mind. This can be also done at the provincial level. In this way, evaluation can be used for suggesting more effective way of policy integration and implementation so that the outcomes of CDD policy can be also enhanced.

Future Development Direction - from Participation to Empowerment

In conclusion, empowerment evaluation can be applied to any works in CDD as well as the techniques of the workshops that are done throughout the D-HOPE project to enhance learnings and generate fundamental changes in stakeholders as well as communities. Hence, it is no exaggeration to say that D-HOPE brought certain shift of the development dynamics from participation to 'empowerment' for sustainable development using empowerment evaluation. In principal, we cannot empower people, people empower themselves. In this sense, our role is to create environment and facilitate the dynamism for people to empower themselves. We believe that the D-HOPE approach brought empowerment to some degree in people for dynamic systematic changes in communities.

Thus, I believe it is now handed over to CDD professionals to bring this result into the CDD system. It was very clear throughout the D-HOPE project that mobilization of villages and people were not an issue in the context of CD works within CDD, whereas it is often an issue in other community dynamics or countries for community development. Therefore, 'empowerment' can be interpreted as Thailand 4.0 development at the village level to contribute the systematic change for sustainable development goals such as no poverty, quality education, gender equality, decent work and economic growth, reduced inequalities, sustainable cities and communities and so forth. By clarifying division of roles in community, which is collective cooperation and individual efforts, this can generate much greater development in terms of community capacity, a strengthened network among community members to bring new dynamics. It is my hope that this work will be continued mainly through the CD Institute and learning centers, the bureau of local wisdom and community enterprise promotion as well as the bureau of community empowerment for a fruitful development in rural communities of Thailand.

Evaluation Society and International Development Community

As Fetterman (2018) claims that there is a global needs of stakeholder's capacity development in evaluation, evaluation must be considered appropriately alongside of the Sustainable Development Goals. There are many varieties that are available today and we must consider evaluation use with such intention. Although the concept of stakeholder involvement approaches into evaluation is rather 'new', it has been a couple of decades of research and practice and we have seen so much progress and outcomes, such as the example of Thailand presented in this paper.

One way is for evaluation practice to move from 'detachment' to 'attachment' for more immediate affects in stakeholders from evaluation process. Through this practice as an evaluator, I came to a conclusion that it is not my intention to make local stakeholders to become a theoretical evaluator like myself, capable of evaluation design, implementation, analysis and even report writing, which is a highly competitive profession. For this type of evaluation, it is best if the division of roles between evaluator and local stakeholders are well-clarified under the strong partnership so that learning from evaluation can be specified according to their roles. Once the empowerment evaluation framework is established, it is just a matter of creating locally-relevant evaluation questions, which can be easily trained for local stakeholders to continue the practice. Implementation can be done easily by stakeholders through creating appropriate environment and settings presented in this paper. Thus, the practice remains even after evaluator's leave.

Needless to say, conventional evaluators need to change their mindset of being facilitator from expert into this kind of evaluation, although professional value remains indispensable in terms of pursuing the rapid changes of globalizing world. Therefore, I believe it is more effective to train professional evaluators to be able to engage in stakeholder involvement approaches into evaluation and accumulate praxis in communities with local stakeholders rather than training local stakeholders to be like an evaluator. Evaluation capacity cannot be defined just as professional evaluator capacity but capacity in evaluative thinking, which proved to be effective in this paper. In this sense, evaluator can devote and use its profession in other things like higher and further analysis or move on to new communities. However, officials in government entities, NGOs, or organizations who are responsible for evaluation is an exception. They should be trained for a certain amount, although my main argument is how many stakeholders we can get involved in evaluation for a systematic change.

Evaluation is a strong tool not only for evaluators and decision-makers but also stakeholders themselves if it is appropriately used for a certain intention. Yet, evaluation is still strongly believed as an evaluator's tool and activity in many international organizations including JICA. I encounter situations that empowerment evaluation is not even considered as 'proper evaluation' and certainly the interests are not shared as much as conventional evaluation. Therefore, I emphasize the possibility and its efficacy of what empowerment evaluation brings to the table for the international development community regarding empowerment - **local stakeholders' taking control of their lives,** so that empowerment evaluation can be regarded and valued as legitimate evaluation. As Miyoshi (2013) states "ends at local levels may not be achieved without changing the means at local levels even if their policy structure remains fundamentally the same as the national policy structure (p.588), this paper has shown the way of change the means at local level from process use. Evaluation focusing on process use proved its efficacy for project stakeholders and their benefits rather immediately.

Since evaluation itself has been historically developed mostly by the international development community, I hope this paper will be a chance to move forward the dynamics of evaluation practice and empowerment evaluation will be the main tool for stakeholders' evaluation within practices of the international development community. As for further studies, I would like to present the mixed method evaluation in another paper as a further study.

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July 3rd

## Annex 1: 4-A Descriptions of Champions

| | Appreciation<br>(I love/like) | Affirmation<br>(I can) | Acknowledgment<br>(I learned) | Aspirations<br>(I want to) |
|---|---|---|---|---|
| Program Testing (Top 2 & Related Photos) | ・A big tree in the community<br>・We got to visit tourist attractions in our district<br>・I love nature more after seeing this photo<br>・I like the big tree in the picture<br>・To know more of the importance of the '5-Gods' tree<br>・To feel nature<br>・Truly natural<br>・Truly local lifestyle<br>・To know more of the importance of this tree<br>・Nature<br>・Mountain/Cave<br>・A photo of people with a mountain as a background<br>・The mountain is a natural resource in the community<br>・Natural power combines with human power<br>・The '5-Gods' tree is very big<br>・I love trees<br>・Friendliness<br>・It is a rare tree, which is close to extinction<br>・It reflects the traditional lifestyle "lotus"<br>・Beautiful<br>・It looks natural<br>・Villagers have increased income | ・Broaden the result<br>・Access to nature<br>・Changes are that we are able to sell more products<br>・People in the community can manage the natural resource and turn into products and services<br>・To conserve forest<br>・(We or I) can develop into a tourist attraction<br>・We can apply directly to our lives such as how to multiply guava trees, how to curate delicious guava fruits | ・(We or I) realize that Chonburi has something like this<br>・Development is we get to know our community better<br>・We think for our community<br>・People visit the community to see this big tree<br>・The big tree and natural abundance in the community can attract people to visit the community<br>・People from outside our community come to visit our community<br>・Application of motorbike taxi<br>・Teamwork<br>・To promote to the target group who loves nature<br>・To make tourists love nature even more<br>・Nature conservation<br>・(We or I) learn about the key to the success of other champions<br>・To broaden the thinking beyond our community boundary<br>・To create satisfaction (see from the smile)<br>・Something to preserve as it is more than 100 years old<br>・To study the way of local community 'lotus farming'<br>・There is a creativity in nature | ・(We or I) have the inspiration to develop product+activity to higher quality and standard<br>・OTOP product development for the occupation group<br>・To conserve nature<br>・To conserve forest<br>・To raise awareness among the young generation to conserve nature<br>・When there are tourists<br>・We want to conserve the '5-Gods' tree for the future generation<br>・I want more trees |
| Program testing (Others) | ・To create the routes<br>・People get us to know more<br>・Taking initiatives to develop the house<br>・Tourists are impressed<br>・The charm of beautiful product<br>・Tourists looked happy<br>・I was impressed by the program testing | ・To prepare the routes and the locals to serve tourists<br>・To receive requests for a study tour<br>・To promote to tourists | ・Program testing makes us realize and improve<br>・Other people provide feedbacks<br>・Exchanging knowledge<br>・To weave baskets by ourselves<br>・Bringing out the charm of local products to attract tourists | ・(I) want to invite more tourists<br>・(I) want to participate in the activity<br>・(I) want to be in that moment<br>・I want something like this in my village<br>・Interested to learn what I have never done |

July 3rd

| | | | | |
|---|---|---|---|---|
| Catalog | **Collective**<br>・Nice color<br>・inform us about tourist attractions in Chonburi<br>・(I) feel relaxed when seeing this photo<br>・(I) feel pleased<br>・Beautiful<br>・It is easy to understand<br>・Collaboration within the province to make it interesting<br>・Everything is here<br>・Amazing CHON | **Collective**<br>・More creativity<br>・Indicating good and delicious things of Chonburi<br>・More promotion than before | **Collective**<br>・Tourist attractions in Chonburi become more well-known<br>・Using local materials to make products<br>・Promoting products in Chonburi | **Collective**<br>・(We or I) want to visit |
| | **Individual**<br>・Identified one more occupation which can generate income<br>・To convey the only one in the world<br>・To convey storytelling<br>・Healthy<br>・It looks clean and tempting | **Individual**<br>・To generate income for the family<br>・Understanding of the greatness | **Individual**<br>・To learn about the steps to grow mushroom<br>・The conditions of mushroom farming<br>・(I) learned to have this fascinating thing<br>・To learn how to sundry | **Individual**<br>・Everything is here<br>・Amazing CHON |
| Group discussion | ・Champions are present to the public<br>・Focus on learning and teaching<br>・Exchanging ideas to plan the work<br>・Everyone is thinking<br>・Brainstorming the ideas into one direction | ・Generate recognition<br>・Generate customers<br>・To develop the knowledge<br>・Applicable immediately<br>・Create unity<br>・Changing the mindset of participation | ・Many talented people but not get to present<br>・Share the knowledge<br>・Distribute income<br>・Sustainable<br>・To design our program<br>・Participate in designing the program<br>・New things come from expressing opinions<br>・Designing the program<br>・Enables learning other techniques | - |

# Report on the D-HOPE Questionnaire Survey (quantitative evaluation report)

# Report on
# D-HOPE Questionnaire Survey

Submitted on: July 9th, 2019

Reported by: Aki YONEHARA (Toyo Univ.)

San SANYAKAMDHORN (Project staff)

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I-2. Champions: Results of Analyses

I-3. Officials: Results of Analyses

II. Lamphun

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II-2. Champions: Results of Analyses

II-3. Officials: Results of Analyses

III. Implication and suggestion

# I. CHONBURI



## I-1. Background

- ***Survey sheet development***: This survey sheet was initially developed by D-HOPE project team. The draft of the survey sheet was checked and revised by Ms. Kanoknit Panawas (CDD) and Thai staff together with the project team.

- ***Data collection***

For Officials: Data collection was conducted on March 6, 2019 in Chonburi, during the workshop of participatory evaluation. [n=35]

For Champions: Data collection was conducted on March 9, 2019 in Chonburi, during the workshop. [n=92]

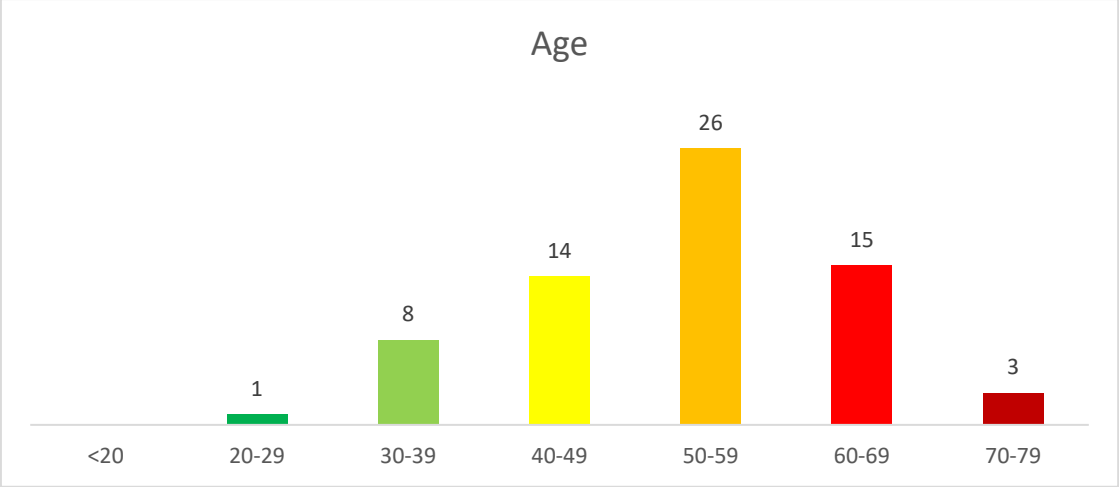
- ***Database creation***: Database was constructed in an excel format from a paper-based survey by Mr. Sanyakamdhorn. An excel data file, including the coding list of variables, is to be submitted to JICA and CDD electrically.

- ***Data analyses***: t-test and factor analysis were conducted by SPSS ver. 23.

## I-2. Champions: Results of Analyses

0) Demographic Information of the Participants

AGE: Mean = 52.24 (yrs old) [sd = 10.60]



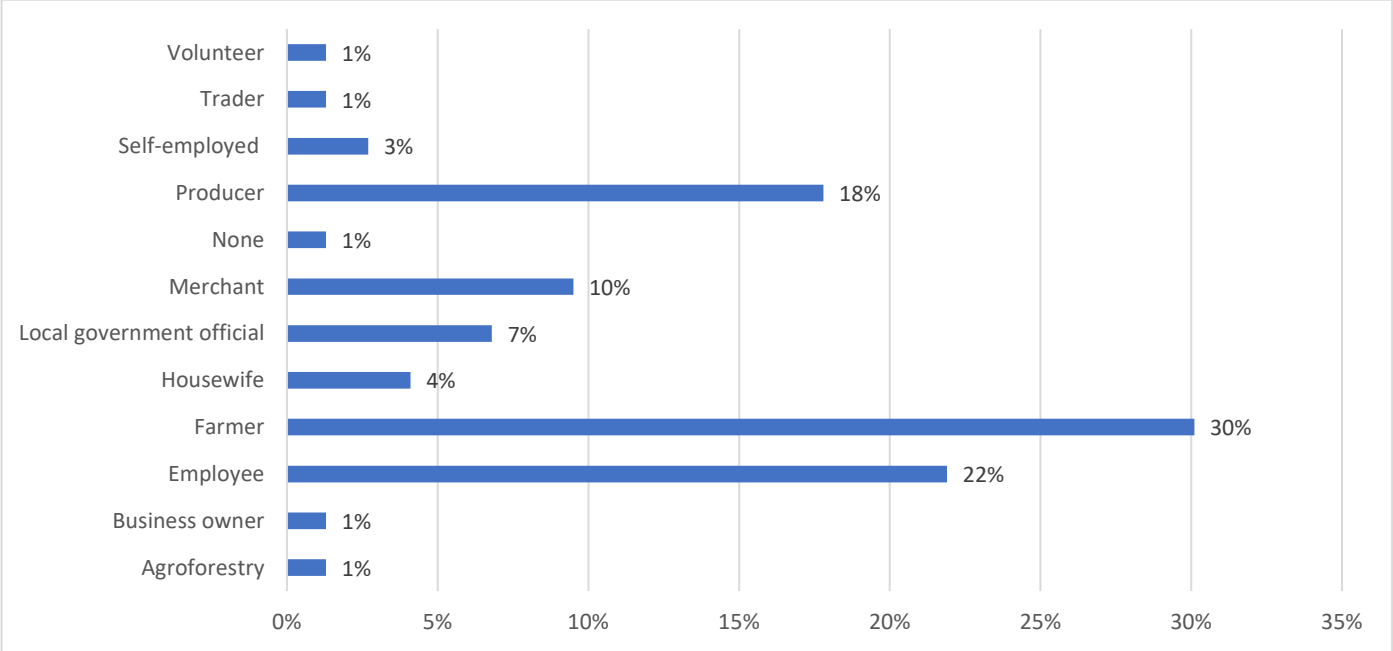

GENDER:

| Gender | Frequency (%) |
|---|---|
| Female | 46 (68%) |
| Male | 16 (23%) |
| Unspecific | 6 (9%) |

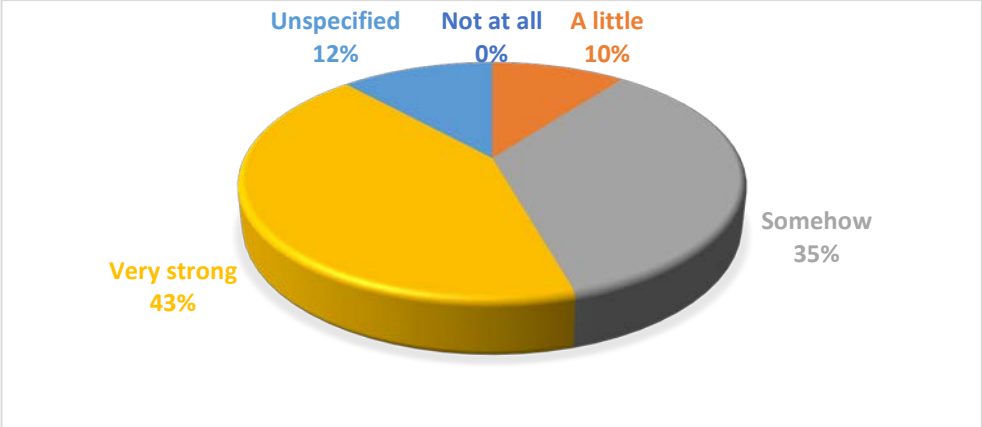
OCCUPATION:



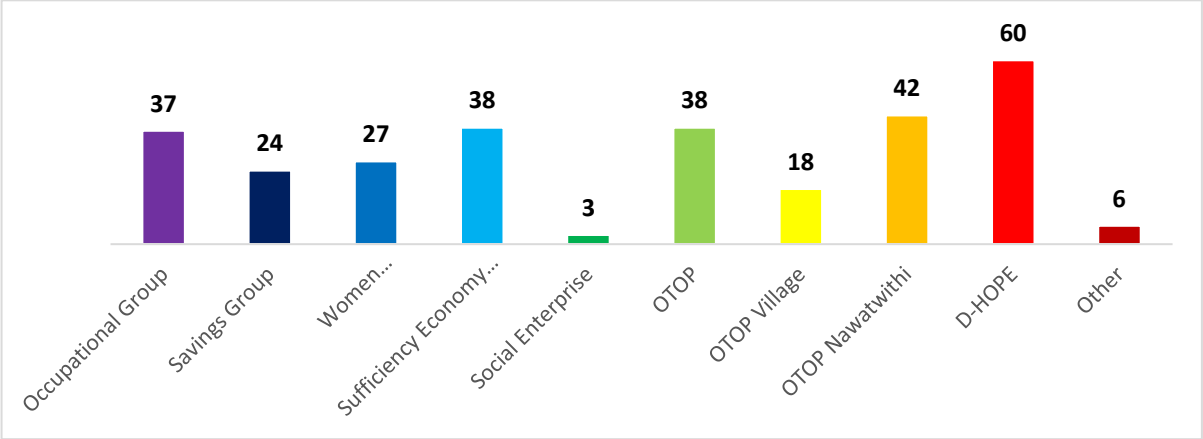
| Primary Occupation |
| --- |
| Administrative officer |
| Agroforestry |
| Bamboo weaver |
| Basketry decorator |
| Broomstick maker |
| Business owner |
| Businessperson |
| Charcoal burner |
| Employee |
| Farmer |
| Frozen seafood trader |
| Government official (Village headman) |
| Herbal drink maker |
| Housewife |
| Leather bag maker |
| Merchant |
| OTOP producer |
| Private company employee |
| Salted egg producer |
| Self-employed |
| State employee |
| Subdistrict headman |
| Sun-dried fish producer |
| Vegetable farmer |
| Village headman assistant |
| Village health volunteer |
| Weaver |



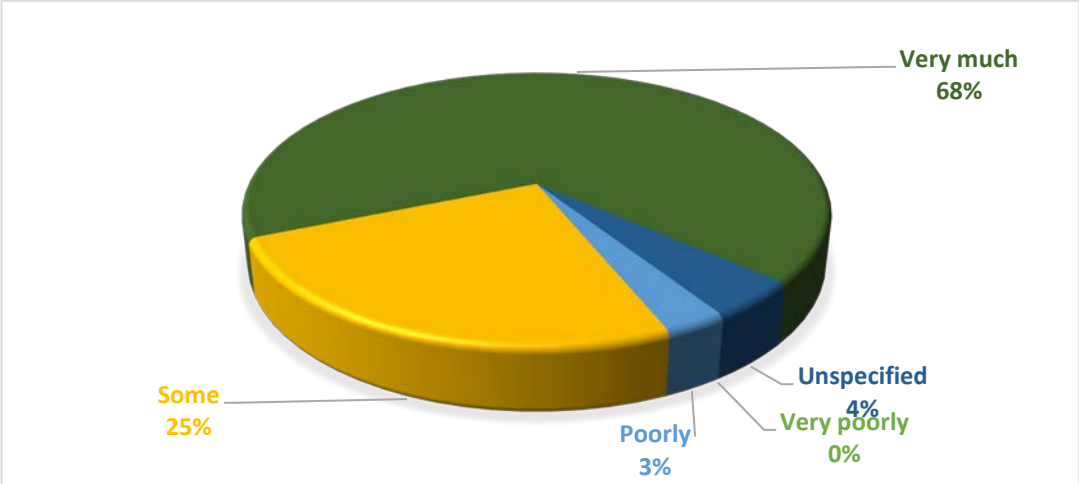

1) How much relevant between your occupation and the hands-on program?



2) Are you involved in any of the following activities of CDD? 187




3) How much are you involved in D-HOPE?




4) Opinions on the D-HOPE Project.

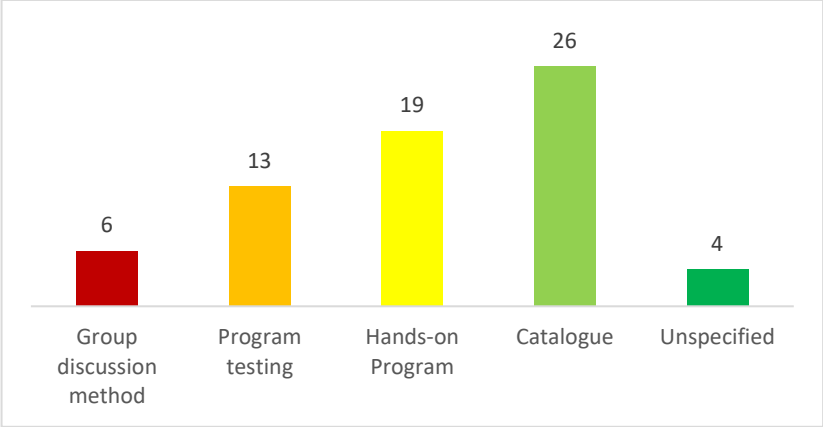
| No. | Statement | Very Satisfied | Satisfied | Fair | Not Satisfied | Not Very Satisfied |
|---|---|---|---|---|---|---|
| 1 | How much are you satisfied with the D-HOPE Project? | 57 (84%) | 11 (16%) | 0 (0%) | 0 (0%) | 0 (0%) |

| No. | Statement | Very Good | Good | Fair | Not Good | Not Good At All |
|---|---|---|---|---|---|---|
| 2 | How do you think of the group discussion method? | 48 (71%) | 20 (29%) | 0 (0%) | 0 (0%) | 0 (0%) |

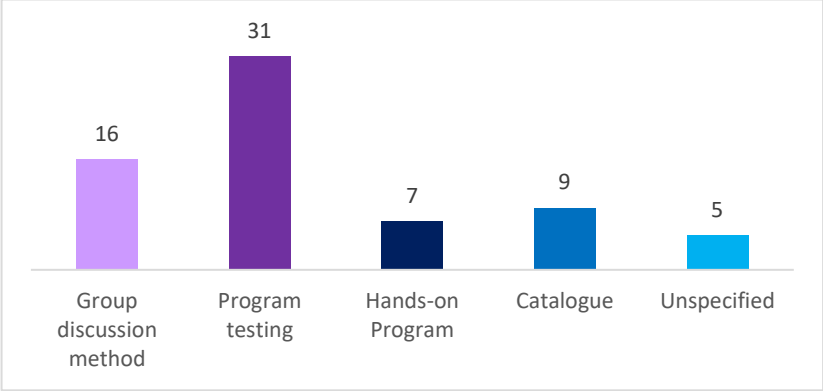
| | | | | | | |
|---|---|---|---|---|---|---|
| 3 | How do you think of the program testing? | 41 (60%) | 26 (38%) | 1 (2%) | 0 (0%) | 0 (0%) |
| 4 | How do you think of the hands-on program? | 45 (66%) | 21 (31%) | 2 (3%) | 0 (0%) | 0 (0%) |
| 5 | How do you think of the D-HOPE catalogue? | 52 (76%) | 14 (21%) | 2 (3%) | 0 (0%) | 0 (0%) |



5) Please choose the most useful D-HOPE activity below.




6) Please choose one D-HOPE activity that needs improvement the most?

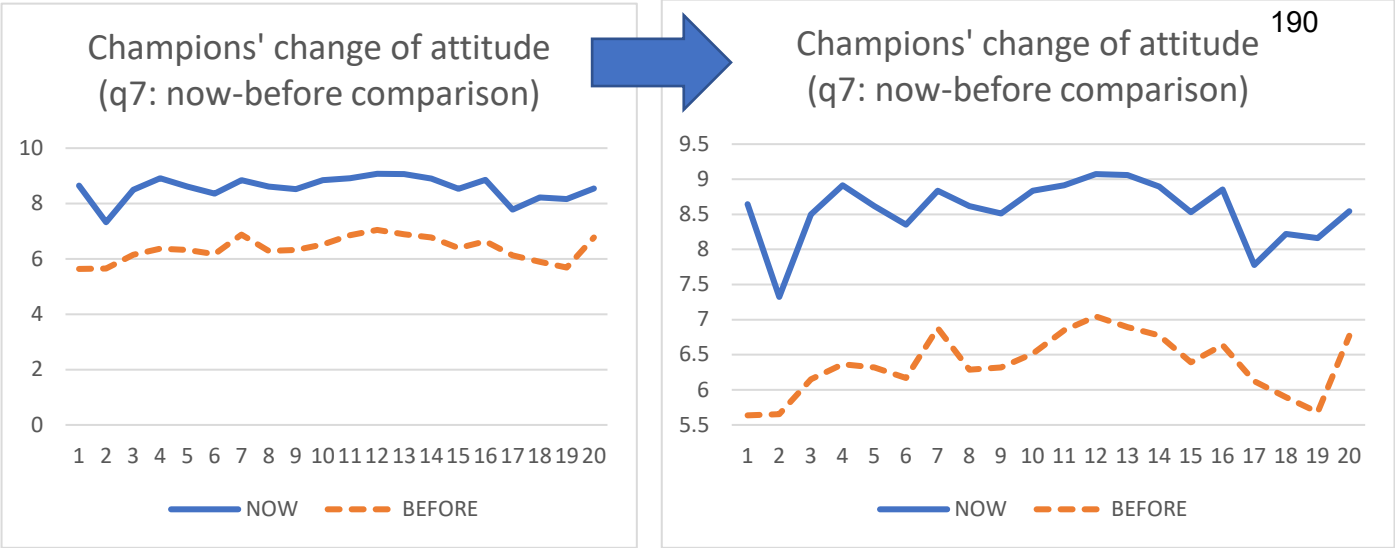


7) The change before-after the D-HOPE Project.

| No. | Statement | Now-score mean | Before-score mean | Difference Of N&B | t* (df, p) |
|---|---|---|---|---|---|
| **1** | **Pride of my work** | **8.67** | **5.65** | **3.02** | **10.48 (65, <0.01)** |
| *2* | *Financial conditions in my business* | *7.41* | *5.65* | *1.76* | *8.02 (65, <0.01)* |
| 3 | Motivation for work | 8.53 | 6.15 | 2.38 | 9.46 (65, <0.01) |
| **4** | **Awareness of available resources in my community** | **8.88** | **6.35** | **2.52** | **9.50 (65, <0.01)** |
| 5 | Confidence in my life | 8.65 | 6.32 | 2.33 | 8.35 (65, <0.01) |
| 6 | Knowledge on business | 8.36 | 6.17 | 2.20 | 8.39 (65, <0.01) |
| *7* | *Happiness in my life* | *8.86* | *6.88* | *1.99* | *7.04 (65, <0.01)* |
| 8 | Self-recognition of my potential skill | 8.61 | 6.29 | 2.32 | 10.28 (65, <0.01) |
| 9 | Interaction with my community | 8.53 | 6.32 | 2.21 | 8.83 (65, <0.01) |
| 10 | Confidence of doing own business | 8.88 | 6.52 | 2.36 | 9.20 (65, <0.01) |
| 11 | Conservation of local wisdom | 8.88 | 6.85 | 2.03 | 7.63 (65, <0.01) |
| 12 | The happiness of belongings to my community | 9.05 | 7.05 | 2.00 | 7.80 (65, <0.01) |
| 13 | Pride of my community | 9.03 | 6.89 | 2.14 | 7.75 (65, <0.01) |
| 14 | Sense of contribution to the community | 8.89 | 6.77 | 2.12 | 9.02 (65, <0.01) |
| 15 | My popularity/fame | 8.52 | 6.39 | 2.12 | 8.01 (65, <0.01) |
| 16 | Quality of my products/services | 8.85 | 6.64 | 2.21 | 9.57 (65, <0.01) |
| *17* | *Financial conditions in my life* | *7.88* | *6.12* | *1.76* | *8.22 (65, <0.01)* |
| 18 | Expansion of my network | 8.24 | 5.89 | 2.35 | 9.56 (65, <0.01) |
| **19** | **Communication with visitors** | **8.24** | **5.70** | **2.55** | **8.86 (65, <0.01)** |
| 20 | Acceptance/Recognition by others | 8.53 | 6.09 | 2.44 | 8.97 (65, <0.01) |

* paired sample t-test by SPSS ver.23.

* **Bold**: 3 largest change / *Italic*: 3 smallest change






Statistically significant changes are observed in all 20 items of question 7 (paired-sample t-test by SPSS ver.23). The results indicate that Champions' attitude on 20 items are all positively changed after the D-HOPE project started. In particular, items 1, 4, and 19 showed a relatively large increase: **Champions' pride of their work**, **awareness of available resources in their community**, and **communication with visitors**. On the hand, the magnitude of change on items 2, 7, and 17 is relatively small: *Financial conditions in my business*, *happiness in my life*, and *financial condition in my life*. From these results, it can be said that Champions' individual life is not drastically changed in terms of their financial condition and happiness level, but that community relation or social capital of the community seems to be improved. The relatively large change on Champions' pride can be the results of social capital development.

8) Statements on life value.

| No. | Statement |
|---|---|
| 1 | Pride of my work |
| 2 | Financial conditions in my business |
| 3 | Motivation for work |
| 4 | Awareness of available resources in my community |
| 5 | Confidence in my life |
| 6 | Knowledge on business |
| 7 | Happiness in my life |
| 8 | Self-recognition of my potential skill |
| 9 | Interaction with my community |
| 10 | Confidence of doing own business |
| 11 | Conservation of local wisdom |
| 12 | The happiness of belongings to my community |
| 13 | Pride of my community |
| 14 | Sense of contribution to the community |
| 15 | My popularity/fame |
| 16 | Quality of my products/services |
| 17 | Financial conditions in my life |
| 18 | Expansion of my network |
| 19 | Communication with visitors |
| 20 | Acceptance/Recognition by others |

To find out the structure of Champions' life value, the data were analyzed by factor analysis (considering the factors whose loadings >.400).

**Varimax-Rotated Factor Matrix of q8_1~20 [a]**

**[Sorted by size]**

| | Factor | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| q8_13 | .717 | .275 | -.037 | -.167 | .047 | -.052 | .040 |
| q8_11 | .701 | -.009 | -.075 | -.154 | .059 | .078 | .115 |
| q8_2 | -.688 | .264 | -.058 | .188 | .062 | .106 | .259 |
| q8_12 | .565 | .125 | .255 | .045 | -.037 | -.030 | .102 |
| q8_18 | .041 | .710 | .341 | -.085 | .097 | .243 | -.163 |
| q8_15 | .121 | .690 | .002 | .019 | .108 | .026 | .113 |
| q8_20 | .053 | .682 | .076 | -.046 | -.344 | .014 | -.051 |
| q8_8 | .271 | -.358 | .210 | .102 | .181 | .237 | .202 |
| q8_16 | .048 | .128 | .825 | -.254 | -.036 | .143 | -.022 |
| q8_19 | .507 | .195 | .598 | -.065 | -.059 | .120 | -.076 |
| q8_3 | -.169 | -.116 | -.166 | .770 | .044 | .113 | -.211 |
| q8_1 | -.310 | .013 | -.103 | .740 | .143 | -.420 | .165 |
| q8_14 | .440 | .054 | .181 | .261 | -.604 | .090 | -.173 |
| q8_4 | .009 | -.055 | .015 | .216 | .561 | .212 | -.075 |
| q8_17 | .020 | .169 | .356 | .143 | -.523 | .099 | .381 |
| q8_9 | .225 | .136 | .086 | .114 | .498 | .152 | .270 |
| q8_6 | -.121 | .068 | .222 | -.022 | .143 | .771 | .000 |
| q8_10 | .144 | .250 | -.432 | -.133 | .137 | .470 | .208 |
| q8_7 | .134 | -.108 | -.052 | -.215 | .006 | -.078 | .631 |
| q8_5 | -.400 | .050 | -.112 | .174 | .082 | .294 | .556 |

SPSS ver.23

Extraction Method: Unweighted Least Squares. Maximum likelihood extraction was not completed.

Rotation Method: Varimax with Kaiser Normalization. Promax rotation produced a similar result.

a. Rotation converged in 21 iterations.

The first factor (green category) includes items of 2, 11, 12, and 13, which mean community pride, local wisdom, business financial conditions, and community happiness respectively. Business financial conditions indicate a negative contribution to this factor, therefore, the first factor can be named as "**Community Happiness**" including respect to local wisdom and reflecting the fact that people think financial conditions are not very significant for "Community Happiness."

The second factor (pink category) includes items of 15, 18, and 20, which mean self-popularity, network expansion, and others' acceptance/recognition respectively. Therefore, this factor can be named as "**Others' Recognition**."

The third factor (light-blue category) includes items of 16 and 19, which mean products quality and communication with visitors. Therefore, this factor can be named as "**Sales Conditions**."

The fourth factor (yellow category) includes items of 1 and 3, which mean pride and motivation of work.

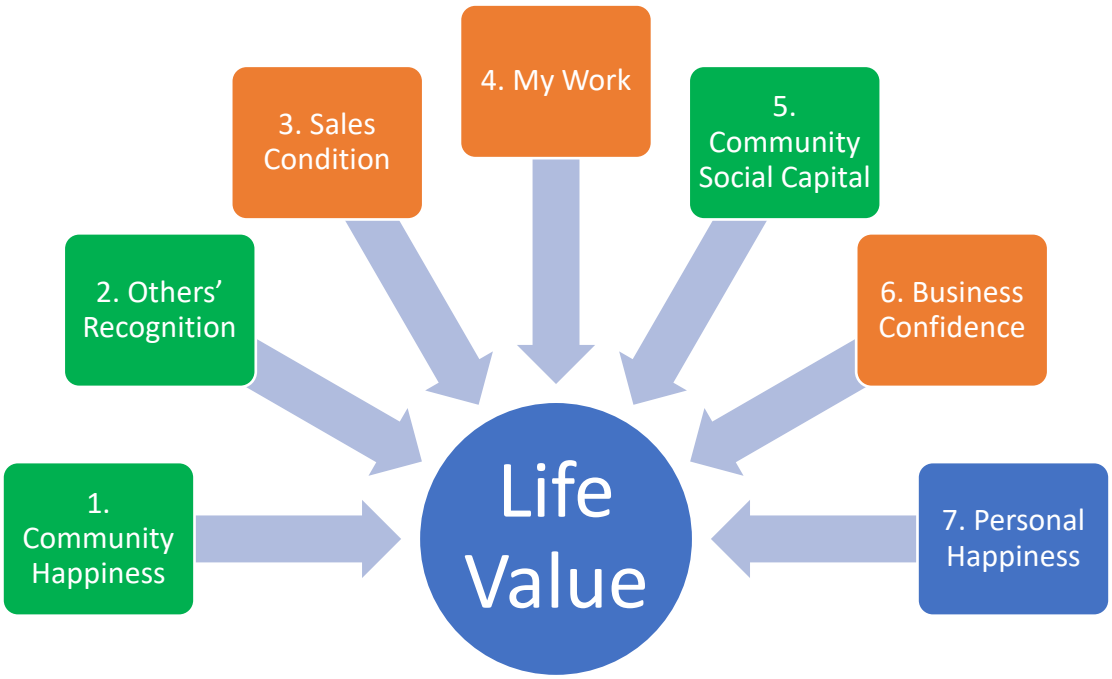
Therefore, this factor can be named as "**My Work**."

The fifth factor (gray category) includes items of 4, 9, 14, and 17, which mean awareness of community resources, community interaction, community contribution, and financial condition. Community contribution and financial condition indicate negative contributions to the factor. Community contribution might be understood as a financial-type contribution. Therefore, the fifth factor can be named as "**Community Social Capital**."

The sixth factor (red category) includes items of 6 and 10, which mean business knowledge and confidence. Therefore, this factor can be named as "**Business Confidence**."

The seventh factor (blue category) includes items of 5 and 7, which mean self-recognition of potential skill and happiness. Therefore, this factor can be named as "**Personal Happiness**."

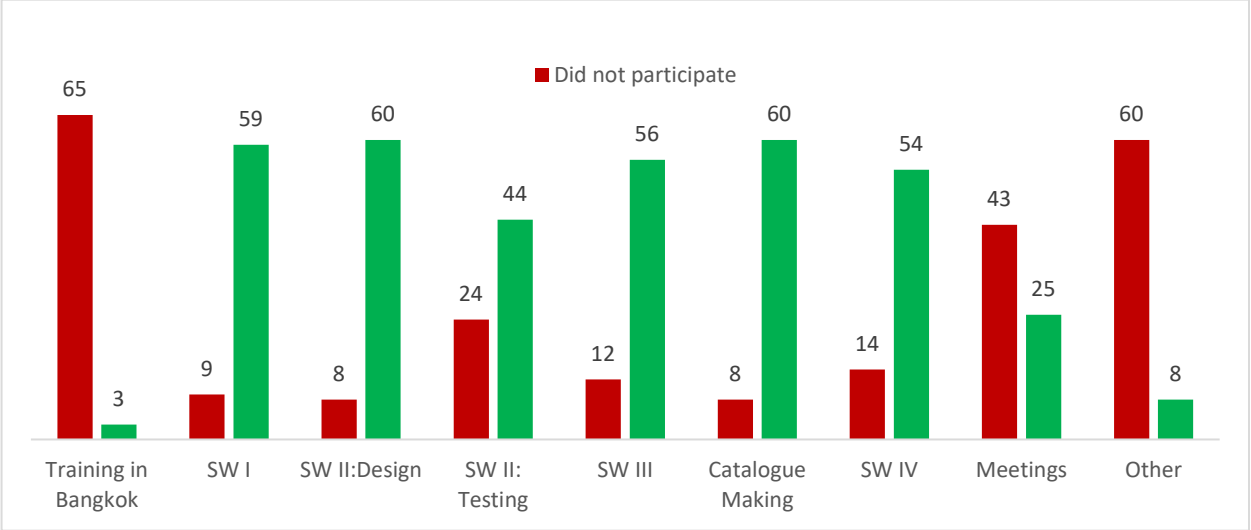
To summarize the findings from this analysis, generally saying, Champions' life value is composed of seven factors as below.




Interestingly, financial factors (items of 2 and 17) both showed negative contribution in this analysis. The first, second, and fifth factors represent Champions' consciousness for the community, while the third, fourth, and sixth factors represent Champions' concern on their business. Personal happiness showed up at the end, as the least significant factor.

Considering this result together with the findings from Question 7, community social capital and its happiness seem to take a significant part of people's life. When evaluating the substantive impact of D-HOPE project, the issue of community social capital should not be ignored.

9) Which activity did you participate in D-HOPE?



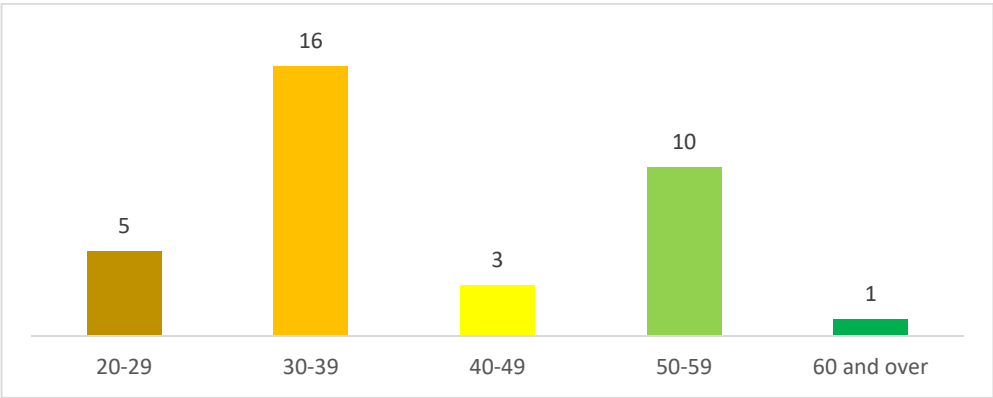

10) How many programs do you provide in the catalogue?

Mean = 1.23 [sd=1.26, n=52]

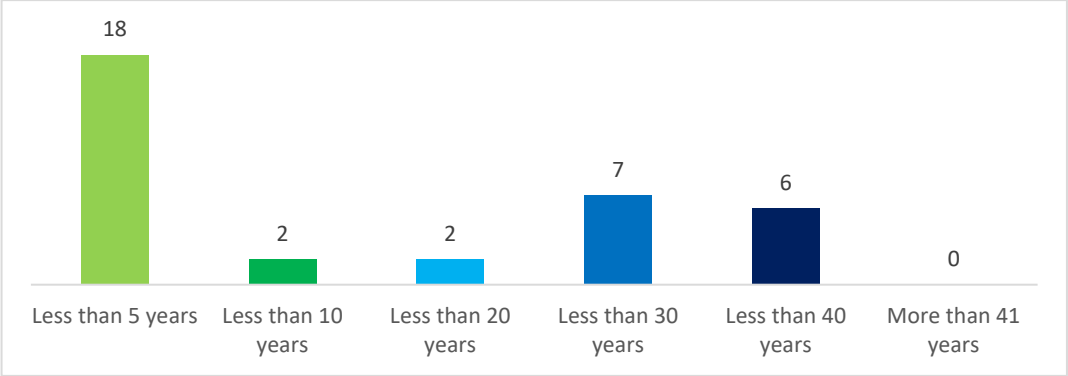
## I-3. Officials: Results of Analyses

1) Demographic Information of the Participants

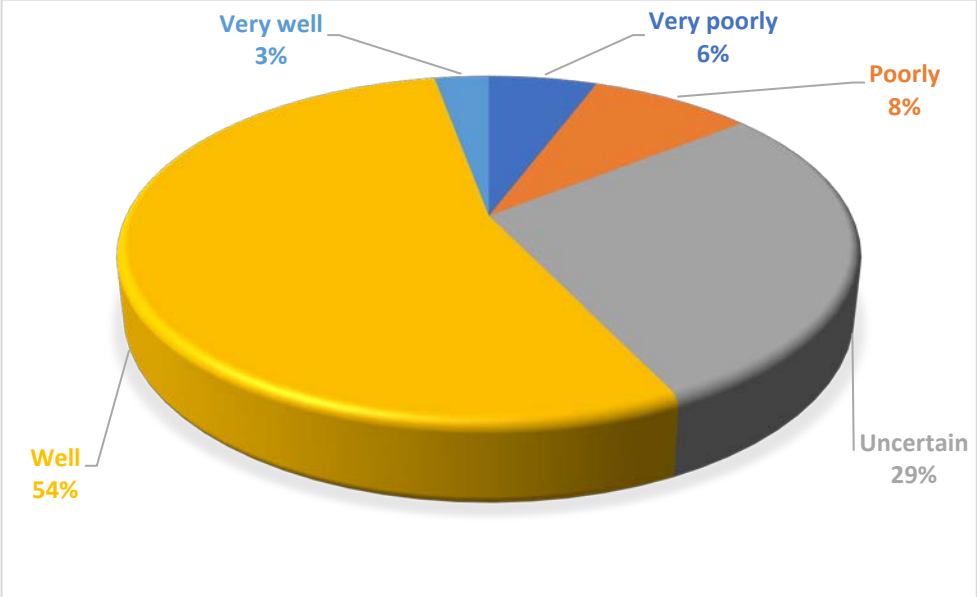
AGE:



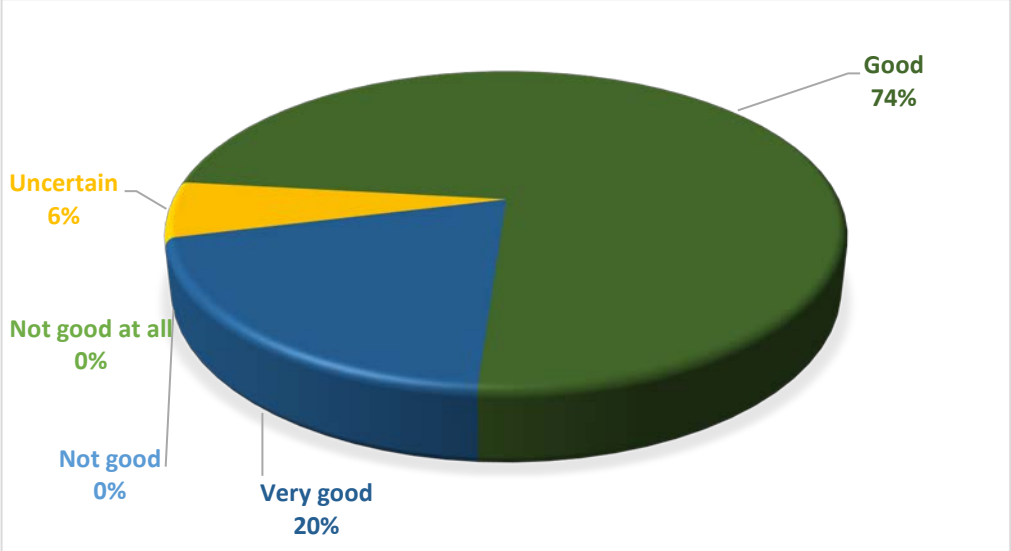

CAREER:



2) How much do you know about D-HOPE?




3) How do you think of the D-HOPE approach?




4) Opinions on the D-HOPE Project.

| No. | Statement | Now-score mean | Before-score mean | Difference Of N&B | t* (df, p) |
|---|---|---|---|---|---|
| **1** | **The level of confidence of my work.** | **7.74** | **4.91** | **2.82** | **13.251 (33, p<0.01)** |
| **2** | **The level of motivation for work.** | **8.00** | **5.50** | **2.50** | **10.592 (33, p<0.01)** |
| **3** | **The level of pride of my work.** | **8.35** | **5.82** | **2.53** | **10.392 (33, p<0.01)** |
| 4 | The level of efficiency of my work. | 7.76 | 5.50 | 2.27 | 9.908 (33, p<0.01) |
| 5 | The level of productivity of my work. | 7.65 | 5.41 | 2.24 | 9.351 (33, p<0.01) |
| 6 | The level of facilitation skills of my work. | 7.91 | 5.50 | 2.41 | 9.780 (33, p<0.01) |

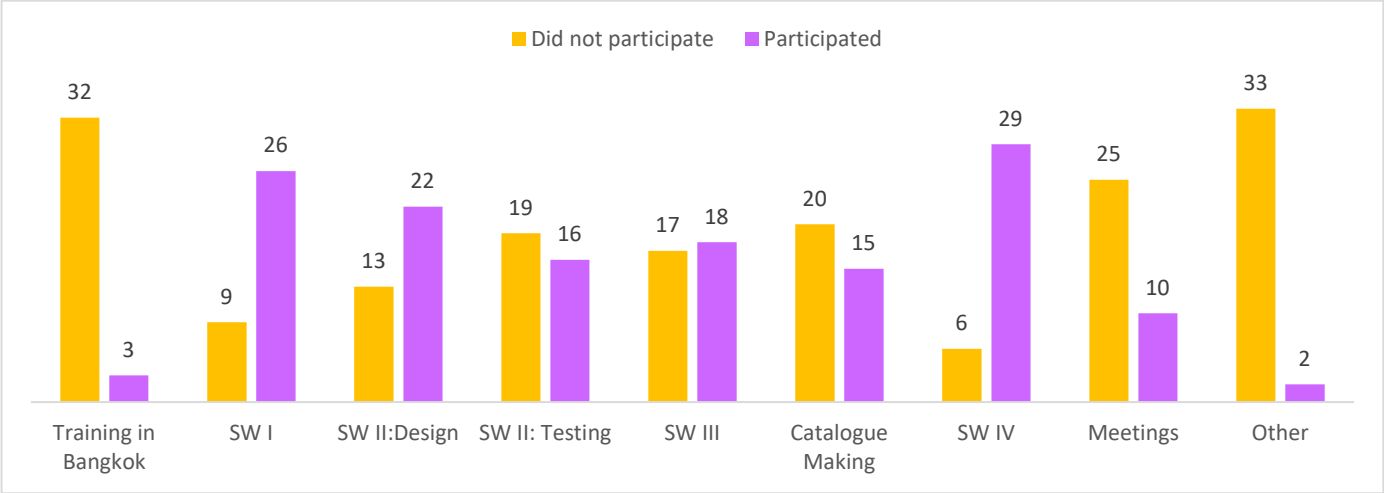
| | | | | | |
|---|---|---|---|---|---|
| *7* | *The level of knowledge on the community development approaches.* | *7.82* | *5.68* | *2.15* | *19.948 (33, p<0.01)* |
| 8 | The level of knowledge on the community-based marketing method. | 7.12 | 4.74 | 2.38 | 10.661 (33, p<0.01) |
| 9 | The level of knowledge on the community-based entrepreneurship promotion. | 7.26 | 4.79 | 2.47 | 10.307 (33, p<0.01) |
| 10 | The level of relations with the champions. | 7.91 | 5.47 | 2.44 | 8.417 (33, p<0.01) |
| *11* | *The level of happiness of my work.* | *7.82* | ***6.09*** | *1.74* | *6.641 (33, p<0.01)* |

* paired sample t-test by SPSS ver.23.

* **Bold**: 3 largest change / *Italic*: 3 smallest change

Statistically significant changes are observed in all 11 items of question 4 (paired-sample t-test by SPSS ver.23). The results indicate that Officials' attitude on 11 items are all positively changed after the D-HOPE project started. In particular, items 1, 2, and 3 showed a relatively large increase: **Officials' confidence, motivation, and pride of their work**. On the hand, the magnitude of change on items 7 and 11 is relatively small: *The level of knowledge on the community development approaches* and *the level of happiness of my work*. However, the "before-score" of the level of happiness is the highest among all other "before-scores," so the officials' happiness level has already been sustained at a relatively high level. From these results, it can be said that Officials' attitude to work (confidence, motivation, and pride) is improved after D-HOPE started, while they need more knowledge on the community development approach.

5) Which activity did you participate in D-HOPE?



# II. LAMPHUN



## II-1. Background

- ***Survey sheet development***: This survey sheet was initially developed by D-HOPE project team. The draft of the survey sheet was checked and revised by Ms. Kanoknit Panawas (CDD) and Thai staff together with the project team.

- ***Data collection***

For Officials: Data collection was conducted on March 11th, 2019 in Lamphun, during the workshop of participatory evaluation. [n=12]

For Champions: Data collection was conducted on March 12th, 2019 in Lamphun, during the workshop. [n=95]

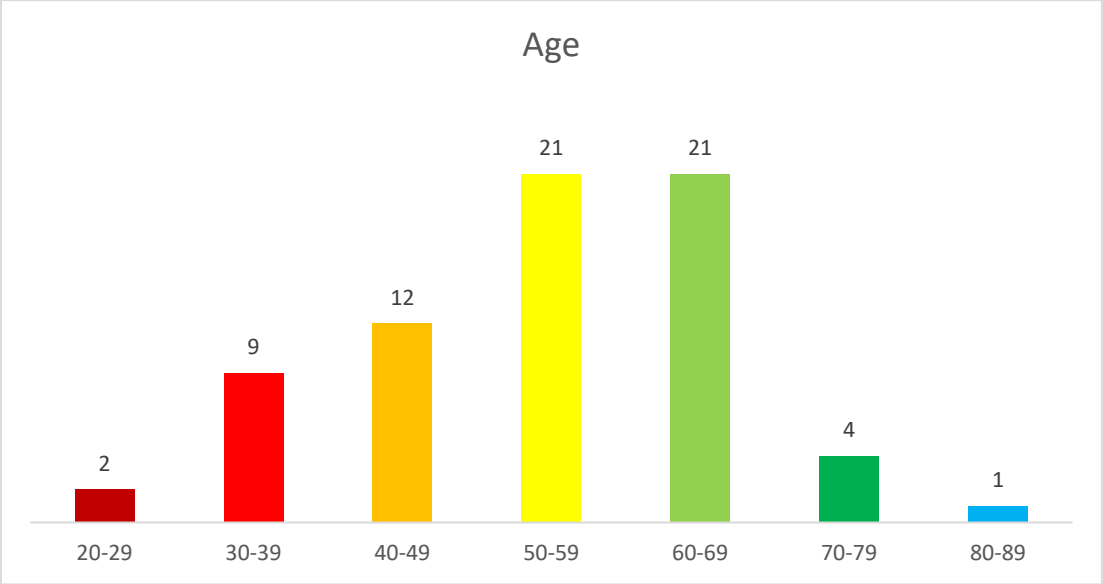
- ***Database creation***: Database was constructed in an excel format from a paper-based survey by Mr. Sanyakamdhorn. An excel data file, including the coding list of variables, is to be submitted to JICA and CDD electrically.

- ***Data analyses***: t-test and factor analysis were conducted by SPSS ver. 23.

## II-2. Champions: Results of Analyses

0) Demographic Information of the Participants

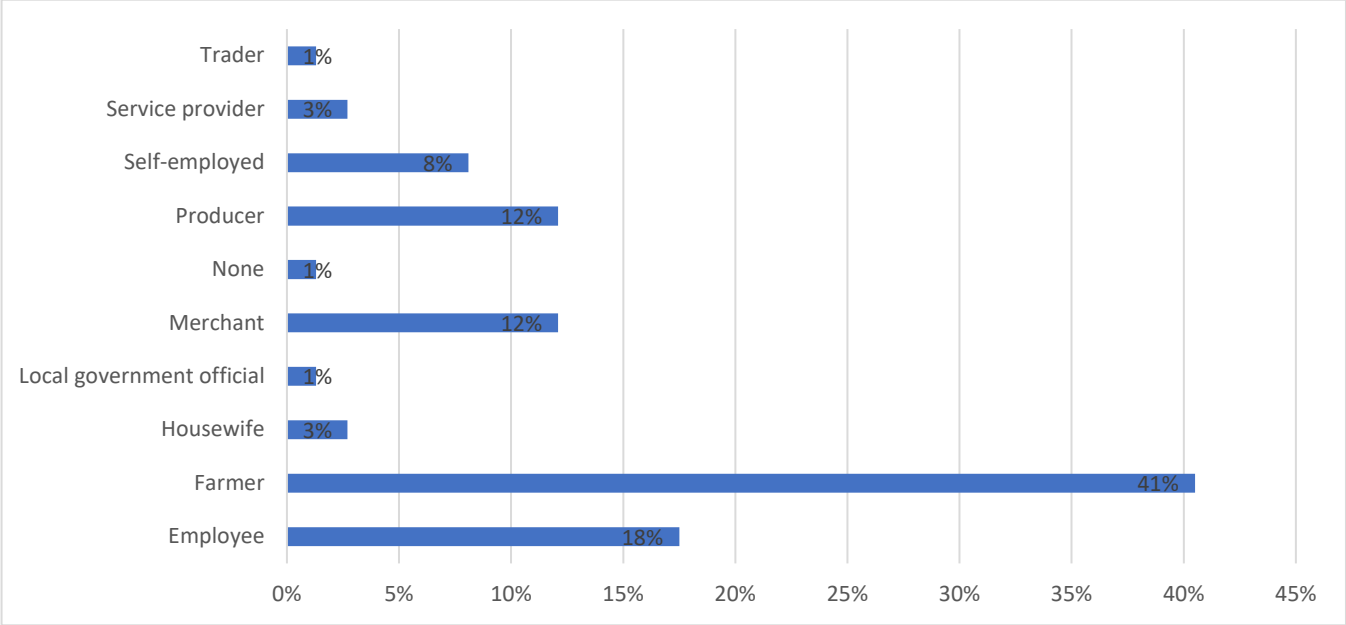
AGE: Mean = 53.41(yrs old) [sd = 12.99]



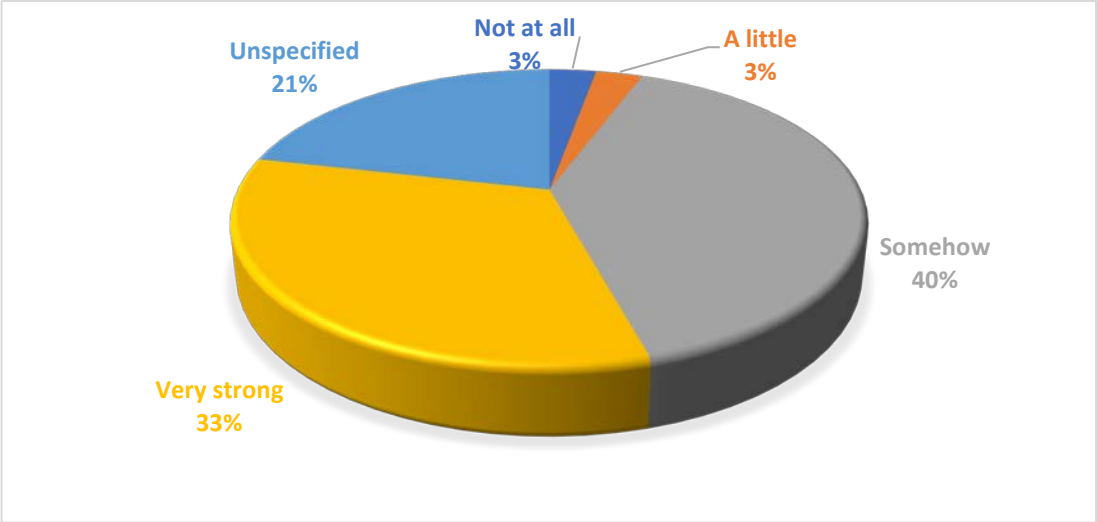

GENDER:

| Gender | Frequency (%) |
|---|---|
| Female | 39 (56%) |
| Male | 15 (21%) |
| Unspecific | 16 (23%) |

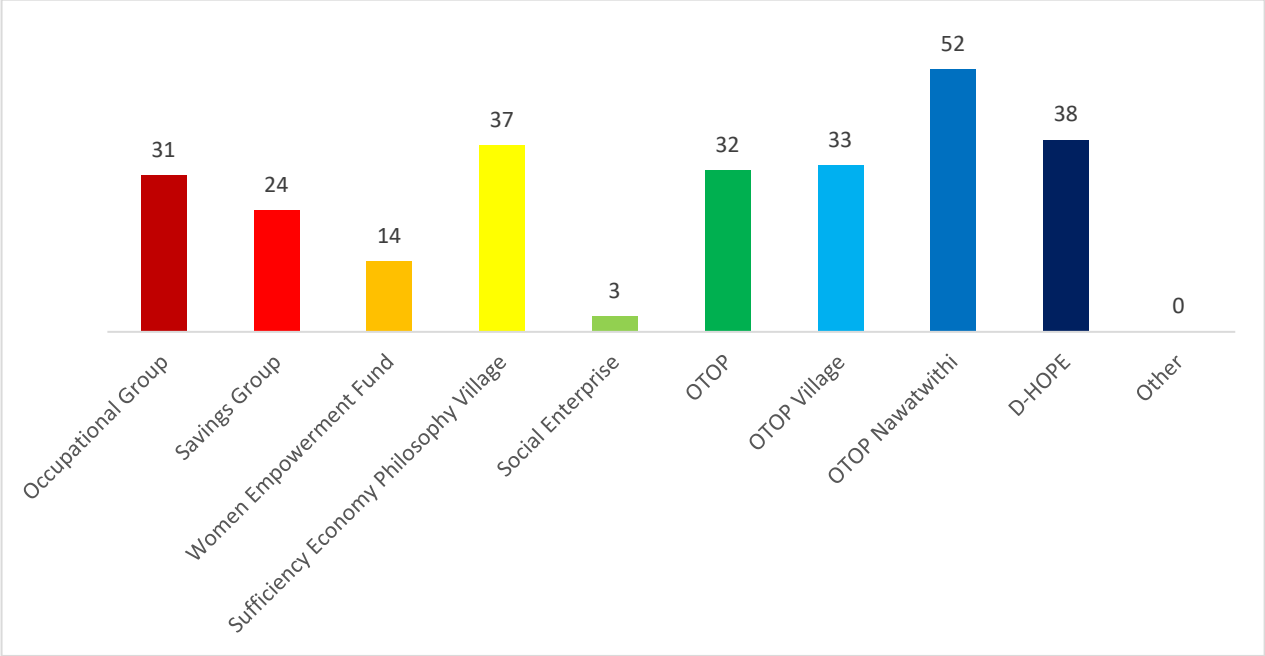
| Primary Occupation |
|---|
| Broom maker |
| Buddha statue moulding |
| Car-tire shoemaker |
| Carved wooden doll seller |
| Community product merchant |
| Cotton farmer |
| Cotton pocket tailor |
| Employee |
| Farmer |
| Hairdresser |
| Housewife |
| Longan cakes, Longan cookies factory |
| Longan gardener |
| Manufacturing+Trading |
| Merchant |
| Para rubber gardener |
| Retired government official |
| Rice farmer |
| Rice farmer, gardener |
| Self-employed |
| Self-employed (woodworking) |
| Silk weaver |
| Tailor |
| Weaver |
| Farmer, gardener |
| Gardener |
| Gardener, rice farmer |
| Government employee |



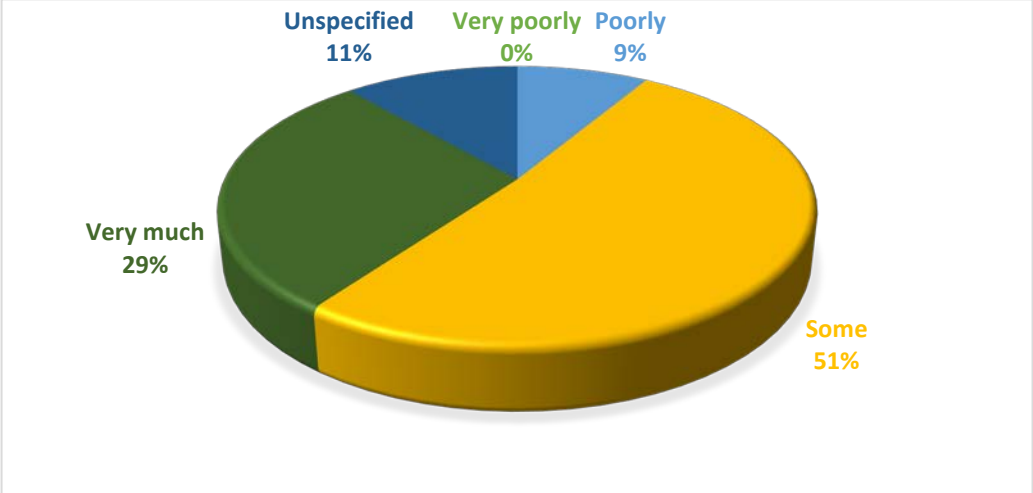

1) How much relevant between your occupation and the hands-on program?



2) Are you involved in any of the following activities of CDD? 198




3) How much are you involved in D-HOPE?

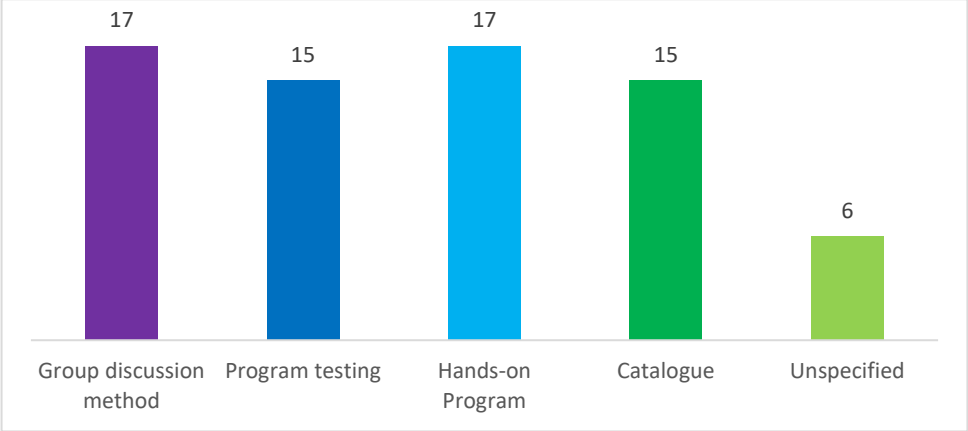



4) Opinions on the D-HOPE Project.

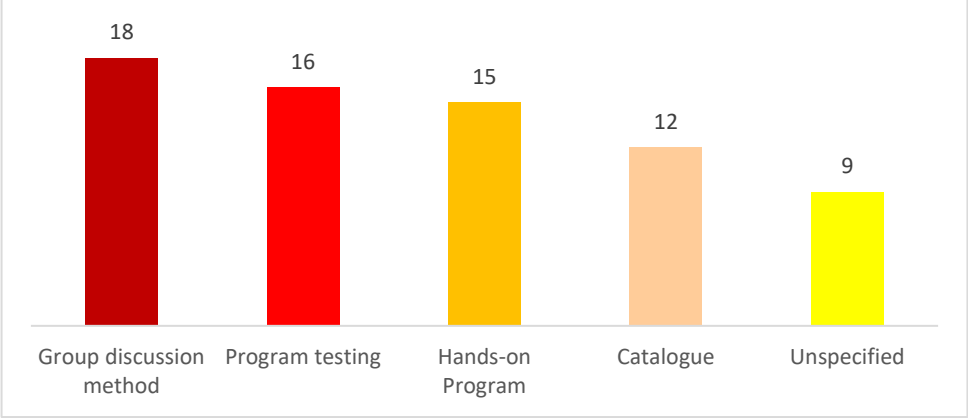
| No. | Statement | Very Satisfied | Satisfied | Fair | Not Satisfied | Not Very Satisfied |
|---|---|---|---|---|---|---|
| 1 | How much are you satisfied with the D-HOPE Project? | 42 (60%) | 26 (37%) | 0 (0%) | 0 (0%) | 0 (0%) |

| No. | Statement | Very Good | Good | Fair | Not Good | Not Good At All |
|---|---|---|---|---|---|---|
| 2 | How do you think of the group discussion method? | 42 (60%) | 26 (37%) | 0 (0%) | 0 (0%) | 0 (0%) |
| 3 | How do you think of the program testing? | 27 (39%) | 34 (48%) | 6 (9%) | 0 (0%) | 0 (0%) |
| 4 | How do you think of the hands-on program? | 32 (46%) | 33 (47%) | 2 (3%) | 0 (0%) | 0 (0%) |
| 5 | How do you think of the D-HOPE catalogue? | 43 (61%) | 16 (23%) | 4 (6%) | 0 (0%) | 0 (0%) |

5) Please choose the most useful D-HOPE activity below.




6) Please choose one D-HOPE activity that needs improvement the most?




7) The change before-after the D-HOPE Project.

| No. | Statement | Now-score mean | Before-score mean | Difference Of N&B | t* (df, p) |
|---|---|---|---|---|---|
| **1** | **Pride of my work** | **8.83** | **6.26** | **2.57** | **10.64 (68, <.01)** |
| 2 | Financial conditions in my business | 7.76 | 5.51 | 2.24 | 9.11 (69, <.01) |
| 3 | Motivation for work | 8.55 | 6.43 | 2.12 | 8.38 |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | (68, <.01) |
| 4 | Awareness of available resources in my community | 8.49 | 6.29 | 2.19 | 9.03 (67, <.01) |
| 5 | Confidence in my life | 8.61 | 6.54 | 2.07 | 8.04 (69, <.01) |
| 6 | Knowledge on business | 7.96 | 5.73 | 2.23 | 7.92 (68, <.01) |
| 7 | Happiness in my life | 8.99 | 7.17 | 1.81 | 7.41 (68, <.01) |
| 8 | Self-recognition of my potential skill | 8.65 | 6.28 | 2.37 | 9.74 (68, <.01) |
| **9** | **Interaction with my community** | **8.66** | **6.13** | **2.53** | **11.87 (67, <.01)** |
| 10 | Confidence of doing own business | 8.61 | 6.30 | 2.30 | 9.13 (68, <.01) |
| 11 | Conservation of local wisdom | 8.84 | 6.62 | 2.22 | 9.46 (68, <.01) |
| 12 | The happiness of belongings to my community | 9.12 | 6.68 | 2.43 | 10.17 (68, <.01) |
| 13 | Pride of my community | 9.12 | 7.04 | 2.07 | 8.03 (68, <.01) |
| 14 | Sense of contribution to the community | 8.75 | 6.61 | 2.14 | 8.51 (67, <.01) |
| 15 | My popularity/fame | 8.34 | 6.29 | 2.05 | 8.66 (68, <.01) |
| **16** | **Quality of my products/services** | **8.88** | **6.36** | **2.52** | **10.16 (68, <.01)** |
| *17* | *Financial conditions in my life* | *7.68* | *5.78* | *1.90* | *8.30 (67, <.01)* |
| 18 | Expansion of my network | 7.97 | 5.68 | 2.29 | 9.32 (67, <.01) |
| 19 | Communication with visitors | 8.29 | 5.99 | 2.30 | 9.26 (68, <.01) |
| 20 | Acceptance/Recognition by others | 8.43 | 6.13 | 2.30 | 9.07 (69, <.01) |

* paired sample t-test by SPSS ver.23.

* **Bold**: 3 largest change / *Italic*: the smallest change

Statistically significant changes are observed in all 20 items of question 7 (paired-sample t-test by SPSS ver.23). The results indicate that Champions' attitude on 20 items are all positively changed after the D-HOPE project started. In particular, items 1, 9, and 16 showed a relatively large increase: **Champions' pride of their work**, **interaction with the community**, and **quality of products/services**. On the other hand, the magnitude of change on items 17 is relatively small: a *financial condition in my life*. From these results, it can be said that Champions' individual life is not drastically changed in terms of their financial condition, but that their work conditions have become better.

8) Statements on life value.

| No. | Statement |
|---|---|
| 1 | Pride of my work |
| 2 | Financial conditions in my business |
| 3 | Motivation for work |
| 4 | Awareness of available resources in my community |
| 5 | Confidence in my life |
| 6 | Knowledge on business |
| 7 | Happiness in my life |
| 8 | Self-recognition of my potential skill |
| 9 | Interaction with my community |
| 10 | Confidence of doing own business |
| 11 | Conservation of local wisdom |
| 12 | The happiness of belongings to my community |
| 13 | Pride of my community |
| 14 | Sense of contribution to the community |
| 15 | My popularity/fame |
| 16 | Quality of my products/services |
| 17 | Financial conditions in my life |
| 18 | Expansion of my network |
| 19 | Communication with visitors |
| 20 | Acceptance/Recognition by others |

To find out the structure of Champions' life value, the data were analyzed by factor analysis (unweighted least square extraction with varimax-rotation by SPSS ver.23: considering the factors whose loadings >.400).

**Varimax-Rotated Factor Matrix of q8_1~20 [a]**

**[Sorted by size]**

| | Factor | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| q8_17 | .834 | .026 | -.101 | .026 | -.150 | -.039 | .034 |
| q8_15 | .745 | -.220 | -.124 | .049 | -.032 | -.097 | -.168 |
| q8_4 | -.653 | .006 | .149 | -.013 | -.144 | -.293 | .250 |
| q8_14 | -.268 | .890 | -.078 | -.074 | -.239 | -.036 | .152 |
| q8_5 | -.036 | -.570 | .025 | .015 | -.016 | .014 | .059 |
| q8_12 | .168 | .514 | .268 | -.304 | .060 | -.259 | -.265 |
| q8_2 | .233 | -.513 | .052 | .315 | .142 | -.111 | .344 |
| q8_8 | .033 | -.046 | .817 | .073 | .157 | -.190 | -.194 |
| q8_9 | -.216 | -.204 | .630 | .009 | -.224 | .219 | .119 |
| q8_16 | .190 | -.005 | -.547 | .014 | .158 | -.011 | -.357 |
| q8_20 | .192 | -.176 | -.481 | -.334 | -.107 | -.084 | -.094 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| q8_10 | -.031 | -.050 | .040 | .930 | .024 | .105 | -.031 |
| q8_19 | -.265 | .212 | -.083 | -.466 | -.276 | .008 | -.185 |
| q8_11 | -.052 | .290 | -.145 | -.410 | -.133 | .071 | -.298 |
| q8_1 | -.107 | .028 | -.144 | .167 | .776 | .070 | .511 |
| q8_7 | -.058 | -.136 | .012 | .071 | .660 | -.180 | -.054 |
| q8_6 | .069 | -.199 | .105 | .300 | -.082 | .712 | -.027 |
| q8_18 | -.101 | .263 | -.160 | -.328 | -.230 | .646 | .016 |
| q8_13 | -.293 | .329 | -.231 | -.069 | -.301 | -.392 | -.210 |
| q8_3 | -.255 | -.086 | .065 | .069 | .104 | .027 | .460 |

Extraction Method: Unweighted Least Squares. Maximum likelihood extraction was not completed.

Rotation Method: Varimax with Kaiser Normalization. Promax rotation produced a similar result.

a. Rotation converged in 8 iterations.

The first factor (green category) includes items of 4, 15, and 17, which mean awareness of community resources, self-popularity, and financial condition in my life respectively. Awareness of community resources indicates a negative contribution to this factor, therefore, the first factor can be named as "**Individual Business Mind**."

The second factor (pink category) includes items of 2, 5, 12 and 14, which mean business financial conditions, life confidence, the happiness of belonging to a community, and community contribution. Business financial conditions and life confidence indicate a negative contribution to this factor, therefore, this factor represents "**Community Contribution**" in contrast to the first factor.

The third factor (light-blue category) includes items of 8, 9, 16 and 20, which mean self-recognition of potential skill, community interaction, products quality and others' acceptance/recognition respectively. The products quality and others' recognition indicate a negative contribution to this factor, therefore, this factor represents "**Potential-recognition in Interaction**" in the process of production, paying less attention to the quality of the product in the end.

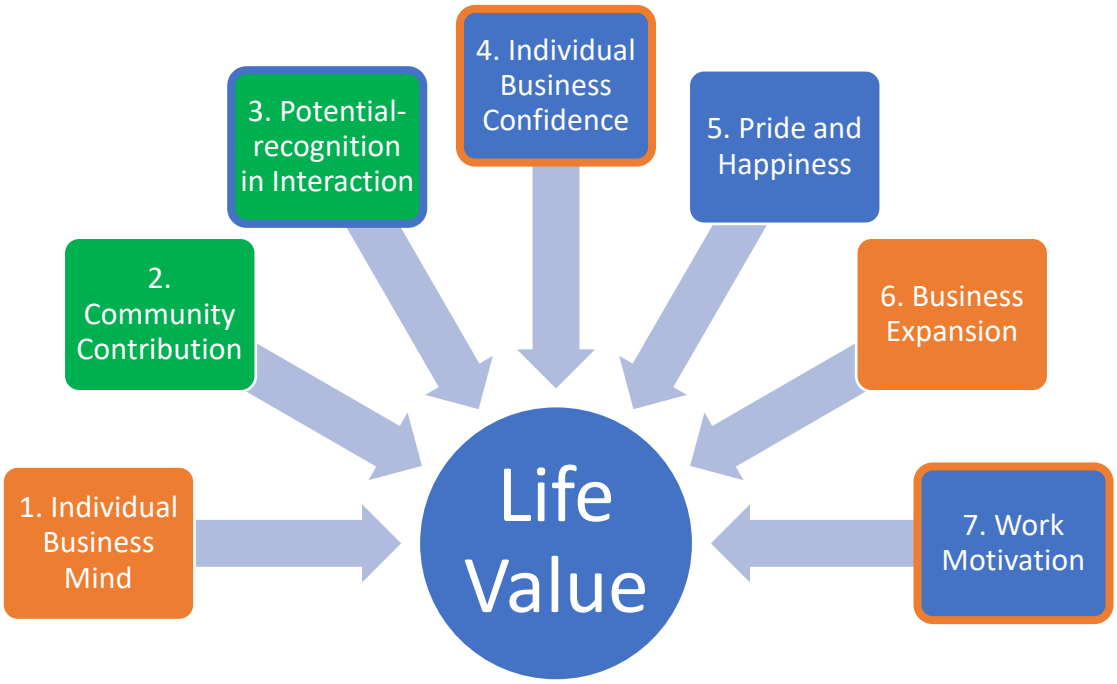
The fourth factor (yellow category) includes items of 10, 11 and 19, which mean business confidence, local wisdom, communication with visitors. Only business confidence indicates a strong, positive contribution to this factor, while local wisdom and visitors' communication show a negative contribution. Therefore, this factor can be named as "**Individual Business Confidence**."

The fifth factor (gray category) includes items of 1 and 7, which mean pride of work and life happiness. Therefore, this factor can be named as "**Pride and Happiness**."

The sixth factor (red category) includes items of 6 and 18, which mean business knowledge and network expansion. Therefore, this factor can be named as "**Business Expansion**."

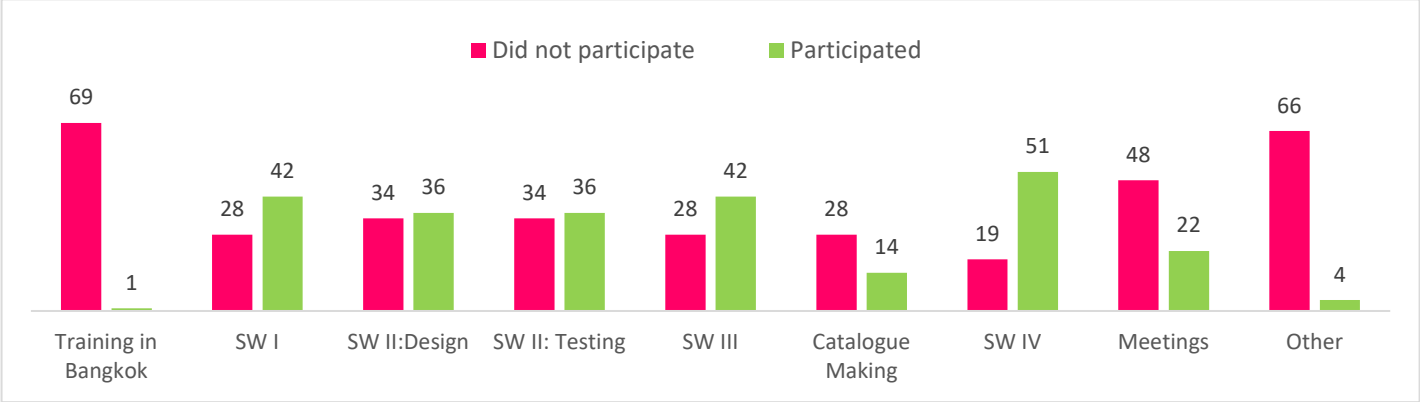
The seventh factor (blue category) includes only one item of 3, "**Work Motivation**."

To summarize the findings from this analysis, generally saying, Champions' life value is composed of seven factors as below.




The first and sixth factors represent business concern, but the second and third factors indicate Champions' sense of value for community relationship. The rest of the factors are related to individual mental conditions, of which the fourth and seventh factors include business matters.

9) Which activity did you participate in D-HOPE?

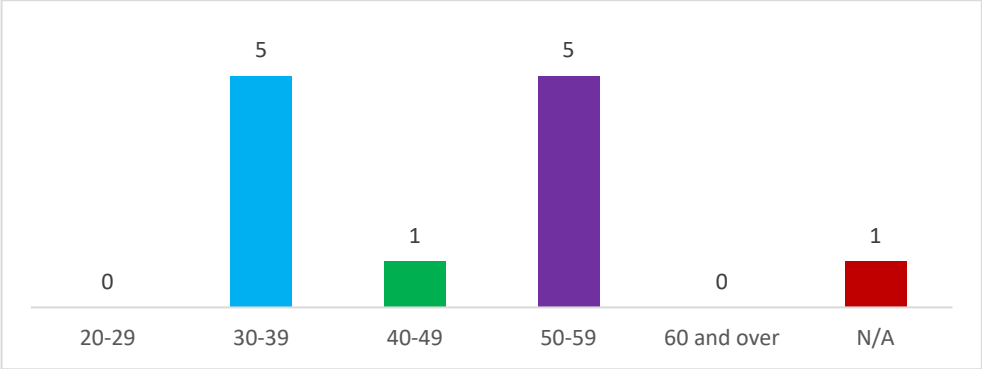



10) How many programs do you provide in the catalogue?

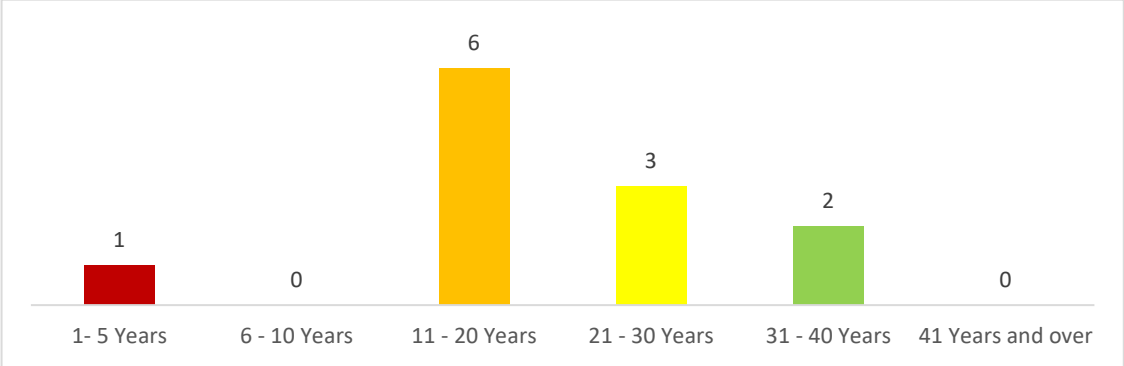
Mean = 1.625 (sd= 1.16, n=48)

1) Demographic Information of the Participants

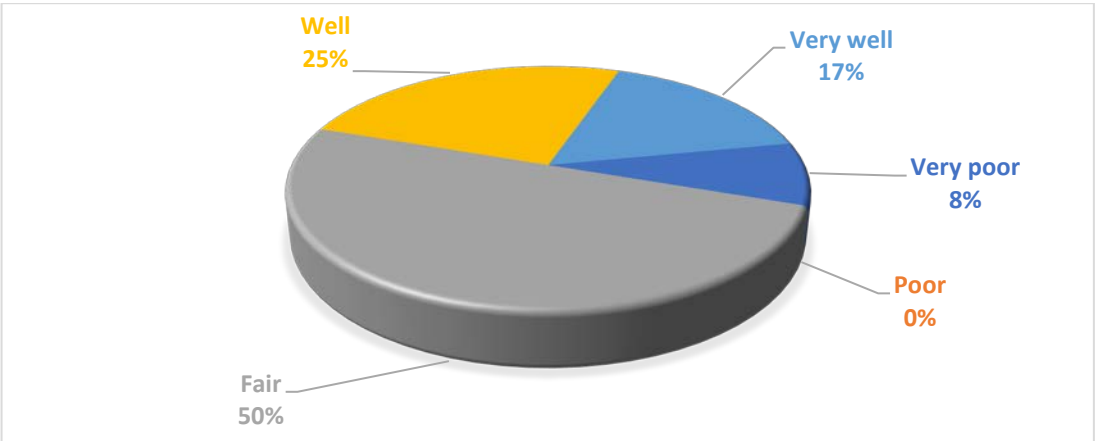
AGE:



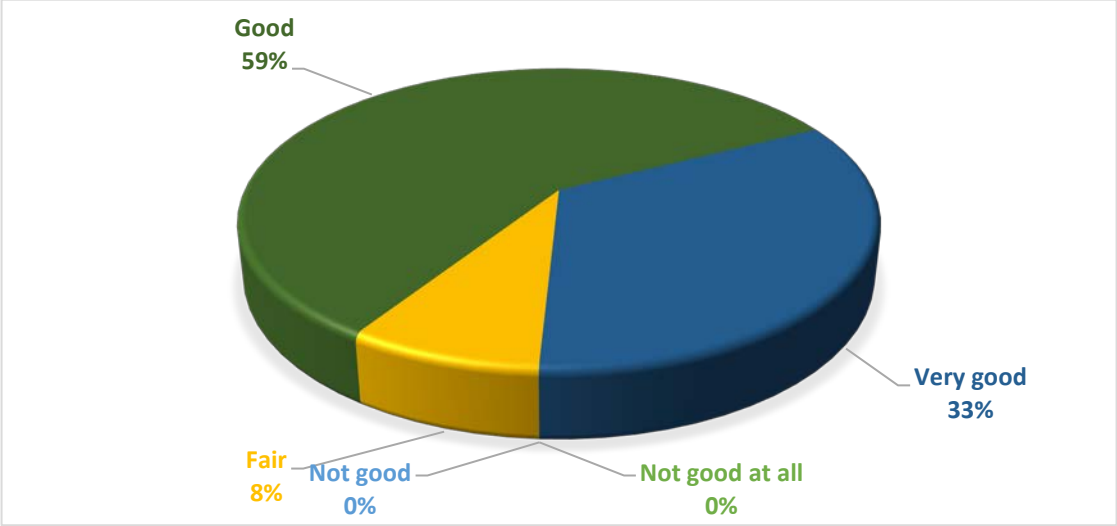

CAREER YEARS:




2) How much do you know about D-HOPE?



3) How do you think of the D-HOPE approach? 205




4) Opinions on the D-HOPE Project.

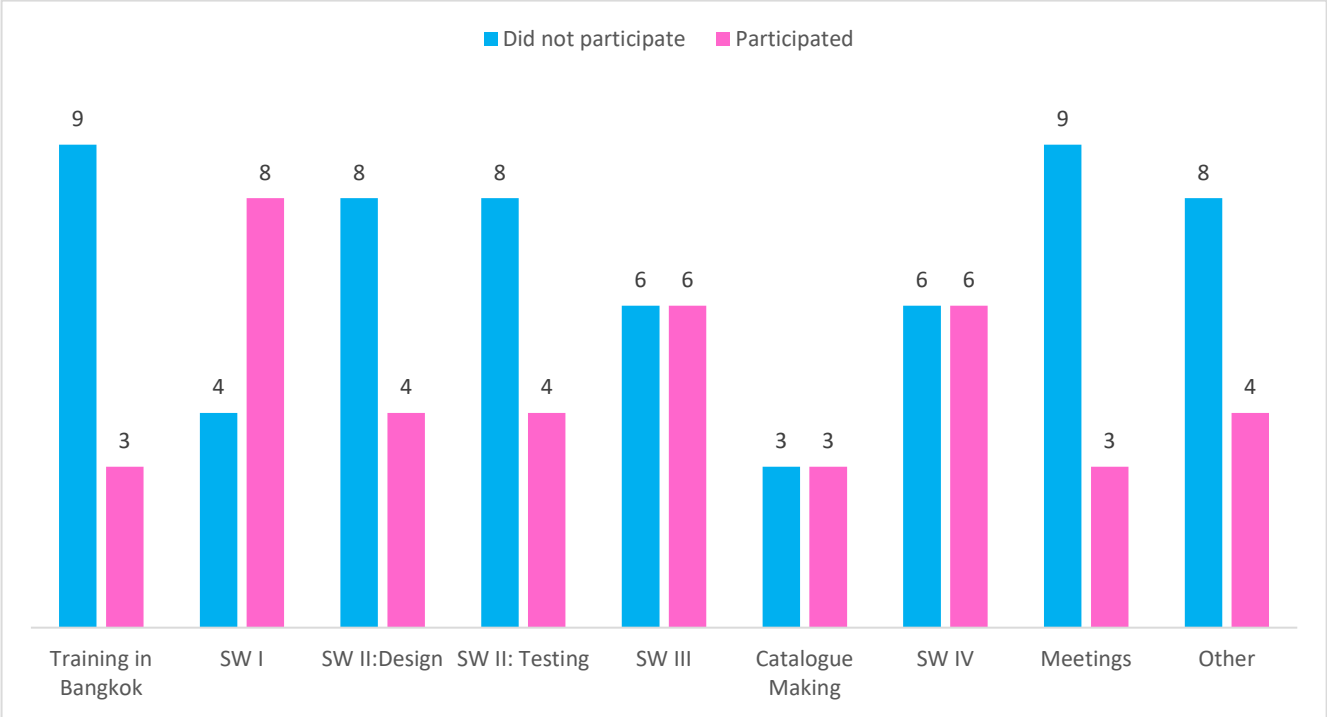
| No. | Statement | Now-score mean | Before-score mean | Difference Of N&B | t* (df, p) |
|---|---|---|---|---|---|
| 1 | The level of confidence of my work. | 7.08 | 4.92 | 2.17 | 8.99 (11, p<0.01) |
| 2 | The level of motivation for work. | 7.33 | 5.17 | 2.17 | 8.01 (11, p<0.01) |
| 3 | The level of pride of my work. | 7.67 | 5.33 | 2.33 | 7.00 (11, p<0.01) |
| **4** | **The level of efficiency of my work.** | **7.67** | **5.25** | **2.42** | **7.19 (11, p<0.01)** |
| **5** | **The level of productivity of my work.** | **7.58** | **5.00** | **2.58** | **7.22 (11, p<0.01)** |
| **6** | **The level of facilitation skills of my work.** | **7.83** | **5.42** | **2.42** | **6.75 (11, p<0.01)** |
| *7* | *The level of knowledge on the community development approaches.* | *8.17* | *6.25* | *1.92* | *6.13 (11, p<0.01)* |
| *8* | *The level of knowledge on the community-based marketing method.* | *7.25* | *5.25* | *2.00* | *6.63 (11, p<0.01)* |
| 9 | The level of knowledge on the community-based entrepreneurship promotion. | 7.58 | 5.25 | 2.33 | 7.53 (11, p<0.01) |
| 10 | The level of relations with the champions. | 7.67 | 5.50 | 2.17 | 8.01 (11, p<0.01) |
| 11 | The level of happiness of my work. | 8.25 | 6.08 | 2.17 | 5.92 (11, p<0.01) |

* paired sample t-test by SPSS ver.23.

* **Bold**: 3 largest change / *Italic*: 2 smallest change

Statistically significant changes are observed in all 11 items of question 4 (paired-sample t-test by SPSS ver.23). The results indicate that Officials' attitude on 11 items are all positively changed after the D-HOPE project started. In particular, items 4, 5, and 6 showed a relatively large increase: **Efficiency, productivity, and facilitation skills of their work**. On the hand, the magnitude of change on items 7 and 8 is relatively small: *The level of knowledge on the community development approaches and community-based marketing method*. From these results, it can be said that Officials' soft-skills for work (efficiency, productivity and facilitation skills) is improved after D-HOPE started, while they need more knowledge on the community development.

5) Which activity did you participate in D-HOPE?



- According to PDM below, this survey can provide the related information to *the project-purpose indicators 2 and 3*. The results of this survey indicate that the confidence of Champions in Chonburi and Lamphun increased statistically significantly compared to that before this project started [see Q7 before-after analyses]. The subjective financial conditions in both of general life and business become better too [see Q7].

  Needless to say, it is necessary to monitor the change over time with more objective financial information. At the same time, subjective information is also critical particularly because the quality of life in a rural area is not always reflected by financial measurement.

  Because the D-HOPE project has just started in both Chonburi and Lamphun, note that a financial effect might increase in the near future, even if it is not clear now.

| Narrative Summary | Objectively Verifiable Indicators |
|---|---|
| Overall Goal | |
| Grassroots economy of the project sites is stimulated through the enhancement of community-based entrepreneurship. | 1. Income of households in participating communities has increased. |
| Project Purpose | |
| Community-based entrepreneurs are developed through the application of D-HOPE approach. | 1. Number of hands-on programs.<br>2. Number of hands-on program providers who have gained confidence as entrepreneurs (women and men).<br>3. Number of hands-on program providers who increased their revenue (women and men). |
| Outputs | |
| 1. The D-HOPE implementation structure is established. | 1. Strategic teams are formed at the central and local level.<br>2. D-HOPE action plans are elaborated at the central and local level.<br>3. D-HOPE implementation manual is developed. |
| 2. The D-HOPE approach is put into practice in project sites. | 1. At least 45 provinces elaborate D-HOPE catalogues. |

- According to the factor analyses of Chonburi and Lamphun data, both analyses produced seven factors. It was found that those seven factors are categorized into three areas: *self*, *community*, and *business*.

  - Although Thai government focuses on an income aspect as KPI, and although the indicator of the overall goal of this project is defined as household income, "*community happiness*" comes up as the first factor of life value in Chonburi, rather than individual income. In Lamphun, on the other hand, "*individual business*" comes up to the first place and followed by "*community contribution*" as the second. Indicators to evaluate this project need to be reconsidered from the perspective of beneficiaries' values.

  - Chonburi and Lamphun showed a different tendency of their life value. Chonburi people pay more attention to community social capital, while Lamphun people are more interested in business and financial condition. The reasons for such difference need to be studied more closely. The project needs to be implemented by considering the different expectations of each district.

- Since it was a preliminary survey, there were some limitations. In particular, two major limitations to be improved at the next stage. First, the before-after comparative analyses were conducted based on the respondents' recalling data. The data should be collected at the two different points of time (before-after) next time. Secondly, the questionnaire items were developed based on the researchers' assumption with a limited amount of feedback from Thai people. The questionnaire items should be created with Thai people.

-- End of report.

# Annex 3
# MICE Proposal for D-HOPE

The D-HOPE Project by JICA team

# MICE Proposal for D-HOPE

## Evaluation Findings (Chonburi, Lamphun)

*Only from impression for now but formal results come later

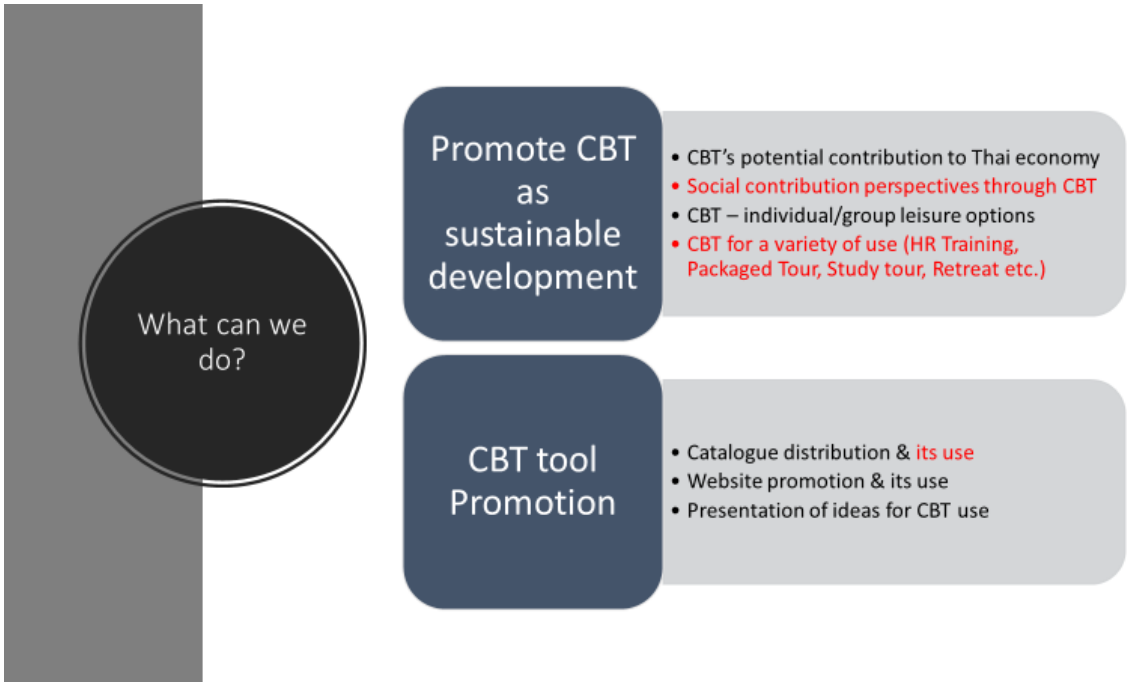
- People are generally happy with D-HOPE as a whole
- Strengthened networks
- Increase appreciation towards local resources
- People generally liked the workshops
- Increase confidence in people
- Lack of promotion thus lack of visits yet

# Why MICE for D-HOPE/CBT?

Current biggest challenge of CBT by the evaluation findings:

How to make public visit local communities and get an experience to impact on communities economically and socially?

1. Need some public promotion of D-HOPE in order to make people interested in CBT
   - Understanding the potential of tourism industry and trend is necessary among public in order to accelerate Thai economy through the concept of "Experience Economy" by various stakeholders.
   - CBT can be used for various purposes on their terms.
2. Need some case studies of D-HOPE experience and presentation in order for people to use tools
   - Lack of printing copies of catalogue
   - **Lack of knowledge on promotion of D-HOPE such as how to use catalogue or website**
   - Lack of promotion for related organizations on tourism



# D-HOPE with MICE

Purpose: Accelerate local economy and promote sustainable development through CBT

| MICE | Domestic (Thai) | International (Eng) |
|---|---|---|
| Meeting (IR Unit-Planning Division) | Public Meeting by CDD for Public Organizations & Tourism related agencies | Public Meeting by CDD for ASEAN countries (+Bhutan) |
| Incentive (Nawatwithi CBT & IT center) | • Incentive Tour in Northern Thailand for domestic tourism/community related companies<br>• Study tours for schools within Thailand | • Incentive Tour in Northeast Thailand for ASEAN countries<br>• Study tours for schools outside of Thailand |
| Conference (CD Institute) | Academia, international NGOs, cooperation agencies, TICA etc. | Academia, international NGOs, cooperation agencies, TICA etc. |
| Exhibition | D-HOPE with OTOP | D-HOPE with OTOP City |
| Proposed timeline | August or December 2019 | December 2019 |

**1. Conceptual Framework**

- Economic effects with OTOP Exhibition
- Economic effects with incentive tours

**2. Diversification of Potential Market for CBT**

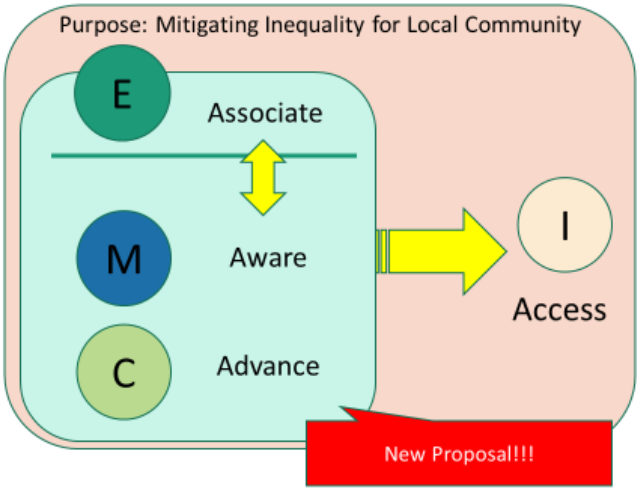
- Individual influencers (Bloggers, youtubers, instagrammers etc.)
- Schools
- Corporates

**3. The Pyramid of Influence**

- Use of an influencer who contributes to Thai society (e.g. Pearypie)

## Strategies for D-HOPE with MICE

# 1. Conceptual Framework for D-HOPE with MICE




- Associate OTOP *Exhibition* for bigger impact by organizing MICE (M&C with E)
- Make an awareness in CBT through *Meeting*
- Make advancement on CBT and community studies academically within Thailand through *Conference*
- Make CBT accessible by organizing *Incentive tours* after raising awareness within MICE

| Aug/ Dec | OTOP (E) | Meeting | Incentive Tours | Conference (OTOP Academy for D-HOPE?) |
|---|---|---|---|---|
| 1st | | | | |
| 2nd | | Meeting | | |
| 3rd | | | | Conference |
| 4th | | | | |
| 5th | | | | |
| 6th | | | | |
| 7th | | | | |
| 8th | | | | |
| 9th | | | | |
| Later | | | Incentive tours | |

Target: public organizations, tourism related companies etc.

Activity: Keynote speech, panel discussions, case study presentations

Target: Tourism related companies, influencers, guest house owners, media etc.

Activity: Incentive trip to Northern Thailand to experience selected hands-on programs & tours

Target: Academia, NGOs, cooperation agencies, TICA etc.

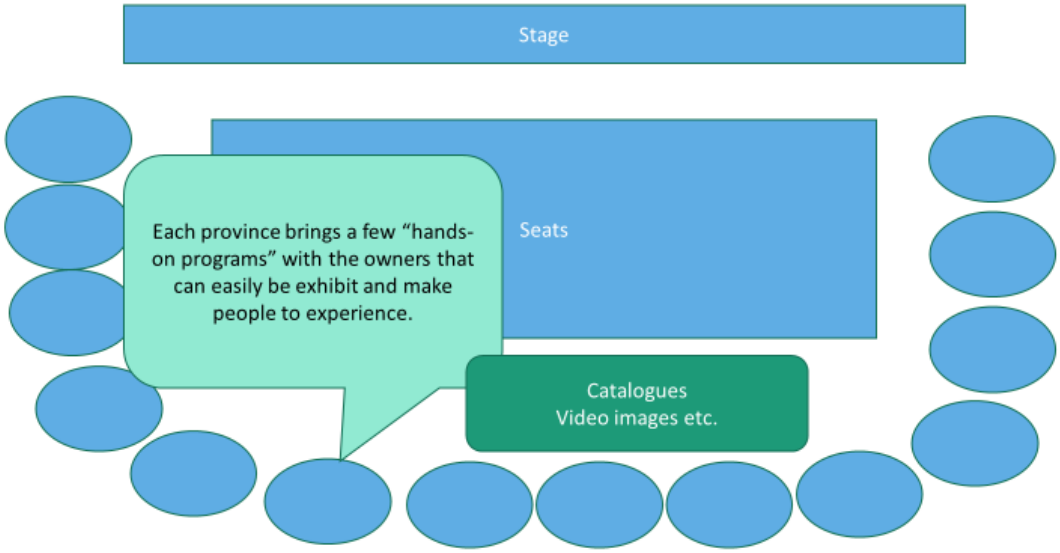
Activity: Keynote speech, panel discussions, case study presentations

Meeting Theme: Mitigating inequalities for Community-based Economy through Community-based Tourism

| Meeting | Detail |
|---|---|
| Purpose | • Spread knowledge on community-based tourism<br>• Promotion of D-HOPE, catalogues, website and its use<br>• Match-making different stakeholders |
| Objective | 1. To make an awareness on the needs of community-based tourism for Thai policy<br>2. To distribute catalogues<br>3. To promote website<br>4. To share ideas on how to use catalogues & website<br>5. To connect different agencies to visit provinces for D-HOPE (incentive tour) |
| Target | 76 CD offices, Public Organizations & Tourism related agencies and companies |
| Budget estimation | • Venue fee for 1 day (meals)<br>• Speakers fee (?)<br>• Printing of catalogue for promotion<br>• Guest gifts (bags, pamphlets, pen, note etc.) |

# Possible Agenda

| | Activity | Responsible person |
|---|---|---|
| AM | Opening | Director General of CDD |
| | Keynote speech | • Tourism Authority of Thailand<br>• Japan International Cooperation Agency |
| | Panel discussions | • CDD with TAT on tourism policy<br>• CD workers + D-HOPE entrepreneurs on D-HOPE<br>• Tourism related agencies on tourism trend |
| PM | **Case study presentations** | • **Influencer (Social networking services)**<br>• **Individual tourist (Catalogue use)**<br>• **Guesthouse owners (Website use)**<br>• **Tourism agency (Package tour)**<br>• **Study tour for schools (Proposals for study purposes)**<br>• **Human Resource Training/Retreat for corporates (Proposals for training purposes)** |
| | Match-making | 14 CD provincial offices<br>• Catalogue & small exhibition<br>• D-HOPE entrepreneurs (just a couple) |




## Conference Theme: Mitigating inequalities for Community-based Economy through Community-based Tourism

| Meeting | Detail |
|---|---|
| Purpose | • Share knowledge on CBT within Thailand<br>• Discuss further issues on CBT for Thai society |
| Objective | 1. To learn Thai economy and inequality<br>2. To learn CBT policy in Thailand to mitigate inequality<br>3. To learn case studies on CBT<br>4. To discuss how to make CBT effective in Thailand<br>5. To share ideas on CBT use for education |
| Target | 76 CD offices, Academia, NGOs, cooperation agencies, TICA etc. |
| Budget estimation | • Venue fee for 1 day (meals)<br>• Speakers fee (?)<br>• Printing of catalogue for promotion<br>• Guest gifts (bags, pamphlets, pen, note etc.) |

## Possible Agenda

| | Activity | Responsible person |
|---|---|---|
| AM | Opening | Director General of CDD |
| | Keynote speech | • CD Institute<br>• D-HOPE Project Team by JICA |
| | Panel discussions | • CBT policies for future Thai economy |
| PM | Presentations by academic society | • Mahidol University<br>• Kasetsert University<br>• Thammasat University<br>• Khon Khaen University<br>• Othre cooperation agency?<br>• Banks? |
| | Presentations on CBT for education | • Case of high school school<br>• Case of university courses<br>• Case of International organization for children |

# 2. Diversification of Potential Market for CBT

Not only tourism related agencies but also potentials

# Differences between D-HOPE and Nawatwithi CBT

**D-HOPE**

- Participation is open
- Entrepreneur focused
- Hands-on experience focused
- Catalogue oriented
- Economic opportunity is scattered and smaller in a community

**Nawatwithi CBT**

- Participation of selected villages
- Village focused
- Route focused
- Pamphlets oriented
- Economic opportunity is centered and bigger in a community

# Potential Market & Use of CBT

| | Potential Market | Potential Use of CBT | Expected Output |
|---|---|---|---|
| Individual | Influencers | D-HOPE programs | Promotion of hands-on programs and communities for younger audiences |
| | Guesthouse owners | D-HOPE programs | Promotion of hands-on programs and communities for international tourists |
| | | | |
| | | | |
| Group | Schools | Educational tour<br>Study tour<br>Fieldwork for courses | Promotion of educational opportunities on communities in a variety of topics<br>Enhancement of local community studies<br>Preservation of local resources |
| | Corporates | HR development<br>Training<br>Retreat | Diversifying business opportunities for communities<br>Corporate CSR |

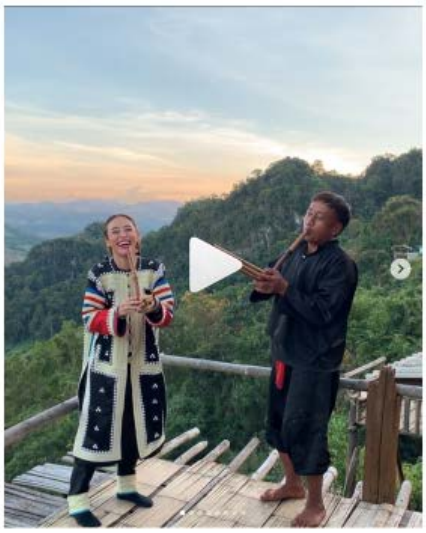
**We must provide various types of CBTs for marketing**

3. The Pyramid of Influence

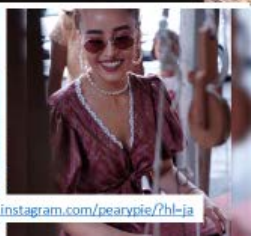
# Ambassador of D-HOPE (Influencer)

Pearypie

Appreciation of Thai culture, nature, food, people and local resources.



Source: https://www.instagram.com/pearypie/?hl=ja



Source: https://www.instagram.com/pearypie/?hl=ja

## Raising Awareness on Social Side

## Incentive Tour in Northern Thailand

| Incentive | Detail |
|---|---|
| Purpose | • Make public accessible to CBT by offering various tours<br>• Increase potential market for CBT<br>• Promote CBT by Social Enterprises in Thailand |
| Objective | 1. To offer various options on CBT for target<br>2. To organize CBT tours for potential target markets<br>3. To make media tour |
| Target | Tourism related companies, influencers, guest house owners, international individual tourist/ volunteer, media etc. |
| Budget estimation | • Printing catalogues & Pamphlets<br>• Gift for invited guests<br>• Tour price<br>• Media |

# Options for CBT

| Target | Activity | Tool |
|---|---|---|
| Tourism related agencies | 1 day Nawatwithi route | Nawatwithi CBT |
| Guesthouse owners | | |
| Individual social media influencers | 2 days packaged tour including homestay | Nawatwithi CBT + D-HOPE programs |
| Individual social media influencers | Hands-on program experience | D-HOPE programs |
| Students | | |
| | | |

# Options of Only Hands-on Program

- 4 provinces = programs available
- By village
- By 2 villages combined
- By 2 provinces combined

## 1) Possible Agenda for (Influencer) (2 day packaged tour)

*[Incentive tour to discover the unique Champions in Lamphun]*

Huai La Village, Pa Plu Sub-district, Ban Hong District,
Mae Sarn Baan Tong Village, Vieng Yong Sub-district, Muang Lamphun District, Lamphun

| | Activity | Responsible person |
|---|---|---|
| DAY. 1 | 11:00-12:00 | Arrival at Village (check in the homestay, orientation of the program) |
| | 12:00-13:00 | **Village program**: Karen Style lunch with traditional performance |
| | 13:00-16:00 | **Hands-on Program.1-A <Handmade experience>:** Karen's bag course with D-HOPE Champion |
| | | **Hands-on Program.1-B <Handmade experience>:** Back strap loom weaving course with D-HOPE Champion |
| | 17:00-18:00 | **Village program:** Village cultural tour with Village leader (Karen culture) |
| | 19:00-21:00 | **Village Program:** Welcome party (wearing the Karen cloths) |
| | | Stay at Homestay |
| DAY. 2 | 07:00- 08:00 | Breakfast |
| | 09:00- 12:00 | **Hands-on Program.2 <Local food experience>:** Karen's lifestyle and Bamboo curry recipe with D-HOPE Champion |
| | 12:00- 13:30 | Farewell & travel to Mae Sarn Baan Tong Village |
| | 13:30- 14:00 | Arrival at Village (check in the homestay, orientation of the program) |
| | 14:00- 17:00 | **Hands-on Program.3 <Handmade experience>:** Breast cloth and Garland Weaving |
| | 17:00- 19:00 | **Village program:** Dinner with Lanna traditioanl lantern |
| | 19:00- 20:00 | Farewell & travel to Chiang Mai |

## 2) Possible Agenda for (Tour Agency) (2 day packaged tour)

*[Incentive tour to meet the roots of Authentic Northern Thai Food]*

Dong Ma Pin Wan Village, Sri Tia Sub-district, Ban Hong District,
Wang Sa-Kang Village, Wiang Nong Long Sub-district, Wiang Nong Long District, Lamphun

| | Activity | Responsible person |
|---|---|---|
| DAY. 1 | 11:00-12:00 | Arrival at Dong Ma Pin Wan Village (check in the homestay, orientation) |
| | 12:00-13:00 | **Village program**: Lunch with traditional performance |
| | 13:00-14:00 | **Hands-on Program.1 <Local food experience>:** Kang Kare (Thai curry) recipe with D-HOPE Champion |
| | 14:00-15:00 | **Hands-on Program.2 <Local food experience>:** Kanomthian course (Thai dessert) with D-HOPE Champion |
| | 15:00-17:00 | **Village program:** Village cultural tour with Village leader (Farm) |
| | 18:00-20:00 | **Village Program:** Welcome party with Authentic Northern Thai food |
| | | Stay at Homestay |
| DAY. 2 | 07:00- 08:00 | Breakfast |
| | 08:00- 09:30 | Travel to Ban Wang Sakaeng Village |
| | 09:30- 10:00 | Arrival at Village (check in the homestay, orientation of the program) |
| | 10:00- 16:30 | **Hands-on Program.3 <Local food experience>:** Wang Sakaeng's secret recipe with D-HOPE Champion |
| | 16:30- 17:30 | Farewell & travel to Chiang Mai |

3) Possible Agenda for (Company) (2 day packaged tour)

*[ Study tour to learn the spirit of producers through the Pakakeryor (White Karen) clothes making experience]*

Huai Rai Village, Takian Pom Sub-district, Thung Hua Chang District, Lamphun

| | Activity | Responsible person |
|---|---|---|
| DAY. 1 | 10:00-11:00<br>11:00-12:00<br>13:00-15:00<br><br>15:00-16:00<br>17:00-18:00<br>19:00-21:00 | Arrival at Village (check in the homestay, orientation of the program)<br>**Village program**: Lunch (Pakakeryor Style reception) with traditional performance<br>**Hands-on Program.1 <Handmade experience>:** Pakakeryor sewing course with D-HOPE Champion<br>Interview with D-HOPE Champion<br>**Village program:** Village cultural tour with Village leader (Pakakeryor culture)<br>**Village Program:** Welcome party ( wearing the Pakakeryor cloths)<br>Stay at Homestay |
| DAY. 2 | 07:00- 08:00<br>09:00- 11:00<br><br>11:00- 12:00<br>12:00- 13:00<br>13:00- 14:00 | Breakfast<br>**Hands-on Program.2 <Handmade experience>:** Pakakeryor weaving course with D-HOPE Champion<br>Interview with D-HOPE Champion<br>Lunch with locals<br>Farewell & travel home |

4) Possible Agenda for ( Company / University student ) (3 day packaged tour)

*[ Study tour to experience the earth-friendly community business by social enterprise ]*

in Nong Ngueak Village, Mae Raeng Sub-district, Pa Sang District, Lamphun

| | Activity | Responsible person |
|---|---|---|
| DAY. 1 | 13:00<br>13:00-15:00<br>15:00- 16:00<br>16:00- 17:00<br>18:00-20:00 | Arrival at SE in Lamphun<br>**Study session at Social Enterprise in Lamphun**<br>Transport to Village<br>Arrival at Village (check in the homestay, orientation of the program)<br>**Village Program:** Welcome party, Dinner with traditional performance<br>Stay at Homestay |
| DAY. 2 | 07:00-08:00<br>08:00-10:00<br>10:00-13:00<br><br>14:00-16:00<br>17:00-19:00 | Breakfast<br>**Village program:** Village cultural tour with Village leader<br>**Hands-on Program.1<Handmade experience>** Shoes and bag making by recycled rubber (including lunch) with D-HOPE Champion<br>**Hands-on Program.2<Handmade experience>** Lanna traditioanl lantern course<br>Dinner with Lanna traditioanl lantern with D-HOPE Champion<br>Stay at Homestay |
| DAY. 3 | 09:00- 12:00<br><br>12:00- 13:00<br>13:00- 14:00 | **Hands-on Program.3 <Handmade experience>:** Shoes and bag making by recycled fabric with D-HOPE Champion<br>Lunch with locals<br>Farewell & travel home |

5) Possible Agenda for (International individual tourist/volunteers) (3-7 day packaged tour)

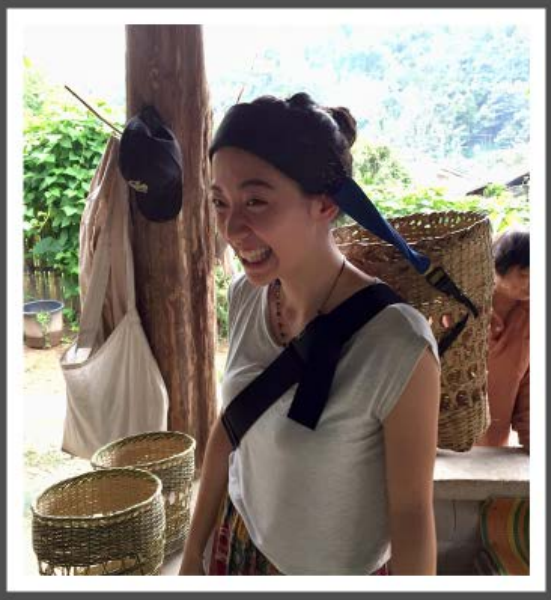
*[Sustainable tourism for living together in mountain village with a rich diversity of culture]*
in Pang Tonkong Village, Malika Sub-district, Mae Ai District, Chiang Mai

| | Activity | Responsible person |
|---|---|---|
| DAY. 1 | 13:00-14:00<br>14:00-17:00<br><br>18:00-20:00 | Arrival at Village (check in the homestay, orientation of the program)<br>**Village program:** Village cultural tour with Village leader (village history, learning the diversity of culture such Lahu, Lisu, Thai-Yai )<br>**Village Program:** Welcome party Dinner with traditional performance<br>Stay at Homestay |
| DAY. 2<br>(DAY. 3- 6) | 07:00-12:00<br><br>12:00-13:00<br>13:00-16:00<br>18:00-19:00<br>19:00- 21:00 | **Hands-on Program.1 <Local food experience>:** Climb bamboo shoot to collect tea leaves with D-HOPE Champion ( DAY3-6: Volunteer work)<br>Lunch<br>**Volunteer work:** Renovation work at the village tourist spot<br>Dinner with locals (DAY3-6: Farewell party)<br>**Study session:** Group discussion about Village happiness<br>Stay at Homestay |
| DAY. 3<br>(DAY. 4-7) | 09:00- 12:00<br><br>12:00- 13:00<br>13:00- 14:00 | **Hands-on Program.2 <Local food experience>:** Taste and shoop tea with D-HOPE Champion<br>Lunch<br>Farewell & travel home |

6) Possible Agenda for (high-school students) (2 day packaged tour)

*[ Study tour for village life style learning by "Men and Mud" : Local tour and homestay ]*
in Luang Village, Lhong Khord Sub-district, Phrao District, Chiang Mai

| | Activity | Responsible person |
|---|---|---|
| DAY. 1 | 10:00-11:00<br>11:00-12:00<br><br>12:00-14:00<br>14:00-16:00<br><br>16:00-17:00<br>17:00-20:30 | Arrival at Village (check in the homestay, orientation of the program)<br>**Study Session**: Visit Mahawan House, a museum(village history) with village leader<br>**Hands-on Program.1 <Local food experience>:** Cooking lunch together with D-HOPE Champion<br>**Hands-on Program.2 <Cultural experience>:** Baan Lhuang Temple (Buddhis study, meditation experience, etc.) with D-HOPE Champion<br>Leisure time<br>**Village program:**<br>Dinner (Khuntok: Lanna Style reception) with traditional performance<br>Stay at Homestay |
| DAY. 2 | 05:30- 06:30<br>07:30- 08:30<br>09:00- 12:00<br>12:00- 13:00<br>13:00- 14:00 | **Village program:** Make merit with locals with locals<br>Breakfast<br>**Hands-on Program.3 <Nature experience>:** Ride on a local tractor to visit an agriculture farm with D-HOPE Champion<br>Lunch at farm with D-HOPE Champion<br>Farewell & travel home |



# Implementation Plan

## Option 1: MICE in August

Make use of OTOP Exhibition for accelerating CBT

- *Meeting* at the OTOP Exhibition
- *Mini incentive tours* in Northern Thailand after OTOP Exhibition
- *Conference* at the OTOP Exhibition

## Option 2: MICE in December

Additional budget of TFY2019

- Organize *incentive tours* for case study presentations in December in Northern Thailand

+ Meeting

- 1 day mini meeting in Chiang Mai
- 2 days packaged tours

## Option 3: August & December

- Some in August, others in December

## August

**Merit**

- Practical training for an International MICE
- Make 76 CD offices/OTOP producers learn about D-HOPE already before implementation
- Nationwide promotion on D-HOPE at early stage – good results
- Potentially it has bigger impact regarding promotion by connecting meetings & incentive tours

**Constrain**

- Preparation time
- Budget allocation
- Less case studies, more of proposed plans for presentation

# December

**Merit**

- More time for preparation thus rich in contents of MICE
- Possible implementation of domestic and international MICE together

**Constrain**

- Only incentive tours in Northern Thailand does not make big impact on promotion of D-HOPE at this point