

Diagram 3: Ladders in the Process of Development of TEW/CHESH/CIRD (Tran thi Lanh 2000)

Integrated Activities		Approaches	Objectives		
National Board of People's Organization National Board of LNGOs	Learn to become a professional organization	Constructiveness cooperation / partnership networking	Self-confidence in community development	Development	
People's Organization 4. Procedure and structural system 3. People organization 2. Program/strategy 1. Philosophy/policy/vision	Lobbyist / advisor 3. Learn how to be partnership membership 2. Learn how to become a consultant 1. Learn how to become an advisor	3. Publish outputs, effects and impacts 2. Share professional tasks and methodologies in CD 1. Introduce international or national donors with RO	4. Reduce risks 3. Influences / less control 2. Long-term objectives 1. Visionary planning	Autonomy and sustainability	Vision the 5 th and paradigm the 5 th Independence
Pre-People's Organization 4. Self-encourage challenges and adapt to new situations and challenges 3. Self-look for own approaches 2. Orient strategies 1. Set up own objectives	Program coordinators 3. Learn how to be a coordinator working on CD 2. Learn how to identify local human resource for CD 1. Learn how to identify indicator for CD	3. Link policy makers and local leaderships 2. Link leaderships and high ranking levels 1. Share effects and approaches to other networking	2. Complexity and multi dimension 1. Impact indicator	Accountability	Vision the 4 th and paradigm the 5 ^{4h} Lower independence
Coordinators 8. Self-implement 7. Self-plan 6. Discuss and sharing 5. Interested groups 4. Exchange visions among KFs 3. Self-organize 2. Self-monitor and assess activities 1. Self-integrate activities	Managers 4. Learn how to develop strategic planning 3. Learn how to monitor program/project 2. Learn how to manage new challenges integrated with new needs 1. Learn how to manage / coordinate networking	5. Make linkages between NGOs and GO programs on CD approaches 4. Respect decision making 3. Integrated indigenous resources and new adapting techniques 2. Empowerment local's capacity contributions 1. Promote customary law on solving problems	6. Reduce risks 5. Less control 4. Mid-term objectives 3. Strategic planning 2. More dimensions 1. Effect indicators	Self-responsibility	Vision the 3 th and paradigm the 5 ^{3h} Upper semi-independence
Key-Farmers (KFs) 4. Self-manage their micro activities particularly within the TGs 3. Self-coordinate among TGs 2. Self-analyze and criticize their problems 1. Understand and realize their own problems and solutions	Practitioners 6. Learn how to facilitate KFs and new situation. 5. Learn how to coordinate between your job 4. Learn how to manage your job and real situation 3. Learn about your job 2. Accept to learn from the situation of community development 1. Learn how to facilitate networking between KFs	5. Provide concept of sustainable CD 4. Provide facilities 3. Provide practical TOT, pilot activities of demonstration of CD 2. Provide seminars and workshops 1. Provide and facilitate exchange experiences (by study tour)	5. Some risks 4. Could be controlled 3. Action plan 2. Simple dimension 1. Outputs and some effect indicators	Capacity building by learning and doing (pilot actions)	Vision the 2 nd and paradigm the 5 ^{2nd} Lower semi-independence
Farmers 5. Enhance TG's confidence and their local resources in order to solve their own problems 4. Self-identify solutions to problems 3. Self-identify nature of causes 2. Self-identify causes of problems 1. Self-identify problems	Learners 9. Self-wisdom 8. Self-experience to phenomenal problems 7. Self-question to these problems 6. Self-respond 5. Self-realize problems 4. Vision realize real problem 3. Attitude towards real problems 2. Behavior towards real problems 1. Understand and think of how to solve real problems	6. Together to look for new ways for adaptation 5. Together to confront new challenges 4. Together find out solutions to satisfy the needs 3. Improve the needs between TGs and DLs 2. Cultural relativism and respect each other 1. Share problems, experiences, lessons learnt, visions/views and values	6. More risks 5. More control 4. Short-term vision 3. Action plan 2. More simple dimension 1. Output indicator	Participatory rural appraisal Participatory learning and action	Vision the 1 st and paradigm the 1 st - Learning from each other (e.g. between TGs and DLs) - Better mutual understanding towards each other - Strengthening confidence - Depending upon each other (dependence)
Target Groups (TGs)	Development Learners (DLs)	Approach between Target Groups and Development Learners	Objectives	Method of community development (CD)	

