

CARE Lao PDR

Women Organized for Rural Development

Australian NGO Cooperation Program

Endline Evaluation Report

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Abbreviations

ANCP Australian NGO Cooperation Program
CBOs community based organizations
CPG Coffee Production/Processing Groups
DAFO District Agriculture and Forestry Office
DHO District Health Office
FC Farming Cooperative
FG Farmer Groups
FGD focus group discussions
FPG Farmers' Production Groups
GoL Government of Laos
GBV Gender Based Violence
IGA Income Generating Activities
LDPA Lao Disabled People Association (Sekong)
LTP long-term program
LWU Lao Women Union
NPAs Non Profit Associations
PAFO Provincial Agriculture and Forestry Office
POFA Provincial Foreign Affairs Office
PPCA Partner's Participatory Capacity Assessment
PWED Partnership for Poverty Reduction and Women's Empowerment
REW Remote Ethnic Women
SAEDA Sustainable Agriculture and Environment Development Association (Phongsaly)
VSLA Village Savings and Loan Associations
WINGs Women Interests and Nutrition Groups

Executive Summary

The 3-year (2014 – 2017) Women Organised for Rural development (WORD) project aimed to ensure benefits to remote ethnic women (REW) and their communities through strengthening community-led farmers and women's groups (community based organisations - CBOs) in order to strengthen REW livelihoods and foster demand driven service delivery that would sustain beyond the project duration. The project also intended to promote the role of Non-Profit Associations (NPAs) in Lao PDR's rural development and influence Government of Lao PDR (GoL) policy by documenting and sharing learning about this way of working with NPAs and ethnic minority communities. The project's overall goal was that: Women's livelihoods are improved and their interests voiced through strengthened community-based civil society organisations. The project's specific objectives were:

1. To promote remote ethnic women's collective actions through Income Generating Activities
2. To strengthen CBOs and NPAs to enable them to support and represent remote ethnic women
3. To enhance linkages between learning, programming and policy influencing.

Key approaches to implementation of the project were (i) using income-generation activities and small development grants as an 'entry point' to women's empowerment, (ii) gender transformative CBO and NPA strengthening, (iii) working in partnership, and (iv) research and advocacy.

This end line report documents the key outcomes of the project with regard to each of the project objectives in the target villages in Phongsaly and Sekong, by taking into account relevance, effectiveness, efficiency, and sustainability of the project. The methodology involved a desk review of existing program documents and the collection of qualitative and quantitative data collection through fieldwork.

Objective 1: To promote remote ethnic women's collective actions through income-generating activities

To promote women's collective actions through income-generating activities (IGAs), WORD provided IGA Grants, supported IGAs implementation (crop extension, production, processing and marketing; animal raising), organized training, coaching and study tours on IGAs, facilitated networking between farmers and traders and government line agencies, and organized gender mainstreaming and training to promote gender equality. All these activities were effectively managed by CARE and carried out through good coordination between different-level CARE staff, seconded government staff and technical partners.

With regard to this objective, the teams found that the project was effective on numerous counts:

- In the majority of sites in both target provinces, farmers took up WORD promoted-IGAs
- Farmers improved their technical production skills related to target IGAs and, where local socio-economic conditions allowed so, ameliorated their processing abilities, particularly in relation to cardamom (in Phongsaly) and coffee (in Sekong)
- The production of a number of WORD-supported crops increased, although this was achieved more on an individual household basis than collectively.
- The project improved women's collective marketing skills and created platforms for collectively sharing crop marketing information and strategies within and between communities.
- IGAs introduced by WORD contributed to increasing household income (**Indicator 1**). The study unveiled that in the three target districts in Phongsaly, in 2016, 44,3% of interviewees had an income lower than 5 million LAK compared to 60% in 2014, while in Dak Cheung (Sekong) in 2016, 76% of the informants earned less than 5 Million LAK compared to 83,33% in 2014. These figures might not reach the 30% target, but they still represent an important achievement.
- 9 emergency funds were successfully established and managed by women's groups (**Indicator 1.1.3**). This is a big achievement when considered that at the time of the baseline study in 2015, no emergency funds existed, and that the project aim was 8 groups. The team found that emergency funds worked efficiently and were utilized to cover expenses for women in times of distress, to access health care during pregnancy, for child-delivery or illness.

- 7 women-run village saving's loan associations (VSLA) in Khua and Samphan districts in Phongsaly (**Indicator 1.1.3**) were effectively established and managed. By the end of the project, the saving funds had increased to 21,130,000 LAK in Khua and to 7,160,000 LAK in Samphan. The growth of the fund enabled group members to acquire new assets and strengthen household economic stability. Furthermore, VSLAs turned out to be important gender transformative platforms, whereby women increased their agency on livelihoods' decision-making and on managing activities independently of men.
- Through gender mainstreaming and gender training, the project prompted the following change in the gender sphere:
 - It induced a more balanced household finance management between men and women (**Indicator 1.1.1**). The findings of the study indicate that 86% and 92.5% of female respondents in Phongsaly and Sekong respectively were satisfied with their control over cash earnings. These figures are higher than the 76% rate found in the baseline study and the 85% target threshold set by the project.
 - It increased joint decision-making between husbands and wives (**Indicator 1.1.2**). The team found that 45.58% of female and male informants in Phongsaly and 75% in Sekong made decisions about household purchases together with their partners and claimed. These rates were higher than in 2013, prior to the WORD project.
 - It allowed women to increase their level of participation in village political life and have their voices heard in community decision-making (**Indicator 1.2.1**). From the study it emerged that between 2013 and 2017, the number of women who felt confident to speak out in community meetings in Phongsaly had risen from 11.39% to 52.87%, and in Dak Cheung, from 4% to 30.71%. Although these figures are only slightly higher than the 50% value indicated in the baseline report for Phongsaly and lower for Dak Cheung, and both lower than the 70% project target, they still show positive change relatively to the women involved in the 2017 assessment.
 - An initial analysis on gender-based violence (GBV) in the target communities allowed CARE to design and raise funding to initiate two GBV-specific projects. (**Indicator 1.2.2**).
 - It enabled a more balanced workload sharing between men and women (**Indicator 1.2.3**). In both Phongsaly and Sekong, the large majority of female informants claimed that following gender training by CARE and the LWU, they had attained a more equitable division of labour with men than in the past. Men had increased their support not only with high labour input tasks such as weeding, collecting water, and cutting and transporting firewood, but also with child care, cooking, washing and tending the family vegetable garden.

The main challenges towards achieving this objective were the following:

- In a few villages, a small number of livestock that WORD provided as a form of IGA died from disease. Animal loss could have been reduced had CARE or DAFO done more in-depth and better quality follow-up on animal raising.
- In a small number of villages in Sekong farmers dropped or intended to drop coffee planting claiming that the soil type, the geography of the plantations or the climate is not suitable. To prevent this CARE and DAFO should have done sufficient follow-up and monitoring on the activities to assess coffee planting suitability in these villages.
- In target ethnic Akha villages, the project did not achieve as much as it did in other ethnic contexts in terms of gender equality. Although it did prompt an increase in men's contribution to household chores or agricultural activities, it did not impact significantly on increasing women's agency in community political life. This was partly due to the Akha enduring patriarchal socio-political system and moral code that places men in a dominant position in political matters, moral authority, social prestige and control of property and frames women as the guardians of the hearth and family providers.

The study found that part of this project objective, i.e to improve women's collective agency through the promotion of IGAs, was overall relevant to the target communities, in that it offered farmers new tools, skills and assets to cope with the uncertainties of the market economy and offered new perspectives to improve their livelihoods. Although in a large number of villages, women expressed appreciation for the changes that the project had prompted in terms of gender relations, from an anthropological perspective it is questionable the way gender-related activities were carried out, since ethnic group-specific gender roles and relations were not sufficiently taken into account. As a

consequence, whereas the structures and actions brought about by the project in the economic domain will likely be sustainable, it is less likely that change in the gender realm will be sustainable in the long term in all target communities, since, as a few farmers and village heads pointed out, the long-standing social structures and moral values that underpin gender relations might resurface to restore former gender dynamics if no follow-up is put in place.

Objective 2: To strengthen CBOs and NPAs to enable them to support and represent remote ethnic women

With regard to objective two, the teams found that the project was successful in strengthening CBOs and NPAs capacities in certain areas set by the project and in pioneering engagement with Lao civil society .

In relation to CBOs capacity building, the project achieved the following results (**Indicator 2.1**): CBOs were established in all target villages in the form of WGs or FGs in Phongsaly and in the form of WINGs in Sekong. Although the study unveiled that they worked in an informal and unstructured way, through training and monitoring by CARE, CBOs had improved their grant management skills, had enhanced group leadership and management capacity, had increased female representation in leadership (up to 30-40%), had enabled women to actively participate in community decision-making, had enhanced farmers' skills to sell and process crops collectively, and had increased members' bargaining capacities in interactions with traders. Furthermore, the teams found that CBOs had improved collective solidarity, knowledge sharing and mutual support between members, particularly women. In Some cases, members had also created networks with other CBOs to exchange market information. Due to former involvement in CARE projects that targeted collective action, in Sekong, CBOs performed better than in Phongsaly in terms of group management and collective production and marketing of crops.

With regard to engaging with Lao civil society, CARE involved in the WORD project two local NPAs, namely the Sustainable Agriculture and Environment Development Association (SAEDA) in Phongsaly Province and the Lao Disabled People Association (LDPA) in Sekong (**Indicator 2.2.1**). The study unveiled that collaboration with these organizations presented a few challenges (divergent visions and approaches about CBO establishment and management between SAEDA and CARE, and little planning, management, operational and monitoring capacities of LDPA). Yet, by the end of the project, some of these problems had been overcome through dialogue and support by CARE. From a Partner's Participatory Capacity Assessment (PPCA) carried out by SAEDA in May 2017, it resulted that the organization had improved its capacities by 54 points compared to 2015 in a number of areas, such as strategic planning, project design and management, coordination and communication with concerned stakeholders, participatory and gender sensitive approaches, accountability, financial management, and staff skills and competences (**Indicator 2.2.2**). LDPA staff had also enhanced their planning and management capacities at the end of the collaboration with CARE. By and large, this first attempt to engage with Lao civil society to support ethnic minority women in remote areas of Laos was effective in that it initiated dialogue between CARE and local NGOs and laid the foundations for more solid future collaboration, as demonstrated by SAEDA's recent involvement in two CARE's new projects.

Objective 3: To enhance linkages between learning, programming and policy influencing

With regard to objective 3, the project achieved the following positive results:

- Overall, CARE strengthened its ability to analyse and learn lessons from the way local communities received its interventions and to adjust and revise its approach accordingly as the project unfolded, following a test-error-learning-change logic.
- CARE emplaced a number of reflective learning practices to enhance program development which became models for future projects and internalised into the program, including monthly meetings, annual reflective discussion on project outcome indicators, production of case studies, and reflective analysis of project actions after their completion (**Indicator 3.1.1**).

- CARE-organized biannual meetings with the WORD project provincial steering committees, including representatives from the provincial and district government, partner NPA representatives, CBOs committee members and village heads. These turned out to be important platforms for sharing and discussing information on the project approaches, progress, and lessons learned between different stakeholders (**Indicator 3.2.1**).
- GoL staff involved in the project improved their capacities in a number of domains, such as activity planning, execution and coordination, budget designing, inclusion of gender and women empowerment in rural development practices and exposure to CARE's adopted participatory approach to project implementation.

In relation to this objective, the main shortcomings were:

- The project did not produce significant results in terms of affecting the GoL policy-making on rural development and women's empowerment.
- CARE did not produce any material to promote the project themes on the media (**Indicator 3.2.2**)

Lessons learned

The main lessons learned from these project were:

- Although it used ethnic minority languages and staff to implement the activities, WORD has taught that it is necessary to diversify and adjust interventions according to ethnic and community peculiarities. CARE should have tailored better its activities to group-specific or village peculiar socio-cultural norms, cultural values, socio-political structure, gender relations, and agricultural practices..
- As of May 2017, CBOs set-up with the support of the WORD project in Phongsaly and of the PWED project in Sekong were found in an embryonic stage in terms of organisation, management, production and marketing. Follow-up interventions, either in the guise of a third phase of WORD or of other projects with similar objectives, are needed to consolidate and make sustainable what WORD initiated.
- To avoid livestock loss higher quality monitoring and follow-up on activities is needed.
- The project proved that providing farmers with grants to organize themselves for socio-economic development is a viable and efficient strategy to enhance farmers' agency, sense of accountability, group cohesiveness and self-confidence.
- A participatory approach to socio-economic development has more potential to create benefits to vulnerable groups than does a top-down approach provided that beneficiaries of interventions are motivated and they experience the advantages of actively taking part in processes of livelihood transformation. Yet, participation and motivation is affected by contextual factors, such as in-village socio-political power structures and outside external political decision-making. These should be taken into account in project designing and implementation.
- In villages in which women had a higher level of education, showed stronger female solidarity and motivation for change, and the male community was supportive of such change, women reached a more equitable division of labour with men, increased income, self-confidence and community involvement, and acquired new leadership roles.
- Gender roles and relationships vary across cultures and over time and are structured by ethnicity, class, age, and governance, among other factors. Appropriate interventions should be designed based on a prior understanding of these roles, relationships, factors in each specific context. Only in this way development outcomes will be effective and will have a long-term and beneficial impact on the target groups and individuals.
- Language ability of project beneficiaries remains an important issue to be addressed in information dissemination, training and activity implementation.

Recommendations

In light of the above, the following main recommendations are made:

- In order to consolidate the positive outcomes of the WORD project it is suggested that a third phase of the project or another project that addresses similar issues separately be implemented. This will help the results of WORD to be sustainable in the years to come.
- CARE's future project designing and practice should be better informed by local diversity and specificity. Hence it is suggested that interventions be diversified according to village or group peculiarities, these being levels of group solidarity, leadership, local soil or climatic conditions, individual motivation, inner-village power structures, and ethnicity-informed gender relations.
- Gender-based development among minority ethnic groups should be shaped by prior knowledge of ethnicity and locality specific gender roles and gender relations, and of the local socio-political structures through which disparities are shaped, reinforced or sustained. It is strongly recommend that in-depth ethnographic investigation of these issues be carried out prior to planning and implementing other gender-focused projects.
- To be effective, changes in gender relations and roles should occur also within state institutions. Dialogue with the GoL should be sought to foster theory and practice-informed gender mainstreaming at the institutional level. CARE and the GoL should jointly identify key programming mechanisms and tools including good practice operational examples for women's empowerment and gender equality.
- Although it was partly put into place with WORD, further effort should be made towards implementing the activities in the minority ethnic languages, in particular for those groups, such as the Akha in Phongsaly and the Ye and Katu in Sekong, with lower levels of education.
- Farmers' literacy in Lao and other languages used in trade transactions and in written contracts and accounting skills should be improved. CARE should continue sustaining non-formal education programs in collaboration with the GoL to improve literacy and accounting abilities of farmers, particularly of minority ethnic women in remote mountain areas aged between 25 and 50, who normally lack formal education.
- Improve cash crop farming, managing, and processing skills through further training, regular supervision by technical staff, and further study tours to model farms or communities.
- Create and sustain an informal technical and market information system based on inter-village ethnic kin-networks. A technical or market information network could be built on these pre-existing social relations that elicit trust and mutual support.
- CARE may consider creating platforms to discuss and negotiate the terms of contract farming with GoL representatives, companies and the farmers and advocate for a fairer treatment of the latter. These platforms could be workshops or regular meetings.
- Foster farmers' motivation to pursue WORD-promoted IGAs through further learning of successful examples.
- With regard to coffee groups in Dak Cheung District the following actions are recommended:
 - For groups reluctant to continue planting coffee, it is recommended that a soil feasibility test be carried out in the sites.
 - CBO group members could be involved again in study tours or in short-term 'agriculture residencies' (of a month or two) in 'model coffee villages' to acquire know-how of crop planting, managing, and marketing and group management. To facilitate learning and social connectivity, agriculture residencies and study tours could be organized between communities of the same ethnicity.
 - In those villages intending to definitively cease coffee planting, despite ascertained feasibility, alternative income-generating activities could be discussed with their members.
 - For those villages that are willing to continue coffee planting but have not achieved high results in production, processing or marketing, further technical support and on-going supervision should be offered to enhance planting, picking and sorting skills and improve yield's quality. Wet processing or semi-dry processing techniques could be experimented. In villages with more favourable conditions for sun-drying, efforts should to be made to improve drying methods (supplying for instance drying platforms) and, over time, lead farmers to introduce further steps in the processing pipeline such as dry milling, grading and ageing, while also improving storage methods. This could be achieved in the up-coming project that CARE intends to implement in Sekong with a specific focus on coffee planting.

- In each target village, it should be assessed whether the local (social, economic, political, education) conditions are more suitable for growing and marketing cash crops (particularly coffee or cardamom) in a group or as individual households. In villages where farmers opt to pursue collective action, CARE should provide further assistance to structure and consolidate pre-existing CBOs.
- Despite the difficulties encountered with involving Lao civil society in the WORD project, efforts should be made to continue collaboration with Lao NPAs. If vision, planning and actions are properly coordinated, collaboration with Lao NPAs could produce fruitful results for Lao society at large. It is desirable to engage NPAs as full time project partners rather than short-time sub-contractors, as CARE has recently started doing in the northern Province of Luang Namtha. Based on the lessons learned from WORD, CARE should support NPAs' national and field staff to improve their project management and implementation capacities. Particular attention should be placed on encouraging NGOs to adjust development planning and action to the specific local socio-economic and cultural conditions, Opening district-level NPA offices in the target areas will allow NGOs to be a constant on-the-site presence and hence guarantee on-going monitoring and supervision of field activities.
- In support of Akha women, CARE may consider the following interventions:
 - Form small women's vegetable and NTFP sale groups (3-4 women each), preferably made up of women whose husbands belong to the same clan or sub-group (for instance Lao-li, Lao-kin, Lao-sung or Lao-ma in Moka Ark) to foster group solidarity and collaboration. CARE could consider providing a means of transportation to the group such as a tractor or a motorbike. As an alternative, for Akha villages located along main roads, such as Moka Ark, CARE could support the construction of a small market space by the village for women to sell their products to by-passers.
 - Support formal education of a few promising Akha girls through grant provision on the condition that after completing school they return to their own village to act as interpreters or as community development officers employed by CARE or the GoL.
- CARE may consider taking specific actions to support people with disabilities. To do so, first it is necessary to undertake a study of ethnic group specific and government's socio-cultural constructions, understandings of and dealings with disability. Then both the GoL and local communities should be involved into disability mainstreaming or in awareness raising of disabled people's social inclusion.
- More efforts should be made towards strengthening collaboration and provision of technical support to GoL agencies. CARE could produce socio-economic and political change in Laos only in collaboration with the government. Hence it should seek not only to implement but also to design projects with the GoL. This is the only viable way to impact on the government's policy-making.

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I would like to express my gratitude to the villagers in Khua, Mai and Samphan Districts in Phongsaly and in Dak Cheung in Sekong for offering their warm hospitality to the research teams and for kindly and patiently participating in the study surveys, focus group discussions and CBO assessments. I strongly hope that this report, despite its flaws, will contribute to a smooth negotiation of their needs with the Lao government and international aid organizations.

Crucial in the accomplishment of this endeavour was the valuable logistic and institutional support of the team. My special gratitude goes to the CARE Project Coordinator, Robin aus der Beek, for supporting the study and providing guidance at various stages of the research. CARE Provincial Project Coordinators and Managers enabled contact with various government line agencies and facilitated research in the villages, providing background information on the project and the local context. I would like to thank CARE field technical staff for providing support with translation from ethnic languages into Lao and back, introducing the team to each village community as well as organizing data collection and involving villagers in the research. Special thanks go to Phommachanh Photichan, CARE Vientiane data manager, for patiently and skilfully helping with data collection and management as well as assisting with translation from Lao into English and back throughout the research and writing up process. I owe much appreciation to my interpreter, Thippaphone Khongsavath, for providing invaluable support with Lao-English-Lao translation thus facilitating my interaction with village communities and their village leaders during fieldwork in Dak Cheung.

I am grateful to the officers of the Government of Laos from the Department of DAFO, PAFO and POFA and members of the LWU in both provinces who participated in the semi-structured interviews and to those among them who assisted with data collection in Phongsaly and Sekong.

Finally, I would like to thank the representatives of SAEDA and LDPA for taking part in the interviews related to the project and the SAEDA team for repeating the organization's capacity self-assessment in May 2017.

Introduction

The 3-year (2014 – 2017) Women Organised for Rural development (WORD) project aimed to ensure benefits to remote ethnic women (REW) and their communities through strengthening community-led farmers and women's groups (community based organisations - CBOs) in order to improve REW livelihoods and foster demand driven service delivery that would sustain beyond the project duration. The project also intended to promote the role of Non-Profit Associations (NPAs) in Lao PDR's rural development and influence Government of Lao PDR (GoL) policy by documenting and sharing learning about this way of working with NPAs and ethnic minority communities. Key approaches to implementation of the project were using income-generating activities (IGAs) and small development grants as a base for women's empowerment, gender transformative CBO and NPA strengthening, working in partnership, and research and advocacy.

The project built on CARE's long-term presence both in Phongsaly and Sekong, close relationships with communities and local authorities (particularly within the Ministry of Agriculture and Forestry), and existing partnerships with two selected NPAs, namely Sustainable Agriculture and Environment Development Association (SAEDA) in Phongsaly and the Lao Disabled People Association (LDPA) in Sekong. The project complemented and leveraged previous and ongoing CARE initiatives within the REW long-term program, under the umbrella of the Australian NGO Cooperation Program (ANCP)

Using an integrated approach, WORD worked alongside CARE projects in the targeted communities funded by other donors to address necessities of remote ethnic women. In Sekong province, WORD complemented finely the EU funded 'Partnership for Poverty Reduction and Women's Empowerment' in Dak Cheung (PWED), which was started in 2013 and built on the food security work, particularly through the establishment of Women's Income and Nutrition Groups (WINGs) to further address livelihood support to REW. For these reasons, some of the results of WORD are indistinguishable from those of PWED or can be attributed to both projects.

Since its design in 2013, after considering the responses and reassessing the necessities of the recipient communities, WORD shifted its initial focus on reproductive, maternal and neonatal health (already addressed by projects funded by MOFA Luxemburg through CARE Deutschland/Luxemburg) and building climate change resilience (addressed through the "Northern Upland - Promoting Climate Resilience" project funded by EU through CARE Denmark) to CBOs support and community development through the provision of grants for village development and income generation activities, women's empowerment and gender equality. The prevention of gender based violence (GBV), which was initially included among the WORD objectives, faded out from the work plan after completing related analysis and securing targeted additional (EU and DFAT) funding for full project.

Scope and Context of the Project

WORD's overall goal and objectives were:

Overall goal:

Women's livelihoods are improved and their interests voiced through strengthened community-based civil society organisations.

Specific objectives:

1. To promote remote ethnic women's collective actions through Income Generating Activities
2. To strengthen CBOs and NPAs to enable them to support and represent remote ethnic women
3. To enhance linkages between learning, programming and policy influencing

In Sekong, the project identified 5 most potential WINGs and 10 Coffee Groups (CG) among ethnic Talieng, Katu, and Ye communities. In Phongsaly 15 villages, choosing between ethnic Akha and Khmu communities, were included choosing among the most potential Farmer's Production Groups (FPGs) established under previous projects. CARE partnered with the local NGOs SAEDA and LDPA, in Phongsaly and Sekong respectively. In particular, support provided to CBOs and NPAs built on the close relationship between CARE and these groups aimed to strengthen their (i) organizational capacity, (ii) technical knowledge, (iii) assets, (iv) extension skills and (v) networking opportunities (voice). Through the provision of small development grants, technical support and ongoing

coaching, CARE supported the CBOs and NPAs to identify and respond to community development needs of priority to them.

The project planned also to enhance GoL's appreciation and recognition of the role of civil society and enforce the Government's policy framework regarding NPAs.

Key strategic Government partners were primarily the Provincial and District Agriculture and Forestry Offices (PAFO/DAFO) and the Lao Women Union (LWU). Partnership with the Government included, among other things, seconding officers from the above line agencies to work for the project. Networking, sharing and synergies were created with several other line agencies and development organizations at national and local levels. The project had initially intended to explore a pilot partnership with a private coffee company, *Outspan Bolovens Ltd.*, in Sekong, for coffee marketing. Yet, as the project evolved, this idea was subsequently abandoned, since the quality of coffee yields and the capacity of the target CBOs did not meet the standards required for such an engagement. More in-depth support for the development of the coffee value chain, with particular focus on women economic empowerment will be at the core of the next phase of project implementation.

The project targeted two provinces of Lao PDR., one in the far north (Phongsaly) and one in the south (Sekong).

Phongsaly is the northernmost province and is one of the poorest provinces in Laos with a total population of 167,181 people and with the highest number of districts (5 out of 7) below the poverty line. In 2012 the percentage of poor families was 40.5% (12,310) while the percentage of poor villages is about 65% (Northern Uplands Development Program, www.nudplao.org). All three targeted districts within this province (Khua, Mai and Samphan) were classified as poor in 2012 with still more than 70% of poor villages. The project covers 15 villages across these districts, with populations consisting mainly of the Khmu and Akha ethnic groups. The target villages are already supported by CARE within the REW program.

Phongsaly is one of the major opium producing sites in the country, despite a major decrease in opium poppy cultivation¹ (banned by the Government). Change in the economic profile of such communities requires technical and economic support to enable viable and sustainable income generating activities, investments in basic infrastructure and access to credit and savings funds (UNOCD). Key development features for the province are (i) poverty and extremely low human development indicators (more than 50% of villages have no access to markets while the daily per capita income is well below 1 USD), (ii) lack of local human resources, (iii) remoteness and difficult access, (iv) and high ethnic diversity (Akha 50%, Lao Lum 6%, Khamou 26%, Lao Seng 6%, Tai Dam 9%, Tai Deng 3%).

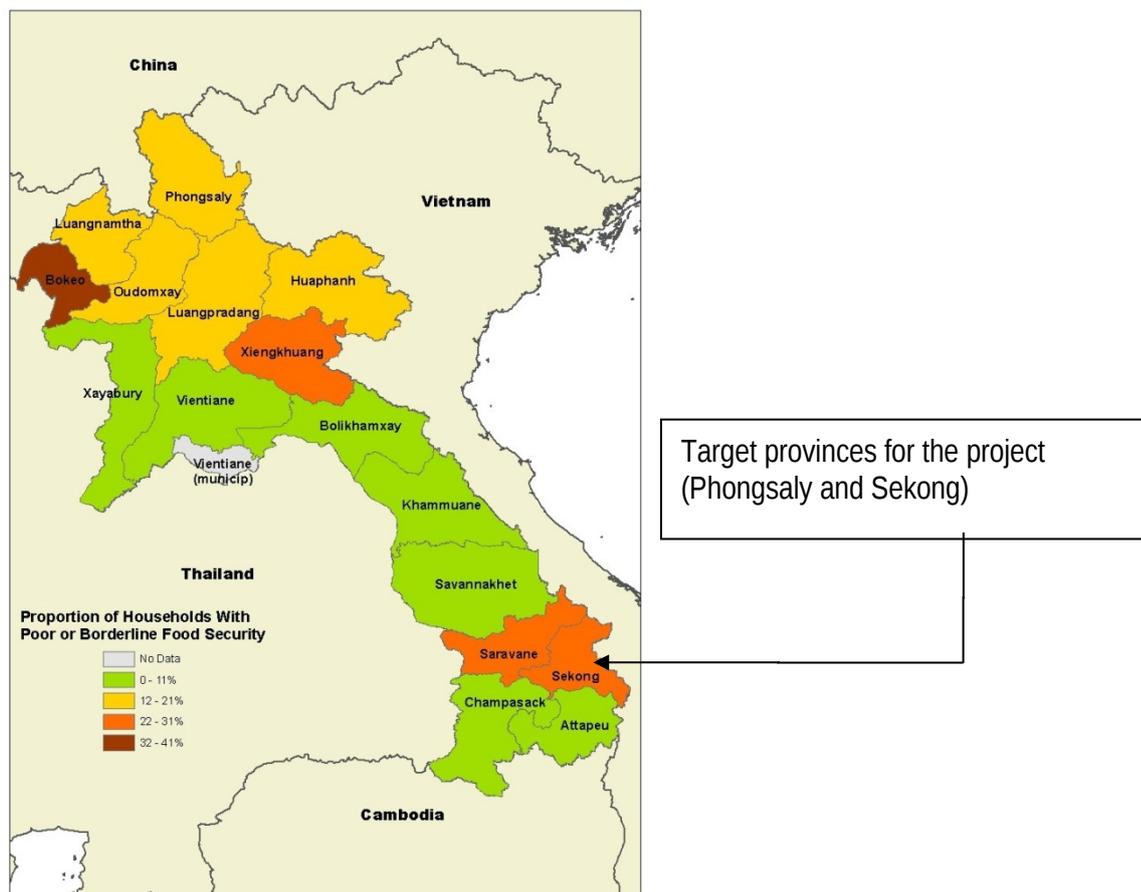
Table 1. List of target villages in Phongsaly Province, by ethnicity

Village	District	Ethnicity
Phonesaat	Khua	Khmu
Houaythong	Khua	Khmu
Karding	Khua	Khmu
Omtra	Khua	Khmu
Kongvath	Khua	Khmu
Paklaeng	Mai	Khmu
Phier	Mai	Khmu
Knockngiew	Mai	Khmu
Sanin	Mai	Khmu
Mokka Ark	Mai	Akha
Sakeo	Samphan	Khmu
Laoliew	Samphan	Akha
Laosaen	Samphan	Akha
Mokyon	Samphan	Khmu
Kongkhum	Samphan	Khmu

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At the turn of the century, Phongsaly province had approximately 3,872 ha of opium poppy cultivation accounting for 20% of the national total production with 513 villages out of 611 growing opium and an addiction rate of 5.6% (UNOCD).

As highlighted in the map below, Phongsaly borders with Vietnam and China. Hence it is likely that Lao farmers will increasingly be involved in commercial interactions with Vietnamese and Chinese traders under unequal power relations. While being very active in trade with China, the province seeks new market opportunities in Vietnam (e.g. opening of new roads, especially one from Khua and Mai into Vietnam). Thus, the challenge is to strengthen collective production and negotiation capacities of targeted ethnic communities, in order to enable them to benefit from trading opportunities and product demand of such neighboring economic powers.



The province of Sekong is located in the South East of Laos and is characterised by its remoteness and high proportion of Mon-Khmer ethnic groups. According to the government population census 40% of the villages within the District are classified as poor. A baseline study of the targeted villages found high incidence of disability (10% of visited households had a member with a physical disability); livestock rearing affected by high animal mortality; about half of the villages not having paddy fields or the opportunity to develop paddies; coffee representing an attractive cash-crop for villages without the opportunity to develop rice paddy (particularly for low income households). CARE implemented this project in Dak Cheung District (15 Villages).

Similarly to Phongsaly, Sekong also faces challenges as a result of trading relationships with Vietnam and Thailand (in addition to Cambodia further south). This again implies high risk of exploitation of poor farmers and their environment, and competition with Foreign Direct Investment. Further consequences are also reflected in high seasonal migration for work and higher risk of incidence of gender based violence (either caused by sexual exploitation by increased foreign presence, and/or likely to occur for women/girls seeking short-term employment in neighboring countries).

This report details the end line data for the WORD project in Khua, Mai and Samphan districts, in Phongsaly province and in Dak Cheung district, in Sekong Province. The report is structured in three key sections. First, the research methodology is detailed. Second, the results and analysis are presented. Finally, a summary of the project achievements, shortcomings, lessons learned, conclusions and recommendations are presented.

Methodology

The aim of this research was to survey and collect endline data for the final evaluation of the WORD project in Khua, Mai and Samphan Districts in Phongsaly Province and in Dak Cheung District in Sekong Province. The methodological approach adopted for the endline study encompassed a desk review of relevant documents related to the project as well as fieldwork research in target villages in Samphan, Khua and Mai Districts in Phongsaly Province and in Dak Cheung in Sekong Province, and interviews with GoL and NPAs partners. The research sought to provide clear qualitative and quantitative data on selected key progress markers for the project, and enable comparison with the baseline study undertaken in 2015.

In this section of the report, the discussion of the methodological approach will be presented in two parts. First, a detailed description of the research process itself will be presented. Second, the section will conclude with a discussion of the relative weaknesses of the research methodology.

The desk review involved an examination of all project's documents and CARE policies, strategies and other key documents. Fieldwork included both qualitative and quantitative data collection; prior to the data collection, a one-day training workshop was conducted in CARE's offices in Khua and Dak Cheung for data collectors, including Government staff from the PAFO, DAFO, LWU, POFA, as well as CARE staff.

The research was conducted over a period of 21 days from May 2-23, 2017 inclusive. During the fieldwork, the team assessed 15 villages, 8 in Samphan, Khua and Mai Districts in Phongsaly Province and 7 villages in Dak Cheung in Sekong Province. (see Table 1 for details of the research schedule). Interviews with SAEDA representatives in Vientiane, the Head of LDPA Sekong, and different level officials from DAFO, LWU, DFAO, and DHO were also held.

The evaluation was conducted by two different research teams in Phongsaly and Sekong. The Phongsaly team consisted of 12 members: 1 international consultant, assisted by 4 CARE staff and staff from LWU (1 provincial and 2 district level), Ministry of Forestry and Agriculture (1), DAFO (1), PAFO (1), Ministry of Foreign Affairs (1), DFAO (1). CARE staff included 2 Phongsaly project officers who assisted with data collection, providing Khmu-Lao translation, and logistical support, and 1 CARE Office Vientiane information management specialist who assisted with data collection and management, and translation from Lao into English. A fourth CARE staff member was primarily responsible for transportation, and assisted with logistical support. All staff from the GoL line agencies assisted with data collection. In Akha villages, 2 Akha native speaking CARE offices acted as interpreters in the local language. The Sekong team consisted of 8 members: 1 international consultant, 5 CARE staff and 1 staff from DAFO. CARE staff included 2 field officers who assisted with data collection and logistical support, 1 project manager who arranged the team visits to the village communities, 1 English-Lao interpreter, and 1 CARE Office Vientiane information management specialist who assisted with data collection and management. The DAFO staff contributed to data collection. An external staff supported the team with transportation and logistics.

Due to time limitations the teams could fully assess only 8 of the target villages in Phongsaly and 7 in Sekong. In 6 remaining target villages in Phongsaly only the household survey was carried out, while in 8 remaining villages in Sekong this could not be done due to limited personnel availability. In selecting villages for the full evaluation it was made sure that all target ethnicities were represented (Akha and Khmu in Phongsaly, Talieng, Katu, and Ye in Sekong) and that an even number of communities with low, mid and high level remoteness from the district capital and low, mid and high levels of socio-economic development were included.

The methodology for the end of project evaluation consisted of five basic activities: a quantitative and qualitative household survey with approximately equal numbers of adult male and female respondents (about 8-10 per gender in each village), with an equal representation of three age groups (16-25, 26-45, 46-over), and an equal representation of low, mid and high income households; In depth semi-structured interviews were held with Village Heads.

Where the Village Head was not available, his deputy was interviewed; Focus group discussions and an assessment of Coffee Groups (FGs) or Farmer's Groups (FGs) using the CBO tool designed by CARE and through discussions were carried out in each village. Where neither the FG or CG existed, Women's Groups (WG) or WINGs were assessed using the same tool; All WGs and WINGs were also involved in focus group discussions and in activities pertaining to gender power relations and women's empowerment, drawing on the tools that the gender expert had designed for the baseline study. Semi-structured interviews were carried out with different level GoL officers from DAFO, LWU, DFAO, and DHO and with representatives of partner NPAs, namely two SAEDA staff in Vientiane and the Head of LDPA Sekong in Sekong. All activities were integrated with participant observation, a core-method of anthropological inquiry. This tool enabled to observe behaviour and language as well as record groups' beliefs and values around gender (power) relations, gender roles, and socio-economic change.

To be able to compare findings between the beginning and the end of the project life, the household survey drew on some of the same questions used in the baseline study. It focused on collecting demographic data, mapping access to education across gender, collecting information about livelihood activities and income, household level decision making and attitudes to gender based violence. The CBO assessment revolved around topics such as groups' vision and organization, including rules, leadership, management and female representation, sharing of information among group members, modes of collective crop marketing, group's level of support to women during pregnancy, networking with other FGs of CGs, and attitudes toward disabled people. The focus group discussions and activities with WINGs and WGs explored the gendered division of labour within households, gender and political participation in village level politics, and gender and money management in the household. For the activities assessing women's participation in village political life and money management within the family, the teams deployed two sets of flash cards that CARE staff had used to do gender training. These tools allowed to reach women with low level of literacy. Each set of cards included four pictures, each depicting a different situation related to the topic under investigation. After the meaning of each images was clarified, one by one women placed a pebble on the image that they considered to be most representative of their situation in the present and prior to the beginning of the WORD project. The in-depth interviews with Village Heads/Deputies aimed to evaluate their level of commitment to supporting gender equality in their village, their support for participation in CARE programs and their priorities as village leaders. In addition, the village heads were asked about IGAs in the village, problems with marketing cash crops, household income progress, the number of people in the village with disabilities, and what obstacles they felt were preventing the poorest families in their village from developing their households at the same rate as others in the village.

Semi-structured interviews with GoL officials addressed the GoL's views of the project aims, implementation, flaws and achievements, problems or benefits arisen from the partnership with CARE, prospects for improvement and plans for future rural development in the concerned areas. Interviews with SAEDA and LDPA representatives explored the two organizations' visions, type of involvement in the project, outcomes from collaboration with CARE and plans for future improvement. SAEDA was also asked to repeat a Partner's Participatory Capacity Assessment (PPCA) that had already done in May 2015, under the supervision of CARE. The assessment revolved around the 6 areas that CARE identified: strategic planning, programme development, management and service delivery; good governance and accountability, participatory monitoring and evaluation; gender and social inclusion, finance compliance and financial system; human resource and logistics management.

Data collection for both the quantitative and qualitative aspects of the research was conducted in local languages and Lao. For the household survey, data collectors posed the survey questions in local language or in Lao and recorded the responses on the data form in Lao on tablets. For the focus group discussions, simultaneous translation from English to Lao to local language (Khmu, Akha, Talieng, Katu) and back enabled the data to be recorded in English via written notes during the focus group discussion. In-depth interviews involved translation from English to Lao and back to English, and data was recorded via written notes in English during the interview.

There were a few limitations encountered during the research:

The limited timeframe allocated for the study did not allow to conduct extensive research in all 15 villages in each of the two target province, so as to gain a full picture of the gendered socio-economic and political change in the areas. This report presents data collected on one-day visits in half of the target villages to represent the whole WORD project reality. As such, partiality of the findings should be taken into account. Furthermore, probing for the truth was often affected by the informants' "performativity". For instance, in two villages in Dak Cheung informants understated the amount of their income, in other cases they concealed having received conspicuous compensation for leasing their land to a mining company. In other villages during focus group discussions and assessment of gendered power relations, many informants did not understand the questions asked or the messages conveyed by the team and their responses simply followed those of other participants. The challenge of the research was to find a middle ground between these performances and what could be observed on the ground. The study attempted to overcome these limitations by combining multiple sources of information, both first hand and secondary. In this respect crucial was the support of CARE's field staff who had a broader understanding of the reality under investigation. Yet, for the above reasons, figures about income and data on women's participation in village political life, changes in gendered division of labour or access to family finances should be taken with caution.

Findings and Analysis

Objective 1: To promote remote ethnic women's collective actions through income-generating activities

Achievements

- In the majority of sites in both target provinces, farmers took up WORD promoted-IGAs
- Farmers improved their technical production skills related to target IGAs and, where local socio-economic conditions allowed so, ameliorated their processing abilities, particularly in relation to cardamom (in Phongsaly) and coffee (in Sekong)
- The production of a number of WORD-supported crops increased, although this was achieved more on an individual household basis than collectively.
- The project improved women's collective marketing skills and created platforms for collectively sharing crop marketing information and strategies within and between communities.
- WORD-promoted IGAs contributed to increasing income of a large number of households. (**Indicator 1**). The study unveiled that in the three target districts in Phongsaly, in 2016, 44,3% of interviewees had an income lower than 5 million LAK compared to 60% in 2014, while in Dak Cheung (Sekong) in 2016, 76% of the informants earned less than 5 Million LAK compared to 83,33% in 2014.
- 9 emergency funds were successfully established and managed by women's groups (**Indicator 1.1.3**). The team found that emergency funds worked efficiently and were utilized to cover expenses for women in times of distress, to access health care during pregnancy, for child-delivery or illness.
- 7 women-run village saving's loan associations (VSLA) in Khua and Samphan districts in Phongsaly (**Indicator 1.1.3**) were effectively established and managed. By the end of the project, the saving funds had increased to 21,130,000 LAK in Khua and to 7,160,000 LAK in Samphan. The growth of the fund enabled group members to acquire new assets and strengthen household economic stability. Furthermore, VSLAs turned out to be important gender transformative platforms, whereby women increased their agency on livelihoods' decision-making and on managing activities independently of men.
- Through WORD's set up CBOs, women increased their agency in production, leadership, and political decision-making.
- Gender negotiation training by CARE provided men and women with the opportunity to discuss and rethink gender issues and their roles within the family and the community at large, prompting the following change:
 - It induced a more balanced household finance management between men and women (**Indicator 1.1.1**). The findings of the study indicate that 86% and 92.5% of female respondents in Phongsaly and Sekong respectively were satisfied with their control over cash earnings.
 - It increased joint decision-making between husbands and wives (**Indicator 1.1.2**). The team found that 45.58% of female and male informants in Phongsaly and 75% in Sekong made decisions about household purchases together with their partners and claimed.
 - It allowed women to increase their level of participation in village political life and have their voices heard in community decision-making (**Indicator 1.2.1**). From the study it emerged that between 2013 and 2017, the number of women who felt confident to speak out in community meetings in Phongsaly had risen from 11.39% to 52.87%, and in Dak Cheung, from 4% to 30.71%.
 - An initial analysis on gender-based violence (GBV) in the target communities allowed CARE to design and raise funding to initiate two GBV-specific projects. (**Indicator 1.2.2**).
 - It enabled a more balanced workload sharing between men and women (**Indicator 1.2.3**). In both Phongsaly and Sekong, the large majority of female informants claimed that following gender training by CARE and the LWU, they had attained a more equitable division of labour with men than in the past. Men had increased their support not only with high labour input tasks such as weeding, collecting water, and cutting and transporting firewood, but also with child care, cooking, washing and tending the family vegetable garden. Exception to this trend were Akha ethnic communities, where, although some change was reported, men's contribution was more limited than in other contexts.

Shortcomings

- In a few villages, livestock (pigs, chickens and ducks) that WORD provided as a form of IGA or as a way to strengthen food security died from disease within the first or the second year since provision. Although WORD trained farmers in vaccination and basic treatment techniques, this was not sufficient to prevent animal loss. Farmers claimed that little monitoring on the livestock health condition had been done by the project following the first round supply. DAFO staff in Khua District argued that in many cases animal's mortality was caused by the farmers' inability to properly emplace the raising techniques that had been transmitted through training. Although CARE conducted monitoring once a month in the target villages, animal loss could have been reduced had CARE or DAFO done more in-depth and better quality follow-up on animal raising.
- In Tang Brong, partly Dak Wai, Dak Pong, and Tang Lo villages in Sekong, farmers dropped or are intending to drop coffee planting claiming that the soil type, the geography of the plantations or the climate is not suitable. To prevent this CARE and DAFO should have done sufficient follow-up and monitoring on the activities to assess coffee planting suitability in these villages.
- In ethnic Akha villages, WORD-promoted gender-transformation activities did not bring the expected results. This is due to a number of reasons: firstly, patrilineal descent and patriarchy (i.e. male predominance in political leadership, moral authority, social prestige and control of property) remain deeply rooted features of Akha social structure and continue to structure women's role in society and the family; secondly, Akha social life, including gender relations, is informed and regulated by *Akhazang* ("The Akha way"), a few centuries-old moral and philosophical code passed on orally from generation to generation whose principles and prescriptions are still followed in many Akha villages. Within the Akhazang worldview, Akha women are the guardians of the hearth; they are responsible for carrying on the family line through giving birth to male children and for providing for the family through agricultural production and gathering of forest products. It may be possible, and this can only be ascertained by in-depth ethnographic research, that it is exactly in this capacity of family guardians and providers, which from a Western gender perspective might seem one of subjugation and oppression, that Akha women find empowerment in their own society; thirdly, in some cases, women's role as main family supporters is reinforced by a still widespread male opium-addiction who causes Akha men to often spend their time in idleness. Fourthly, many impoverished Akha female interviewees, stated that their priorities as mothers and women is to ensure food security and the protection of the health of their often numerous children, showing little interest in gender mainstreaming activities that to them appeared abstract and incomprehensible.
- In villages of other target ethnic groups, gender change seems to have occurred based on the criteria identified by WORD. Yet, there is no certainty that such change will be sustainable, as a number of village leaders and women in the target communities also claimed. Village-specific long-aged gender power relations, social structures and cultural values might in the long-term re-emerge if the project achievements are not reinforced through further action on women's empowerment that builds on an understanding of these relations, structures and values.
- From interviews with villagers and CARE staff, FGD, and CBO assessments it emerged that groups still had low level of accountability. In Sekong, since procurement was emplaced for grant planning and expenditure, it emerged that farmers did not reach full capacity to manage grants. In Phongsaly, in the majority of villages surveyed, saving's group members or managers could not provide details in either written or oral form of the saving's fund deposit and loans. This suggests that further monitoring should be carried out on saving's fund management to assess the actual functioning of the saving's groups.
- Although WORD did pay some attention to local socio-economic realities and adopted a participatory approach in designing and implementing actions, this was not sufficient to produce the expected change everywhere, especially in ethnic Akha villages.
- DAFO officers in Phongsaly stated that distribution of crop seedlings by CARE should have been proportionate to each household's labour availability.
- Farmers reported that in some cases CARE and DAFO distributed crop seedlings (as in the case of cardamom in Phongsaly) too late into the planting season affecting crop growth and quality.

IGA GRANTS

To promote women's collective actions through income-generating activities (IGAs), WORD provided IGA Grants, supported IGAs implementation (crop extension, production, processing and marketing; animal raising), organized training, coaching and study tours on several topics, and facilitated networking between farmers and traders and government line agencies. Additionally, to sustain CBOs' support to their communities, the project supplied also Community Development and Emergency Funds Grants. The latter will be discussed in the section Indicator 1.1.3 of Objective 1 (p.) and in Objective 2 (p.) of this report, respectively. The section below outlines the different steps related to IGAs.

IGA Grants were used to generate income by providing assets to individual households. In Phongsaly, assets included pigs, poultry, crop seedlings or saplings (cardamom, galangal, coffee), and processing facilities such as ovens or drying tables, depending on the preferences expressed by each village community and each individual household. Supply of livestock was organized on a rotation system, whereby a selected number of low-income households received the animals first, with the clause that, after reproduction, piglets, chicks or ducklings be given to other households in the following years. In Dak Cheung, 10 coffee groups were the recipients of this type of grant (1,000US\$/8,2 million LAK each) to support coffee planting and processing.

From interviews with CARE staff, provincial coordinators and farmers, it emerged that grant allocation drew on a **bottom-up approach and a participatory process**, which involved joint planning, designing, and budgeting between CARE and the recipients. The process of grant allocation and expenditure was articulated in 7 steps:

1. **Consultations with village communities:** Prior to allocating the grants, CARE and the GoL's concerned agencies (DAFO and LWU) held consultations with village communities at large (rather than exclusively with political leaders), including both men and women. Taking each village specific needs and preferences as a starting point, CARE jointly with all the stakeholders identified IGAs, subsistence strategies or infrastructural items for livelihood improvement.
2. **Group set-up:** In Phongsaly the establishment of Women and Farmer's groups (CBOs) followed consultations. Villagers joined the groups on a voluntary basis. In Sekong grants were given to pre-existing coffee groups or WINGS.
3. **Market assessment tours:** for cash crop extension, group representatives were taken on market assessment tours to acquire information about demand, prices, and buyers.
4. **Knowledge sharing and group decision-making:** Upon return to the village, participants shared the knowledge acquired on the market assessment tour with their group peers. The group committee made decisions on grant expenditure in consultation with the other members of the group.
5. **Follow-up discussion with CARE and GoL:** further discussions between CARE, GoL and villagers were held to redefine terms and aims of the grant allocation and the related activities.
6. **Grant allocation and expenditure:** WORD allocated the grants in two rounds to each village. In Phongsaly, villagers were given the option to plan and manage the expenditure of the grants under the supervision of the WORD staff. Villagers were asked to provide three quotes for asset purchase and upon approval by CARE they bought the planned items, being these seedlings, saplings, drying machineries, animals (pigs and poultry) or construction material. Bank accounts were opened in the name of the group leaders or of a member of the village committee. Through the process, farmers in Phongsaly improved their capacity to manage grants. In Sekong, after detecting that group's accounting, management, and accountability capacities were low, CARE determined to manage grant expenditure through procurement: based on a joint plan with the groups or village representatives, CARE managed expenditure and supply of items, material, or assets.

Table 3. and 4. show details on IGA and Community Development Grants in Sekong and in Phongsaly. Table 4. Includes also information on Emergency Fund Grants.

Table 3. Grant Summary (including IGA and community development grants). Target villages, Dak Cheung District, Sekong Province

Village	Direct Beneficiaries	Type of Grant	Amount LAK
Prao	Community (sanitation)	Village development (latrine construction)	13,000,000
Tang Brong	Community (sanitation)	Village development (latrine construction)	38,000,000
Sang Mai	Community (sanitation)	Village development (latrine construction)	13,000,000
Tang Lou	Community (sanitation)	Village development (latrine construction)	20,000,000
Dak Kang	Community (sanitation)	Village development (latrine construction)	6,000,000
Dak Vai	Community (sanitation)	Village development (latrine construction)	12,000,000
Dak Dom	Community (sanitation)	Village development (latrine construction)	15,000,000
Dak Pong	Community (sanitation)	Village development (latrine construction)	13,000,000
Tongsieng	Community (sanitation)	Village development (latrine construction)	14,000,000
Dak Vor	Coffee group	IGA (coffee)	8,000,000
Dak Vang	Coffee group	IGA (coffee)	10,000,000
Dak Den	Coffee group	IGA (coffee)	8,000,000
Dak Euy	Coffee group	IGA (coffee)	8,000,000
Day Yoi	Coffee group	IGA (coffee)	8,000,000
Dak Seng	Coffee group	IGA (coffee)	8,000,000
Dak Dor	Coffee group	IGA (coffee)	8,000,000
Dak Kang	Coffee group	IGA (coffee)	6,000,000
Tang Lou	Coffee group	IGA (coffee)	8,000,000
Day Yeun	Coffee group	IGA (coffee)	8,000,000
Kai Lo	WINGS group (Water)	Village development (water system)	8,000,000
Khoun Xay	WINGS group (Water)	Village development (water system)	8,000,000
Tang Brong	WINGS group (Water)	Village development (water system)	8,000,000
Prao	WINGS group (Water)	Village development (water system)	8,000,000
Dak Souang	Grant to support water access	Village development (water system)	8,000,000

Table 4. Grants Summary (including IGA, community development, and emergency funds grants). Target villages, Phongsaly Province

Nr	Village	Grant / activity	Direct beneficiaries		Total budget in LAK
			total	female	
Khua district			1,288	577	102,410,000
1	Houayhtong	Cardamom	85	37	4,970,000
		Galangal	158	89	5,200,000
		Cardamom oven	54	18	2,000,000
		Bridge	195	24	8,500,000
2	Phonsaat	Cardamom	131	75	11,000,000
		Toilets	56	27	3,000,000
		Emergency fund	131	75	5,000,000
3	Kongvat	Cardamom	159	78	19,840,000
4	Omtala	Cardamom	159	78	22,500,000
5	Kading	Cardamom	160	76	20,400,000
Mai district			1,264	596	147,810,000
1	Kogniew	Cardamom	51	27	7,200,000
		Galangal	68	29	11,500,000
		Chicken	26	12	1,350,000
2	Paklaeng	Cardamom	5	2	400,000
		Pigs	99	53	14,200,000
		Chicken	17	9	6,500,000
3	Phia	Pigs	16	6	3,790,000
		Chicken	82	45	6,750,000
		Meeting hall	413	135	9,000,000
4	Mokka Art	Pigs	76	44	9,720,000
		Chicken	76	45	10,000,000
		*Water system	75	45	48,000,000
5	Saen In	Pigs	65	32	10,500,000
		Chicken	35	17	3,900,000
		Water repair	160	95	5,000,000
Samphan district			1,047	862	270,350,000
1	Kongkhum	Chicken	130	79	16,200,000
2	Xakeo	Road	150	78	30,000,000
		**Emergency fund	55	55	5,000,000
3	Moknyon	Cardamom	40	20	20,000,000
		Emergency fund	73	73	5,000,000
4	Laoleo	Cardamom	56	28	19,950,000
		Emergency fund	515	515	5,000,000
5	Laosaen	Cardamom	28	14	23,400,000
Total			3,599	2,035	520,570,000

*rows highlighted in red refer to community development grants
**rows highlighted in blu refer to grants allocated for emergency funds.

IGAs IMPLEMENTATION PHONGSALY

In Phongsaly province, the project took action to establish a Women's Group (WG) and a Farmer's Group (FG) (community based organisations - CBOs) in each of the 15 target villages (see table 5). The local conditions in one of the villages, Moka Ark, allowed only the set up of a WG. The number of WG and FG members varied from 15 to 25 per village, and in some contexts FG were constituted only by women (for instance in Pak Leeng, Khua District). Staff of the District Agriculture and Forest Office (DAFO) (from each of the four target districts), of the districts' Lao Women' Association and SAEDA assisted CARE staff to set up the CBOs.

CBOs were used as entry points to promote income-generating activities (IGAs). IGAs included the production of few cash crops, such as cardamom, galangal, broom grass, and in small amounts sesame. WORD supplied seedlings or saplings and technical advice on extension, processing and marketing. Where suitable, the project also fostered marketing opportunities for non-timber forest products (NTFP) such as benzoin, mushrooms, and bamboo shoots. For instance, in Koong Kum, Kongvat and Mok Yon the research team found that in 2016, CARE had provided support for negotiation between local farmers and a French company for the sale of benzoin.

Another action towards creating new IGAs was strengthening animal raising (pigs, chickens, ducks, fish) capacity based on each village potential. Furthermore, the project supported the establishment of household gardens for the production of vegetables. In most cases, the study unveiled, vegetables were produced for household consumption

(hence reinforcing nutrition security). Only a few households sold vegetable surplus either within the village or at the market in the district capital or in nearby villages.

Table 5. Summary of Women's Groups and Farmer's Groups in target villages, Phongsaly Province

District Name	Village	Women's group	Farmer 's group
Khua	Phonsa at	Yes	Yes
	Houaythong	Yes	Yes
	Omtala	Yes	Yes
	Kading	Yes	Yes
	Kongvat	Yes	Yes
Mai	Saen In	Yes	Yes
	Phia	Yes	Yes
	Paklaeng	Yes	Yes
	MokkaArt	Yes	No
	Kogniew	Yes	Yes
Samphan	Laoleo	Yes	Yes
	Laosean	Yes	Yes
	Moknyon	Yes	Yes
	Xakeo	Yes	Yes
	Kongkum	Yes	Yes

SEKONG

In Sekong, WORD drew on pre-existing 5 WINGs and 10 Coffee Groups to promote coffee as an income-generating activity (IGA) (Table). The number of WING and CG members varied from 15 to 55 per village, and in some contexts CGs were constituted only by women (Dak Vai). WORD integrated the coffee-related activities supported by the PWED and the MOFA Luxemburg projects and ANCP.

In line with the coffee planting approach set in the ANCP and adopted in several other CARE projects in Sekong, WORD's coffee intervention consisted in four main activities:

- 1) Establish coffee gardens (by previously doing UXO clearance); improve farmers' technical capacity and supply inputs in order to set up nurseries and initiate coffee planting.
- 2) Agricultural training
- 3) Coffee processing activities to help coffee growers to process coffee red cherries into parchment so as to add value and sell coffee at a higher price.
- 4) Link farmers to the market by creating networks and facilitating exchange between groups and between communities and traders or companies through field visits.

Table 6. Summary of WINGs and Coffee Groups in Dak Cheung District, Sekong Province

Village	WING	Coffee Group
Prao	Yes	No
Tang Brong	Yes	No
Sang Mai	Yes	
Tang Lou	Yes	
Dak Kang,	Yes	
Dak Vai,	Yes	
Dak Dom,	Yes	
Dak Pong	Yes	
Tong Sieng	Yes	
Dak Vor	Yes	Yes
Dak Vang	Yes	Yes
Dak Den	Yes	Yes
Dak Euy	Yes	Yes
Day Yoi	Yes	Yes
Dak Seng	Yes	Yes
Dak Dor	Yes	Yes
Dak Kang	Yes	Yes
Tangou	Yes	Yes
Day Yeung	Yes	Yes
Kailo	Yes	
Khoun Xay	Yes	
Tang Brong	Yes	
Prao	Yes	
Dak Souang	Yes	

TRAINING/COACHING, STUDY TOURS AND NETWORKING

As an integral part of IGA promotion and CBO formation, CARE organized coaching and training in a wide range of issues so as to develop group's technical, management and marketing capacity. Agricultural training/coaching carried out with the support of DAFO and, in Phongsaly of SAEDA, covered grafting, planting, harvesting, sorting and drying techniques (mainly concerned coffee and cardamom) as well as pesticide impact and risk reduction (conducted by SAEDA). With regards to animal raising, it provided coaching on breeding, fencing, and disease treatment. Additionally, CBOs received training/coaching in organization and leadership capacity building and value chain. Communities were also trained in grant design and management, as well as in the formation and management of Village Savings and Loans Associations (VSLAs). CARE provided all village communities with gender training to produce change in gender relations and empower women.

Another form of support by CARE were study tours, whereby CBOs representatives were taken to visit model villages or cooperatives to acquire know-how. For instance, villagers from Phongsaly were invited to join a study visit to a Xieng Khuang farmer cooperative set up by SAEDA to learn about women's leadership and organic vegetable production.

CARE also organized meetings for exchanging knowledge and fostering networking between farmers from different villages and between growers and buyers. An example of these was a cardamom district meeting held in 2015 in Phongsaly, which brought together different actors in cardamom production, marketing and policy-making to share information. Villagers from Laoleo village in Samphan also joined a study trip to Kading village in Khua on establishing a savings group and on improving hygiene and sanitation. In May 2016, 41 WING members from 16 villages in Dak Cheung were taken on a field trip to Thattaeng District to meet coffee traders. Participants acquired knowledge about coffee group formation, coffee drying and packaging, coffee trading policies and negotiation with traders.

Indicator 1: % of households with annual income below 5 Mio. Kip

PHONGSALY

The team found that in the target communities in Phongsaly, IGAs supported by the WORD project constituted an important source of livelihood for the farmers: cardamom, galangal and, in small volume, coffee and sesame planting, and broom grass collection. Other IGAs included rubber planting, collection of benzoin and non-timber forest products (NTFP) such as bamboo shoots and a wide variety of mushrooms, among which 'red mushroom' (het deeng), sold for a quite high price on the market. A limited number of households also sold small amounts of swidden rice. Apart from red mushroom, which was collected only in a few villages, cardamom, put on the market either raw or dry, was the crop that generated the highest income. Two varieties of cardamom were grown: Guangdong (sold dry for 320-350,000 LAK/kg in 2016) and Paksong (sold dry for 90,000 LAK/kg in 2016). To guarantee a higher income, in villages where the farmers showed the motivation and had acquired the processing capacities, WORD supported the set up of ovens for drying cardamom.

From interviews with village heads and the household surveys, it emerged a variegated picture on WORD backed development of IGAs in each village. In Pak Laeng, the majority of farmers planted cardamom and galangal, and cardamom yields had increased since the project had provided IGA support. In Morka Ark, although the majority of households had planted cardamom, only a minority harvested it and most derived income from NTFP sale. In Sean Yin, the majority of households had ventured in cardamom and galangal planting, only eight had an income from cardamom, nine from rubber, and a small number from galangal, swidden rice, broom grass, mushroom, and pigs' sale. In Phia, all households but three planted rubber, and only three sold latex, while the majority derived income from sale of red mushroom, broom grass, rice and galangal. All households had planted cardamom, but none, apart from the village head's who had started earlier, had harvested it yet. In Koong Kum the three main IGAs were coffee, cardamom and galangal. In Mok Yon, the main IGA was benzoin, the second most important was cardamom. All households in Mok Yon had started growing coffee in 2012 with the support of DAFO. Yet, after a Chinese company, with whom DAFO had signed a contract, refused to buy the produce, only a few farmers persisted in coffee planting, lamenting that the quality of yields was lower than what traders expected.

In Koong Kum, WORD backed cardamom and benzoin constituted the main income-generating activities. Farmers also grew coffee on an extension program promoted by another international aid organization. Additionally, households gained income also from galangal and NTFP sale. In Lao Leo, the main IGAs were cardamom, broom grass and galangal, while many households had abandoned coffee planting after losing a large quantity of plants from a severe frost in 2016. A small number of households sold fish that was raised in WORD-set up farms. In Xao Keo, cardamom and swidden rice constituted the main income generating activities for the majority of farmers. In Kading, cardamom and galangal were the main source of income, while a small number of farmers sold also benzoin and broom grass. Twenty-two households in Xa Keo engaged in rubber planting in 2008, following the signing of an agreement between DAFO Khua and a Chinese company. The village head reported that after providing saplings and technical training, the Chinese company had not done any follow up on the activities and never came to collect latex. At the time of the survey, farmers sold latex to local traders. In Houay Thong, cardamom, galangal, swidden rice, and rubber constituted the basis of farmer's livelihoods.

Additionally, animal raising was an important source of income for the majority of villages. Of a total 123 pigs bought by the project for 10 of the target villages, 317 had been born, and 143 had been sold. 70 had died from disease (See Annex 3). Of 520 chickens provided by WORD, 971 had been born, 213 had been sold, while 413 had died from disease.

To assess change in average annual income in each target community, the team collected data through the household survey for the years 2014, 2015 and 2016. Given that at the time of the survey the 2017 financial year had not ended, no data was collected for the current year. Questions in relation to financial change were also posed to village headmen. From the survey it emerged that in Phongsaly, economic performances varied from village to village (see Annex 2a) and that in some villages a small number of households still lacked food security (for instance, 3 in ethnic Akha Morka Ark, and 3 in ethnic Khmu Sean Yin, a few in ethnic Khmu Koong Kum). However, the study unveiled that **over the project's three-year period, the annual income of the largest number of interviewed households had increased (see Annex 2a) and the number of households with an income lower than 5 million kip had decreased . IGAs introduced by WORD contributed to such a change.** Table 8. 9. and 10. illustrate that in Khua District, out of 89 households interviewed, in 2016, 44% had an income below 5 million LAK compared to 60% in 2014; In Samphan, the households with an income lower than 5 million were 42% of 95 respondents in 2016 compared to 53% in 2014; In Mai, in 2016, 47% of 88 respondents had an income lower than 5 million LAK compared to 67% in 2014. Although the above figures might not seem to indicate significant change when compared with the 43% average value indicated in the 2015 baseline study for the three districts, and with the project target value of 30%, it should be considered that different people were interviewed for the baseline and the endline studies, and a small sample of interviewees in each case makes it difficult to draw absolute comparisons. Yet, if we consider the 2014-2016 period relative to the same interviewee, the above data indicates important and positive change. This is confirmed by other qualitative data involving the same informants. Table 11. shows that a total of 87.87% of female and male respondents in the three districts believed that their living standards had improved compared to the period prior to the beginning of the project in terms of income, access to health services, agricultural productivity, children's access to education, acquisition of new assets, and better sanitation. The quotes below further exemplify the positive impact that WORD-supported activities had on the livelihoods of target communities:

Table 7. Quotes on livelihood improvement in target villages, Phongsaly Province

<p>"Since CARE started supporting my village, the people's living conditions have improved. Now we have more livestock, our agricultural production has increased and sanitation improved. The village is cleaner than in the past. CARE has done good things to the village. In the future I will take CARE's advice as I see now the positive results of what it already did for us." (Village leader of Phak Laeng, Mai District, Phongsaly)</p>
<p>"Before CARE came we had to work for others to get capital to reinvest in other income-generating activities. We thank CARE for providing us with the money to buy cardamom seedlings and opportunities to increase our income. Now we can reinvest our money from cardamom sale in other activities." (Female participant from Phak Laeng, Mai District, Phongsaly)</p>
<p>"Our living conditions have improved in the last few years. Now we have water, we have latrines. We have power" (Female informant from Koong Kum, Samphan District, Phongsaly)</p>

Table 8. Changes in annual household income over the WORD Project period (2014-2016) (expressed in MIO LAK), target villages, Khua District, Phongsaly Province.

Village	<2M			2.1-5M			5.1-10M			10.1-15M			15.1-20M			20.1-30M			>30M			tot
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	
Phonsaat	2	2	1	4	2	0	6	3	4	2	3	1	2	4	2	2	4	6	0	0	4	18
Kading	2	2	1	7	4	5	5	6	5	4	3	1	1	1	2	0	3	5	0	0	0	19
Omtra	7	6	5	6	5	6	2	4	3	1	0	1	0	1	1	0	0	0	0	0	0	16
Kongvath	4	4	5	9	9	7	2	2	3	0	1	1	0	0	0	0	0	0	1	0	0	16
Houaythong	5	4	3	8	6	6	4	6	4	2	2	5	0	1	0	0	0	1	0	0	0	19
Total	20	18	15	34	26	24	19	21	19	9	9	10	3	7	5	2	7	12	1	0	4	89
%	22%	20%	17%	38%	29%	27%	21%	24%	21%	10%	10%	11%	3%	8%	6%	2%	8%	13%	1%	0%	4%	100%

Table 9. Changes in annual household income over the WORD Project period (2014-2016) (expressed in MIO LAK), target villages, Samphan District, Phongsaly Province.

Village	<2M			2.1-5M			5.1-10M			10.1-15M			15.1-20M			20.1-30M			>30M		Total # households	
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2015	2016		
Kongkhoun	3	2	2	2	0	1	9	6	3	3	6	2	3	3	4	0	3	7	1	1	3	22
Laosaen	12	10	12	1	3	3	1	0	1	2	1	1	0	2	2	0	0	0	0	0	0	19
Kokyon	3	2	2	6	1	3	2	6	3	4	2	3	0	3	1	1	3	1	2	3	18	
Sakeo	3	0	0	3	5	5	4	4	4	2	3	3	2	2	3	3	1	1	0	2	2	18
Laolew	10	6	3	8	9	9	0	2	4	0	1	2	0	0	0	0	0	0	0	0	0	18
Total	31	20	19	20	18	21	16	18	15	11	13	11	5	10	4	5	11	2	5	8	95	
%	33%	21%	20%	21%	19%	22%	17%	19%	16%	12%	14%	12%	5%	11%	11%	4%	5%	12%	2%	5%	8%	100%

Table 10. Changes in annual household income over the WORD Project period (2014-2016) (expressed in MIO LAK), target villages, Mai District, Phongsaly Province.

Village	<2M			2.1-5M			5.1-10M			10.1-15M			15.1-20M			20.1-30M			>30M			Total # households
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	
Kokngiew	6	4	5	7	6	5	3	3	5	1	2	0	1	1	3	0	1	1	0	1	0	19
Mokka-ark	4	3	2	8	7	5	5	4	6	1	3	1	0	1	3	0	0	0	0	0	1	19
Paklaeng+Lahang	7	7	7	7	6	3	3	1	3	0	2	2	2	2	1	1	2	3	0	0	1	20
Phia	2	1	1	4	6	2	3	2	4	0	0	2	1	0	0	1	2	0	0	0	2	11
Saen-In	9	4	3	5	10	9	5	5	6	0	0	1	0	0	0	0	0	0	0	0	0	19
Total	28	19	18	31	35	24	19	15	24	2	7	6	4	4	7	2	5	4	0	1	4	88
%	32%	22%	20%	35%	40%	27%	22%	17%	27%	2%	8%	7%	5%	5%	8%	2%	6%	5%	0%	1%	5%	100%

Table 11. Change in living standards over the WORD Project period (2014-2017) in target villages, Phongsaly Province. (tot. 272 respondents)

Village	Female				Male				
	Worsened	Improved	The same as three years ago	I do not know	Worsened	Improved	The same as three years ago	I do not know	
K h u a	Houythong	1	7	0	0	0	11	0	0
	Kading	0	10	2	0	0	8	0	0
	Kongvat	0	7	1	0	0	8	0	0
	Omtra	0	5	0	0	0	11	0	0
	Phonsa-Art	0	8	0	0	0	10	0	0
M a i	KokNgiew	2	8	0	0	1	8	0	0
	Moka-Ark	1	8	1	0	0	9	0	0
	Phark Leang + LaHang	0	10	1	0	2	7	0	0
	Phia	0	7	0	0	0	4	0	0
	Sean In	0	7	3	0	0	9	0	0
S a m p h a n	KongKhoum	0	10	1	1	0	10	0	0
	LaoLeo	0	6	3	0	1	7	1	0
	LaoSean	2	1	6	0	0	8	2	0
	MokYon	0	9	0	0	0	9	0	0
	Xakeo	1	9	0	0	0	8	0	0
TOTAL	7	112	18	1	4	127	3	0	
%	2.57%	41.18%	6.62%	0.37%	1.47%	46.69%	1.10%	0.00%	

SEKONG

Fieldwork revealed that in Dak Cheung, the main income-generating activities (IGAs) of the target communities were as follows: coffee, corn, cardamom and cassava planting, collection of NTFPs (mushroom of different varieties and bamboo shoots), and raising of livestock (goats, chickens, ducks and pigs), cattle, buffalo, and fish. In Tang Brong and Koun Xai, vegetable planting, that CARE had supported through the set up of gardens through other projects, constituted also an important source of income. Rice was grown in swidden or paddies, mostly for family consumption, and only sold in small amounts in the district. In Dak Wang, Khoun Xai, Thong Sieng, to increase their income, farmers still sold labour either within the village or in coffee plantations managed by Lao companies in the area. In Thong Sieng and Dak Vai a small number of households still lacked rice security. In the majority of villages, farmers sold coffee in the form of red cherry (mak deeng) (ex. Khoun Xai, Dak Wang, Thong Sieng), and only where weather conditions and farmers' technical skills allowed so, in the form of parchment (mak dam) (ex. Dak Vai). In Dak Vai, Tang Brong, and Tang Lou villages, a large number of farmers had lost or obtained poor quality coffee yields. The majority dropped or planned to drop coffee planting blaming it on soil poverty or unsuitability, unfavourable climate or geography of the plantations, and animals eating the plants. CARE and DAFO staff argued that good quality coffee cherries had been obtained from an initial testing conducted in land plots in the vicinity of these villages prior to extension. They attributed poor productivity to the farmers' lack of motivation, inability or unwillingness to properly apply the planting and managing techniques learned through the project's training. Due to time limitation, the study could not assess the truth about the farmers or the project's staff statements. Further investigation should be undertaken to evaluate coffee feasibility in these villages in Dak Cheung by agriculture specialists.

Analogously to Phongsaly, in Dak Cheung, over the project's three-year period, the yearly income of many households had increased. In 2016, of 138 households interviewed, 76% earned less than 5 Million LAK, compared to 83.33% in 2014. These figures are far way beyond the 30% target of the project and the study revealed that the average income in Dak Cheung was lower than in Phongsaly.

n villages with low economic performances, in 2016 the average household income distribution was as follows:

- Dak Vai: low-for income households earned 300 thousand-1,2 million LAK, for mid-income household earned 3-4 million LAK, and for high-income households earned 5-25 million LAK. In Dak Vai the average yearly income from coffee sale was 300-700,000 LAK per household.
- Thong Sieng: low-income households earned 100-400 thousand LAK, mid-income household earned 1-2 million LAK, and high-income households earned 3-5 million LAK
- Dak Pong: low-income households earned 100-700 thousand LAK, mid-income household earned 1-2 million LAK, and high-income households eanerd 5-12 million LAK

In better performing Dak Vang, low-income households earned 400 thousand-2 million LAK, mid-income household earned 3-5 million LAK, while high-income households earned 10-27 million LAK.

From the small sample of people interviewed it is not possible to calculate the total percentage of households that belonged to each category. However, in Dak Cheung, a total of 87.68% of female and male interviewees claimed that their living conditions had improved compared to 3-4 years ago in terms of income, access to health services, agricultural productivity, children's access to education, acquisition of new assets and better sanitation.

Expected outcome

1.1 Improved women-led collective production, processing and marketing skills and IGA opportunities

- Indicator 1.1.1: percentage of women satisfied with their control over cash earnings

Women's control over cash earnings was measured in two ways: with a series of survey questions and a FGD activity with women. To the question "Are you satisfied with your control over your finances?" in the survey, **in Phongsaly, out of 118 female respondents, 86% answered affirmatively, while in Sekong 92.5% of 80 women replied yes (see Tables 14.)** These figures are higher than the 76% rate found in the baseline study and than the 85% target threshold set by the project.

Table 14. Women satisfied with their control over their finances. Target villages, Phongsaly Province (138 respondents)

District	Village	No	Yes
Samphan	Houythong	0	8
	Kading	0	12
	Kongvat	0	8
	Omtra	0	5
	Phonsa-Art	1	7
Mai	KokNgiew	2	8
	Moka-Ark	2	8
	Phark Leang + LaHang	2	9
	Phia	0	7
	Sean In	3	7
Khua	KongKhoum	1	11
	LaoLeo	4	5
	LaoSean	5	4
	MokYon	0	9
	Xakeo	0	10
TOTAL		20	118
%		14%	86%

Table 15. Women satisfied with their control over their finances. Target villages, Sekong Province (80 respondents)

Village	No	Yes
Dakpong	2	10
Dakvang		12
Dakvay	1	11
Khounxay		9
Tangbrong		12
Tanglou	1	11
Tongsieng	2	9
TOTAL	6	74
%	7.5%	92.5%

Supplementary questions in the household survey disclosed that where family earnings were deposited in a bank or in a community fund, accounts were in equal number on the names of either wives or husbands and that in both provinces, women had a high level or even exclusive control over family savings. Tables 16. and 17. show that in Phongsaly, 44,16% of female and male respondents had joint access to the funds with their partners, while 29.87% managed funds on their own. In Dak Cheung, 76.52% of women and men declared that they had access to family savings together with their partners, while 7.69% of female informants managed the fund on their own.

Table 16. Access to family savings in a community fund or in a bank account. Target villages, Phongsaly Province (77 respondents)

District	Village	Female			Male		
		Both you and your husband plus others from your family	Only you	You and your husband	Both you and your wife plus others from your family	Only you	You and your wife
Khua	Houythong	1	3	1		1	6
	Kading	3	4	2	3		5
	Kongvat		5			1	
	Omtra			3	3		
	Phonsa-Art		3	4	1		3
Mai	KokNgiew			1			
	Moka-Ark			2			
	Phark Leang + LaHang	1				1	
	Phia			1	1		
	Sean In						
Samphan	KongKhoum		2	2	1		
	LaoLeo						
	LaoSean						
	MokYon	1	4	1		1	
	Xakeo		2		1		3
Total	6	23	17	10	4	17	
%	7.79%	29.87%	22.08%	12.99%	5.19%	22.08%	

Table 17. Access to family savings in a community fund or in a bank account. Target villages, Dak Cheung, Sekong Province (13 respondents)

Village	Only you	Both you and your husband/wife plus others from your family	You and your husband/wife
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	Male	Female	Male	Female	Male	Female
Dakpong						
Dakvang					1	2
Dakvay			1		1	2
Khounxay		1			1	
Tangbrong			1			
Tanglou					1	
Tongsieng					1	1
TOTAL	0	1	2	0	5	5
%	0.00%	7.69%	15.38%	0.00%	38.46%	38.46%

The FGD activity that was conducted in 7 villages in each of the two target provinces further demonstrated women's high level of control over household finance. The activity involved using a series of four flash cards and two voting rounds. The flash cards depicted four scenarios of household level financial management between husbands and wives: (1) equal control between wives and husbands; 2) wives and husbands controlled separately; 3) husbands have control; 4) wives have control). In the first voting round, women were asked to place a pebble on the picture they felt represented best the situation in their families in the present, and in the second voting round they were asked to place the pebble on the picture that depicted the style of financial management prior to the commencement of the WORD project in 2013. In relation to the current period, in Phongsaly 86.75% of participants placed pebbles on the picture that featured wives and husbands having an equal access and control over family earnings (see Table 18); in Sekong, 60.50% of respondents chose to place the pebble on this picture (Table 19.) The balanced financial management between men and women in the present diverged with the past, when, many pointed out, either husbands or wives controlled family money, or, wives and husbands managed family earnings separately (see Table 18. and Table 19.). Along with some isolated cases in other villages, in Khoun Xai and in Dak Wang villages (Dak Cheung district, Sekong), the majority of women claimed to have full control over family cash earnings while a minority co-managed financial inputs with their husbands.

Table 18. Control over household finance (prior to and at the end of the WORD Project) in 7 of the target villages, Phongsaly Province (83 respondents)

District Name	Village Name	Equal control between husbands and wives		Husband and wives manage separately		Husband controls		Wife controls	
		2013	2017	2013	2017	2013	2017	2013	2017
Mai	Pak Leang	N/A	8	N/A	0	N/A	1	N/A	0
	Moka Ark	7	11	0	0	1	0	3	0
	Saen Yin	4	10	0	0	6	0	6	0
Samphan	Kong Koum	9	10	0	0	1	1	1	0
	Lao Leo	11	11	0	0	0	0	0	0
Khua	Ka Ding	10	10	1	0	0	1	0	0
	Houay Thong	9	12	7	8	6	0	0	0
TOTAL		50	72	8	8	14	3	10	0
TOTAL		60.98%	86.75%	9.76%	9.64%	17.07%	3.61%	12.20%	0.00%

Table 19. Control over household finances (prior to and at the end of the WORD Project) in 7 of the target villages, Dak Cheung, Sekong Province (119 respondents)

Village Name	Equal control between husbands and wives		Husband and wives manage separately		Husband controls		Wife controls	
	2013	2017	2013	2017	2013	2017	2013	2017
Thong Siang	8	9	3	0	0	1	2	3
Tang Brong	0	11	0	1	13	4	0	1
Tang Lou	3	13	0	0	8	0	5	3

Dak Pong	2	14	0	0	11	0	1	0
Khoun Xai	0	8	0	0	16	0	4	12
Dak Wang	16	11	4	1	1	0	19	10
Dak Wai	N/A	6	N/A	0	N/A	7	N/A	4
TOTAL	29	72	7	2	49	12	28	33
%	25.00%	60.50%	6.03%	1.68%	1.68%	10.08%	26.72%	27.73%

From semi-structured interviews with female participants in FGDs, it emerged that across all ethnic communities, the majority of women did not distinguish between their and their husbands' earnings. Women in several villages both in Phongsaly and Sekong, explained that it is not socially acceptable to separate the earnings of husbands and wives.

In sum, similarly to what the baseline study had unveiled, the findings of the end line study indicate that women's level of satisfaction with their control over cash earnings was high, and that in general there was a balanced access to family saving funds and family earnings between husbands and wives.

- Indicator 1.1.2: percentage of households who report joint decision-making on major household purchases

The majority of female participants in FGDs in both provinces asserted that they made decisions on purchases together with their husbands. This was a feature of the present that did not always match with the past, when either men or women made decisions individually. A large number of informants across villages and ethnic groups emphasised that since CARE had provided gender training, the issue of family expenditures was more talked over by couples or together with other family members, and common agreements had produced more harmonious wife-husband and family relations than in the past. However, interviews revealed a diversified scenario between Phongsaly and Sekong. In Phongsaly, 45.58% of female and male informants made decisions about household purchases together with their partners (Table 20.), while in Sekong, 75% of female and male respondents made decisions on major family expenditures jointly with their partners (Table 21.). Although figures from Phongsaly are lower than the 72% rate from the baseline study, and numbers from both provinces are lower than the 85% target value of the project, based on the above data, it can still be concluded that in both provinces most financial decision-making was collaborative between husbands and wives.

Table 20. Decision-making about major household purchases. Target villages, Phongsaly Province (272 respondents)

Village	Female				Male			
	Your husband/wife	You	You and your husband/wife jointly	Someone else	Your husband/wife	You	You and your husband/wife jointly	Someone else
KongKhoum	2	5	5	0	0	4	6	0
LaoLeo	2	1	6	0	3	0	6	0
LaoSean	4	2	3	0	1	4	3	2
MokYon	0	3	6	0	4	1	3	1
Xakeo	2	3	5	0	4	2	2	
KokNgiew	1	5	3	1	3	2	4	0
Moka-Ark	3	3	4	0	0	2	5	2
Phark Leang + LaHang	0	7	3	1	3	1	5	0
Phia	1	4	1	1	1	2	1	0
Sean In	2	4	4		3	0	6	0
Houythong	2	1	5		6	3	2	0
Kading	2	2	8	0	4	1	3	0
Kongvat	5	0	3	0	3	1	4	0
Omtra	0	4	1	0		6	5	0
Phonsa-Art	0	2	5	1	2	1	6	1
TOTAL	26	46	62	4	37	30	60	6
%	9.56%	16.91%	22.79%	1.47%	13.60%	11.03%	22.43%	2.21%

Table 21. Decision-making about major household purchases. Target villages, Sekong Province (138 respondents)

Village	Female				Male			
	Your husband/wife	You	You and your husband/wife jointly	Someone else	Your husband/wife	You	You and your husband/wife jointly	Someone else
Dakpong	6		6		2	1	6	1
Dakvang		1	11		2		6	
Dakvay			12		4		4	
Khounxay		2	7		2	3	5	
Tangbrong	1		11				6	
Tanglou		1	11			1	7	
Tongsieng		4	7		2		5	1
TOTAL	7	8	65		12	5	39	2
%	5.07%	5.80%	47.10%	0.00%	8.70%	3.62%	28.26%	1.45%

- Indicators 1.1.3: number of women's groups managing emergency funds and village savings groups that increased their capital

Emergency Funds

As of May 2017, in the 15 target villages in Phongsaly province, 9 women's groups managed emergency funds established with the support of WORD through the provision of a start up grant of 5 million LAK per village (see 23. And 24.). This is a big achievement if considered that at the time of the baseline study in 2015 no emergency funds existed, and that the project target was 8 groups. The team found that emergency funds were utilized to cover expenses for women in times of distress, to access health care during pregnancy, for child-delivery or illness. In some villages informants stated that the emergency fund worked also as a WG saving's fund, from which only women could borrow money. If loans concerned health emergencies, money was normally returned without interest. If loans were requested to fund income-generating activities or for other purposes, such as funerals or weddings, then often interest applied (up to 3-4%). This allowed for the fund to increase over time. The emergency money was either deposited in a bank or kept in a safe or in a box by one of the women in the group committee. By and large, in the villages surveyed, groups showed good capabilities to manage the emergencies funds and they did not report any major issue regarding money return by the members. The table below demonstrates that a total of 190 women were involved in the emergency fund system and that the initial capital provided by CARE had increased over time through the loan.

Table 22. Summary of Emergency funds, target villages, Phongsaly Province.

Location	Members	Initial project grant	Community contribution	Interest	Loan	Total cash on hand at EOP
Khua district	50	10,000,000	2,000,000	444,500	2,500,000	9,944,500
Omtala	17	0	2,000,000	407,000	2,000,000	407,000
Phonsaat	18	5,000,000		0	0	5,000,000
Houaythong	15	5,000,000	0	37,500	500,000	4,537,000
Mai district	62	15,000,000	0	8,400,000	5,000,000	18,400,000
Paklaeng	17	5,000,000	0	1,500,000	500,000	6,000,000
Phia	23	5,000,000	0	2,200,000	2,400,000	4,800,000
Saen In	22	5,000,000	0	4,700,000	2,100,000	7,600,000
Samphan district	78	15,000,000	0	312,000	12,700,000	2,612,000
Xakeo	21	5,000,000	0	210,000	4,500,000	710,000
Mok Yon	40	5,000,000	0	0	5,000,000	0
Laoleo	17	5,000,000	0	102,000	3,200,000	1,902,000
Total	190	40,000,000	2,000,000	9,156,500	20,200,000	30,956,500

Since the conditions (literacy level, management capacity, farmers' motivation) were not suitable, CARE did not support the formation of emergency funds in Dak Cheung, Sekong. However, the team found that in Dak Vai village, the women's group had established a kind of emergency/saving's fund with the support of the LWU. Along with coffee planting, the group managed together also a small fish farm. Members deposited profits from fish sale in a

fund (managed by the village leader of the LWU) from which they could borrow money for emergencies. Moreover, the group utilised the fund to buy fish fed or replace fish in the farm.

Table 23. Summary of VSLAs and Emergency Funds in WORD. Target villages, Phongsaly Province

	Villages	VSLA	Emergency fund
K h u a	Phonsa at	Yes	No
	Houaythong	Yes	Yes
	Omtala	Yes	Yes
	Kading	Yes	No
	Kongvat	Yes	No
M a i	Saen In	No	Yes
	Phia	No	Yes
	Paklaeng	No	Yes
	MokkaArt	Yes	No
	Kogniew	No	No
S a m p h a n	Laoleo	Yes	Yes
	Laosean	No	No
	Moknyon	Yes	Yes
	Xakeo	Yes	Yes
	Kongkum	No	Yes

Village Saving Loan Associations

After Women's Groups and Farmer's Groups were established, beginning in 2016, in Phongsaly, WORD acted on the creation of Village Saving Loan Associations (VSLA), based on a model that CARE has implemented since the '90s in its development sites across the world. The purpose of establishing VSLA is to provide simple savings and loan facilities to villages that do not have access to formal financial services (CARE VS&LAs Programme Guide 2013). Following CARE's guidelines, members of a self-selected group voluntarily form a VSLA and save regularly money through share-purchases. The savings are invested in a Loan Fund from which members can borrow, repaying with a service charge added. In Phongsaly, CARE supported 9 groups who showed interested and had the capacity to form a VSLA (see Table 24.). It was envisioned that VSLAs be platforms on which women and girls' could be build or strengthen their empowerment (CARE VS&LAs Programme Guide 2013). Initially both men and women entered the saving's groups, but given that in some cases men tended to be hegemonic about decision-making, saving's groups came to include only women. Hence women were also members of the VSLA committees.

SAEDA and LWU were the two technical partners in the VSLAs set up. In particular, SAEDA was supposed to train CARE's staff to train group members in the VSLA's set up and management. Yet, as implementation of the plan began, it became clear that SAEDA had different visions and modus operandi than CARE's, which allegedly did not bring the expected outcomes, namely group's clear understanding of rules and methods for an efficient working of the VSLA. Hence CARE resolved to emplace its own method that consisted in adjusting CARE's VSLAs Programme Guidelines to the local socio-economic and educational conditions. After training, CARE field staff guided the group formation, and offered members training in management, technical assistance and supervision for the first savings and lending cycle (12 months). CARE's staff engagement in the cycle was articulated in three phases (1. Inception; 2. Development; 3. Phase out) at the end of which group members were supposed to handle all procedures by themselves and possibly begin a new cycle on their own.

To gradually build group's financial management capacity, VSLAs handled small amounts of money and were provided with a few simple rules, summarised below:

- 1) VSLA should be made up of 10 - 30 members.
- 2) Members are 100% women.
- 3) Only members can borrow.
- 4) Members can save a maximum of 5 shares. The value of share is determined by the group.
- 5) Member can borrow maximum 3 times the saved amount.
- 6) All transactions should be carried out at meetings in front of all the members of the Association.
- 7) Associations should be autonomous and self-managing.
- 8) The cycle of savings and lending is time bound. A cycle must not last for more than one year prior to share-out
- 9) All members should have an individual passbook.
- 10) Associations should meet at regular intervals during the first cycle, as the members agree.
- 11) Associations are comprised of a General Assembly and a Management Committee. The Management Committee consists of five people: a Chairperson, Secretary, Treasurer and two Money Counters.

At the time of the study in May 2017, 7 of the women-run VSLA worked efficiently. Table 25. illustrates the 7 saving fund's situation in Phongsaly province between January and June 2017, indicating that in Khua district the fund had increased for a total of 21,130,000 LAK, while for Samphan it had risen to 7,160,000 LAK. The growth of the fund had enabled group members to acquire new assets and hence strengthen household economic stability. VSLAs had developed a sense of mutual trust between group members and accountability capacity. Furthermore, VSLAs were important gender transformative platforms, whereby women increased agency on livelihoods' decision-making and on managing activities independently of men.

Table 24. Village Saving Loan Associations (VSLAs). Target villages, Phongsaly Province. January to June 2017

Village	Members	Total saving Jan-June	Interest	Total savings	Loans	Total cash on hand
Khua	74	21,130,000	0	21,130,000	9,700,000	11,430,000
Kading	26	5,630,000	0	5,630,000	0	5,630,000
Kongvat	15	3,700,000	0	3,700,000	200,000	3,500,000
Phonsa at	18	5,400,000	0	5,400,000	4,500,000	900,000
Houayhtong	15	6,400,000	0	6,400,000	5,000,000	1,400,000
Samphan	78	7,160,000	0	7,160,000	4,900,000	3,075,000
Xakeo	21	1,710,000	0	1,710,000	1,500,000	1,025,000
Moknyon	40	4,830,000	0	4,830,000	3,400,000	1,430,000
Laoleo	17	620,000	0	620,000	0	620,000
Total	152	28,290,000	0	28,290,000	14,600,000	14,505,000

In Sekong no VSLAs were formed through the WORD project.

Expected outcome

1.2 Established non-confrontational local platforms to discuss gender sensitive matters

WORD sought to implement gender equality following the CARE's Gender Equality Framework and Governance Programming Framework, whose main focus is on (individual and collective) agency and empowerment, relations (between groups and power-holders), and structures (CARE Gender Equality and Women's Voice. Guidance Note 2016: 12). Interviews with LWU and CARE staff revealed that CARE's vision of gender equality and women's empowerment differs from the GoL's. The GoL supports the view that Lao female citizens should be protectors of the family hearth and that women's empowerment comes from within the domestic sphere. This is the main message that the LWU conveys through its activities along with disseminating the national laws and regulations on women's rights and duties on behalf of the GoL. For the GoL, women should fulfill three main duties: 1) Be good mothers and take care of their children; 2) Improve themselves as individuals; 3) Sustain family's development and improvement. Through regular audits, the LWU ranks women's behavior on the basis of these criteria, praising more virtuous women and blaming less virtuous ones.

CARE's approach differs from that of the GoL in that it envisions women's empowerment be achieved both in the public and the domestic sphere. Women should build agency through developing self-esteem, confidence, acquiring knowledge and skills, to be able to change relations and impact on the structures that might constrain or limit their capacity to choose over their own lives. Hence women should actively participate in the village political life and contribute to community decision-making together with men; they should also be co-actors in household's decision-making, have equal control over family finances with men, take lead in household's IGAs individually or in groups and decide over their lives despite male dominated structures; finally, women and men should share an equal work load.

Due to the short term of the study, we do not possess sufficient data to assess the LWU's approach towards women's empowerment, while we can evaluate CARE's activities on gender equality based on the interviews and FGDs.

The team found that, after an initial phase of gender mainstreaming, in which only women were involved, the project offered gender training to interested women and men with the support of LWU's field staff, who had been trained in the CARE's approach. Training addressed differences between sex and gender and offered tools to negotiate gender roles and gender power relations within the household, the marital and the public domain. Male and female trainees were asked to share the information acquired with village peers or with members of the women's group. Subsequently, CARE held women's focus group meetings to further address and discuss gender issues, as participants tried to put into practice the suggestions offered during training.

Informants revealed that WORD-established CBOs, particularly women's groups, turned out to be important platforms for gender transformation. WG meetings, the majority of women in both provinces claimed, provided them space for discussing gender roles and gender relations, and find support from their peers to solve gender related issues within the family and the village community. For instance, women discussed with group peers the best ways to persuade their partners to reduce their workloads or strategies to reduce conflict with their husbands. The quotes in the table below show villagers' perspectives on change in gender relations in their communities:

Table 25. Quotes from villagers about changes in gender relations

Park Laeng, Mai District, Phongsaly	"Since CARE came gender relations have changed in the village. Women have acquired more awareness of their rights". (Village head of Pak Leen village, Khua District)
Moka Art, Mai District, Phongsaly	"I think it is important that both men and women attend and speak out in village meetings, because if only men attend, they would often hide some facts about their household. If women participate they would openly discuss these issues" (Village head of Moka Art, Mai District)
Saen Yin, Mai District, Phongsaly	"With CARE we learned that men and women should have equal rights; that men should do heavy work and women light work. Now many men do many things that in the past only women did." (Woman from Saen Yin's WG, Mai District)
Kading, Khua District, Phongsaly	"In the past my family was very poor. I had many children and worked a lot. Since CARE came things have improved. Now my husband helps me to steam rice, to do farming, to feed the animals, to clean the house, collect water and cut wood." (Member of the Kading's WG) "In the past when men did not help women there was more conflict in the family. Now we have less reasons to argue. There is less conflict in the family" (Member of the Kading's WG)

Tang Brong, Dak Cheung District, Sekong	"Now women take part in village meetings and speak out. They have rights to express their voices." (Village leader of Tang Brong, Dak Cheung District)
Tang Lou, Dak Cheung District, Sekong	"After CARE gave training on gender, our husbands started helping women in many tasks. Now husbands feed animals, collect water, take care of the children while wives are busy with house chores. Now there is more happiness in the family." (Woman from Tang Lou's WG, Dak Cheung)
Dak Wang, Dak Cheung District, Sekong	"In the past when selling a pig my husband would do it without telling me. After CARE gave us training on gender he started consulting with me. Now we make decisions together." (member of the WG in Dak Wang, Dak Cheung) "In the past men would do little work. They spent a lot of time drinking with their friends. Women worked hard. Now we work together, rest together and drink together" (member of the WG in Dak Wang, Dak Cheung)

- Indicator 1.2.1: % of women who feel confident to speak in community meetings

The teams assessed women's level of participation in village political life through a women's focus group activity that involved the use of flash cards and participant observation of mixed male-female farmer's groups discussions. The flash cards used in the women's group activity depicted 4 different scenarios: 1) A shy and unconfident woman standing outside a meeting hall while the village community holds a meeting; 2) A shy and unconfident woman attending a village meeting who does not dare to speak out; 3) Women and men holding separate meetings and speaking confidently only before their peers; 4) A woman speaking out with confidence in a men and women-mixed meeting, while her husband takes care of their child. In two voting rounds, women were asked to place a pebble on the picture they thought represented best their level of participation in village political life prior and at the end of the WORD project. The results from the voting in 7 villages in Phongsaly differed from those in the 7 villages in Dak Cheung. **In Phongsaly, it emerged that, between the time prior to the project implementation in 2013 and 2017, of 83 female participants, the number of those who placed the pebble on the picture depicting a confident woman speaking out in community meetings had risen from 11.39% to 52.87% in 2017 (see Table 26.). In Dak Cheung, of 117 voters, 30.71% in 2017 claimed to actively participate compared to 4% in 2013 (see Table 27.) . Although these figures are only slightly higher than the 50% value indicated in the baseline report for Phongsaly and lower for Dak Cheung, and both lower than the 70% project target, they still show positive change relatively to the women involved in the 2017 assessment.** Moreover, a limitation of the flash card activity should be taken into account. During the voting, the team observed that a few participants did not fully understand the meaning of the pictures and at times reproduced mechanically what their peers voted or voted randomly. Hence data from Table 26. and Table 27. should be taken with caution. In unstructured conversations, the large majority of women involved in the GF activities claimed that their level of participation in community political life had increased compared to a few years ago. Gender training and group discussions organized by CARE during the project life had encouraged women to build confidence to speak and express their ideas first in peers' meetings and then in community gatherings with male and female participants. During village discussions women claimed that they dared more to bring up issues such as the necessity to improve village hygiene and sanitation, or enhance child nutrition, and contributed ideas on crop production and marketing. Overall, men were now more willing and open to accept women's proposals.

Yet, from participant observation of men and women-mixed group discussions, it emerged that, in general, the extent of women's participation varied from individual to individual and from village to village, this being influenced not only by personal character traits, but also by their level of education, ethnicity-specific gender roles or village inner power structures. Time limitation did not allow to collect sufficient data to draw a clear-cut distinction between north and south. By and large, in both provinces, women with school education spoke more assertively than those without formal education in most villages. In Phongsaly, we observed women's participation in ethnic Akha villages was lower than in ethnic Khmu villages. In ethnic Akha Moka Ark, where the patriarchal social structure defined men's hegemonic position in political life, women spoke less than men and felt unconfident to speak out, despite the village head's claim that women had started to participate more actively in village meetings since CARE had provided gender training. Among ethnic Khmu villages, the situation varied from community to community. In Phak Laeng, a middle aged woman claimed that village meetings women had now more equal rights in decision-making with men than in the past. In Kading, men dominated the discussion, leaving women little space to express their voices. In Sekong, we did not notice any striking difference between ethnic groups, but rather between villages.

In Kounxai, where one of the village heads was a charismatic woman, and in Dak Wang, where women had an average good level of education and a strong sense of female solidarity, women were way more assertive and outspoken than men in discussions. In other villages, such as Dak Pong, Thong Siang and Tang Brong, quite a large number of women still lacked confidence to express their voices in public, some felt that they did not have valid ideas to contribute or that they were unable to articulate them clearly, and some others dared to speak out only at women's gatherings.

Table 26. Women's political participation (prior to and at the end of the WORD Project) in 7 of the target villages, Phongsaly Province (83 respondents)

District Name	Village Name	Women who do not participate in village meetings		Women participate but do not dare to speak out		Women speak out only in female group discussions		Women participate and speak out in community meetings	
		2013	2017	2013	2017	2013	2017	2013	2017
Mai	Pak Leang	N/A	0	N/A	3	N/A	4	N/A	2
Mai	Moka Ark	9	0	1	0	2	8	0	4
Mai	Saen Yin	6	0	3	0	1	0	0	9
Samphan	Kong Koum	1	1	7	0	2	3	2	8
Samphan	Lao Leo	0	0	9	0	0	0	0	9
Khua	Ka Ding	0	0	8	8	0	0	5	5
Khua	Houy Thong	8	0	9	4	4	10	2	9
	TOTAL	24	1	37	15	9	25	9	46
	%	30.38%	1.15%	46.84%	17.24%	11.39%	28.74%	11.39%	52.87%

Table 27. Women's political participation (prior to and at the end of the WORD Project) in 7 of the target villages, Sekong Province (117 respondents)

District Name	Village Name	Women who do not participate in village meetings		Women participate but do not dare to speak out		Women speak out only in female group discussions		Women participate and speak out in community meetings	
		2013	2017	2013	2017	2013	2017	2013	2017
Dak Cheung	Thong Siang	6	0	5	2	1	9	1	2
	Tang Brong	13	1	3	0	0	13	0	1
	Tang Lou	7	2	3	12	0	1	1	6
	Dak Pong	1	0	10	10	3	4	1	1
	Khoun Sai	5	0	15	0	0	8	0	12
	Dak Wang	6	1	18	4	0	6	1	15
	Dak Wai	N/A	2	N/A	13	N/A	0	N/A	2
	TOTAL	38	6	54	41	4	41	4	39
	%	38.00%	4.72%	54.00%	32.28%	4.00%	32.28%	4.00%	30.71%

- Indicator 1.2.2: % of women and men who think violence against women is ever justified

WORD conducted an analysis on gender based violence (GBV) in the target communities during the baseline research. Soon after it managed to raise funding to initiate two GBV-specific projects, of which one began in 2016. Hence WORD did not act on tackling GBV.

Semi-structured interviews with provincial and district level LWU representatives unveiled that there were still a few cases of violence against women in both the north and the south. Yet, informants were not able to clearly explain the details and the extent of such violence, pointing that female victims often did not disclose or report violence to the authorities due to shame or fear. Provincial and district level LWU interviewees broadly talked about cases of women being beaten up by their husbands while drunk in some villages in Phongsaly, and, in the context of ethnic Akha Moka Ark, a case of a woman who had been forced by her husband to have children until she gave birth to a boy, even against her will. LWU's officers defined and discussed GBV in absolute terms, showing little attention to differences across ethnic groups or to the possibility of looking at GBV through a cultural relativism lense.

They said that the GoL approaches GBV mainly by disseminating the Lao national laws on women and child's protection among village communities via LWU activities. In case violence against women is reported to the village authorities, the latter are required to ask for the local police intervention. Therefore, it seems that law enforcement with limited research and consideration of its socio-cultural and psychological roots is the government's way of dealing with GBV.

When asked whether husbands have ever good reasons to hit their wives, 18.84% of 138 female informants in Phongsaly and 27.5% of 80 female informants in Dak Cheung replied yes (Table 28. And Table 29.). To the question in which situations a husband is justified hitting or beating his wife, in Phongsaly, 18.20% of female informants answered none, while 9 to 10% stated that they are if she goes without telling their husbands, if she argues with him, if she refuses to have sex with him, if she burns the food, if she neglects her children, if she fails to have another child, if she fails to prepare food and in other circumstances (Table 30.). In Dak Cheung, while 39.83% of 80 female informants replied that a husband is never justified to hit or beat his wife in any situation, 20,34% stated that he is if she argues with him, 9.32% said that he is if she neglects her children, 8.47% claimed that he is if she fails to prepare food on time, while 4-5% said yes in the other circumstances (Table 31.). To the question how they can avoid being mistreated by their husbands, the majority of female informants in Sekong and Phongsaly replied that they would seek help from other family members, while a minority would ask the intervention of the village committee or of the women's group.

The above findings confirm what the baseline research of the WORD project had revealed: in both Phongsaly and Sekong target villages, violence of some kind is perpetrated against women. Yet, the extent, nature and meanings of violence deserve in-depth understanding. As long-term anthropological research has demonstrated, violence is not a socio-cultural and psychological phenomenon that should be merely addressed in universalist terms, by applying western perspectives and approaches. While there are some types of violence that can be regarded as universal violations of human rights, there are others that should be understood within the specific moral code of a certain culture. Hence, from an anthropological perspective, this report suggests that GBV be studied, understood and addressed balancing cultural relativist and universalist perspectives. Furthermore, the particular psychological attitude of the perpetrator should also be taken into account. The socio-cultural constructions and meanings of violence in each specific ethnic context and the individual psychological roots of violence should be put into relation with the national legal framework of the GoL and the universal declaration of human rights.

Table 28. Women's opinion about whether a husband ever has good reasons to hit his wife. Target villages, Phongsaly Province (138 respondents)

Village		No	Yes
Samphan	KongKhoum	10	2
	LaoLeo	7	2
	LaoSean	8	1
	MokYon	9	-
	Xakeo	5	5
Mai	KokNgiew	10	
	Moka-Ark	9	1
	Phark Leang + LaHang	10	1
	Phia	7	-
	Sean In	7	3
Khua	Houythong	4	4
	Kading	10	2
	Kongvat	4	4
	Omtra	5	-
	Phonsa-Art	7	1
TOTAL		112	26
%		81.16	18.84
		%	%

Table 29. Women's opinion about whether a husband ever has good reasons to hit his wife. 7 of the target villages, Dak Cheung, Sekong Province (80 respondents)

Village	No	Yes
Dakpong	11	1
Dakvang	6	6
Dakvay	10	2
Khounxay	6	3
Tangbrong	5	7
Tanglou	10	2
Tongsieng	10	1
TOTAL	58	22
%	72.5%	27.5%

Table 30. Women's opinion about situations in which a husband is justified hitting or beating his wife. Target village, Phongsaly Province (138 respondents)

District	Village	None	If she goes without telling him?	If she argues with him?	If she refuses to have sex with him?	If she burns the food?	If she neglects her children ?	If she refuses to have another child?	If she fails to prepare food on time?	Other?
Samphan	Houythong	7	0	0	0	0	0	0	0	1
	Kading	7	2	3	0	2	2	0	2	0
	Kongvat	8	0	0	0	0	0	0	0	0
	Omtra	5	0	0	0	0	0	0	0	0
	Phonsa-Art	1	2	4	0	3	2	0	2	3
Mai	KokNgiew	8	1	0	0	0	0	0	0	1
	Moka-Ark	10	0	0	0	0	0	0	0	0
	Phark Leang + LaHang	7	0	1	0	0	1	2	3	4
	Phia	6	1	1	0	0	0	0	0	0
	Sean In	8	1	0	0	1	0	0	1	0
Khua	KongKhoum	12	0	0	0	0	0	0	0	0
	LaoLeo	9	0	0	0	0	0	0	0	0
	LaoSean	8	0	0	0	0	0	0	0	1
	MokYon	9	0	0	0	0	0	0	0	0
	Xakeo	10	0	0	0	0	0	0	0	0
TOTAL	115	7	9	0	6	5	2	8	10	
	%	18.20%	10.31%	9.80%	10.45%	10.23%	9.94%	10.16%	10.38%	10.53%

Table 31. Women's opinion about situations in which a husband is justified hitting or beating his wife. Target villages, Sekong Province (80 respondents)

Village	None	If she goes without telling him?	If she argues with him?	If she refuses to have sex with him?	If she burns the food?	If she neglects her children?	If she refuses to have another child?	If she fails to prepare food on time?	Other?
Dakpong	7	2	2	3	1	2	0	1	0
Dakvang	7	1	6	0	1	1	0	2	1
Dakvay	12	0	0	0	0	0	0	0	0
Khounxay	6	1	1	0	0	0	0	0	2
Tangbrong	4	4	7	1	2	4	0	4	0
Tanglou	6	2	4	1	1	2	0	2	0
Tongsieng	5	0	4	0	0	2	0	1	3
TOTAL	47	10	24	5	5	11	0	10	6
%	39.83%	8.47%	20.34%	4.24%	4.24%	9.32%	0.00%	8.47%	5.08%

- Indicator 1.2.3 Evidence of more equal workload sharing between men and women

CARE provided training for both men and women to discuss the current division of labour and how this could be modified so as to reduce women's workload with the support of men. A few men took on CARE advice and started helping more their partners. With time these men influenced also others in the community, creating a broader change. Along with theoretical guidelines, CARE provided also hand-carts for women to carry heavy goods such as firewood, rice, or other crops. The teams assessed gendered division of labour in target villages through a question in the household survey and an activity with women's groups. In the survey, a total of 272 of informants in Phongsaly and 88 respondents in Dak Cheung of female and male sex were asked to indicate the activities in which they engaged daily from a pre-defined set of options. In both Phongsaly and Sekong, it emerged that apart from hunting, which in all villages remained prerogative of men, and weaving, which women still perform in some vilages, for all other tasks listed, in 2017, there was an overall balanced workload sharing between men and women (See Table 32. and Table 33.).

Table 32. Gendered division of labour. Target Villages, Phongsaly Province (272 respondents)

D i s t r i c t	Village	Child-rearing		Vegetable sale at market		Laundry		Hunting		Weaving		Cooking		Vegetables farming for family consumption		Rice farming		NTFP collection		Firewood collection		Cash crops farming		Other	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
K h u a	Kongvat	7	8	1	3	7	8	5	0	0	0	5	9	4	4	8	8	8	9	8	9	8	8	0	0
	Kading	8	11	0	0	6	12	3	1	0	0	7	13	2	2	6	11	7	13	7	12	7	10	2	4
	Houythong	11	8	0	2	9	8	8	1	0	0	9	8	8	4	10	8	11	8	11	8	11	8	0	0
	Omtra	11	5	0	0	9	5	8	2	0	0	10	5	9	5	11	5	10	5	9	4	11	5	0	0
	Phonsa-Art	8	9	2	4	8	10	5	0	0	0	10	9	0	3	9	9	8	8	9	9	9	5	6	4
S a m p h a n	KongKhoum	7	12	0	0	5	12	8	1	0	0	9	12	5	6	10	12	9	10	9	11	10	10	2	0
	Xakeo	8	9	0	3	2	9	6	1	0	0	7	10	4	4	8	10	7	9	7	9	8	10	0	0
	MokYon	10	9	1	2	8	9	6	1	0	0	9	9	5	7	8	9	8	8	9	9	9	9	0	0
	LaoLeo	9	7	2	3	6	9	2	1	0	1	8	9	4	6	9	9	8	9	8	9	9	9	0	0
	LaoSean	7	8	0	0	7	6	7	1	0	4	10	10	9	4	10	9	9	8	9	8	10	9	0	0
M a i	KokNgiew	7	9	0	0	3	10	7	0	0	0	6	10	2	3	8	9	7	6	8	5	4	3	2	3
	Phark Leang + LaHang	7	11	0	2	5	11	7	1	0	1	7	11	5	8	7	6	7	9	6	10	6	5	1	3
	Moka-Ark	7	10	2	0	2	10	6	1	0	6	7	10	3	4	8	10	7	9	3	9	1	6	0	0
	Phia	4	7	1	4	1	6	3	1	0	0	3	7	1	6	3	6	3	6	4	6	4	4	1	0
	Sean In	9	10	0	2	3	10	9	1	0	0	9	10	5	3	9	10	9	9	8	9	8	10	1	0
Grand Total	120	133	95	25	81	135	90	13	03	12	116	142	66	69	124	131	118	126	115	127	115	111	15	14	
% of male	12.4%		0.9%		8.4%		9.3%		0.0%		12.0%		6.8%		12.8%		12.2%		11.9%		11.9%		1.5%		
% of female		12.8%		2.4%		13.0%		1.3%		1.2%		13.7%		6.6%		12.6%		12.1%		12.2%		10.7%		1.3%	
% total	6.0%	6.6%	0.4%	1.4%	4.0%	6.7%	4.5%	0.6%	0.0%	0.6%	5.8%	7.1%	3.3%	3.4%	6.2%	6.5%	5.9%	6.3%	5.7%	6.3%	5.7%	5.5%	0.7%	0.7%	

In the group activity women were asked to list the tasks that they and their husbands performed in different hours of the day and to compare the current situation with the past. Confirming the answers of the household survey, female informants in both Phongsaly and Sekong claimed that **following gender training by CARE and the LWU, they had attained a more equitable division of labour with men than in the past.** The large majority claimed that men had increased their support not only with high labour input tasks such as weeding, collecting water, and cutting and transporting firewood, but also with child care, cooking, washing and tending the family vegetable garden. Yet, the extent of male support varied from household to household and between ethnic groups. In some instances, men would help with the above tasks only if women were busy with other duties; in some others, men offered full support at all times. In a few villages, men helped with transporting firewood to the village only if they owned motorbikes or by using handcarts provided by CARE, since among many ethnic minority groups in Laos to carry firewood on the shoulders remains not socially acceptable for men. By and large, in ethnic Khmu, Taliang, Ye and Katu villages, men continued performing heavy work such as rice planting, transplanting and harvesting or cash crop cultivation together with women, while hunting and fishing remained male prerogatives. The statement below by a woman from Khoun Xai (Dak Cheung District, Sekong), a village that stands out for women's agency in both the economic and political domain, clearly illustrates the change in workload sharing:

"Much has changed in the village since CARE gave training in gender relations. Before CARE came, men did not help us much with work. They spent time drinking and playing cards, while we women did most of the work. They would help us with weeding in the fields only once or twice a week. Men would go fishing, but often ate the catch with their friends without bringing any fish home! When we would ask them to help us with work, they would refuse because they did not have any idea of gender roles and of how these could be changed. After training on gender by

CARE, things have changed a lot. Now men help us more. They collect water, cut and transport firewood, do weeding, plant, transplant, and harvest rice and carry rice sacs back to the village.” (a woman from Khoun Xai, Dak Cheun District, Sekong).

The table below shows a balanced division of labour between men and women in Khoun xai, Dak Cheung.

Table 34. Women and men’s daily activities in ethnic Taliang village, Khoun xai, Dak Cheung district, Sekong

Time	Activity	
	Woman	Men
5:00	Get up	Get up
5:30-6:30	Pound rice (only women who do not have a rice mill)	Take rice to rice mill; carry rice back home
6:30-7:00	House cleaning, wash up, cooking, child care	Collect water
7:00-7:30	Feed animals; collect water, do washing	Tend home vegetable garden, child care
7:30-8:00	Eat	Eat
8:00/9:00	Go to coffee garden or rice fields, child care	Go to coffee garden or rice fields, child care
9:00-12:00	Weeding, rice planting, transplanting, harvesting. Carry rice sacs back to the village.	Ploughing or hoeing, rice planting, transplanting, harvesting. Carrying rice sacks back to the village
12:00-13:00	Lunch and rest	Lunch and rest
13:00-16:00	Tend coffee garden. Collect NTFP from the forest, child care	Hunting, fishing, collect NTFP
16:00	Return to village	
16:00-16:30	Tend the vegetable garden, child care	
17:00	Return home	
17:00-17:30	Bathing	
17:30-18:30	Cooking, child care	
18:30/19:30	Have dinner	
18:30/19:30	Have dinner	Return to village. If back home earlier, help wife with cooking and tending the vegetable garden, child care
19:30-21:00	Socialise or rest in the family's company or watch TV	Eat
21:00-22:00	Sleep	Sleep
22:00-24:00		Sleep if go hunting far away and return home late

Yet, in ethnic Akha villages such as Moka Ark, although it was found a slight increase in men’s support in child-rearing, house chores, agricultural work or firewood cutting, women’s workload remained larger than men’s. As a women from Moka Ark stated: “although in many households men have started helping us, we women still work twice as much as men”. This was demonstrated for instance in women working late into the night to sort and prepare vegetables or NTFP to sell at the market the next day, while men sat by the fireplace in idle. To reach the market places, Akha women often walk 4-5 hours carrying heavy baskets through the mountain paths on their own. Like carrying firewood, vegetable sale is in Akha society a female task, which men do not perform based on their gendered cultural norms. Similarly to other gendered types of behaviour, division of labour in Akha communities requires further investigation to find appropriate modes of intervention.

Table 35. Women and men’s daily activities in ethnic Akha village, Moka Ark, Mai district, Pongsaly

Time	Activity	
	Woman	Men
4:00	Get up; steam rice	
4:30-5:00	House cleaning, wash up, child care/ on certain days go to district market to sell vegetables and NTFP	
5:00-5:30	Cooking	Get up
5:30-6:00	Feed animals; collect water, do washing	Feed animals only if asked by women
6:00-6:30	Eat	Eat
6:30	Go to swidden field/off rice season weaving/; child care	
7:00-12:00	Weeding, rice planting, transplanting, harvesting. Carry rice sacs back to the village. Child care	
12:00-13:00	Lunch and rest	Go to swidden field.
13:00-16:00	Collect NTFP from the forest and firewood; child care	Go hunting
16:30	Return to village carrying firewood	
17:00-17:30	Collect water, bathe	
17:30-18:00	Cooking	
17:00-17:30	Bathing	
17:30-19:00	Cooking; child care	
19:00-20:00		
19:00-20:00		Return home from forest
20:00-20:30	Dinner	Dinner

20:30-21:30	Prepare yards for weaving; prepare rice for next morning; sort and prepare vegetables to sell at the market; dish washing	Watch TV or socialise
21:30-22:00	Sleep	Sleep

Objective 2: To strengthen CBOs and NPAs to enable them to support and represent remote ethnic women

Achievements

With regard to objective two, the teams found that the project was successful in strengthening CBOs and NPAs capacities in certain areas set by the project and in pioneering engagement with Lao civil society .

In relation to CBOs capacity building, the project achieved the following results (**Indicator 2.1**):

- CBOs were established in all target villages in the form of WGs or FGs in Phongsaly and in the form of WINGs in Sekong.
- Although the study unveiled that they worked in an informal and unstructured way, through training and monitoring by CARE, CBOs improved their grant management skills, enhanced group leadership and management capacity, increased female representation in leadership (up to 30-40%), enabled women to actively participate in community decision-making, enhanced farmers' skills to sell and process crops collectively, and increased members' bargaining capacities in interactions with traders.
- CBOs improved collective solidarity, knowledge sharing and mutual trust and support between members, particularly women. In Some cases, members had also created networks with other CBOs to exchange market information. Due to former involvement in CARE projects that targeted collective action, in Sekong, CBOs performed better than in Phongsaly in terms of group management and collective production and marketing of crops.
- The improvement or construction of village water systems and latrines through WORD produced a number of positive outcomes to the beneficiaries. Functioning village water systems reduced women's workload, sparing them to walk for long distances to fetch water for the family; Both latrines and water systems improved levels of sanitation, cleanliness and personal hygiene for all community members; In some villages in Sekong, such as Tangbrong, an upgraded water system provided clean water to the residents limiting the incidence of diarrhoea.

With regard to engaging with Lao civil society, CARE involved in the WORD project two local NPAs, namely the Sustainable Agriculture and Environment Development Association (SAEDA) in Phongsaly Province and the Lao Disabled People Association (LDPA) in Sekong (**Indicator 2.2.1**). WORD was the first project by an INGO that ever involved local civil society in a community development project in Laos. From a Partner's Participatory Capacity Assessment (PPCA) carried by out by SAEDA in May 2017, it resulted that the organization had improved its capacities by 54 points compared to 2015 in a number of areas, such as strategic planning, project design and management, coordination and communication with concerned stakeholders, participatory and gender sensitive approaches, accountability, financial management, and staff skills and competences (**Indicator 2.2.2**). LDPA staff had also enhanced their planning and management capacities at the end of the collaboration with CARE. By and large, this first attempt to engage with Lao civil society to support ethnic minority women in remote areas of Laos was effective in that it initiated dialogue between CARE and local NGOs and laid the foundations for more solid future collaboration, as demonstrated by SAEDA's recent involvement in two CARE's new projects.

Shortcomings

- The study unveiled that collaboration with SAEDA and LDPA presented a few challenges (divergent visions and approaches about CBO establishment and management between SAEDA and CARE, and little planning, management, operational and monitoring capacities of LDPA). Yet, by the end of the project, some of these problems had been overcome through dialogue and support by CARE.
- Although the Partner's Participatory Capacity Assessment (PPCA) might have inspired SAEDA to plan and manage its actions in new ways, it remains uncertain whether this is an efficacious tool to evaluate progress, since, from the answers provided, it seems that participants did not fully understand some of the questions and it cannot be determined whether what they state corresponds completely to reality or not. Hence in future actions involving Lao NGOs, an organization's self-assessment should be coupled with the donor's close monitoring of planning, management and implementation with particular focus on transparency and accountability.

Expected outcome

2.1 Improved institutional development of CBOs to promote and manage local gender sensitive development initiatives

- Indicator 2.1.1: Increase in CBO capacity assessment score in all six areas of capacity

WORD guided and sustained target communities to establish CBOs, WGs and FGs in Phongsaly and WINGS in Sekong, as a way to improve collective production, processing and marketing of crops, create collectively driven community development, enhance village solidarity, improve capacities to interact with traders in crop sale and empower women in community decision-making. Overall, the study revealed that the number of participants in CBOs had increased since 2015 and that a stronger sense of cooperation, mutual trust and support among members had been developed over time.

One way in which WORD enabled CBOs to support remote ethnic women and their communities was providing **Community Development Grants** (see details in Table 36. and Table 37). These grants were used for constructing or upgrading infrastructures, such as latrines, water systems, village meeting halls, roads or bridges. In Phongsaly, a total of 14 grants were allocated with a value ranging between 360US\$ and 1200US\$/3-10 million LAK per village depending on group's request. In Dak Cheung, Sekong, 9 villages received community development grants for an average amount 2,000US\$/16,5 million LAK each. 5 WINGS in Dak Cheung also received a grant of this type, on average amounting to 1,000US\$/8,2 million LAK. In some villages in Phongsaly, part of these grants (600-850US\$/5-7 million LAK) laid the basis for establishing a women's emergency fund to be managed by the women's group (see below). In other villages (for instance Pak Laeng, Mai District) this grant was used to create a village fund. The end line study revealed that in all surveyed villages, the target infrastructures had been built and were in use. Sanitation and water access had improved in most all villages visited and users took good care of the infrastructure, with the likelihood that these could be maintained in the same state in the future. Exception were Koong Kum and Lao Leo in Samphan district, Phongsaly, where the team found that water supply was not sufficient to meet the whole village population needs; and Dak Vai and Thong Sieng, Dak Cheung, where the excessive distance between the village and the stream had prevented to build a village water system.

Table 36 . Community Development Grant Summary. Target villages, Dak Cheung District, Sekong Province

Village	Direct Beneficiaries	Type of Grant	Amount LAK
Prao	Community (sanitation)	Village development (latrine construction)	13,000,000
Tang Brong	Community (sanitation)	Village development (latrine construction)	38,000,000
Sang Mai	Community (sanitation)	Village development (latrine construction)	13,000,000
Tang Lou	Community (sanitation)	Village development (latrine construction)	20,000,000
Dak Kang	Community (sanitation)	Village development (latrine construction)	6,000,000
Dak Vai	Community (sanitation)	Village development (latrine construction)	12,000,000
Dak Dom	Community (sanitation)	Village development (latrine construction)	15,000,000
Dak Pong	Community (sanitation)	Village development (latrine construction)	13,000,000
Tongsieng	Community (sanitation)	Village development (latrine construction)	14,000,000
Kai Lo	WINGS group (Water)	Village development (water system)	8,000,000
Khoun Xay	WINGS group (Water)	Village development (water system)	8,000,000
Tang Brong	WINGS group (Water)	Village development (water system)	8,000,000
Prao	WINGS group (Water)	Village development (water system)	8,000,000
Dak Souang	Grant to support water access	Village development (water system)	8,000,000

Table 37. Community Development Grant Summary. Target villages, Phongsaly Province

Village	Grant / activity	Direct beneficiaries		Amount LAK
		total	female	
Houaythong	*Bridge	195	24	8,500,000
Phonsaat	Toilets	56	27	3,000,000
	**Emergency fund	131	75	5,000,000
Mai district				
Phia	Meeting hall	413	135	9,000,000
Mokka Art	Water system	75	45	48,000,000
Saen In	Water repair	160	95	5,000,000
Samphan district				
Xakeo	Road	150	78	30,000,000
	Emergency fund	55	55	5,000,000
Moknyon	Emergency fund	73	73	5,000,000
Laoleo	Emergency fund	515	515	5,000,000
Total		1823	1122	123,500,000

*rows highlighted in red refer to community development grants
 **rows highlighted in blu refer to grants allocated for emergency funds.

CARE designed a tool to assess CBOs' progress and performances. The assessment was done once between June and September 2016 in Phongsaly target villages, and repeated using a shorter version of the questionnaire during the study for the final evaluation in May 2017 in 6 villages in Phongsaly and in 5 villages in Sekong. CBOs involved in the assessment included mostly Farmers' Groups in Phongsaly and Coffee Groups in Sekong. Where these did not exist, Women's Groups were assessed.

The assessment revolved around 7 questions about "Vision and Organization"; 4 questions about "Knowledge and Action Agriculture"; 2 questions about "Knowledge and Action Health"; 2 questions about "Network"; and 1 question about "Rights and Attitudes". Although led by the research team, the assessment was done in a self-evaluation mode whereby group members answered questions by choosing between three pictures (one depicting a smiling face that indicated high level satisfaction (score 2), one represented by a serious face that indicated mid level satisfaction (score 1), and one depicting an unhappy face that indicated low level satisfaction (score 0)). **The evaluation revealed that, on average, in Phongsaly groups had increased their capacity in all six relevant areas compared to 2016, with most of the groups scoring between 2 and 1 in most areas. In Sekong, the CBO assessment was not done in 2016 and hence comparison with the year before was not possible. However, the 2017 evaluation brought to light that many CBOs in Sekong, in the guise of WINGs or Coffee Groups, by virtue of being established earlier through the PWED project, performed better than those in Phongsaly in terms of leaders' capability, women's representation, regularity of meetings, rule setting and abiding and levels of group solidarity.**

The limitations of the CBO assessment tool (i.e. questions asked to a limited number of members and answers based on group members' claims which may not always find correspondence with reality) do not allow to gain a full picture of the state of the CBOs or to draw comparisons between groups. Yet, a combination of participant observation and semi-structured interviews with several stakeholders revealed that, generally, groups that performed better in terms of organization, action and knowledge were those with stronger solidarity within the village community, and with charismatic village or group leaders who had the capacity to mobilize farmers or were particularly supportive of cash crop collective marketing. Women's level of participation in the groups' activities was higher in contexts where women had higher levels of education or had already agency in the economic and political sphere.

The semi-structured interviews with village heads and CARE staff unveiled that, by and large, in Akha communities in Phongsaly, the establishment and management of CBOs presented more challenges than in Khmu ethnic villages. In ethnic Akha Moka Ark it was found that no farmer's group had been formed. In Akha Lao Leo, where the team could only do a short FGD with a small number of WG members, the team learned from one of the 5 village heads that the CBO members met irregularly, and the existing farmer's group did not have a strong motivation to meet apart from setting a common price for crop sale.

In Akha villages the team detected low level of group solidarity and the farmer's tendency to focus more on their own individual household's development than in that of the village as a whole. However, the short-term available for data collection in the villages did not allow to gain in-depth information on this issue. Further investigation should be carried out on issues of village solidarity and the socio-economic or cultural factors that affect group interactions in Akha societies.

Table 38. and 39 show the details of each group assessed per relevant area. Below is the summary of the assessment area by area.

Table 38. CBO Assessment May 2017. Selected target villages, Phongsaly Province.

Categories	Guiding questions	Score (2-1-0)	Explanation	Par k Lae ng	Sa en Yin	Ko un Ku m	Xa Ke o	Ka Din g	Hou ay Tho ng	Aver age score	Averag e %
1. Vision and organisation	1.1. Does the group have a plan for joint activities?		2 - Activity plan exists and members know it 1 - Activity plan is not concrete, few members know it 0 - No joint activities planned	1	1	0	2	2	2	1.33	67%
	1.2. Does the group have rules?		2 - Group has written rules and members respect them 1 - Group has some rules but not written or known 0 - Group does not have rules	1	1	1	1	1	2	1.17	58%
	1.3. Does the group have capable and committed leaders?		2 - Leaders are committed and can mobilise people 1 - Leaders working hard but weak participation 0 - Low interest of leadership and members	2	1	1	1	1	2	1.33	67%
	1.4. Does the group have regular meetings?		2- Group has regular meetings, with and without facilitation by CARE or partners 1 - Groups conduct meetings from time to time, with support 0 - No regular meetings (less than every 2 months)	1	1	0	0	0	1	0.50	25%
	1.5. Does the group take minutes of meetings?		2 - Minutes are up to date 1 - Irregular minutes 0 - No minutes	0	0	0	0	0	1	0.17	8%
	1.6. Are women represented equally in the leadership and group?		2 - 50% of leadership and group members are women 1 - 30-50% of members are women, but no women in leadership 0 - Significantly more men than women in leadership positions and members	1	1	1	1	1	2	1.17	58%
	1.7. Do men and women equally contribute to discussions and decisions in the group?		2 - All men and women participate in discussion and their opinion is considered 1 - Men contribute more than women 0 - Only very few people, mainly men, participate and decide	1	1	1	1	2	2	1.33	67%
	Total vision and organisation out of 14		-	7	6	4	6	7	12		
	Total vision and organisation		-	50 %	43 %	29 %	43 %	50 %	86 %		
2. Knowledge and action (agriculture)	2.1. Do group members share information on prices, traders and quality for key products?		2 - Most group members have that information and share it with others 1 - Only some members have that information 0 - No information / no discussion	2	1	2	1	2	2	1.67	83%
	2.2. Does the group sell any product together / negotiate with traders together?		2 - Many group members are selling at least one product together and negotiate with trader 1 - Only some group members are selling together, not sure how to negotiate 0 - Members all sell individually	2	1	2	1	1	2	1.50	75%
	2.3. Does the group have a plan of what to plant in the next few years and why?		2 - Most farmers have a plan for several years 1 - Some farmers have a plan for only one year 0 - No long-term planning	1	0	1	1	2	2	1.17	58%
	2.4. Does the group have rules on forest and		2 - Group has rules and members respect 1 - Group has rules but these are not respected 0 - No rules	1	0	1	1	2	2	1.17	58%

	NTFP use? (e.g. bamboo, mushrooms, tree conservation)											
	Total technical capacity			6	2	6	4	7	8			
	Total technical capacity			75 %	25 %	75 %	50 %	88 %	100 %			
3. Knowledge and Action (Health)	3.1 Do husbands accompany their wives to ANC during pregnancy?			2	1	2	2	2	2	1.83	92%	
	3.3 Does the group help pregnant women to prepare for birth (e.g. money, transport)			2	0	2	1	2	2	1.50	75%	
	Total technical capacity			4	1	4	3	4	4			
	Total technical capacity			100 %	25 %	100 %	75 %	100 %	100 %			
4. Networks	4.1 Is a woman currently represented in the village leadership or ever tried to become a member?			0	0	0	0	0	0	0.00	0%	
	4.4 Does the group hold meetings/consultations with other farmer or women's groups in nearby villages?			1	0	1	0	2	2	1.00	50%	
	Total technical capacity			1	0	1	0	2	2			
	Total technical capacity			25 %	0%	25 %	0 %	50 %	50 %			
5. Rights Awareness and Attitudes	5.1 Are disabled people in the village included into the group?			0	0	0		1	0	0.20	10%	
	Total technical capacity			0	0	0	0	1	0			
	Total technical capacity			0%	0%	0%	0 %	50 %	0%			

Table 39. CBO Assessment May 2017. Selected target villages, Sekong Province.

Categories	Guiding questions	Score (2-1-0)	Explanation	Thong Sien g	Tang Bro ng	Dak Pong (WIN G)	Khou n Xai (WIN G)	Dak Wa ng	Average score	Average %
1. Vision and organisation	1.1. Does the group have a plan for joint activities?		2 - Activity plan exists and members know it 1 - Activity plan is not concrete, few members know it 0 - No joint activities planned	1	1	1	2	2	1.4	70%
	1.2. Does the group have rules?		2 - Group has written rules and members respect them 1 - Group has some rules but not written or known 0 - Group does not have rules	1	1	0	2	2	1.2	60%
	1.3. Does the group have capable and committed leaders?		2 - Leaders are committed and can mobilise people 1 - Leaders working hard but weak participation 0 - Low interest of leadership and members	2	1	0	2	2	1.4	70%
	1.4. Does the group have regular meetings?		2 - Group has regular meetings, with and without facilitation by CARE or partners 1 - Groups conduct meetings from time to time, with support 0 - No regular meetings (less than every 2 months)	2	1	0	1	2	1.2	60%

	1.5. Does the group take minutes of meetings?		2 - Minutes are up to date 1 - Irregular minutes 0 - No minutes	2	0	0	1	2	1	50%
	1.6. Are women represented equally in the leadership and group?		2 - 50% of leadership and group members are women 1 - 30-50% of members are women, but no women in leadership 0 - Significantly more men than women in leadership positions and members	2	2	2	N/A	2	2	100%
	1.7. Do men and women equally contribute to discussions and decisions in the group?		2 - All men and women participate in discussion and their opinion is considered 1 - Men contribute more than women 0 - Only very few people, mainly men, participate and decide	2	1	N/A	N/A	2	1.67	83%
	Total vision and organisation	-		12	7	3	8	14		
	Total vision and organisation	-		86%	50%	21%	57%	100%		
2. Knowledge and action (agriculture)	2.1. Do group members share information on prices, traders and quality for key products?		2 - Most group members have that information and share it with others 1 - Only some members have that information 0 - No information / no discussion	2	1	2	2	2	1.8	90%
	2.2. Does the group sell any product together / negotiate with traders together?		2 - Many group members are selling at least one product together and negotiate with trader 1 - Only some group members are selling together, not sure how to negotiate 0 - Members all sell individually	2	1	2	1	2	1.6	80%
	2.3. Does the group have a plan of what to plant in the next few years and why?		2 - Most farmers have a plan for several years 1 - Some farmers have a plan for only one year 0 - No long-term planning	1	2	1	1	2	1.4	70%
	2.4. Does the group have rules on forest and NTFP use? (e.g. bamboo, mushrooms, tree conservation)		2 - Group has rules and members respect 1 - Group has rules but these are not respected 0 - No rules	2	1	0	1	1	1	50%
	Total technical capacity			7.00	5.00	5.00	5.00	7.00		
	Total technical capacity			88%	63%	63%	63%	88%		
	3. Knowledge and Action (Health)	3.1 Do husbands accompany their wives to ANC during pregnancy?			2	0	2	2	2	1.6
3.3 Does the group help pregnant women to prepare for birth (e.g. money, transport)				1	0	1	0	1	0.6	30%
Total technical capacity				3	0	3	2	3		
Total technical capacity				75%	0%	75%	50%	75%		
4. Networks	4.1 Is a woman currently represented in the village leadership or ever tried to become a member?			0	0	0	2	1	0.6	30%
	4.4 Does the group hold meetings/consultations with other farmer or women's groups in nearby			1	0	0	1	1	0.6	30%

	villages?									
	Total technical capacity			1	0	0	3	2		
	Total technical capacity			25%	0%	0%	75%	50%		
5. Rights Awareness and Attitudes	5.1 Are disabled people in the village included into the group?			0	0	1	0	0	0.2	10%
	Total technical capacity			0	0	1	0	0		
	Total technical capacity			0%	0%	50%	0%	0%		

Vision and Organization: In terms of vision and organization, by and large, villages assessed in Sekong performed better than those in Phongsaly. **The average score in Phongsaly was 50,16%**, with Houay Thong scoring 86% and Pak Laeng and Ka Ding scoring 50%. **In Sekong, the average score was 62%**, with Dak Wang scoring 100%, Thong Sieng scoring and Koun Xai scoring 86% and 57%, respectively. The section below show the details of these scores.

- Plans for joint activities

By and large, in all cases, villagers joined CBOs with the purpose of collectively setting prices for their crops, helping each other in farming or improving their bargaining capacities in interactions with traders. Yet, CBOs, particularly WGs, turned out to be also platforms for fostering collective solidarity, knowledge sharing and mutual support. As members of the WG in Kading, Khua District, stated, being in groups contributed to fostering village harmony. In general, groups worked in a very informal, unstructured and loose way. None was officially registered. Very few had clear plans for joint activities. The majority of groups revolved around a specific IGA, although some with a solid structure and strong leadership extended their collective action to more than one activity. For instance, in Khoun Xai, Dak Cheung district, the women's group, made up by educated and entrepreneurial members and led by a very charismatic leader, collectively managed goat raising and fish farming and planned to start growing and marketing coffee together in the near future.

- Group rules

Most groups had very few rules, by which, in some cases, members fully abided (Khoun xai, Dak Cheung) and in others partially did or did not. Rules ranged from the responsibility to supply labour for weeding to other group members, or fencing vegetable gardens, to arrive on time at group meetings (Thong Siang, Dak Cheung), to take turns taking care of the goats or the fish farm (Koun Xai, Dak Cheung). Some groups set fines for rule breakers, ranging from 10,000 kip/day for missing to look after the goats to 30,000 kip per person for selling crops for prices other than those agreed upon by the groups. CBOs such as the WG in Tang Lou or the FG in Tang Brong (Dak Cheung) had very little sense of being in a group or doing things as a group. Members did not have rules nor did they produce or sell crops together.

- Capable and committed leaders

By and large, groups claimed to have capable and committed leaders who fairly represented and defended their interests. Leaders efficiently made contact and negotiated with buyers. However, in some villages, it was reported poor governance. For instance in Kading, Khua District, members of the FG denounced that group leaders did not have sufficient capacity to monitor group activities and enforce regulations and wished that CARE had offered further training in leadership.

- Frequency of group meetings

The majority of CBOs met under the guidance of CARE. Otherwise they met irregularly, from once a month or once every two months to once a year, depending on the necessity. In general, groups with stronger solidarity and that managed production and marketing together met more frequently than those that had no clear purpose to work as a collective. Members' attendance was also irregular since often they could not afford taking time off from agricultural activities to take part in the group meetings.

- Meetings' minutes taking

Except for one or two of the CBOs assessed (ex. coffee group Dak Vai, Dak Cheung), none took minutes of the group meetings.

- Women's representation in group leadership

Apart from WGs where it was always the case, in the majority of FGs or Coffee Groups, women constituted 30-40% of the group committee make-up, indicating that in mixed male-female farmer's groups, female representation in group leadership was still lower than male. For instance the two CGs in Dak Wang, Dak Cheung, had female leaders.

- Men and women equally contribute to group discussions and decisions

Women's participation in farmer or coffee group meetings varied. In some groups, after gender training by CARE, women participated more actively in discussions and constructively contributed to decision-making. In some others, such as the CBO of Tang Brong in Dak Cheung or the FG in Koung Kum, Khua District, women's contribution and participation was low. As the team witnessed during the assessment, in Koung Kum this was partly due to an excessive male hegemonic attitude in discussions and partly to women's lack of confidence to speak out.

Knowledge and Action Agriculture: in the Knowledge and Action Agriculture area, the average score in Sekong was 73% against 68% of Phongsaly. Better performing villages in Sekong were Thong Sieng and Dak Wang with a score of 88%. In Phongsaly, Houay Thong stood out with a score of 100% and Ka Ding with 88%.

- Members share information on prices, traders and quality of key products

In general, group members claimed to share information on prices, farming techniques and marketing. In some villages, group committee members, encouraged by CARE, would take tours in search of buyers for cash crops or livestock and collect price information from other villages or at meetings organized by CARE. Upon return to the village they would share information with group peers.

- Group sells products together/negotiate with traders together

By and large, groups sold produce to traders coming from within the district (Dak Wang, Dak Cheung) or to petty traders from within the village who in turn would sell it to wholesalers. In some cases in Phongsaly traders were from China or Vietnam. Sale generally occurred on informal agreements. Yet, the study unveiled a few attempts to sell produce through contracts signed between the GoL and companies or traders (ex. Thong Sieng, Dak Cheung). In general, contract farming, often guided by the government and little understood by the farmers, did not bring positive results. In the majority of cases, companies who had signed contracts eventually did not buy produce because they went bankrupt, the road to the village was not accessible, or the quality of produce, for instance coffee, did not meet the requested standards. In spite of all, DAFO officials interviewed both in Phongsaly and Sekong stated that contract farming will be the form of crop commercialisation that the GoL will encourage in the future.

As of May 2017, the large majority of group members produced crops individually but sold them collectively. In general, livestock was raised and sold individually. Exception to this general trend were the WINGs in Dak Vai and Khoun Xai in Dak Cheung. The members of the former managed a coffee garden and a fish farm together, while the members of the latter raised and sold goats and fish collectively. In Dak Wang (Dak Cheung), WING members did also coffee processing together. Normally, groups met at harvest time and set a communal price for crops on the basis of the current price trend in the area. When traders or companies came to the villages, most of the group members sold them for the price agreed upon. However, the team reported many cases of farmers selling their crops at different prices to different traders, jeopardizing the groups' collective action. At times, this marketing inconsistency produced problems with the buyers. For instance, in Kading village, Khua District, group members selling crops individually to different traders resulted in a trader from Muang Khua refusing to provide the material to build a village hall in exchange for having the exclusive purchase of cardamom yields.

In general, group representatives did price negotiation with traders on behalf of the collective. Yet, farmers reported instances of unfair treatment by traders, who at times understated the weight of the produce and paid less than they might. To curtail this problem, in well-organized groups, members bought their own scales and took turn to monitoring the weighing process.

Despite the above described difficulties, the study showed that that, by and large, in the last three years farmers gained a better understanding of the market and learned lessons on how to improve commercialization. Overall, throughout the life of WORD, CBOs' bargaining capacity with traders increased, thanks to the farmers' proactive attitude in marketing and information sharing.

- Group's plan for the future about IGAs

In some cases, CBOs had clear joint plans for the future (Kading, Phongsaly), in others plans were vague or absent (Baan Sean Yin, Koung Kum, Xa Keo, Phongsaly) .

- Rules on forest and NTFP use

In most cases group members had rules on forest and NTFP use, often set in collaboration with the GoL. Yet, in the majority of villages, farmers reported many not respecting the rules.

Knowledge and Action Health: in the Knowledge and Action Health area, the average score for Phongsaly villages was 83.33%, while the score for Sekong was 55%, showing stronger group support for ill or pregnant women in the north than in the south. In particular, Pak Laeng, Koun Kim and Houay Thong in Phongsaly stand out with a score of 100% in this area.

- Do husbands accompany their wives to ANC during pregnancy?

The large majority of male group members accompanied their wives to ANC during pregnancy, wherever there was one in the village vicinity.

- Group help to pregnant women to prepare for birth

While only a few FGs offer systematic help to pregnant women, by and large, WINGs and WGs members both in Phongsaly and Sekong did normally support women preparing for birth. Support consisted in transportation to hospital, if available, supply of labour in farming, taking care of the pregnant woman's children, and in some cases provision of money to cover childbirth expenses.

Network: in the are of Network, Sekong villages scored 30%, while Phongsaly villages scored 25%, with the highest value (75%) found in Khoun Xai, Dak Cheung.

- Women in village leadership

In the large majority of villages women were little represented in village committees, which were largely dominated by men. As mentioned earlier, exception to this pattern was Khoun Xai, in Dak Cheung, where a woman was the village leader in a three-village cluster administration with three village heads and a male cluster leader. In Tong Sieng, Dak Cheung, women were part of the village committee.

- Meetings or consultations between the group and other farmer or women's groups in nearby villages

CBO representatives in both Phongsaly and Sekong said to have attended networking events organized by CARE, during which they made contact and exchanged information with members of other CBOs. Study tours to model villages turned out also to be a good way to establish networks. Apart from these more structured opportunities, none of the CBOs organized meetings with other groups, but they rather drew on peer or kin informal networks in other villages to share information.

Rights and Attitudes: In the area of Rights and Attitudes, both Phongsaly and Sekong villages performed low, with Phongsaly scoring 8,33% and Sekong scoring 10%.

- Any disabled people in the village included in the group

The endline study confirmed the finding of the baseline study that in the majority of villages in Dak Cheung there was a high incidence of people with disabilities. None of the CBOs had specific plans or a structure to include these people into their activities. In some instances, people with disabilities were invited to attend meetings, but without special involvement. Disability remains in many ethnic minority cultures source of shame for both the bearer and his/her family, and hence it is an issue that is not dealt with publicly. Disabled people are often regarded as a burden for their families since they require special care and can contribute little or no labour to the family's production activities. Apart from some backing in the form of money or assets, families of people with disabilities do not receive any type of technical or psychological support from the GoL.

Expected outcome

2.2 Improved profile of NPAs to support and represent remote ethnic women, their communities and disabled.

- Indicator 2.2.1: Number of NPAs supporting REW and their communities

CARE involved in the WORD project two Lao Non-Profit Associations as sub-contracted technical partners, namely the Sustainable Agriculture and Environment Development Association (SAEDA) in Phongsaly Province and the Lao Disabled People Association (LDPA) in Sekong.

SAEDA was established in 1991 as 'The Sustainable Agriculture Forum', and then renamed in 2007 after being transformed from a networking and training organization into a project-implementing partner with an expanded focus on environmental issues. SAEDA operates in 5 Lao Provinces in the field of rural development with the mission to promote sustainable agriculture, bio-diversity conservation and chemical pesticide reduction among vulnerable groups. SAEDA signed a contract with CARE in 2015 after submitting a project proposal for its technical support to the WORD project in the 15 target villages in Phongsaly. SAEDA was involved in WORD for one year and a half year, from 2015 to late 2016. Following collaboration in WORD, SAEDA was included as official and permanent partner under two of CARE's projects in Phongsaly and Namth Tha provinces. .

CARE charged SAEDA with two main tasks: set up CBOs, namely FGs, WGs and VSLAs and provide training to CARE trainers in group formation, management and leadership. To do so, CARE gave SAEDA two grants. One grant was utilised to finance training activities and study tours, such as training to CARE staff in CBO establishment, training to CBOs (VSLAs, WGs and FGs) in organization capacity building and leadership, a value chain workshop for CBOs, training in agricultural technical skills and in pesticide impact and risk reduction for village communities, a workshop on organic agriculture, and a study tour for CBOs to a Xieng Khouang farmer cooperative on women's leadership. The other grant was used to fund the organization's operational structure, , such as an organization's internal strategy development workshop, development of a logo, development of a strategy for their enterprise arm and printing material for project data dissemination.

LDPA's mission is to support people with disability, by facilitating access to health services and providing basic livelihood means. LDPA was involved in WORD with the purpose of providing material subsistence means to people with disabilities and their families in a few WORD target villages in Sekong. Sekong Province, according to the LDPA Provincial Director in 2017 counted 3,550 disabled people, amounting to 2,1% of the province's total population, 848 of whom are supported by LDPA. LDPA operated in 15 villages in Dak Cheung, a few of which were the target of WORD. LDPA collaboration with CARE in WORD covered the period 2014-2016. On the first year, CARE provided LDPA with two grants. One, amounting to 8,000 US\$, was initially allocated to fund the organization's capacity building, through a three-month residency of LDPA Sekong staff in the LDPA head office in Vientiane to acquire broader experience and exposure to new practices. However, due to a lack of human resources this was not done. Instead, this grant was used to cover the salary for Sekong LDPA staff for three months and buy office equipment (telephone, computer, etc). The other grant (7,000 US\$) was used to support activities such as the provision of chicken for 20 people with disability, including the selection of beneficiaries, animal purchase and training for beneficiaries.

Considering that the implementation of chicken raising was not very successful—many chickens died from disease—and LDPA missed to do follow-up on the action and did not show good management capabilities, CARE decided not to transfer additional funds to the organization, but rather to work together on the execution of activities, including the selection and training for the beneficiaries and provision of inputs to 10 disabled people. Furthermore, on the first year of collaboration CARE supported LDPA staff's participation in training organised by Handicap International on the topic "the rights of disabled people".

From the interviews with CARE project staff and Project Provincial Coordinators emerged that **the involvement of both SAEDA and LDPA in WORD was more challenging than expected.**

Despite it reportedly attained positive outcomes in other parts of Laos with setting-up and working with farmer's organizations, in Phongsaly, in the context of WORD, SAEDA did not achieve the same results for a number of reasons:

- Firstly, it did not have sufficient knowledge of the specific socio-economic and cultural context of Khua, Mai and Samphan. It did not diversify its technical support according to the particulars of each village but rather applied the same model of action to all village communities;
- Secondly, its approach was top-down and non-participatory in that it imparted instructions without listening to the voice of its recipients. For instance, SAEDA encouraged CBO members to sell crops as a group without leaving the possibility to do it individually at least in the initial stage of group formation.
- Thirdly, its scope was too broad in that it aimed to create large farmers' groups, manage large amounts of money and involve both men and women in VSLAs;
- Fourthly, it had little capacity to reach out to the people. It spoke quite an abstract development language, based on models learned through exchange with other Asian NGOs at international fora, that farmers found it difficult to grasp and emulate. SAEDA approach turned out to be unfeasible for the low level of literacy and accounting, and management capabilities of the target communities.
- Fifthly, SAEDA did not do sufficient monitoring and follow-up of its activities in the field, which turned out in CBOs misinterpreting its messages.

Furthermore, an interview with SAEDA representatives in Vientiane held in May 2017 revealed that **the Lao NGO had little capacity to translate gender theory into development practice.** Although they claimed that gender is always integrated in the organization's activities as well as mentioned in its policy documents, the interviewees could not spell out how gender issues are dealt with in practice. Their line of gender equality was based on the universal view that both men and women should have the same rights to participate in political life, both should be able to speak out, and to get education. They argued that women's lack of empowerment is generally due to lack of access to education and information and that this can be overcome by providing information and creating new opportunities. Nevertheless, they were unable to concretely explain what information is to be conveyed or what kind opportunities women were to be offered. In their programs or actions there was not space for considering ethnicity or village-specific approaches to gender equality.

CARE tried to compensate for SAEDA's top-down *modus operandi* with a bottom-up and participatory approach. It started from consulting with the villagers, asking what crops they would like to grow together, then led them to look for reasons to act as a group (such as the promotion of an IGA), slowly formed groups, and instructed them on farming techniques, leadership and management. CARE made an effort to adapt CBO establishment theory to the local reality. It offered farmers concrete guidelines for concrete actions to livelihood improvement.

However, **the experimental collaboration between CARE and SAEDA in WORD also brought about positive outcomes:**

- Through fieldwork, SAEDA and CARE technical staff learned from each other, improved understanding of each other's perspectives, and laid the foundations for operational synergy in future projects.
- Towards the end of its involvement in WORD, SAEDA staff became more aware of the necessity to adapt intervention to the local socio-economic reality of Phongsaly.
- SAEDA staff was exposed to the participatory and women's empowerment approach advocated by CARE.
- Through the process of testing and error both SAEDA and CARE staff learned lessons about what is feasible and what not in the specific context of Phongsaly.

Collaboration with LDPA also presented a few challenges:

- According to CARE, LDPA provincial and field staff did not have a clear vision of their organisation's mission and operational strategy. They also had little planning (including project designing and budgeting), management, operational and monitoring capacities, which resulted in inefficient action.
- LDPA took little action to raise CBOs' awareness on disability and on how to address it collectively.
- LDPA Head Office in Vientiane did not do follow-up on the activities emplaced by the LDPA Sekong staff in partnership with CARE.
- From an interview with the Head of LDPA in Sekong Province held in May 2017, it emerged that the organization's method to assess disability had no sound technical foundations. Disability was assessed on the basis of 6 criteria, but staff did it without medical or technical expertise through a survey that merely involved filling out a form and ticking the box of a presumed type of infirmity.
- LDPA collaborated with the government to disseminate the Lao national law in defence of the rights of people with disability. As in the case of women and children's rights law, focus on rule abiding and policing is not an efficient action to change human behaviour. Perhaps a better way to address the issue could have been spending more time and energy in understanding the socio-cultural constructions of disability in local communities and devising tools for social inclusion of disabled people accordingly. Free medical care for bearers of disabilities and psychological support for their families should also have been provided.

Yet, similarly with SAEDA, collaboration with LDPA produced also positive results:

- Families of 20 people with disability received assets to improve their livelihoods.
- LDPA staff acquired knowledge on participatory development that will likely impact on its future interventions.
- LDPA felt the support of CARE in fulfilling its financial requests and planning its activities.
- Through their involvement in WORD, LDPA staff strengthened their capacity on project cycle management and implementation.
- LDPA staff, being many of them bearers of disabilities, are very sensitive to the disability issue and showed strong motivation to address it through their actions.
- LDPA and CARE laid the foundations for future collaboration, provided that a common line of action is found.
- Indicator 2.2.2 Improved capacity scores on all criteria as per NPAs assessment tool

In order to promote a bottom-up self-reflective approach towards improvement rather than a top-down evaluation entirely directed by the international aid partner, CARE involved SAEDA in a self-assessment, named Partner's Participatory Capacity Assessment (PPCA), first in May 2015, under the supervision of CARE, and then in May 2017 for the final evaluation without CARE's supervision. LDPA was not involved in the evaluation.

The assessment was based on a few questions that revolved around the 6 areas listed in the table below, on a score that ranged between 0 and 2 for each question under each area. For full details of the assessment see Annex 3 of this report.

Table 37. Summary results of the Partner's Participatory Capacity Assessment (PPCA) for SAEDA in 2015 and 2017

N. area	Area	Score 2015	% 2015	Score 2017	% 2017
1	Strategic Planning, Programme Development, Management & Service Delivery	67/84	79.76%	75/84	89%
2	Good Governance and Accountability	53/64	82.8%	61/64	95%
3	Participatory Monitoring and Evaluation	17/30	56.6%	25/30	83%
4	Gender and Social Inclusion	13/26	50%	21/26	81%
5	Finance Compliance and Financial System	57/82	69.5%	78/82	95%
6	Human Resource and Logistics Management	30/46	65.2%	36/46	78%
TOTAL		237	Average 67.31%	296/332	Average 86.6%

As shown in the table above, SAEDA seemingly improved its performance by 54 points in 2017 compared to 2015, scoring 86.6% in the last assessment against the 67.31% of 2015. In particular, improvement allegedly occurred in that the organization's mission and vision were clarified and redefined; strategic planning and log frame and budget designing capacity increased; a more participatory and gender sensitive approach was embraced; proposal and report writing skills improved; project management capacities were enhanced; coordination and communication with concerned stakeholders, including coordination with provincial / central (and District) authorities / organizations improved; standard organisational systems, policies and procedures were better emplaced; leadership was more inclusive of women and ethnic minority members than in the past; participatory decision-making was strengthened; an accountability policy/system or mechanism existed and was functional; staff and board members had clearer understanding of their roles and responsibilities; a monitoring and evaluation system of the activities was emplaced; documents and reports on progress were disseminated among the concerned stakeholders and partners; gender equality and women's empowerment was increasingly incorporated in the project planning and implementation; financial management and monitoring capabilities were enhanced; human resources and logistics management was ameliorated; overall staff skills and competences improved.

Objective 3: To enhance linkages between learning, programming and policy influencing

Achievements

- CARE created a number of platforms for reflective learning to enhance program development which became models for future projects, including monthly meetings PMs monthly reports, annual reflective discussion on project outcome indicators, and reflective analysis of project actions after their completion.
- GoL staff who worked for the project had improved their capacities in a number of domains, such as report writing, activity planning, execution and coordination, budget designing, and inclusion of gender and women empowerment in rural development practices.
- The GoL was exposed to CARE's adopted participatory approach to project implementation.

Shortcomings

- DAFO officers in Phongsaly claimed that CARE and DAFO's coordination of activities was poor, since CARE did not give the government agency sufficient notice on when activities would take place. This often resulted in the unavailability of trained DAFO staff to offer assistance in the field. DAFO required that CARE give at least three-week notice via formal letters about planned activities.
- WORD did not produce significant results in terms of affecting the GoL policy-making on rural development and women's empowerment.

Indicator 3.1 Number of good practices adopted by CARE Laos for improving efficiency and replication of learning

Expected outcome

3.1 Enhanced program development derived from reflective learning

In order to enhance program development, CARE created a number of platforms for reflective learning:

- ✓ Staff monthly meetings
- ✓ PMs monthly reports
- ✓ Annual reflective discussion on project outcome indicators
- ✓ Reflective analysis of project actions after their completion

This mode of reflective learning that was piloted by WORD was expanded to the entire CARE programme in Lao PDR.

- Indicator 3.1.1 number of proven successful approaches adopted for program improvement
From reviewing all WORD documents, including the project design, the project progress reports and the different versions of the log frame, it is clear that CARE had the flexibility and the sensitivity to revise and re-shape its approach as the project unfolded, following a test-error-learning-change logic. CARE modified its approach for program improvement in a number of situations:
 - It re-adjusted the project activities according to the local socio-economic conditions and the responses of each community or group. For instance, after realising that SAEDA's method to create large CBOs and involve farmers in managing large amounts of money for VSLAs had not produced positive results in operational, management and female inclusion terms, CARE opted for creating small CBOs that were more inclusive of women, and to encourage VSLAs to handle small sums of money.
 - After understanding that both SAEDA and LDPA had little operational and management capacity to carry out the planned activities so as to benefit farmers, CARE resolved to work more closely with the NGOs' staff to transfer knowledge, build planning and management capacities and encourage self-reflective assessment and improvement, rather than to simply focus on fund allocation.

- In Sekong, CARE realised that target communities did not have the accounting, management and accountability capacity to handle grants. Hence it resolved to shift from a direct grant expenditure mode to a procurement mode.
- The experience of SAEDA's adopting a top-down approach to set-up and train CBOs motivated CARE to reinforce its participatory approach to community development by paying more attention to the specific needs of each group or community.
- Shortly after the beginning of WORD, after conducting a specific study on the topic, CARE realised that GBV required to be tackled separately from other topics. Hence it decided to leave it out from WORD and design another dedicated project on the topic for which it obtained additional funding from EU and DFAT.
- CARE adopted the practice of doing case studies on their actions as a form of reflective learning. This practice turned out to be very useful to acquire first-hand information about the recipients' lived experiences of the project's interventions and make adjustments accordingly. In Sekong, four case studies were produced, two concerning the progress and effect of water and sanitation system improvement in two villages (Tong Brong and Tong Sieng) and two on the positive outcomes of coffee planting in Tong Sieng and Dak Wang.

Expected outcome

3.2 Learning and evidence inform local and national level dialogue and advocacy for impact at scale

- Indicator 3.2.1 Number of CARE policy message at national level (e.g. policy briefs) that reflect experiences from the field

CARE organized biannual meetings with the WORD project provincial steering committees, including representatives from the provincial government (PAFO, Dep. of Foreign Affairs, Provincial LWU and Provincial Governor), representatives from the district government (DAFO, Dep. of Health, District LWU and District Governor), partner NPA representatives, CBOs committee members and village heads, during which information on the project approaches, progress, and lessons learned were shared and discussed between different stakeholders. For instance, the above-mentioned four case studies on water system and sanitation improvement and coffee planting impact were presented and circulated among the participants. Visits by national GoL officers to Phongsaly were also organized every six months to share the project outcomes. These periodic meetings were important occasions for higher-level government partners to learn about changes in the local reality so as to re-frame policy accordingly.

From the interviews that the research team carried out with DAFO, District Dep. of Health, Dep. of Foreign Affairs and LWU officers in Phongsaly and Sekong, it emerged that the WORD project had so far not made significant impact on the GoL policy-making on community development. Yet, all interviewees claimed that GoL staff who worked for the project had improved their capacities in a number of domains, such as report writing, activity planning, execution and coordination, budget designing, and inclusion of gender and women empowerment in rural development practices. Importantly, a DAFO officer from Khua District stated that CARE's adopted participatory approach to project implementation will likely be embraced by DAFO in the future to emplace its own rural development activities. This statement suggests that CARE's methods might have still prompted some questioning or re-considering of the top-down approach often preferred by the GoL.

- Indicator 3.2.2 Number of articles published in the media by CARE promoting project themes

The research team did not find any evidence of articles published on the media by CARE promoting the project themes.

Lessons learned

1. **The WORD project set perhaps over ambitious goals to be achieved within a short period of time (3 years)**, aiming to produce in-depth change in too many domains at the same time: empowering ethnic minority women in remote areas, producing gender equality and addressing gender based violence, supporting people with disabilities, while also setting to establishing community based organization to promote socio-economic development. Projects with smaller and more homogeneous scopes have normally higher potential to achieve their objectives.
2. Yet the project was a **transformative learning process for all stakeholders** in many regards. It made both male and female beneficiaries to rethink their gender roles and relations, if not to change them. It helped CARE to reflect on the relevance of putting forward gender equality and women's empowerment among ethnic women in remote areas of Laos. It made, at the moment only at the discursive level, GoL line agencies such as DAFO reconsider their top-down approach towards rural development among minority ethnic groups and switch to a more participatory style. It offered the LWU a new perspective on and new ways to deal with women's empowerment and gender relations. It made Lao Non-governmental Organizations to reconceptualise their visions and modus operandi in community development through critical self-assessment, as in the case of SAEDA.
3. **WORD was a test on gender transformative practices and feasibility of community-based organizations as a means to improving the livelihoods of marginalized minority ethnic groups in upland Laos.** Undoubtedly, the achievements and shortcomings of the project will be useful to shape future projects with similar scopes. In particular, the outcomes of WORD could inform planning and practice for the upcoming projects on gender-based violence and coffee farming to be implemented in upland ethnic diverse rural areas of Laos, including Sekong province. For instance, WORD has taught that GBV is a sensitive topic that needs addressing by taking into account each ethnic group and each community understanding and dealings with violence against women. In relation to coffee planting WORD taught that coffee is not the livelihood solution for all communities and that for those willing to go on with the coffee venture, further effort should be made to improve quality of crops, drying skills, group solidarity, and provide better structure and regulation for the sustainability of CBOs.
4. **WORD used ethnic minority languages and staff to implement its activities. Yet, this was not sufficient to address the socio-cultural differences of the target ethnic communities.** The study revealed that **not all village communities or ethnic groups responded in the same way to the same development actions.** Responses varied from village to village and group to group, on the basis of group solidarity, leadership, levels of remoteness or exposure to mainstream agricultural practices in the district capital, local soil or climatic conditions, individual motivation, inner-village power structures, or ethnicity-informed gender relations. CARE should have tailored its activities to **group-specific or village peculiar socio-cultural norms, cultural values, socio-political structure, gender relations, and agricultural practices.** WORD has taught that it is necessary to **diversify and adjust interventions according to context specificities.**
5. As of May 2017 **community-based organizations set-up with the support of the WORD project in Phongsaly and of the PWED project in Sekong were found in an embryonic stage** in terms of organisation, management, production and post-production. Follow-up interventions, either in the guise of a third phase of WORD or of other projects with similar objectives, are needed to consolidate and make sustainable what WORD initiated.
6. The study disclosed that some of the project-provided livestock had died and in some villages project-promoted crops were abandoned. **To avoid this CARE and DAFO should have carried out higher quality monitoring and follow-up on activities**, such as having veterinaries check regularly on animal's health, supervising village trained veterinaries in animal treatment, having DAFO or CARE technical staff check on soil suitability for target crops and inquiring with villagers about their decisions to give up certain crops.

7. The experience in Phongsaly proved that **providing farmers with grants to organize themselves for socio-economic development is a viable and efficient strategy to enhance farmers' agency, sense of accountability, group cohesiveness and self-confidence**. Yet, grant management worked under the supervision of CARE and with small amounts of money. It is not certain that villagers would be able to manage larger amounts of money on their own. Hence further action should be taken to strengthen their financial management capacity.
8. Evidence from both Phongsaly and Sekong shows that **a participatory approach to socio-economic development has more potential to create benefits to vulnerable groups than does a top-down approach provided that beneficiaries of interventions are motivated and they experience the advantages of actively taking part in processes of livelihood transformation**. Study tours whereby farmers could learn and observe the achievements of model groups resulted to be useful means to motivate farmers to pursue similar paths, as it was the case of cardamom or coffees planting. Where farmers could see the tangible fruits of their participatory commitment in terms of economic return, increased household economic well-being, group harmony, mutual support, then participation and motivation increased. Where these outcomes were not to be seen, participation and motivation decreased, with ensuing group disintegration.
9. **Yet, participation and motivation was affected by contextual factors, such as in-village socio-political power structures and outside external political decision-making**. For instance, in Tang Lou and Dak Pong villages, Dak Cheung District in Sekong Province, villagers lacked motivation to pursue coffee planting, claiming that coffee did not suit with the local soil and weather conditions. Yet, the research team unveiled that this lack of motivation was partly due to the fact that villagers received substantial compensation for renting out a portion of their land to a Vietnamese gold mining company currently operating in the area. Local representatives of GoL had facilitated the company's arrival through the signing of a contract for the mining concession. Easy money from the external actor discouraged the farmers from investing time and labour in the complex, labour-intensive, and uncertain process of coffee production, post-production and marketing.
10. **Personal beliefs and desires about one's way towards socio-economic improvement also inform motivation (or lack of it) to pursue and sustain new economic ventures**. Aid should take into account these personal choices. Translated into practices, this might mean sustaining not only group requests but also personal developmental choices. For instance, it could be considered supporting an entrepreneurial woman or household that intends to embark on a livelihood activity independently of the village or the group.
11. **In villages in which women had a higher level of education, showed stronger female solidarity and motivation for change, and the male community was supportive of such change, women reached a more equitable division of labour with men, increased income, self-confidence and community involvement, and acquired new leadership roles**. However, inequities of social class, disparities in economic performance, differences in political participation between better educated and less educated women remained outstanding.
12. **Gender roles and relationships vary across cultures and over time and are structured by ethnicity, class, age, and governance, among other factors**. Interviews with CARE staff and its implementing partners showed that these issues were not sufficiently taken into account in the WORD project. Appropriate interventions should be designed based on a prior understanding of these roles, relationships, factors in each specific context. Only in this way development outcomes will be more effective and will have a long-term and beneficial impact on the target groups and individuals.
13. **Change in gender roles and relations is a slow and complex process**. It requires changes in institutional practices, cultural norms, and social structures that should be carefully and context-specifically evaluated. Sometimes, gendered change might not be necessary to empower women. Anthropological literature reports that in some cases **"women may feel better off colluding with gendered structures that ensure their continued subordination rather than seeking approaches that will allow them to break free of this"** (Sharp et alia 2003). This is because they might feel that existing gender structures, although patriarchal, offer them greater advantages than they perceive can be achieved by challenging the prevailing order. Such women are therefore unwilling to

engage in empowering activities that may question their gendered bargain. This may be the case of some ethnic Akha women in Phongsaly who showed reluctance to embrace WORD's gender messages. Only an in-depth ethnographic study can unveil their perspectives on gender roles and transformation.

14. **Gender based violence (GBV) is a very sensitive issue that requires addressing on its own.** While from a “Western” universalistic perspective certain types of men’s behaviour against women in the target communities might be categorized as ‘violent’, those behaviours should be understood based on the groups’ own culture, rather than judged against the criteria of “Western” culture. Violence needs to be explained from an emic perspective, i.e. from the perspective of the specific group under consideration. Based on this understanding should actions or interventions take shape.
15. **Language ability of project beneficiaries remains an important issue to be addressed in information dissemination, training and activity implementation.** Especially in ethnic Akha (Phongsaly) and Ye and Katu (Sekong) villages, most adult women aged between 25 and 70 cannot speak Lao language. Many claimed that they at times misunderstood messages delivered in matter of group management rules or agricultural extension and marketing due to their poor Lao skills. CARE did make the effort to find ethnic minority language native speakers to act as interpreters. This worked quite well with Khmu or Taliang speaking communities. In the case of Akha, Ye and Katu speaking groups it worked less well since either native language interpreters were not available or were male. In the latter case, the presence of a male interpreter reduced women’s level of confidence to speak out during training and at meetings with the project staff. The team unveiled that in Dak Cheung, Taliang is the lingua franca spoken by most of the population in the district, including ethnic groups other than Taliang. Hence, whenever interpreters of Lao-ethnic minority languages cannot be found, training and information could have been delivered in Taliang language.
16. In Tang Lou, Dak Cheung, members of CBOs claimed that groups function well only under the supervision of CARE staff, and when CARE is not present, little is achieved at group meetings. This shows that **in some cases, some CBOs may not yet be able to work efficiently and in a sustainable way.**
17. The experience of Mok Yon and Koong Kum (Phongsaly), where a Chinese company did not purchase coffee, after signing a contract with DAFO, and of Thong Sieng and Koun Xai (Dak Cheung), where traders cheated producers on crop weighting, **farmers still remain vulnerable to price fluctuation and, in some cases, are unable to cope with the traders non complying with sale agreements.**
18. **In Dak Pong and Tang Lou (Dak Cheung), the team reported informants understating figures about their income or assets. The evaluator found a similar pattern in other parts of Laos in the past, where informants distorted data with the purpose of persuading aid agencies to provide them with further support.** This is a consequence of “aid dependency” for personal and group socio-economic improvement. Close monitoring of individual household’s socio-economic performances by project staff is necessary to gain reliable data on which to build or correct action.
19. **WORD did not achieve significant results regarding support to people with disability.** Disability is a topic that requires investigation and addressing on its own. Before taking action in this direction, it is necessary to investigate each ethnic minority ethnic group’s specific understanding and dealing with disability as well as the GoL modes of addressing it. So far, the GoL or Lao NGOs such as LDPA have limited their support to people with disability to capital or assets supply without offering moral support, technical advice or guidance for social inclusion. Disability in many of the minority ethnic group’s cultures is a taboo or a source of shame and therefore it is dealt with in the private sphere. People with disabilities remain marginalized, non sufficiently valued or poorly included in the village social life.

20. **While the use of flash cards as a way to convey knowledge on gender roles and relations was in general reportedly successful, it was not as effective when assessing changes in gender relations in a few villages in Dak Cheung and Phongsaly.** When women were asked to vote by placing a stone on the picture that best represented their situation, in Tang Lou and Tang Brong (Dak Cheung) and in ethnic Akha Moka Ark and Lao Leo (Phongsaly), the team observed that a small number of participants did not fully understand the meaning of the pictures but at times reproduced mechanically what their peers voted or voted randomly. This was the case of middle-aged women who had no formal education, little knowledge of Lao language and who lacked the confidence to speak out.

21. **The study carried out for the evaluation unveiled that surveying each target village in one day through rapid rural appraisal or focus group discussions or activities can hardly provide a clear and thorough picture of a project's socio-economic and cultural reality.** Hence, it is suggested that project evaluations be based on long-term research based on a combination of participant observation, repeated interviews with different stakeholders and focus group discussions in each village community to be able to formulate precise and in-depth analysis.

Recommendations

1. In order to consolidate the positive outcomes of the WORD project (the establishment of CBOs, VSLAs and emergency funds, improvement of women's agency in agricultural production, marketing and political participation), **it is suggested that a third phase of the project or another project that addresses similar issues separately be implemented.** This will help the results of WORD to be sustainable in the years to come.

2. **The tendency to indistinctly apply desk-designed general development blueprints to specific locales should be reversed to a practice whereby local diversity and specificity informs diversified development designing and practice.** Hence it is advisable to diversify interventions according to village or group peculiarities, these being levels of group solidarity, leadership, local soil or climatic conditions, individual motivation, inner-village power structures, and ethnicity-informed gender relations.

3. As a consequence, **planning and intervention on gender relations should not solely draw on universal, or better, 'western' views of gender equality or women's empowerment. They should also take into account local gender particulars. Good gender and development projects are a balanced synthesis of gender universals and particulars.** Gender-based development among minority ethnic groups should be shaped by prior knowledge of ethnicity and locality specific gender roles and gender relations, and of the local socio-political structures through which disparities are shaped, reinforced or sustained. **I strongly recommend that in-depth ethnographic investigation of these issues be carried out prior to planning and implementing other gender-focused projects.** This could be done either by drawing on the expertise of consultant anthropologists or on PhD students of Anthropology. In the latter case, CARE could sign MUOs with universities in Australia or elsewhere, whereby it commits to logistically support Anthropology students to undertake long-term fieldwork among relevant ethnic communities.

4. As a corollary, **planning and action to address gender-based violence among ethnic minority communities should be done only after having conducted an in-depth ethnicity-specific ethnographic investigation of violence.** The study should elucidate how each of the ethnic target groups perceives and categorizes (gender) violence, the rules that underpin or the meanings that are attributed to the type of behaviour that in the "West" we may refer to as 'violent'.

5. Once a clear understanding of ethnicity and context specific gender relations, power structures, and gender-based violence is acquired, **separate consultations with target women and men should be made to assess what changes they consider necessary for them to occur in the sphere of gender relations and in what domains or situations women envision themselves to assert or realize their empowerment.** On the basis of these consultations should project designing and implementation take shape.

6. Furthermore, **to be effective, changes in gender relations and roles should occur also within state institutions.** The study unveiled that the GoL and CARE's perspectives on women's empowerment and gender relations were quite different. **Dialogue with the GoL should be sought to foster theory and practice-informed gender mainstreaming at the institutional level.** CARE and the GoL should jointly identify key programming mechanisms and tools including good practice operational examples for women's empowerment and gender equality. This should be done only after having analysed the above-mentioned context and ethnicity specific features of target groups.

7. CARE should seek to do **advocacy of its development approaches, visions and practices with the Lao government.** This could be a way impact on the government's policy-making.

8. Although it was partly put into place with WORD, **further effort should be made towards implementing the activities in the minority ethnic languages**, in particular for those groups, such as the Akha in Phongsaly and the Ye and Katu in Sekong, with lower levels of education. In Dak Cheung, where no mother tongue interpreters of Lao-minority ethnic languages can be found, Taliang, the *lingua franca* in the district, rather than Lao, could be used in training and communication with local communities, especially to reach the elderly or women without formal education.

9. **For gender-focused activities whose target groups are women, interpreters and moderators should be female** to increase the women's level of participation, trust and confidence. It should be so particularly with ethnic Akha women who, the assessment has unveiled, tend to participate more actively in discussions or activities where moderators are female. On the contrary, when interpreters or moderators were men, they showed inhibition and lack of confidence to speak out. It is advisable that secondary school returning graduate girls to the target villages who have also acquired good Lao language skills be hired to work for the project.

10. In the fast-changing market economy of the Mekong Region, characterized by constant price fluctuation and poor regulation it is important for farmers to enhance their bargaining capabilities in dealings with buyers, be these large companies or traders. **This could be achieved through a number of actions:**

- I. **Improve farmers' literacy levels in Lao and other languages used in trade transactions and in written contracts and improve their accounting skills.** CARE should continue sustaining non-formal education programs in collaboration with the GoL to improve literacy and accounting abilities of farmers, particularly of minority ethnic women in remote mountain areas aged between 25 and 50, who normally lack formal education. Among others things, improved knowledge of Lao language will help farmers to better cope with contract farming, a form of commercial relation increasingly widespread in Laos. It is crucial that farmers clearly understand the terms of the contracts that are often signed by government officials on their behalf.
- II. **Improve cash crop farming, managing, and processing skills through further training, regular supervision by technical staff, and further study tours to model farms or communities.**
- III. **Create and sustain an informal technical and market information system based on inter-village ethnic kin-networks.** During interviews or focus group discussions, farmers often mentioned networking with kin members or ethnic peers from other villages to gain information. A technical or market information network could be built on these pre-existing social relations that elicit trust and mutual support. A way to do so would be to organize study tours in villages where members of other communities have peer or family relations.
- IV. **Improve the crop weighing process by providing scales and organizing group weight monitoring**
- V. **CARE should take advocacy for farmers' protection with the GoL regarding contract farming.** Signing of contracts between companies and GoL agencies is becoming an increasingly common practice. Often farmers are not involved in the agreement-making process. Rather contracts are more or less imposed upon them without having the choice to change or negotiate the terms. CARE should consider creating platforms to discuss and negotiate the terms of contract farming with GoL representatives, companies and the farmers and advocate for a fairer treatment of the latter. These platforms could be workshops or regular meetings.

11. **Foster farmers' motivation through learning of successful examples.** A way to do so could be to select one or more WORD CBOs particularly motivated to pursue a certain IGA and make of them model groups for technical experimentation from which less well performing groups could take inspiration and example.

12. **With regard to coffee groups in Dak Cheung District, action should be taken to consult with them to re-assess their willingness to continue on the coffee venture.**

- For groups reluctant to continue planting coffee, it is necessary to ascertain the reasons for why this is so. If it is because of claimed soil unfeasibility, it is recommended that a soil feasibility test be carried out. As suggested by the Sekong Province Program Coordinator, soil samples can be examined at specialized centres in Vietnam. Moreover, an assessment of climate and geographic suitability for coffee planting should

be done. If results of soil, geographic or climate suitability are positive, these should be shared with the farmers and other options to improve productivity or enhance quality should be devised with the help of agriculture specialists and in consultation with the growers. Furthermore, a selected number of the group members could be involved again in **study tours or in short-term 'agriculture residencies'** (of a month or two) in 'model coffee villages', for instance in the Boloven plateau, to acquire know-how of crop planting, managing, and marketing and group management. To facilitate learning and social connectivity, agriculture residencies and study tours could be organized between communities of the same ethnicity.

- In those villages intending to definitively cease coffee planting, despite ascertained feasibility, alternative income-generating activities could be discussed with their members. For instance, in villages with particularly unfavourable geographical conditions for coffee in Dak Cheung, CARE could consider supporting cardamom or goat raising as an IGA; or, as suggested by the village head of Dak Vai, could sustain the production of ethnic handicrafts such as bamboo/rattan baskets (in which the Mon-khmer speaking groups of southern Laos are specialized) to be placed on the international tourism market in Pakse, Vientiane, Luang Prabang and other tourism centres. In this latter case, given its place in a niche economy, basket weaving should be framed not as main income-generation activity but as a way to integrating household income.
- For those villages that are willing to continue coffee planting but have not achieved high results in production, processing or marketing, further technical support and on-going supervision should be offered to enhance planting, picking and sorting skills and improve yield's quality. Producing high quality red cherries is very important to get better prices from traders, particularly in those villages in Dak Cheung where the weather is unfavourable for sun-drying the coffee to obtain parchment. In these villages wet processing or semi-dry processing techniques could be experimented. In villages with more favourable conditions for sun-drying, efforts should to be made to improve drying methods (supplying for instance drying platforms) and, over time, lead farmers to introduce further steps in the processing pipeline such as dry milling, grading and ageing, while also improving storage methods. This could be achieved in the up-coming project that CARE intends to implement in Sekong with a specific focus on coffee planting.

13. In each target village, it should be assessed whether the local (social, economic, political, education) conditions are more suitable for growing and marketing cash crops (particularly coffee or cardamom) in a group or as individual households. In villages where farmers opt to pursue collective action, CARE should provide further assistance to structure and consolidate pre-existing CBOs. Group members should have a clear purpose about being in a group. They should be encouraged to set a few simple rules for structuring better their collective activities, such as having regular meetings, keeping record of yields, prices, transactions, introducing fines for members who do not abide by the rules, or other similar regulations. Once a group has reached full maturity in terms of production and management, it could be considered taking a step further to establishing cooperatives that involve groups from different villages. Yet, it should be kept in mind that this is a slow capacity-building process that might require up to 10-15 years.

14. Despite the difficulties encountered with involving Lao civil society in the WORD project, efforts should be made to continue collaboration with Lao NPAs. NPAs constitute an important link between Lao citizenry, the GoL and international aid organizations. If vision, planning and actions are properly coordinated, collaboration with Lao NPAs could produce fruitful results for Lao society at large. It is desirable to engage NPAs as full time project partners rather than short-time sub-contractors, as CARE has recently started doing in the northern Province of Luang Namtha. Based on the lessons learned from WORD, CARE should support NPAs' national and field staff to improve their project management and implementation capacities. Particular attention should be placed on encouraging NGOs to adjust development planning and action to the specific local socio-economic and cultural conditions, rather than indistinctly applying the same theoretical formulas to all village realities. Opening district-level NPA offices in the target areas will allow NGOs to be a constant on-the-site presence and hence guarantee on-going monitoring and supervision of field activities.

15. In support of Akha women, CARE may consider the following interventions:

- I. Form small women's vegetable and NTFP sale groups (3-4 women each), preferably made up of women whose husbands belong to the same clan or sub-group (for instance Lao-li, Lao-kin, Lao-sung or Lao-ma in Moka Ark) to foster group solidarity and collaboration. Group members could take turns to travel to nearby markets to sell crops on behalf of other members once of a few times a week. CARE could consider providing a means of transportation to the group such as a tractor or a motorbike. As an alternative, for Akha villages located along main roads, such as Moka Ark, CARE could support the construction of a small market space by the village for women to sell their products to by-passers.
- II. Support formal education of a few promising Akha girls through grant provision on the condition that after completing school they return to their own village to act as interpreters or as community development officers employed by CARE or the GoL

16. CARE may consider taking specific actions in support of people with disabilities. To do so, first it is necessary to undertake a study of ethnic group specific and government's socio-cultural constructions, understandings and dealings with disability. Then both the GoL and local communities should be involved into disability mainstreaming or in awareness raising of disabled people's social inclusion. Activities should revolve around valuing and respecting disability so as to guarantee disable people a dignified life in the village community. Furthermore, if collaboration with LDPA continues, action should be taken to enhance its disability assessment capacity, which should be based on scientifically sound methods that encompass both the medical and the socio-cultural sphere.

17. The WORD project produced harmonious and fruitful work relations with various agencies of the GoL, such as DAFO, PAFO and the Ministry of Agriculture and Forestry, the Ministry of Foreign Affairs, and the LWU. **More efforts should be made towards strengthening collaboration and provision of technical support to these GoL agencies.** Furthermore, given its crucial role in decision-making about agribusiness and rural development activities more broadly, the Ministry of Planning and Investment and its provincial and district line agencies should also be involved in CARE's interventions. **CARE could produce socio-economic and political change in Laos only in collaboration with the government. Hence it should seek not only to implement but also to design projects with the GoL. This is the only viable way to impact on the government's policy-making.**

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Annexes

Annex 1

Farm gate prices of main crops produced or NTFP collected in target areas. Year 2016-2017

Farm gate prices of main crops produced or NTFP collected in Phongsaly Province. Year 2016-2017

Type of Crop	Farm Gate Price
Cardamom (dry, Guangdong variety)	300-350,000 LAK/kilo
Cardamom (dry Paksong variety)	80-90,000 LAK/kilo
Cardamom (raw Paksong variety)	18,000 LAK/kilo
Galangal (dry)	40,000 LAK/kilo
Non-milled swidden rice	2,000 LAK/kilo
Milled swidden rice	6,000 LAK/kilo
Black variety of swidden rice	3-3,500 LAK/kilo
Rubber (latex)	10,000 LAK/kilo
Sesame	7,000 LAK/kilo
Red mushroom (dry)	250,000 LAK/kilo
Benzoin (dry)	170,000 LAK/kilo

Farm gate prices of main crops produced or NTFP collected in Dak Cheung district, Sekong Province. Year 2016-2017

Type of Crop	Farm Gate Price
Coffee (red cherry)	2-2,300 LAK/kilo
Coffee (parchment)	4-5,800 LAK/kilo
Cardamom (raw)	10,000 LAK/kilo
Mushroom (large variety)	5,000 LAK/kilo
Mushroom (small variety)	70,000 LAK/kilo
Bamboo shoots	2,000 LAK/bunch

Annex 2a

Change in HH income over the WORD Project period (2014-2017). Target villages, Phongsaly Province

Khua			
Village	2014	2015	2016
Houythong	5,000,000	8,000,000	11,000,000
Houythong	-	300,000	500,000
Houythong	-	-	15,000,000
Houythong	-	-	10,000,000
Houythong	5,800,000	7,000,000	11,000,000
Houythong	5,000,000	5,000,000	5,000,000
Houythong	4,000,000	4,000,000	5,000,000
Houythong	5,000,000	5,000,000	5,000,000
Houythong	7,000,000	10,000,000	15,000,000
Houythong	5,000,000	4,000,000	5,000,000
Houythong	6,000,000	4,000,000	6,000,000
Houythong	3,000,000	4,000,000	5,000,000
Houythong	5,000,000	6,000,000	7,000,000
Houythong	300,000	400,000	800,000
Houythong	5,000,000	6,000,000	7,000,000
Houythong	8,000,000	8,000,000	5,000,000
Houythong	0	25,000,000	800,000
Houythong	12,000,000	15,000,000	13,000,000
Houythong	13,000,000	13,000,000	27,000,000
Kading	5,000,000	6,000,000	6,000,000
Kading	15,000,000	27,000,000	28,000,000
Kading	3,500,000	4,000,000	4,000,000
Kading	5,000,000	8,000,000	9,000,000
Kading	15,000,000	20,000,000	30,000,000
Kading	12,000,000	9,000,000	10,000,000
Kading	N/A	N/A	23,000,000
Kading	7,000,000	5,000,000	6,000,000
Kading	8,000,000	12,000,000	15,000,000
Kading	5,000,000	5,000,000	5,000,000
Kading	15,000,000	25,000,000	3,000,000
Kading	2,000,000	2,000,000	3,000,000
Kading	9,000,000	10,000,000	19,000,000
Kading	5,000,000	10,000,000	15,000,000
Kading	10,000,000	15,000,000	20,000,000
Kading	4,000,000	6,000,000	8,000,000
Kading	10,000,000	11,000,000	3,000,000
Kading	1,000,000	100,000	1,100,000
Kading	20,000,000	21,000,000	24,000,000
Kading	5,000,000	5,000,000	25,000,000
Kongvat	5,000,000	5,000,000	5,000,000
Kongvat	5,500,000	3,000,000	4,500,000

Kongvat	3,000,000	6,000,000	6,000,000
Kongvat	3,000,000	3,000,000	2,000,000
Kongvat	1,000,000	500,000	500,000
Kongvat	4,000,000	5,000,000	3,000,000
Kongvat	2,000,000	1,000,000	1,500,000
Kongvat	3,000,000	3,000,000	5,000,000
Kongvat	60,000,000	5,000,000	6,000,000
Kongvat	3,000,000	3,000,000	3,000,000
Kongvat	3,000,000	3,000,000	2,000,000
Kongvat	3,000,000	3,000,000	4,000,000
Kongvat	2,000,000	1,500,000	2,000,000
Kongvat	2,000,000	2,000,000	2,500,000
Kongvat	5,000,000	6,000,000	6,000,000
Kongvat	10,000,000	11,000,000	14,000,000
Omtra	6,000,000	7,000,000	11,000,000
Omtra	1,000,000	1,300,000	3,000,000
Omtra	600,000	800,000	1,000,000
Omtra	3,000,000	3,200,000	3,000,000
Omtra	3,000,000	2,500,000	1,000,000
Omtra	1,500,000	1,700,000	500,000
Omtra	8,000,000	6,000,000	9,000,000
Omtra	5,000,000	6,000,000	8,000,000
Omtra	1,000,000	2,000,000	2,500,000
Omtra	600,000	1,000,000	1,500,000
Omtra	4,000,000	5,000,000	7,000,000
Omtra	1,000,000	1,500,000	2,000,000
Omtra	5,000,000	6,000,000	4,000,000
Omtra	4,000,000	4,000,000	5,000,000
Omtra	0	4,000,000	3,000,000
Omtra	15,000,000	18,000,000	20,000,000
Phonsa-Art	9,000,000	18,000,000	30,000,000
Phonsa-Art	9,000,000	20,000,000	35,000,000
Phonsa-Art	8,000,000	10,000,000	40,000,000
Phonsa-Art	20,000,000	25,000,000	30,000,000
Phonsa-Art	20,000,000	22,000,000	30,000,000
Phonsa-Art	1,500,000	20,000,000	25,000,000
Phonsa-Art	12,000,000	15,000,000	20,000,000
Phonsa-Art	25,000,000	28,000,000	32,000,000
Phonsa-Art	8,000,000	15,000,000	30,000,000
Phonsa-Art	400,000	600,000	1,000,000
Phonsa-Art	5,000,000	7,000,000	9,000,000
Phonsa-Art	4,000,000	6,000,000	8,000,000
Phonsa-Art	10,000,000	13,000,000	15,000,000
Phonsa-Art	15,000,000	20,000,000	22,000,000
Phonsa-Art	4,000,000	5,000,000	10,000,000
Phonsa-Art	10,000,000	1,500,000	18,000,000

Phonsa-Art	3,000,000	5,000,000	7,000,000
Phonsa-Art	25,000,000	30,000,000	40,000,000
Mai			
Village	2014	2015	2016
KokNgjew	N/A	N/A	300,000
KokNgjew	-	-	-
KokNgjew	10,000,000	15,000,000	18,000,000
KokNgjew	1,000,000	-	-
KokNgjew	1,500,000	3,700,000	1,300,000
KokNgjew	1,000,000	1,000,000	1,500,000
KokNgjew	2,300,000	2,500,000	2,700,000
KokNgjew	20,000,000	25,000,000	27,000,000
KokNgjew	5,000,000	4,000,000	4,000,000
KokNgjew	3,000,000	3,000,000	5,000,000
KokNgjew	5,000,000	5,000,000	6,000,000
KokNgjew	0	2,000,000	3,000,000
KokNgjew	15,000,000	17,000,000	20,000,000
KokNgjew	4,000,000	6,000,000	8,000,000
KokNgjew	3,400,000	5,700,000	10,000,000
KokNgjew	1,000,000	3,000,000	5,000,000
KokNgjew	4,000,000	60,000,000	10,000,000
KokNgjew	10,000,000	12,000,000	15,500,000
KokNgjew	5,400,000	6,000,000	10,000,000
Moka-Ark	1,500,000	1,600,000	3,500,000
Moka-Ark	370,000	4,200,000	5,000,000
Moka-Ark	3,000,000	3,700,000	6,000,000
Moka-Ark	4,500,000	4,700,000	5,000,000
Moka-Ark	3,000,000	4,450,000	5,680,000
Moka-Ark	N/A	N/A	N/A
Moka-Ark	3,000,000	4,000,000	3,500,000
Moka-Ark	5,300,000	7,000,000	8,000,000
Moka-Ark	7,000,000	14,000,000	16,000,000
Moka-Ark	7,000,000	9,000,000	7,000,000
Moka-Ark	5,000,000	6,000,000	8,000,000
Moka-Ark	2,000,000	3,000,000	4,000,000
Moka-Ark	10,000,000	12,000,000	15,000,000
Moka-Ark	2,500,000	2,000,000	2,000,000
Moka-Ark	3,000,000	5,000,000	60,000,000
Moka-Ark	0	0	0
Moka-Ark	11,000,000	15,000,000	16,000,000
Moka-Ark	10,000,000	16,000,000	17,000,000
Moka-Ark	5,000,000	6,000,000	6,500,000
Phark Leang + LaHang	0	0	0
Phark Leang + LaHang	0	700,000	1,200,000
Phark Leang + LaHang	2,000,000	5,000,000	11,000,000

Phark Leang + LaHang	2,400,000	3,000,000	4,500,000
Phark Leang + LaHang	-	-	-
Phark Leang + LaHang	-	-	-
Phark Leang + LaHang	10,000,000	12,500,000	17,000,000
Phark Leang + LaHang	5,000,000	3,000,000	550,000
Phark Leang + LaHang	3,000,000	5,000,000	7,000,000
Phark Leang + LaHang	10,000,000	12,000,000	15,000,000
Phark Leang + LaHang	5,000,000	6,000,000	6,000,000
Phark Leang + LaHang	3,000,000	2,000,000	1,000,000
Phark Leang + LaHang	3,000,000	4,000,000	5,000,000
Phark Leang + LaHang	1,000,000	1,500,000	500,000
Phark Leang + LaHang	7,000,000	17,000,000	26,000,000
Phark Leang + LaHang	0	0	5,000,000
Phark Leang + LaHang	25,000,000	27,000,000	30,000,000
Phark Leang + LaHang	20,000,000	30,000,000	40,000,000
Phark Leang + LaHang	3,000,000	5,000,000	9,000,000
Phark Leang + LaHang	19,000,000	20,000,000	21,000,000
Phia	25,000,000	27,000,000	32,000,000
Phia	20,000,000	26,000,000	15,000,000
Phia	2,000,000	3,000,000	5,000,000
Phia	2,000,000	2,400,000	35,000,000
Phia	2,800,000	3,000,000	6,000,000
Phia	5,000,000	1,500,000	500,000
Phia	3,000,000	3,500,000	5,000,000
Phia	5,000,000	5,000,000	6,000,000
Phia	7,000,000	5,000,000	8,000,000
Phia	6,000,000	9,000,000	10,000,000
Phia	8,000,000	10,000,000	12,000,000
Sean In	5,000,000	6,000,000	10,000,000
Sean In	3,000,000	3,500,000	4,000,000
Sean In	10,000,000	4,000,000	5,000,000
Sean In	2,000,000	2,000,000	3,000,000
Sean In	1,000,000	2,000,000	2,500,000
Sean In	2,000,000	1,000,000	1,000,000
Sean In	3,000,000	4,000,000	15,000,000
Sean In	4,000,000	2,000,000	5,000,000
Sean In	4,000,000	3,500,000	5,500,000
Sean In	7,000,000	9,000,000	10,000,000
Sean In	1,500,000	2,300,000	3,600,000
Sean In	7,000,000	8,000,000	9,000,000
Sean In	600,000	5,000,000	300,000
Sean In	6,000,000	8,000,000	7,500,000
Sean In	2,000,000	3,000,000	2,000,000
Sean In	2,000,000	2,500,000	3,000,000
Sean In	2,000,000	2,500,000	2,500,000
Sean In	2,000,000	3,000,000	5,000,000

Sean In	6,000,000	7,000,000	7,000,000
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Samphan			
KongKhoum	N/A	N/A	30,000,000
KongKhoum	7,000,000	11,000,000	12,000,000
KongKhoum	35,000,000	45,000,000	75,000,000
KongKhoum	17,000,000	19,000,000	25,000,000
KongKhoum	15,000,000	20,000,000	30,000,000
KongKhoum	17,000,000	21,000,000	27,000,000
KongKhoum	6,500,000	7,800,000	15,800,000
KongKhoum	9,000,000	25,000,000	24,000,000
KongKhoum	4,500,000	13,000,000	33,000,000
KongKhoum	2,000,000	8,000,000	5,000,000
KongKhoum	10,000,000	10,000,000	20,000,000
KongKhoum	0	0	0
KongKhoum	11,000,000	12,000,000	12,000,000
KongKhoum	20,000,000	30,000,000	20,000,000
KongKhoum	5,000,000	6,000,000	9,000,000
KongKhoum	14,000,000	18,000,000	40,000,000
KongKhoum	0	0	2,000,000
KongKhoum	9,000,000	14,000,000	16,000,000
KongKhoum	6,000,000	14,000,000	30,000,000
KongKhoum	9,000,000	15,000,000	30,000,000
KongKhoum	6,000,000	8,000,000	10,000,000
KongKhoum	7,000,000	10,000,000	10,000,000
LaoLeo	3,000,000	4,000,000	5,000,000
LaoLeo	1,000,000	3,000,000	5,000,000
LaoLeo	1,000,000	2,000,000	3,000,000
LaoLeo	2,000,000	4,000,000	7,000,000
LaoLeo	3,000,000	6,000,000	1,000,000
LaoLeo	3,000,000	3,000,000	5,000,000
LaoLeo	2,000,000	4,000,000	15,000,000
LaoLeo	1,000,000	2,000,000	4,000,000
LaoLeo	3,000,000	5,000,000	15,000,000
LaoLeo	1,000,000	2,000,000	5,000,000
LaoLeo	2,000,000	5,000,000	10,000,000
LaoLeo	500,000	-	2,500,000
LaoLeo	200,000	200,000	300,000
LaoLeo	5,000,000	6,000,000	10,000,000
LaoLeo	2,500,000	3,000,000	3,700,000
LaoLeo	3,000,000	4,000,000	5,500,000
LaoLeo	4,000,000	15,000,000	5,000,000
LaoLeo	0	0	1,000,000
LaoSean	N/A	N/A	500
LaoSean	800	1,000,000	1,200,000
LaoSean	N/A	N/A	500

LaoSean	N/A	N/A	1,500,000
LaoSean	150,000	200,000	370,000
LaoSean	500,000	500,000	600,000
LaoSean	2,000,000	3,000,000	3,000,000
LaoSean	500,000	500,000	500,000
LaoSean	1,000,000	1,000,000	1,000,000
LaoSean	2,000,000	1,000,000	500,000
LaoSean	3,000,000	4,000,000	6,000,000
LaoSean	1,000,000	2,000,000	700,000
LaoSean	1,000,000	0	800,000
LaoSean	1,000,000	500,000	1,000,000
LaoSean	15,000,000	16,000,000	18,000,000
LaoSean	15,000,000	16,000,000	16,000,000
LaoSean	500,000	2,500,000	5,000,000
LaoSean	0	300,000	5,000,000
LaoSean	10,000,000	12,000,000	15,000,000
MokYon	15,000,000	17,000,000	28,000,000
MokYon	N/A	N/A	5,000,000
MokYon	40,000,000	40,000,000	51,000,000
MokYon	30,000,000	50,000,000	50,000,000
MokYon	11,000,000	17,000,000	30,000,000
MokYon	5,000,000	12,000,000	20,000,000
MokYon	13,000,000	18,000,000	22,000,000
MokYon	5,000,000	8,000,000	12,000,000
MokYon	8,000,000	10,000,000	11,000,000
MokYon	6,000,000	2,320,000	4,000,000
MokYon	11,000,000	12,000,000	12,000,000
MokYon	4,000,000	6,000,000	9,000,000
MokYon	4,000,000	8,000,000	10,000,000
MokYon	3,000,000	7,000,000	8,000,000
MokYon	5,000,000	9,000,000	4,000,000
MokYon	1,500,000	22,000,000	40,000,000
MokYon	0	0	2,000,000
MokYon	0	0	700,000
Xakeo	1,500,000	3,000,000	5,000,000
Xakeo	18,000,000	12,000,000	3,200,000
Xakeo	24,000,000	32,000,000	40,000,000
Xakeo	N/A	N/A	12,000,000
Xakeo	13,000,000	12,000,000	12,500,000
Xakeo	400,000	5,000,000	8,000,000
Xakeo	500,000	4,000,000	5,000,000
Xakeo	10,000,000	15,000,000	20,000,000
Xakeo	5,000,000	20,000,000	3,000,000
Xakeo	7,000,000	8,000,000	5,000,000
Xakeo	10,000,000	10,000,000	15,000,000
Xakeo	18,000,000	6,000,000	8,000,000

Xakeo	3,000,000	5,000,000	10,000,000
Xakeo	3,000,000	5,000,000	16,000,000
Xakeo	7,000,000	8,000,000	10,000,000
Xakeo	24,000,000	21,000,000	20,000,000
Xakeo	30,000,000	35,000,000	28,000,000
Xakeo	12,000,000	18,000,000	35,000,000

Annex 2b

Change in HH income over the WORD Project period (2014-2017). Target villages, Sekong Province

Village	2014	2015	2016
Dakpong	400,000	1,000,000	1,000,000
Dakpong	2,000,000	3,000,000	1,500,000
Dakpong	500,000	500,000	500,000
Dakpong	500,000	200,000	N/A
Dakpong	1,000,000	2,000,000	2,500,000
Dakpong	2,000,000	3,000,000	5,000,000
Dakpong	10,000,000	11,000,000	12,000,000
Dakpong	1,500,000	1,600,000	2,000,000
Dakpong	1,000,000	1,100,000	1,500,000
Dakpong	1,000,000	1,500,000	2,000,000
Dakpong	2,000,000	3,000,000	4,000,000
Dakpong	200,000	200,000	200,000
Dakpong	400,000	400,000	400,000
Dakpong	350,000	500,000	1,000,000
Dakpong	700,000	600,000	700,000
Dakpong	300,000	400,000	500,000
Dakpong	2,000,000	500,000	5,000,000
Dakpong	20,000	20,000	100,000
Dakpong	NA	NA	500,000
Dakpong	NA	NA	NA
Dakpong	200,000	350,000	400,000
Dakpong	500,000	550,000	400,000
Dakvang	6,000,000	8,000,000	6,000,000
Dakvang	12,000,000	12,000,000	17,000,000
Dakvang	5,000,000	8,000,000	10,000,000
Dakvang	2,000,000	6,000,000	10,000,000
Dakvang	21,000,000	22,000,000	25,000,000
Dakvang	5,000,000	7,000,000	8,650,000
Dakvang	2,500,000	3,000,000	7,000,000
Dakvang	11,500,000	9,600,000	15,000,000
Dakvang	5,000,000	14,000,000	27,000,000
Dakvang	3,000,000	3,700,000	4,000,000
Dakvang	40,000,000	24,000,000	22,000,000
Dakvang	5,000,000	4,000,000	4,000,000
Dakvang	20,000,000	20,000,000	15,000,000
Dakvang	3,000,000	3,000,000	3,500,000

Dakvang	28,000,000	23,000,000	30,000,000
Dakvang	500,000	800,000	2,000,000
Dakvang	2,000,000	3,000,000	4,000,000
Dakvang	40,000,000	40,000,000	40,000,000
Dakvang	3,000,000	2,700,000	5,600,000
Dakvang	9,000,000	9,000,000	10,000,000
Dakvay	500,000	500,000	1,000,000
Dakvay	1,000,000	1,100,000	1,500,000
Dakvay	2,000,000	2,000,000	25,000,002
Dakvay	1,175,000	2,000,000	3,000,000
Dakvay	1,500,000	2,000,000	5,000,000
Dakvay	1,000,000	800,000	1,800,000
Dakvay	600,000	700,000	1,625,000
Dakvay	1,000,000	2,000,000	4,000,000
Dakvay	1,000,000	1,200,000	1,500,000
Dakvay	6,000,000	1,000,000	300,000
Dakvay	1,600,000	2,000,000	2,200,000
Dakvay	900,000	1,200,000	2,000,000
Dakvay	1,500,000	1,500,000	2,000,000
Dakvay	500,000	500,000	1,000,000
Dakvay	600,000	700,000	1,100,000
Dakvay	500,000	1,500,000	2,500,000
Dakvay	1,000,000	2,000,000	4,000,000
Dakvay	3,000,000	3,000,000	3,200,000
Dakvay	2,000,000	3,000,000	5,000,000
Dakvay	1,800,000	2,200,000	3,000,000
Khounxay	3,000,000	6,000,000	10,000,000
Khounxay	2,000,000	3,000,000	4,000,000
Khounxay	3,000,000	4,000,000	6,000,000
Khounxay	1,000,000	1,200,000	1,500,000
Khounxay	1,500,000	2,500,000	3,000,000
Khounxay	1,500,000	1,700,000	2,000,000
Khounxay	5,000,000	7,000,000	8,000,000
Khounxay	7,800,000	800,000	1,500,000
Khounxay	1,000,000	1,500,000	3,300,000
Khounxay	1,600,000	1,800,000	2,200,000
Khounxay	8,000,000	10,000,000	12,000,000
Khounxay	5,000,000	7,000,000	7,000,000
Khounxay	3,000,000	3,000,000	4,000,000
Khounxay	3,000,000	4,000,000	4,500,000

Khounxay	2,000,000	3,000,000	30,000,000
Khounxay	600,000	1,000,000	1,500,000
Khounxay	800,000	1,000,000	1,500,000
Khounxay	15,000,000	15,000,000	18,000,000
Khounxay	1,000,000	1,500,000	2,000,000
Tangbrong	2,750,000	2,400,000	2,000,000
Tangbrong	2,000,000	3,000,000	4,500,000
Tangbrong	19,400,000	2,500,000	2,000,000
Tangbrong	1,000,000	1,500,000	1,600,000
Tangbrong	1,000,000	5,000,000	5,000,000
Tangbrong	2,000,000	3,000,000	5,500,000
Tangbrong	500,000	7,000,000	1,000,000
Tangbrong	230,000	300,000	5,000,000
Tangbrong	1,550,000	2,000,000	2,200,000
Tangbrong	7,000,000	10,000,000	5,000,000
Tangbrong	NA	600,000	NA
Tangbrong	1,000,000	1,200,000	1,300,000
Tangbrong	600,000	600,000	1,500,000
Tangbrong	25,920,000	27,000,000	28,080,000
Tangbrong	25,000,000	27,000,000	28,080,000
Tangbrong	5,000,000	6,000,000	15,000,000
Tangbrong	4,000,000	4,500,000	5,500,000
Tangbrong	1,000,000	1,100,000	1,500,000
Tanglou	2,000,000	2,200,000	2,500,000
Tanglou	2,000,000	1,600,000	3,000,000
Tanglou	1,000,000	1,100,000	1,200,000
Tanglou	1,000,000	1,000,000	1,500,000
Tanglou	2,500,000	3,000,000	2,300,000
Tanglou	1,000,000	1,200,000	1,200,000
Tanglou	1,000,000	1,500,000	2,000,000
Tanglou	3,000,000	2,000,000	6,000,000
Tanglou	300,000	400,000	400,000
Tanglou	500,000	550,000	1,200,000
Tanglou	2,000,000	3,000,000	5,000,000
Tanglou	500,000	500,000	550,000
Tanglou	1,000,000	5,000,000	5,000,000
Tanglou	1,500,000	1,000,000	2,000,000
Tanglou	900,000	700,000	500,000

Tanglou	500,000	600,000	500,000
Tanglou	300,000	500,000	3,000,000
Tanglou	400,000	300,000	500,000
Tanglou	30,000,000	32,000,000	35,000,000
Tanglou	500,000	1,000,000	1,500,000
Tongsieng	3,500,000	4,800,000	4,900,000
Tongsieng	2,100,000	3,000,000	5,000,000
Tongsieng	300,000	500,000	1,000,000
Tongsieng	600,000	3,000,000	5,000,000
Tongsieng	-	150,000	400,000
Tongsieng	1,000,000	1,500,000	3,000,000
Tongsieng	NA	1,040,000	1,520,000
Tongsieng	200,000	800,000	2,350,000
Tongsieng	1,500,000	1,800,000	2,000,000
Tongsieng	800,000	1,500,000	3,000,000
Tongsieng	1,000,000	1,300,000	1,500,000
Tongsieng	2,000,000	2,500,000	3,000,000
Tongsieng	1,450,000	2,300,000	2,500,000
Tongsieng	1,000,000	500,000	2,000,000
Tongsieng	700,000	1,000,000	1,500,000
Tongsieng	350,000	500,000	1,000,000
Tongsieng	100,000	50,000	200,000
Tongsieng	200,000	50,000	100,000
Tongsieng	800,000	600,000	700,000

Annex 3

ອົງການແຄຣິນາຊາດປະຈຳ ສປປລາວ CARE International in Laos ການປະເມີນຄວາມອາດສາມາດແບບມີສ່ວນຮ່ວມຂອງຄູ່ຮ່ວມງານ Partner's Participatory Capacity Assessment (PPCA)					
ວັນທີ Date		May 2017			SAEDA office
ແຜນງານ/ໂຄງການ: Program/Projects :		Sustainable Agriculture; Pesticide Risk Reduction; Agro Bio-divertcity conservation;			
ຊື່ຂອງອົງກອນຄູ່ຮ່ວມງານ Name of the partner organization :		HELVITAS, Agro-SUD, FK, PAN AP, CCL, Fasten opfer, Bread for world, AFA, SAICM, SEACON, OXFAM, GRET, LFN, MAF, MONRE, MOH, LWU, LYU, MOHA, Administration Office, LFTU, Lao National Reconstruction Union, Poverty Reduction Committee etc			
ທີ່ຢູ່ Address of the partner organization:		Ban			-
ວັນທີເລີ່ມຕົ້ນການຮ່ວມງານ Partnership start date :					
ຈຳນວນ/ຊື່ໂຄງການ/ຜູ້ໃຫ້ທຶນທີ່ໄດ້ໃຫ້ການສະໜັບສະໜູນໃນໄລຍະຜ່ານມາຈາກຫຼາຍຜູ້ໃຫ້ທຶນ No./Name of projects/donors supported in the past by different donors :		1. BftW (2. HELVETAS 3. FK			1. BftW 2. FastenOpfer 3. EU
ຈຳນວນລວມຂອງໂຄງການທີ່ດຳເນີນໂດຍຄູ່ຮ່ວມງານ (ໂດຍການສະໜັບສະໜູນຂອງອົງການແຄຣິນາ ໃນເມື່ອກ່ອນ No. of total projects run by partner (with CARE support) in past :		2			2 Farmer Capacity Building Climate Change Adaptation
ດິນຊີວິດ Key areas/Indicators		ດິນຊີວິດຍ່ອຍ Sub - Indicators			ຄ ຄ ການສະໜັບສະໜູນ ທີ່ມີຄວາມ ສະເໝີພາບ (ບຸກຄົນຍາຍ, ການ ມີສ່ວນຮ່ວມ, ການຕິດຕໍ່ສື່ສານ ຈຳ ບັດຍົນທີ່ມີຄວາມ ປະສາດ, ໃບຮົ່ມ ປະກັນ ພະລະ ເອກະສານ ສະໜັບສະໜູນ ອື່ນໆ

		5 20 15	20 17	Explanation including evidences (policy, attendance, key decisions, meeting minutes, vouchers and other supporting documents)
1. ການວາງແຜນຍຸດທະສາດ, ການພັດທະນາແຜນງານ, ການບໍລິຫານ ແລະ ການບໍລິການ Strategic Planning, Programme Development, Management & Service Delivery (84)		67	75	
1.1 ແຜນຍຸດທະສາດ/ການພັດທະນາ/ການອອກແບບແຜນງານ,ແລະ ການວາງແຜນການ (Strategic plan/Programme development/design, planning (22)	<p>1.1.1 ມີວິໄສທັດ ແລະ ພາລະກິດ ທີ່ຊັດເຈນ ເພື່ອເປັນບ່ອນອີງໃນການວາງທິດທາງ ແລະ ຈຸດສຸມໃນການປະຕິບັດວຽກງານ Clear and consistent vision and mission statements exists that provide focus and direction.</p> <p>1.1.2 ສະມາຊິກມີຄວາມເຂົ້າໃຈວິໄສທັດ ແລະ ພາລະກິດຂອງອົງກອນ Members understand the vision and mission of the organization.</p> <p>1.1.3 ສຸດົມການ ແລະ ຫຼັກການຕ່າງໆຂອງອົງກອນໄດ້ຖືກກຳນົດໄວ້ ແລະ ໄດ້ຂຽນລົງເປັນລາຍລັກອັກສອນ Organizational values and principles exist and have been written down.</p> <p>1.1.4 ມີແຜນຍຸດທະສາດ ໄລຍະຍາວທີ່ຊັດເຈນ (3-5 ປີ) ທີ່ໄດ້ສ້າງເປັນເອກະສານໄວ້ຮຽບຮ້ອຍແລ້ວ A clear long-term (3-5 years) strategic plan document is in place.</p> <p>1.1.5 ພາກສ່ວນກ່ຽວຂ້ອງທີ່ສຳຄັນ (ລວມທັງຜູ້ໄດ້ຮັບຜົນປະໂຫຍດ) ໄດ້ມີສ່ວນຮ່ວມໃນການພັດທະນາແຜນຍຸດທະສາດດັ່ງກ່າວ Key stakeholders (including beneficiaries) have been involved in developing the strategic plan.</p> <p>1.1.6 ບົດສະເໜີໂຄງການ/ແຜນງານ ໄດ້ຮັບການພັດທະນາ/ການອອກແບບ ພາຍໃຕ້ການປຶກສາຫາລື/ການມີສ່ວນຮ່ວມຂອງກຸ່ມຜູ້ທີ່ໄດ້ຮັບຜົນກະທົບ (ຜູ້ມີສິດ) (ການປະເມີນຄວາມຕ້ອງການ, ບົດລາຍງານການສົນທະນາເປັນກຸ່ມ, ມີການສຳຫຼວດຄິວເຮືອນ) Programme/project proposal is developed/designed in consultation / participation of impact group (right holders) (need assessment, FGD report, HH survey) stage</p> <p>1.1.7 ມີລະບົບການວາງແຜນທີ່ອີງໃສ່ຜົນໄດ້ຮັບ / ກອບໝ້າວຽກ / ຕົວຊີ້ວັດ ຊຶ່ງສຸມໃສ່ການຮຽນຮູ້ Logframe/Indicator/Result based planning system exists with focus on learning</p> <p>1.1.8 ມີຄວາມອາດສາມາດພຽງພໍ ເພື່ອຈັດຕັ້ງປະຕິບັດແຜນງານ ໃຫ້ມີຄຸນນະພາບ ໄດ້ມາດຕະຖານຢູ່ສະເໝີ (ໄດ້ຮັບຜົນທັນເວລາເປັນທີ່ໜ້າພໍໃຈ ຫຼື ເກີນຄວາມຄາດຫວັງຂອງຜູ້ໄດ້ຮັບຜົນປະໂຫຍດ) Adequate capacity to implement the programme maintaining standard quality (timely result that satisfy or exceed the beneficiary's expectation)</p>	1 1 2 1 2 1 0 1	2 1 2 2 2 1 1 2	<p>Developed in 2007, improved every 3 years (Lao and English), need assistant to review</p> <p>Total 24 staffs, there are 15 new staff. All of them were given of organization orientation. They need more re-orient</p> <p>Has only soft file (ppt, strategy) and in practice.</p> <p>Discussion on annual meeting with all relevant key stakeholders (partners-Local authorities, national committee and local partners)</p> <p>At least 2 meetings a year for need assessment, reporting and planning.</p> <p>Participatory planning was conducted.</p> <p>SAEDA has enough project managers to manage the projects.</p>

	1.1.9	ມີຄວາມເຂົ້າໃຈຢ່າງຊັດເຈນກ່ຽວກັບການຈັດຕັ້ງປະຕິບັດ ຍຸດທະສາດຂອງໂຄງການ/ແຜນງານ ໃນລະຫວ່າງບັນດາ ພະນັກງານຂັ້ນສູນກາງ/ເມືອງ ແລະ ພາກສະໜາມ , ການ ບໍລິຫານ ແລະ ຄວາມຮັບຜິດຊອບຂອງຄະນະບໍລິຫານ Clarity on project/programme operational strategy amongst central/district and field based staffs, management and responsible board members	2	2	Regularly meeting with partners, representatives and staff s
	1.1.10	ມີຫຼາກຫຼາຍແຫຼ່ງເງິນທຶນ (ມີຫຼາຍຜູ້ໃຫ້ທຶນ) ລວມທັງການລະດົມ ທຶນພາຍໃນ ແລະ ແຜນການລະດົມທຶນ (ບໍ່ໄດ້ຂຶ້ນກັບຄູ່ຮ່ວມງານ ດຽວ, ບໍ່ສະເພາະແຕ່ອົງການເທົ່ານັ້ນ) Funding diversified (multiple donors) including internal fund raising and fund mobilization plan (no dependence on single partner, CARE program/project only)	1	1	Joinning with many partners and donors, two main donors, but need at least 4 main donors
	1.1.11	ມີການກະກຽມງົບປະມານໄວ້ສໍາລັບຄ່າໃຊ້ຈ່າຍທັງໝົດຂອງ ການດໍາເນີນງານຂອງອົງການໃນແຕ່ລະປີ Budgets are prepared for all of the costs of running the organization, every year	1	1	allocated some budget, but there is not enough
		ລວມ Sub Total	13	17	
1.2 ການບໍລິຫານໂຄງການ ແລະ ການໃຫ້ ບໍລິການ Program Management & service delivery (24)	1.2.1	ອົງກອນສາມາດອອກແບບ ແລະ ຂຽນບົດສະເໜີໂຄງການໄດ້ organization can design and write project proposals.	1	1	Small to medieum size project will able to submit proposal
	1.2.2	ພະນັກງານມີຄວາມຄຸ້ນເຄີຍກັບການນໍາໃຊ້ເຄື່ອງມືສໍາລັບການ ປະເມີນຄວາມຕ້ອງການຂອງກຸ່ມເປົ້າໝາຍ Staff is familiar with use of key tools for community needs assessment	2	2	All staff familiar with community needs assessment
	1.2.3	ອົງກອນໃຊ້ວິທີການແບບມີສ່ວນຮ່ວມ ແລະ ສະແດງໃຫ້ເຫັນເຖິງ ການມີສ່ວນຮ່ວມຂອງກຸ່ມເປົ້າໝາຍໃນການວາງແຜນ ແລະ ການ ຕັດສິນໃຈ organization applies participatory methods and demonstrates community participation in planning and decision making.	2	2	using this methods in all step
	1.2.4	ອົງກອນ ມີຄວາມຄຸ້ນເຄີຍກັບວິທີການສ້າງກອບໜ້າວຽກ ແລະ ການນໍາໃຊ້ເຂົ້າໃນການຕິດຕາມແລະປະເມີນກິດຈະກຳຕ່າງໆ ເພື່ອເຮັດໃຫ້ບັນລຸຕາມຈຸດປະສົງຂອງໂຄງການ organization is familiar with Log frame methodology and use it for M&E activities to ensure project objectives achieved...	1	2	Organization is familiar with the logframe.
	1.2.5	ພະນັກງານແຕ່ລະຄົນມີແຜນວຽກທີ່ຈະແຈ້ງ, ແລະ ອົງກອນມີ ແຜນວຽກປະຈຳປີ. Clear individual work plans for all staff, and an annual work plan for the program are in place.	2	2	Individual staff set up monthly plan and discuss in weekly, monthly, quaterly and annual meetings
	1.2.6	ອົງກອນ ມີລະບົບການຕິດຕາມ ແລະ ການປະເມີນຜົນແບບມີ ສ່ວນຮ່ວມທີ່ມີປະສິດທິພາບ ທີ່ກຳລັງຖືກນໍາໃຊ້ organization has an effective participatory Monitoring & Evaluation system that is being implemented.	1	1	no specific M&E staff because no available budget allocated.
	1.2.7	ພະນັກງານມີທັກສະໃນການຂຽນບົດລາຍງານ ແລະ ມີຄວາມ ສາມາດຂຽນບົດລາຍງານທີ່ຈະແຈ້ງ ແລະ ຮັດກຸມ ລາຍງານໄດ້ ທັນເວລາ Staff are skilled in report writing and has the ability to write clear and concise reports in time.	1	1	Old experience staff are able to write clearly report, but new project staff are adapting project report formate.

	1.2.8	<p>ບັນຫາເກາະກ່າຍ ແມ່ນຖືກເຊື່ອມສາຍເຂົ້າໃນການຄຸ້ມຄອງບໍລິຫານໂຄງການ (ຕົວຢ່າງ: ສຸຂະພາບຈະເລີນຜັນ, ພູມ, ການວາງແຜນຄອບຄົວ, ເອດສີ, ຢາເສບຕິດ, ບົດບາດຍິງ-ຊາຍ)</p> <p>Cross-cutting issues are mainstream in program management (Agriculture, Climate Change Adaptation, Agro-biodiversity, pesticide risk reduction and Gender)</p>	2	2	Mainstreaming all relevant plan into all project.
	1.2.9	<p>ພະນັກງານຫຼັກມີຄວາມຮູ້ກ່ຽວກັບການຮ່ວມມືຮັບຜິດຊອບທາງດ້ານມະນຸດສະທ້າ (HAP) ແລະ ໄດ້ມາດຕະຖານສາກົນ ແລະ ໄດ້ຖືກນຳໃຊ້ໃນໄລຍະການບໍລິຫານຄຸ້ມຄອງແຜນງານ.</p> <p>Key staff has knowledge of Humanitarian Accountability Partnership (HAP) & Sphere standards and are applied during program management.</p>	1	1	Key staff has knowledge of humanitarian of certain level but we do not know the standards nationally and internationally.
	1.2.10	<p>ພະນັກງານມີຄວາມເຂົ້າໃຈ ແລະ ນຳໃຊ້ຫຼັກການທາງດ້ານການຕົ້ນໃນເວລາເຮັດວຽກ.</p> <p>Staff are aware and using accountability principals during work.</p>	2	2	all staff understand and using accountability, every 6 months and yearly meeting to discuss results
	1.2.11	<p>ພະນັກງານມີຄວາມເຂົ້າໃຈ ຕໍ່ນະໂຍບາຍທີ່ບໍ່ສ້າງຄວາມເສຍຫາຍໃຫ້ແກ່ກຸ່ມເປົ້າໝາຍ ຫຼື ຜູ້ເພື່ອນ</p> <p>Staff are aware Do NO Harm policies to the target group or peer</p>	2	2	Fully aware and understand the policies
	1.2.12	<p>ພະນັກງານມີຄວາມເຂົ້າໃຈກ່ຽວກັບການບໍລິຫານຂໍ້ມູນຂອງຜູ້ໄດ້ຮັບຜົນປະໂຫຍດ (ໄດ້ແຍກອາຍຸ ແລະ ເພດ)</p> <p>Staff are aware about beneficiaries data management (desegregated: ethnicity and sex)</p>	1	2	Data base is depend on project, but still need data on age group and database system
		<p>ລວມ</p> <p>Sub Total</p>	18	20	
<p>1.3 ການປະສານງານ ແລະ ການສື່ສານກັບບັນດາສ່ວນທີ່ກ່ຽວຂ້ອງ</p> <p>Coordination and communication with concerned stakeholders (16)</p>	1.3.1	<p>ອົງກອນ ມີສາຍພົວພັນທີ່ດີ ແລະ ເຮັດວຽກຮ່ວມກັນກັບພາກລັດ, ພາກເອກະຊົນ ອື່ນໆ</p> <p>organization has a good relationship and works together with government departments, private sector</p>	2	2	Coordinate and communicate with various stakeholders
	1.3.2	<p>ອົງກອນມີການສະໜັບສະໜູນ ແລະ ມີຄວາມນິຍົມຈາກກຸ່ມເປົ້າໝາຍ</p> <p>There is support and goodwill from the community for the organization.</p>	2	2	Need continue with stakeholders
	1.3.3	<p>ອົງກອນ ມີການຮ່ວມມື ແລະ ແບ່ງປັນບົດຮຽນ ຫຼື ຊັບພະຍາກອນກັບອົງການຈັດຕັ້ງຂັ້ນທ້ອງຖິ່ນ ຫຼື ພາກສ່ວນອື່ນໆ.</p> <p>organization cooperates and shares learning or resources with other local community based organizations or other organizations.</p>	2	2	sharing all relevant resources and trainings
	1.3.4	<p>ກອງປະຊຸມກັບພາກສ່ວນທີ່ກ່ຽວຂ້ອງ (ຄູ່ຮ່ວມງານ ແລະ ອົງການແຄຣີ) ໄດ້ມີການບັນທຶກ ແລະ ການຕັດສິນໃຈ ແມ່ນໄດ້ຖືກນຳມາແລກປ່ຽນກັບພະນັກງານທັງໝົດ</p> <p>Meetings with stakeholders (partner & CARE) are documented and decisions are shared with all staffs</p>	2	2	Discussion in weekly meetings
	1.3.5	<p>ການອອກແບບ ແລະ ການຈັດຕັ້ງປະຕິບັດຂອງໂຄງການ / ແຜນງານໂດຍມີການປະສານງານ ແລະ ການຮ່ວມມືກັບພາກສ່ວນກ່ຽວຂ້ອງອື່ນໆ</p> <p>Design and implementation of projects/programmes in coordination and collaboration with other stakeholders/partners</p>	2	2	Planning, divide tasks and sharing responsibilities

	1.3.6	ເຂົ້າຮ່ວມກອງປະຊຸມປະສານງານຢ່າງເປັນປົກກະຕິ ທີ່ຈັດຂຶ້ນໂດຍອົງການຈັດຕັ້ງຂອງລັດຖະບານ ແລະ ພາກສ່ວນອື່ນໆ Actively participate in coordination meeting organized by government organizations and other stakeholders	2	2	giving suggestions and commnets in the meetings
	1.3.7	ເຂົ້າຮ່ວມການຕິດຕາມກວດກາຮ່ວມກັນກັບພາກສ່ວນຕ່າງໆທີ່ໄດ້ຈັດຂຶ້ນເປັນປົກກະຕິແລະໃຫ້ຄໍາແນະນໍາ/ການແກ້ໄຂບັນຫາໃຫ້ທັນເວລາ Joint monitoring visits by the concerned stakeholders held regularly and suggestions are provided/addressed timely	2	2	regularly visits with stakeholders
	1.3.8	ອົງກອນ ເປັນຜູ້ຮັບຜິດຊອບນໍາພາໃນຂະແໜງການທີ່ກ່ຽວຂ້ອງ (ຕົວຢ່າງ: ຢາເສບຕິດ, ສຸຂະພາບຈະເລີນພັນ) Partner organization takes lead role in the concerned sector (eg. SAEDA Programs)	2	2	Always take lead role in the concerned sectors
	1.3.9	ອົງກອນ ໄດ້ພັດທະນາເວບໄຊ້ຂອງຕົນເອງ ແລະ ປັບປຸງຢ່າງເປັນປະຈໍາ Partner organization has developed its website and it is updated regularly	1	1	Website for SAEDA, but not regularly update and no specific officer staff
		ລວມ Sub Total	17	17	
1.4 ການປະສານງານກັບອໍານາການປົກຄອງຂັ້ນແຂວງ, ສູນກາງ ແລະ ເມືອງ ຫຼື ອົງກອນຕ່າງໆ Coordination with provincial / central (and District) authorities / organizations (12)	1.4.1	ການມີສ່ວນຮ່ວມຂອງກຸ່ມເປົ້າໝາຍ ຫຼື ຄູ່ຮ່ວມງານ ໃນຂະບວນການວາງແຜນ Participation of impact group or partner for planning process	2	2	Always cooperate with all
	1.4.2	ກອງປະຊຸມການປະສານງານກັບພາກລັດຂັ້ນເມືອງ (ຕົວຢ່າງ ຫ້ອງການສາທາສະນະສຸກເມືອງ...) ໄດ້ຈັດຂຶ້ນຢ່າງເປັນປົກກະຕິ Coordination meetings with District government (e.g., DHO, DAFO.....) held regularly	2	2	Regularly meetings
	1.4.3	ແຜນງານມີຄວາມສອດຄ່ອງກັບບັນດາແຜນງານ ແລະ ແຜນປະຈໍາປີຂອງລັດຖະບານ (ຫຼື ສອດຄ່ອງກັບແຜນງານຂອງເມືອງ ແລະ ພາກສ່ວນກ່ຽວຂ້ອງອື່ນໆ) Programmes are aligned to GOL annual plans and programmes (or synergy with District and other stakeholders' programme)	2	2	relavent to strategy and policy
	1.4.4	ຄູ່ຮ່ວມງານຂອງອົງກອນ ແມ່ນມີສ່ວນຮ່ວມໃນການສ້າງແຜນຍຸດທະສາດ All partner involve with organization are contributing for the strategic plan	2	2	all level of stakeholders and all levels
	1.4.5	ການທົບທວນການຈັດຕັ້ງປະຕິບັດໃນແຕ່ລະໄລຍະ ກັບຄູ່ຮ່ວມງານ ແລະພາກສ່ວນກ່ຽວຂ້ອງອື່ນໆ Organize periodic review with partner and other stakeholders	1	2	review 6 months and yearly with partners and stakeholder in each project.
	1.4.6	ອົງກອນ ມີການຮ່ວມມື ແລະ ແລກປ່ຽນຊັບພະຍາກອນກັບອົງການຈັດຕັ້ງສາກົນ (ເຊັ່ນ: ສປຊ, ອົງການຈັດຕັ້ງປະສານກັບລັດຖະບານ ຫຼື ຂະແໜງການພາກເອກະຊົນ) Organization cooperates and shares resources with the international community (such as UN, INGOs or private sector)	2	2	At local, nationl, regional and global.
		ລວມຄະແນນ Sub Total	11	12	
1.5 ການສະໜັບສະໜູນ/ການເອີ້ນວຽກຮ່ວມກັນ ເພື່ອໃຫ້ໄດ້ຮັບຜົນຕາມຄາດໝາຍ Advocacy / working together for impact at scale (10)	1.5.1	ພະນັກງານອົງກອນ ມີຍຸດທະສາດການສະໜັບສະໜູນ (SAEDA program...) ພະນັກງານຂອງອົງກອນມີຄວາມເຂົ້າໃຈ organization staff and peer understand national (in CCA, Agri) and strategy in place	1	1	national management team understanding for the project team few understanding

	1.5.2	ມີເຄືອຂ່າຍກັບອົງການຈັດຕັ້ງອື່ນໆ ທີ່ມີເປົ້າໝາຍອັນດຽວກັນໃນການສະໜັບສະໜູນຮ່ວມກັນ (ເຊັ່ນ: ...) Networking with other organizations, made for joint action (such as farmers group, climate adaptation network)	2	2	sharing lessons and cooperation with others
	1.5.3	ກຸ່ມແມ່ຍິງ / ກຸ່ມຊາວກະສິກອນ ແລະ ອາສາສະໝັກ ແມ່ນໄດ້ຖືກຊື່ອມໂຍງກັບອົງການຈັດຕັ້ງຂັ້ນເມືອງ (ແມ່ຍິງ, ກຸ່ມຊົນເຜົ່າ/ກຸ່ມຊາວກະສິກອນ) women groups / farmer groups and peer are linked to district level organization (women, ethenic groups / farmer groups)	2	2	FOs by SAEDA are the models in district level, Ex: in Xiengkhouang
	1.5.4	ກົນໄກຄວາມຍືນຍົງ ໄດ້ຖືກເຊື່ອມໂຍງກັບບັນຫາທ້ອງຖິ່ນ ເພື່ອນຳເອົາໄປປຶກສາຫາລືໃນນະໂຍບາຍລະດັບຊາດ (ເຊັ່ນ: ການປ່ຽນແປງຂອງດິນຟ້າອາກາດ, ກະສິກຳ...) ແລະ ປະຕິບັດຢ່າງເປັນປົກກະຕິ Sustainable mechanism to link local issues to national level policy C63discussion (such as climate change, agriculture) exist and is functional	2	2	SAEDA is introducing in Local level and national level include national assmblly
	1.5.5	ການນຳໃຊ້ຊັບພະຍາກອນກັບຂະແໜງການລັດຖະບານ ເພື່ອຮ່ວມກັນກັບກຸ່ມເປົ້າໝາຍຢ່າງໃກ້ຊິດຕິດແທດ Resource leveraging with sectoral government line ministries/agencies, are working in close coordination for target group (Youth and adolescence)	1	2	
		ລວມ Sub Total	8	9	
2. ການປົກຄອງທີ່ດີ ແລະ ຄວາມຮັບຜິດຊອບ Good Governance and Accountability (64)			53	61	
2.1 ມາດຕະຖານລະບົບການຈັດຕັ້ງ, ນະໂຍບາຍ ແລະ ຫຼັກການຕ່າງໆ Standard organisational systems, policies and procedures exist (18)	2.1.1	ແຜນຍຸດທະສາດໄລຍະຍາວຂອງອົງກອນໄດ້ລວມເອົາອົງປະກອບຂອງຄວາມຍືນຍົງ, ພະນັກງານ ແລະ ຄະນະປະທານແມ່ນຮັບຮູ້ ແລະ ເຂົ້າໃຈ Organization's long term strategic plan that includes elements of sustainability is in place and staff and board members are aware of it	1	1	we have long term strategic plan in place and already presented to old and new staff, board members but new staff have to understand more clearly.
	2.1.2	ນະໂຍບາຍແຜນງານຫຼັກຂອງອົງກອນ ແລະ ໄດ້ຖືກຈັດຕັ້ງປະຕິບັດ Key programme policy is in place and are operationalized	1	2	available policy and operationalised, but need to regularly review and futher develop.
	2.1.3	ນະໂຍບາຍການປົກຄອງ ແມ່ນໄດ້ຖືກປຶກສາຫາລື, ເຜີຍແຜ່ ແລະ ມີຄວາມເຂົ້າໃຈ (ໃນບັນດາສະມາຊິກພະນັກງານແລະພາກສ່ວນກ່ຽວຂ້ອງທີ່ສຳຄັນ) Governance policy is discussed, disseminated and understood (among all staff members and key stakeholders)	2	2	The policy is discussed among staff and key partners
	2.1.4	ມີໂອກາດໃນການສ້າງຂີດຄວາມອາດສາມາດສຳລັບພະນັກງານ ແລະ ຄະນະບໍລິຫານ (ລະດັບອົງກອນ-ການປະເມີນຕ້ອງການສ້າງຄວາມອາດສາມາດ, ແຜນພັດທະນາຄວາມອາດສາມາດ) Capacity building opportunity for staff, steering committees and board members exist (Organizational level- capacity needs assessment, capacity development plan)	2	2	Give opportunity to all for capacity building
	2.1.5	ອົງກອນ ມີຄະນະບໍລິຫານງານ ຫຼື ໂຄງຮ່າງການຈັດຕັ້ງ Organization has a functional board or governing body.	2	2	Yes, in print document and prepare to add in

					information board
	2.1.6	ຈັດກອງປະຊຸມຄະນະບໍລິຫານເປັນປົກກະຕິ. Board meetings held on regular basis.	2	2	Mid-year and annual meetings
	2.1.7	ບົດບາດ ແລະ ໜ້າທີ່ຂອງຄະນະບໍລິຫານ ໄດ້ຖືກກຳນົດ ແລະ ມີຄວາມເຂົ້າໃຈ The roles and functions of the board members are written down and understood.	2	2	TOR available and signed off
	2.1.8	ໃນການຈັດຕັ້ງແຕ່ລະຂັ້ນຂອງອົງກອນ ມີທັງຜູ້ຊາຍ ແລະ ແມ່ຍິງ, ຊົນເຜົ່າ ແລະ ໄວຕ່າງໆ ໃນຊັດສ່ວນສະເໝີກັນ. There is a fair representation of men and women, age and ethnicity at all levels in the organization.	2	2	gender mainstreaming and open for ethnic minority in the policy
	2.1.9	ພະນັກງານໄດ້ຖືກຊຸກຍູ້ ເພື່ອໃຫ້ມີແນວຄິດລິເລີມ ແລະ ເຮັດວຽກຢ່າງຕັ້ງໜ້າ Staff are encouraged to take initiative and be pro-active.	1	2	Staff propose ideas and opinion
		ລວມ Sub Total	15	17	
2.2 ການເປັນຜູ້ນຳ Inclusive leadership exists (10)	2.2.1	ການຄັດເລືອກຄະນະບໍລິຫານງານ ແມ່ນຈັດຂຶ້ນທຸກ 5 ປີ ແລະ ຄະນະບໍລິຫານໄດ້ຖືກເລືອກ ໂດຍສະມາຊິກຄະນະບໍລິຫານງານ. General assembly held in 3 years and Board members elected by 25 General Assembly Members.	2	2	Selected by 25 general members, election will held in every 3 years
	2.2.2	ຄະນະບໍລິຫານ ແລະ ພະນັກງານ ແມ່ນລວມມີ ຍິງ-ຊາຍ ແລະ ຊົນເຜົ່າ ແລະ ເຂົາເຈົ້າມີຄວາມເຄົາລົບນັບຖື ແລະ ຊ່ວຍເຫຼືອເຊິ່ງກັນ ແລະ ກັນ Board members and staff are inclusive in terms of gender and ethnicity and they respect and support each other	2	2	no discrimination
	2.2.3	ຄະນະບໍລິຫານມີຄວາມເປັນເອກະລາດ; ເປັນມືອາຊີບ ຫລື ຮູ້ຈັກຢູ່ໃນສັງຄົມ ຫຼື ມີປະສົບການໃນການພັດທະນາສັງຄົມ Board members/organization steering committee are independent; professional or known as social service or have social development background	2	2	no control from others and independent in making decision
	2.2.4	ຄະນະນຳຂອງອົງກອນ (ຕຳແໜ່ງອັນສຳຄັນ) ມີຄວາມເຂົ້າໃຈກະຈ່າງແຈ້ງກ່ຽວກັບວິໄສທັດ ແລະ ຍຸດທະສາດຂອງອົງກອນ Organization's leaders (vital positions) have clarity on organization's vision and strategy including second line leadership exist	2	2	fully understand
	2.2.5	ພະນັກງານ ແລະ ພາກສ່ວນກ່ຽວຂ້ອງມີຄວາມຍິນດີ/ພໍໃຈກັບການຈັດຕັ້ງນຳພາ/ການປະຕິບັດຂອງອົງກອນ Staff and stakeholders are happy/satisfied with organisation's leadership/performance	1	1	Satisfy in general
		ລວມ Sub Total	9	9	
2.3 ການຕັດສິນໃຈແມ່ນຖືກເຮັດໃນວິທີການ ແບບມີສ່ວນຮ່ວມ Decisions are made in a participatory way (8)	2.3.1	ຄະນະບໍລິຫານ ແມ່ນມີສ່ວນຮ່ວມໃນການສ້າງນະໂຍບາຍຂອງອົງກອນ (ກົດລະບຽບການປະພຶດ, ເອກະສານແນະນຳ, ຄູ່ມື, ເຄື່ອງມື) ແລະ ຮັບປະກັນການຈັດຕັ້ງປະຕິບັດ ບັນດາລະບຽບ ແລະ ຄູ່ມື Board Committee is involved in making organizational policy (code of conduct, guideline, tools) and ensure its implementation	1	2	Take lead role and sharing responsibilities SAEDA has policy to implement.

	2.3.2	ການຕັດສິນໃຈ ແມ່ນເຮັດໄດ້ໃນວິທີແບບມີສ່ວນຮ່ວມ, ກຳນົດວາລະແລະ ປຶກສາຫາລື ໂດຍການເຂົ້າຮ່ວມຂອງຄະນະບໍລິຫານ / ພະນັກງານທັງຍິງ ແລະ ຊາຍ Such decisions are made in a participatory way, agenda set and discussed in the presence of required number of board members/staff and women's participation ensured.	1	2	In all level of participation
	2.3.3	ການຕັດສິນໃຈຕ່າງໆແມ່ນຖືກບັນທຶກ ແລະ ແຈກຢາຍໃຫ້ກັບຄະນະກຳມະການ ແລະ ພະນັກງານທັງຫມົດທີ່ກ່ຽວຂ້ອງ. Decisions are minuted and shared with all concerned board and staff members.	2	2	Received and acknowledge by email
	2.3.4	ການຕັດສິນໃຈ ໄດ້ຖືກນຳໄປຈັດຕັ້ງປະຕິບັດຢ່າງມີປະສິດທິພາບ ແລະ ມີການຕິດຕາມ ແລະ ບັນທຶກຄວາມຄືບໜ້າ Decisions are effectively implemented and follow up and progress recorded.	1	1	Not regularly follow up and monitoring
		ລວມ Sub Total	5	7	
2.4 ນະໂຍບາຍ/ລະບົບ ຫຼື ກົນໄກການຮັບຜິດຊອບ ທີ່ນຳໃຊ້ຢູ່ ແລະ ໄດ້ນຳມາໃຊ້ Accountability policy/system or mechanism exist and is functional (12)	2.4.1	ມີນະໂຍບາຍ/ລະບົບ ເພື່ອປັບປຸງຄວາມຮັບຜິດຊອບໃນການຂຶ້ນແລະລົງ Policy/system exist to improve downward and upward accountability	1	2	mostly improve upward
	2.4.2	ເຂົ້າກອງປະຊຸມຮ່ວມກັບພະນັກງານແລະຄະນະຜູ້ບໍລິຫານ, ພະນັກງານແລະພາກສ່ວນທີ່ກ່ຽວຂ້ອງທີ່ໄດ້ຈັດຂຶ້ນເປັນປົກກະຕິ ແລະລາຍລະອຽດຂອງໂຄງການແລະງົບປະມານໄດ້ຖືກນຳມາແລກປ່ຽນຮ່ວມກັນ Joint meetings between staffs and Board members, and staff and stakeholders held regularly and project details and budget shared	1	2	all staff, board members and stakeholders join meeting together at least every year.
	2.4.3	ສະແດງຄຳຄິດເຫັນ ແລະ ການຮ້ອງຮຽນຈັດການນະໂຍບາຍ ແລະ ຢູ່ໃນພາກການປະຕິບັດ Feedback and complaint handling policy is in place and is in practice	1	2	feedback and propose appropriate policies for staff (i.e. asking for bonus, support education for staff's children, pension)
	2.4.4	ຜູ້ບໍລິຫານອົງກອນ ແລະ ຄະນະປະທານແມ່ນມີອະທິບາຍຊີເຊີແຈງຕໍ່ສະມາຊິກຂອງຕົນ The organizations leaders and board members are accountable to its members.	2	2	accountable process to staff
	2.4.5	ກອງປະຊຸມທົບທວນ ແມ່ນຈະຖືກຈັດຕັ້ງປະຕິບັດຢ່າງໜ້ອຍໜຶ່ງຄັ້ງຕໍ່ປີ ແລະ ຂໍ້ມູນຂ່າວສານຂອງໂຄງການ (ລາຍລະອຽດຂອງແຕ່ລະແຜນງານ, ງົບປະມານແລະລາຍຈ່າຍ) ແມ່ນຈະໄດ້ຖືກແລກປ່ຽນກັບພາກສ່ວນທີ່ກ່ຽວຂ້ອງຢ່າງສະໝໍ່າສະເໝີ (ກະດານຂໍ້ມູນຂ່າວສານ, ຢູ່ໃນຕອນທ້າຍຂອງແຕ່ລະເຫດການ, ແລກປ່ຽນສຳເນົາງົບປະມານຮ່ວມກັນ) Review meeting is conducted at least once in a year and project information (programme details, budget and expenditure) is shared with all related stakeholders regularly (information boards, at the end of each event, budget in hard copy shared)	2	2	Sharing progress and financial report to relevant partners
	2.4.6	ບົດລາຍງານປະຈຳປີ ຫຼື ບົດລາຍງານຂອງໂຄງການແມ່ນໄດ້ຖືກກະກຽມແລະ ໄດ້ສົ່ງຂຶ້ນໄປໃຫ້ຂັ້ນເທິງທັງຝ່າຍລັດຖະບານແລະຜູ້ໃຫ້ທຶນ ແລະ ພ້ອມທັງສົ່ງໃຫ້ຂັ້ນທ້ອງຖິ່ນ (ຄູ່ຮ່ວມງານຕ່າງໆ ແລະ ກຸ່ມເປົ້າໝາຍ) Annual report and or project reports prepared and disseminated both upward (to government and donors) and downward (local stakeholders and community)	2	2	Reporting to the government, stakeholders and donor include narrative and financial reports

		ລວມຄະແນນ Sub Total	9	12	
2.5 ມີນະໂຍບາຍ ແລະ ໄດ້ຖືກຈັດຕັ້ງປະຕິບັດ Zero tolerance policy exist and operationalized (8)	2.5.1	ມີນະໂຍບາຍ (ການສື່ໂກງ, ການຍ້າຍອກ, ການລະເມີດ-ລວນລາມ-ລາມົກ (ຕ້ວຍວາຈາ-ແສງຕາ-ຈັບບາຍ), ການຂຸດຄົ້ນແລະປະພຶດຜິດກົດລະບຽບ) Immediate action policy (against FRAUD, Misappropriation, Sexual Harassment, Exploitation and Wrongful Conduct) exist	2	2	Follow up the policy and take action
	2.5.2	ຊັບພະຍາກອນໄດ້ຖືກນຳໃຊ້ຢ່າງເໝາະສົມ - ບໍ່ມີບັນຫາການນຳສື່ໂກງແລະ ການນຳໃຊ້ຊັບສິນທີ່ບໍ່ເໝາະສົມ Resources are appropriately utilized - no evidences of FRAUD and misappropriation of resources	2	2	Not only resources from the organization, but sharing personal resources as well
	2.5.3	ບໍ່ມີບັນຫາການຂອງການຈຳແນກ (ເພດ, ຊົນເຜົ່າແລະອື່ນໆ) ແລະລວນລາມທາງເພດພາຍໃນໂຄງການ / ທີ່ມງານແລະອົງການຈັດຕັ້ງ No evidences of Discrimination (gender, ethnicity etc) and Sexual Harassment in program/project team and organization.	2	2	Not found
	2.5.4	ບໍ່ມີບັນຫາການຂອງການຂຸດຄົ້ນແລະການປະພຶດຜິດສິນລະທຳຢູ່ພາຍໃນອົງການຈັດຕັ້ງ / ພາຍໃນພະນັກງານເອງ / ແລະໃນສະມາຊິກຄະນະກຳມະການ No evidences of Exploitation and Wrongful Conduct within organization/its staff/board members	2	2	Not found
	Sub Total		8	8	
	2.6 ຄວາມຊັດເຈນກ່ຽວກັບພະລະບົດບາດ ແລະ ຄວາມຮັບຜິດຊອບຂອງພະນັກງານ ແລະ ຄະນະສະມາຊິກຜູ້ບໍລິຫານ Clarity on roles and responsibility of staff and board members (8)	2.6.1	ຄະນະບໍລິຫານຍັງບໍ່ໄດ້ຖືກຮັບການແຕ່ງຕັ້ງ ເໝືອນກັບພະນັກງານທົ່ວໄປ ແລະ ຝ່າຍກົງກັນຂ້າມ EC members are not appointed as staff members and vice versa.	2	2
2.6.2		ອຳນາດ / ຄວາມຮັບຜິດຊອບ ແມ່ນມີຄວາມລະອຽດຊັດເຈນໃນບັນດາຄະນະສະມາຊິກຜູ້ບໍລິຫານ ແລະພະນັກງານ (ປະທານ vs ED/TL). Authority/responsibility is clearly describe among board members and staff (ED/TL vs chairperson).	2	2	Indicate clearly TOR and contract
2.6.3		ບໍ່ມີຍາດຕິພັນອຸປະນິຍາຍ/ພາຍໃນຄະນະຜູ້ບໍລິຫານ ແລະພະນັກງານ Kinship do not exist between/within EC members and staffs	2	2	yes, no kinship include in EC memebers
2.6.4		ພະນັກງານທຸກຄົນມີຄວາມເຂົ້າພະລະໜ້າທີ່ ແລະ ຄວາມຮັບຜິດຊອບຂອງຕົນເອງເປັນຢ່າງດີ All staff members are clear about their roles and responsibilities (ToR/JDs).	1	2	all staff are cleary about their TOR
ລວມ Sub Total		7	8		
3. ການຕິດຕາມ ແລະປະເມີນຜົນແບບມີສ່ວນຮ່ວມ Participatory Monitoring and Evaluation (30)			17	25	
3.1 ການຕິດຕາມແລະການປະເມີນນະໂຍບາຍ / ກົນໄກທີ່ມີຢູ່ແລ້ວ Monitoring and evaluation policy/mechanism exists (10)	3.1.1	ຍຸດທະສາດການຕິດຕາມ ແລະ ການປະເມີນຜົນ/ແນວທາງທີ່ມີຢູ່ແລ້ວ M&E strategy / guideline exist	1	2	Support by GiZ
	3.1.2	ການຕິດຕາມກວດກາ ແລະປະເມີນ ກອບໜ້າວຽກ / ແຜນການທີ່ມີຢູ່ (ຕົວຊີ້ວັດ / ຜົນທີ່ໄດ້ຮັບ) ແລະ ເຄື່ອງມືໃນການຕິດຕາມກວດກາແມ່ນຍັງສາມາດໃຊ້ໄດ້ແລະ ໄດ້ນຳໃຊ້ດຳເນີນການ M&E framework/plan exist (indicator/result-based) & monitoring tool is available and is operationalized	1	2	SAEDA has M&E farmework/plan exist; supported by GiZ and on going implementing in Organizational level.

	3.1.3	ສະມາຊິກພະນັກງານ (ແລະສະມາຊິກຄະນະກຳມະການທີ່ກ່ຽວຂ້ອງ) ແມ່ນໄດ້ຮັບຮູ້ນະໂຍບາຍແລະເຄື່ອງມືເຫຼົ່ານີ້ Staff members (and concerned board members) are also aware of these policies and tools	1	1	Everyone received strategy, and summary from the project
	3.1.4	ການທົບທວນຄືນແລະກົນໄກທີ່ມີຢູ່ໄດ້ສະໜອງໃຫ້ເຫັນ/ ໄດ້ດຳເນີນງານ Review and reflection mechanism exist/ operationalized	1	1	This will be conducted in Annual Meeting.
	3.1.5	ການຕິດຕາມໂດຍພະນັກງານ, ສະມາຊິກຄະນະບໍລິຫານແລະກຸ່ມເປົ້າໝາຍທີ່ໄດ້ຈັດຂຶ້ນຢ່າງເປັນປົກກະຕິ Monitoring by staff, board member and community held regularly	2	2	atleast every 1-2 months visit field staff
		ລວມຄະແນນ Sub Total	6	8	
3.2 ການຕິດຕາມແລະການປະເມີນນະໂຍບາຍ / ກົນໄກທີ່ໄດ້ດຳເນີນການ Monitoring and evaluation policy/mechanism operationalized (10)	3.2.1	ການຕິດຕາມ ແລະ ການປະເມີນຄວາມຮັບຜິດຊອບ ຂອງບຸກຄົນທີ່ເປັນຕົວຕັ້ງໃນປະສານງານ (ພະນັກງານແລະສະມາຊິກຄະນະກຳມະການ) ເພື່ອປະສານງານ / ຕິດຕາມກວດກາໂຄງການ / ຄວາມຄືບໜ້າຂອງໂຄງການທີ່ມີຢູ່ Responsible M&E focal person (staff and board member) to coordinate/monitor programme / project progress exist	0	1	
	3.2.2	ບົດລາຍງານການສຳຫຼວດສຳລັບການໂຄງການທັງໝົດທີ່ມີຢູ່ແມ່ນຍັງສາມາດໃຊ້ໄດ້ Baseline report for all projects is available	1	2	Every project recorded baseline survey and keep in soft and hard copies.
	3.2.3	ການຕິດຕາມກວດກາການຈັດຕັ້ງປະຕິບັດແບບມີສ່ວນຮ່ວມຂອງກຸ່ມເປົ້າໝາຍທີ່ມີຢູ່/ການດຳເນີນງານ (ເຊັ່ນ: ບົດຄະແນນຂອງກຸ່ມເປົ້າໝາຍ ແລະ ອື່ນໆ) Community-based participatory monitoring practice exist/operationalized (such as community score card..)	1	1	Keep in record
	3.2.4	ບົດລາຍງານຂອງການທົບທວນຄືນ ແລະກອງປະຊຸມເຊິ່ງວິຊາການທີ່ສະໜອງໃຫ້ເຫັນແລະການວາງແຜນການກິດຈະກຳແມ່ນໄດ້ຖືກນຳມາແລກປ່ຽນກັບພະນັກງານທັງໝົດແລະພາກສ່ວນກ່ຽວຂ້ອງຢ່າງທັນເວລາ Reports of review & reflection workshops and planning events are shared to all staff and stakeholders in time	1	2	Minutes share to all stakeholders and reflection workshop once a year
	3.2.5	ການຮຽນຮູ້ແມ່ນໄດ້ຖືກສະໜອງໃຫ້ເຫັນໃນການອອກແບບໂຄງການໃໝ່ / ໂຄງການແລະໄດ້ຖືກນຳມາສະເໜີຮ່ວມກັບພາກສ່ວນທີ່ກ່ຽວຂ້ອງ (ສຳລັບຮູບແບບຈຳລອງ ...) Learning are reflected in designing new project/programme and is shared with others (for replication...)	2	2	Lesson learn include in new project design
		ລວມຄະແນນ Sub Total	5	8	
3.3 ການປະຕິບັດ ແລະການເຜີຍແຜ່ເອກະສານທີ່ມີຢູ່ລວມທັງບົດລາຍງານການຕິດຕາມແລະການປະເມີນຜົນແມ່ນໄດ້ຖືກເອົາມາແລກປ່ຽນກັບພາກສ່ວນຕ່າງໆ Documentation and dissemination practice exists including M&E reports are shared with concerned stakeholders (10)	3.3.1	ເອກະສານ ແລະ ລະບົບການເຜີຍແຜ່ຂໍ້ມູນຂ່າວສານພາຍໃນໂຄງການຈັດຕັ້ງທີ່ມີຢູ່ແລ້ວ Documentation/Dissemination system exist within the organisation	2	2	Informing meeting and soft and hard copies for participants
	3.3.2	ການຮຽນຮູ້ຂອງໂຄງການຈະຖືກເຜີຍແຜ່ເປັນປົກກະຕິໂດຍຜ່ານບົດລາຍງານ, ຈົດໝາຍຂ່າວ, ເອກະສານຂອງການປະຕິບັດທີ່ດີທີ່ສຸດແລະກົນໄກອື່ນໆ Project learning are regularly disseminated through reports, newsletter, documentation of best practices and other mechanism	1	1	i.e. reports, newsletter, technical papers, radio and newspapers
	3.3.3	ການຈັດຕັ້ງປະຕິບັດທີ່ໄດ້ດີ ແລະ ກໍລະນີສຶກສາແມ່ນໄດ້ຖືກປັນທຶກໄວ້ເປັນເອກະສານແລະໄດ້ຖືກນຳມາເອົາມາແລກປ່ຽນຮ່ວມກັບພາກສ່ວນຕ່າງໆຢ່າງເປັນປົກກະຕິ Good practices and case study are documented and shared regularly	1	2	Case studies in both success and fail case, need specific information staff, budgeting as Communication person

	3.3.4	ຄວາມຈຳເປັນໃນການສື່ສານ / ການສະແດງຄຳຄິດເຫັນແລະ ຄຳ ແນະນຳລະຫວ່າງພາກສ່ວນທີ່ກ່ຽວຂ້ອງ, ອົງການແຄຣີ ແລະ ອົງການຈັດຕັ້ງລັດຖະບານແມ່ນຕ້ອງມີເອກະສານບັນທຶກໄວ້ເປັນ ຢ່າງດີ Essential communication/feedback and suggestions between stakeholders, CARE and govt line agencies are well documented	1	2	Minutes meetings share with stakeholders
	3.3.5	ການປະເມີນຜົນແບບສະເພາະເຈາະຈົງ, ບົດລາຍງານການ ປະເມີນຜົນ, ບົດລາຍງານສະບັບສົມບູນ ຫຼື ບົດລາຍງານການ ຈັດຕັ້ງປະຕິບັດໂຄງການແມ່ນໄດ້ຖືກເກັບຮັກສາໄວ້ / ແລະໄດ້ຖືກ ນຳມາແລກປ່ຽນກັບພາກສ່ວນຕ່າງໆ Specific assessment, evaluation report, final report or programme/project completion report is maintained/shared	1	2	Sharing report with others.
		ລວມ Sub Total	6	9	
4. ບົດບາຍຍິງ-ຊາຍ ແລະ ການເປັນສັນຕິພົງສັນ ດຽວຢູ່ໃນສັງຄົມ Gender and Social Inclusion (20)			13	16	
4.1 ມີນະໂຍບາຍກ່ຽວກັບຄວາມສະເໝີພາບ ລະຫວ່າງຍິງ-ຊາຍ ແລະ ໄດ້ຖືກຈັດຕັ້ງປະຕິບັດ Gender policy exist and operational (10)	4.1.1	ນະໂຍບາຍ/ຍຸດທະສາດ ກ່ຽວກັບ ຄວາມສະເໝີພາບຍິງ-ຊາຍ (ລວມທັງນະໂຍບາຍແມ່ຍິງ/ຊົນເຜົ່າ ໃນການແກ້ໄຂບັນຫາອັນ ສະເພາະຂອງແມ່ຍິງ) ແລະ ໄດ້ເຊື່ອມເຂົ້າໃນທຸກໆກິດຈະກຳ Gender equality and social inclusion policy/strategy (including women / ethnic friendly policy to address women's specific issues) to mainstream in all activities is in place	1	2	Gender equality indicated in the policy and at least 40% of women participation
	4.1.2	ນະໂຍບາຍ/ ຍຸດທະສາດ GESI ໄດ້ຖືກນຳໄປຈັດຕັ້ງປະຕິບັດ (ເປັນ ແຜນງານໃດໜຶ່ງສະເພາະ ຫລື ເປັນວຽກເກາະກຳຍ) GESI policy/strategy is operationalized (as cross cutting in key programmes)	2	2	gender practice have been implemented, but no specific gender officer
	4.1.3	ແມ່ຍິງ ຢ່າງນ້ອຍ 50% ຢູ່ໃນຄະນະກຳມະການ ບໍລິຫານ (ຄະນະ ຊີ້ນຳ) At least 50% women as board member and as staffs in place	1	2	average 50% of women
	4.1.4	ແມ່ຍິງຢ່າງນ້ອຍ 50% ຢູ່ໃນຕຳແໜ່ງຕັດສິນບັນຫາໄດ້ (ອຳນວຍ ການ, ຜູ້ຮອງ, ຄະນະ) At least 50% women at decision making positions (chair, vice chair, secretary and treasurer)	2	2	Women in Co- director
	4.1.5	ມີຕາງໜ້າໃຫ້ແມ່ຍິງຊົນເຜົ່າ ເປັນພະນັກງານ ແລະ ຢູ່ໃນ ຕຳແໜ່ງ ໃດໜຶ່ງຂອງອົງກອນ Representations of ethnic women both at staffs and organization's level exist	2	2	2 ethnic women in the team
		ລວມ Sub Total	8	10	
4.2 ການນຳເອົາບັນຫາຂອງແມ່ຍິງເຂົ້າໃນ ການສູນກາງຂອງວຽກ Putting women's issues at the centre of our work (10)	4.2.1	ບຸກຄົນທີ່ປະສານງານບົດບາດຍິງ-ຊາຍ / ທີ່ມາງານປະສານງານ / ແກ້ໄຂບັນຫາບົດບາດຍິງ-ຊາຍ -ບັນຫາຂອງແມ່ຍິງ (ຊ່ອງທາງທີ່ ຈະໄດ້ຮັບຟັງແລະແກ້ໄຂການຮ້ອງທຸກ) Dedicated gender focal person /team to coordinate/address gender/ women's issues (space provided to hear and address grievances)	0	0	No specific gender officer
	4.2.2	ຈຳນວນ ການລາຍງານ -ການບັນທຶກ ຫລື ໄດ້ຍິນວ່າ ມີການດູກູກ ທາງເພດ, ການລະເມີດ-ລວນລາມ-ລາມິກ (ດ້ວຍວາຈາ-ແສງຕາ- ຈັບປາຍ) No sexual abuse/harrasment (no cases been heard, recorded or reported)	2	2	Never happened

	4.2.3	ອົງການຈັດຕັ້ງຄູ່ຮ່ວມງານ ໄດ້ສົ່ງເສີມການຈັດຕັ້ງ ຂອງອົງກອນປະຊາຊົນ ທີ່ເປັນຕົວແທນ ກຸ່ມທີ່ໄດ້ຮັບຜົນກະທົບ ເປັນ ສະມາຊິກຂອງເຄືອຂ່າຍແມ່ຍິງເມືອງ / ແຫ່ງຊາດ organization promoted people's organizations representing Impact group are the member of district /national women's network	0	0	no exist
	4.2.4	ມີງົບປະມານບົດບາດຍິງຊາຍສະເພາະແລະ / ຫຼືລວມ Specific gender and/or inclusive budget exists	1	1	have limit budget and rely on the project
	4.2.5	ຜູ້ຊາຍມີສ່ວນຮ່ວມກັບການແກ້ໄຂບັນຫາບົດບາດຍິງຊາຍ Men are also engaged to address gender issues	2	2	sharing responsibilities
		Sub Total	5	5	
4.3 ຄວາມຮຸນແຮງທາງເພດ Gender Based Violence (6)	4.3.1	ມີການສົ່ງເສີມຄວາມສະເໝີພາບບົດບາດຍິງ-ຊາຍແລະການສ້າງຄວາມເຂັ້ມແຂງຂອງແມ່ຍິງໃນກິດຈະກຳຕົ້ນຕໍຂອງຕົນ (ຄວາມສາມາດພະນັກງານກ່ຽວກັບ ຫົວຂໍ້ ປຸລິມະສິດ: ສຸຂະພາບທາງເພດສຳພັນ ແລະ ການລະເຈີນພັນ , ຄວາມຮຸນແຮງທາງເພດ "ເພດຊາຍ ແລະ ຍິງ", ແລະ ການຮຽກຮ້ອງຂອງແມ່ຍິງ) has the promotion of gender equality and women's empowerment at its core (staff capacity on thematic priority: Sexual Reproductive Health, gender based violence, and women's voice)	2	2	equal opportunity and promote gender equality
	4.3.2	ສູນໄວໜຸ່ມກຳນົດ ແລະ ແກ້ໄຂບັນດາອຸປະສັກ ແລະ ສິ່ງທ້າທາຍທີ່ແມ່ຍິງປະເຊີນຢູ່ ເຊັ່ນ: ການຈຳແນກ ແລະ ການໃຊ້ຄວາມຮຸນແຮງທາງເພດ organization identify and address other constraints and challenges women face, such as discrimination and gender-based violence	2	2	no discrimination and gender-based violence
	4.3.3	ກົນໄກ ຫລື ວິທີປ້ອງກັນ ການລ່ວງລະເມີດ "ລວນລາມ"ທາງເພດ (ດ້ວຍວາຈາ, ສາຍຕາ, ແຕະຕ້ອງ ສຳພັດ) Any mechanism to avoid sexual harassment?	1	2	mention in HR policy in place and introduced to all staff
		Sub Total	5	6	
5. ການປະຕິບັດລະບຽບ ແລະ ລະບົບທາງການເງິນ Finance Compliance and Financial System (82)			57	78	
5.1 ນະໂຍບາຍ Policy (6)	5.1.1	ມີນະໂຍບາຍ ແລະ ຂັ້ນຕອນທາງດ້ານການເງິນທີ່ໄດ້ຂຽນໄວ້ Written financial policy and procedures in place	1	2	Soft copy, print, just updated and reviewed by the beginning 2017
	5.1.2	ມີນະໂຍບາຍ ແລະ ຂັ້ນຕອນກ່ຽວກັບການຈັດຊື້ທີ່ໄດ້ຂຽນໄວ້ Written procurement policy and procedures in place	1	2	Guideline for procurement in the finance procedure and everyone can access.
	5.1.3	ມີນະໂຍບາຍ ແລະ ຂັ້ນຕອນກ່ຽວກັບການບໍລິຫານທີ່ໄດ້ຂຽນໄວ້ Written administrative policy and procedures in place	1	1	Also include in finance procedure on going
		Sub Total	3	5	
5.2. ລະບົບການບັນຊີ ແລະ ການລາຍງານທາງ ດ້ານການເງິນ Accounting System and Financial Report (10)	5.2.1	ຊ້ອຟແວວິການບັນຊີ ຖືກນຳໃຊ້ໃນການຄຸ້ມຄອງກອງທຶນຂອງໂຄງການ Accounting software to manage project funds, e.g. chart of accounts are used	2	2	Software QuickBook
	5.2.2	ມີການລາຍງານທາງການເງິນປະຈຳເດືອນຢ່າງເປັນປະຈຳ Monthly financial reports prepared on regular basis	0	1	Finanace monthly report not exist yet, but regularly every 6 months project report
	5.2.3	ບົດລາຍງານທາງການເງິນໄດ້ຮັບການອະນຸມັດໂດຍຜູ້ບໍລິຫານອາວຸໂສ Financial reports approved by senior management	1	2	Finanace report have to approve by co-directors

	5.2.4	ຊື່ ແລະ ລະຫັດຜູ້ໃຊ້ ເພື່ອເຂົ້າເຖິງລະບົບການບັນຊີ User ID and password to log on to accounting system	1	2	User ID and password in place.
	5.2.5	ລະບົບການເກັບສໍາຮອງຂໍ້ມູນໄດ້ນໍາໃຊ້ຢູ່ຫ້ອງການ ເພື່ອລາຍງານສະພາບທາງການເງິນ Backup system in place for financial records	1	2	Two External harddisk and a laptop, manual update every two months, not automatic backup with the Server
		ລວມ Sub Total	5	9	
5.3 ບັນຊີທະນາຄານ Bank Account (12)	5.3.1	ບັນຊີທະນາຄານຮັກສາໄວ້ພາຍໃຕ້ຊື່ຂອງອົງກອນ Bank account maintained under the name of the organisation	2	2	yes, account name is SAEDA
	5.3.2	ມີປຶ້ມຊໍາລະເງິນທະນາຄານ ບັນທຶກການດໍາເນີນການຈ່າຍເງິນສົດ/ແຊັກ Bank disbursement book to record bank/cheque payment transactions	2	2	All approved cheque recorded by accountant and Co-directors
	5.3.3	ອົງກອນມີການຈໍາກັດຂອງສິດອໍານາດທາງການເງິນຂອງຄະນະຜູ້ບໍລິຫານ Limits of Authority Delegation Schedule in practice	1	2	SAEDA has authority delegation schedule (include finance policy)
	5.3.4	ໃບສັງຈ່າຍ ເພື່ອເປັນຫຼັກຖານການເບີກຈ່າຍແຊັກ Payment Voucher to support cheque payments	1	2	ມີໃບສະເໜີຂຶ້ນແຜນ, ໃບສະເໜີຂໍຖອນເງິນ (ຄວາມຫມາຍຄືກັບໃບສັງຈ່າຍ)
	5.3.5	ໄດ້ປະຕິບັດການສົມທຽບເງິນຢູ່ທະນາຄານທຸກເດືອນ Monthly bank reconciliation in practice	0	2	Monthly bank reconciliation in practice
	5.3.6	ເອກະສານໃບສັງຈ່າຍຂອງການຈ່າຍແຊັກ ປະກອບມີເອກະສານສະໜັບສະໜູນ ເຊັ່ນວ່າ ໃບຮັບເງິນ ແລະ ເອກະສານອື່ນໆທີ່ກ່ຽວຂ້ອງ Payment voucher file of cheque payments including, supporting documents such invoice receipts and other relevant information	2	2	ມີເອກະສານປະກອບ
		ລວມ Sub Total	8	12	
5.4 ການບໍລິຫານເງິນສົດ Cash Management (14)	5.4.1	ມີຂະບວນການຕິດຕາມເງິນສົດ ແລະ ກະແສເງິນສົດ Petty cash / cash float account maintained properly	2	2	ມີລະບົບ, ຖ້າມີການໃຊ້ຈ່າຍໄດ້ເຮັດການຕິດຕາມ
	5.4.2	ປຶ້ມຕິດຕາມການເບີກຈ່າຍເງິນສົດ ເພື່ອບັນທຶກການໃຊ້ຈ່າຍເງິນສົດ Cash disbursement book to record cash transactions	2	2	ມີ,
	5.4.3	ໃບສັງຈ່າຍຖືກນໍາໃຊ້ສະໜັບສະໜູນໃນການຈ່າຍເງິນສົດ Payment voucher to support cash payment	2	2	ມີຂອງເປັນຂອງອົງກອນ
	5.4.4	ໃສ່ລະຫັດ ສໍາລັບການຮັບເງິນສົດ/ຮັບເງິນເຂົ້າ Pre-numbered receipt for cash / income received	2	2	ມີ
	5.4.5	ລະບົບການນັບເງິນສົດໄດ້ປະຕິບັດ ຕົວຢ່າງ ທຸກມື້, ທຸກອາທິດ ຫຼື ທຸກເດືອນ Cash count system maintained, e.g. daily, weekly , or monthly	1	2	Cash count system maintained, weekly and monthly
	5.4.6	ມີຄໍາແນະນໍາ/ຄູ່ມືສໍາລັບການມອບເງິນ ລວມທັງການຂໍເງິນລ່ວງໜ້າ Written guidelines for cash handling including advances	1	2	Written guidelines for cash handling including advances in place
	5.4.7	ເອກະສານສັງຈ່າຍຂອງການຈ່າຍເງິນສົດລວມທັງເອກະສານສະໜັບສະໜູນ ເຊັ່ນວ່າ ໃບຮັບເງິນ ແລະ ອື່ນໆກ່ຽວຂ້ອງ Payment voucher file of cash payments including, supporting documents such invoice receipts and other relevant information	2	2	Yes
		Sub Total	12	14	

5.5 ການຈັດຊື້ Procurement (12)	5.5.1	ໃບສະເໜີຂໍຊື້ ເພື່ອການຂໍຈັດຊື້ສິນຄ້າ ແລະ ການບໍລິການ Purchase Request (PR) to request procurement of goods and services	2	2	yes
	5.5.2	ໃບສະເໜີຂໍລາຄາ ເພື່ອເອົາລາຄານໍາຜູ້ສະໜອງ Request for Quotation (RfQ) to obtain price from suppliers	2	2	yes
	5.5.3	ການວິເຄາະສົມທຽບລາຄາ ໂດຍອີງຕາມໃບສະເໜີຂໍລາຄາ Competitive Bid Analysis based on RfQ	1	2	yes
	5.5.4	ໃບສັ່ງຊື້ ເພື່ອຈັດຊື້ສິນຄ້າ ແລະ ການບໍລິການ Purchase Order (PO) to procure goods and services	0	2	yes
	5.5.5	ໄດ້ຂຽນຄູ່ມືແນະນໍາ ລວມທັງຂີດຈຳກັດຂອງອໍານາດການຈ່າຍ Written guidelines including limits of authority	1	2	yes, we have limit of authority
	5.5.6	ເອກະສານການຈັດຊື້ລວມທັງການເຊັນຮັບຮອງກ່ອນ ໃບສະເໜີຂໍຊື້, ໃບສະເໜີຂໍລາຄາ, ການວິເຄາະລາຄາ, ໃບສັ່ງຊື້ ແລະ ເອກະສານອື່ນໆທີ່ກ່ຽວຂ້ອງ Procurement file including duly signed PR, RfQ, CBA, PO and other relevant documentation	1	2	Yes, Procurement file including duly signed PR, RfQ, CBA, PO and other relevant documentation
	Sub Total		7	12	
5.6 ການຄຸ້ມຄອງພາຍໃນ Internal Control (24)	5.6.1	ການແບ່ງໜ້າທີ່ໃນຫ້ອງການ Segregation of duties in practice	2	2	ມີພະນັກງານຮັບຜິດຊອບເງິນສົດ ແລະ ກວດເອກະສານ, ມີບັນຊີ, ອະນຸມັດ 2 ທ່ານ (Co-directors)
	5.6.2	ການກວດສອບຂອງທະນາຄານ ແລະ ການເງິນສົດໂດຍພະນັກງານບໍລິຫານອາວຸໂສ Review of bank and cash reconciliation by senior management staff	2	2	co-director review,
	5.6.3	ເງິນສົດໄດ້ຖືກເກັບຮັກສາໄວ້ຢູ່ໃນຜູ້ ຫຼື ຜູ້ເຊັບຫີລ້ອກ Cash kept in a locked cash box or safe	2	2	keep in safe
	5.6.4	ການນັບເງິນສົດແບບບໍ່ໄດ້ຄາດຄິດໂດຍພະນັກງານອາວຸໂສ Surprise cash count performed by senior staff	0	0	no surprise cash count
	5.6.5	ບັນຊີເງິນຝາກທະນາຄານໄດ້ໃຊ້ຊື້ຂອງເຊດາ (ສກສຍ) ໂດຍມີລາຍເຊັນຮ່ວມຢ່າງຕໍ່າສູດມີສອງລາຍເຊັນ Bank account held in the organisation's name with minimum two signatories	2	2	ມີ 2 ທ່ານເຊັນຮ່ວມ
	5.6.6	ການກວດສອບຈາກພາຍນອກປະຈຳປີແມ່ນດໍາເນີນການໂດຍບໍລິສັດກວດສອບບັນຊີທີ່ເປັນທີ່ຮູ້ຈັກ Annual external audit is undertaken by recognised auditing firm	2	2	Lao Account Service
	5.6.7	ການປະຕິບັດຕາມພາສີ ແລະ ລະບຽບກົດໝາຍທ້ອງຖິ່ນອື່ນໆ Compliance with tax and other local laws	1	2	Compliance with tax and other local laws in place
	5.6.8	ການກວດສອບຄ່າໃຊ້ຈ່າຍຕົວຈິງກ່ຽວກັບງົບປະມານ Review of actual expenditures against budget	1	2	Review of actual expenditures against budget of each project
	5.6.9	ບັນທຶກການຈ່າຍເງິນເດືອນຖືກເກັບຮັກສາໄວ້ຢ່າງຖືກຕ້ອງ Payroll records properly maintained	1	2	Payroll records properly maintained in place
	5.6.10	ການໃຊ້ຈ່າຍທັງໝົດ (ແຊັກ ແລະ ເງິນສົດ) ໄດ້ຮັບການອະນຸມັດຕາມຂີດຈຳກັດຂອງຄະນະບໍລິຫານ All payments (cheque and cash) approved according to Limits of Authority Delegation Schedule	1	2	Yes

	5.6.11	ການກວດສອບການໃຊ້ຈ່າຍທັງໝົດ ມີເອກະສານສະໜັບສະໜູນ Review of all payments' supporting documentation	2	2	ມີ
	5.6.12	ການລົງທະບຽນຊັບສິນ Fixed Asset register maintained	2	2	ມີ
		Sub Total	18	22	
5.7 ຄ່າໃຊ້ຈ່າຍໂຄງການທີ່ໄດ້ມີການໃຊ້ຮ່ວມກັນ Shared Program Costs (4)	5.7.1	ການນຳໃຊ້ທຶນຂອງຜູ້ໃຫ້ທຶນ, ອົງການຈັດຕັ້ງສາກົນ, ສປຊ ໄດ້ມີຄູ່ມືແນະນຳໃນການຈັດສັນຄ່າໃຊ້ຈ່າຍຂອງໂຄງການຮ່ວມກັນ If implementing grants from other donor, INGO, UN written guidelines on Shared Project Cost allocation	2	2	ແຊຊີ ແຕ່ຍັງບໍ່ພຽງພໍ ຍັງໄດ້ເອົາເງິນບໍລິການມານຳໃຊ້ໃນການບໍລິຫານ
	5.7.2	ເວລາຂອງພະນັກງານໄດ້ຖືກນຳໃຊ້ເຂົ້າໃນຫຼາຍໂຄງການ, ຄູ່ມືແນະນຳຄ່າໃຊ້ຈ່າຍບຸກຄະລາກອນໄດ້ມີການແບ່ງໃນແຕ່ລະໂຄງການ If project staff time is spent on multiple projects, guidelines on personnel costs shared between projects	2	2	ໄດ້ມີການແຊຊີ % ຈາກຫຼາຍໂຄງການ
		Sub Total	4	4	
6. ບຸກຄະລາກອນ ແລະ ການໂຮມຄອງບໍລິຫານ Human Resource and Logistics Management (46)			30	36	
6.1 ການຮັບຮອງເອົາພະນັກງານຂອງ ຫ້ອງການແມ່ນໄດ້ຜ່ານການແຂ່ງຂັນ/ຂະບວນການທີ່ໂປ່ງໃສ Qualified project staff (finance plus programme) recruited through competitive/transparent process (8)	6.1.1	ພະນັກງານທີ່ມີຄວາມຊ່ຽວຊານ ແລະ ມຸ່ງມັ້ນຈະຖືກຮັບເລືອກຜ່ານການແຂ່ງຂັນ/ຂະບວນການຄັດເລືອກທີ່ໂປ່ງໃສ Committed and proficient staffs are recruited through competitive/transparent recruitment process.	2	2	give opportunity to all and clearly process recruitment
	6.1.2	ຂະບວນການຮັບພະນັກງານ ໄດ້ບັນທຶກໄວ້ຢ່າງຈະແຈ້ງ (ທິດສອບການຂຽນ, ກວດສອບການສຳພາດ, ການນຳສະເໜີ) Recruitment process clearly documented (i.e. Written test, interview checklist, presentation) exist	2	2	Interview from and scoring in the panel
	6.1.3	ໃນການຄັດເລືອກຢ່າງໜ້ອຍຕ້ອງມີສະມາຊິກ 3 ທ່ານ (ຄະນະບໍລິຫານ, ແຜນງານ ແລະ ໜ່ວຍງານສະໜັບສະໜູນ) ຢູ່ໃນຂະບວນດັ່ງກ່າວ At least 3 member recruitment (Board, programme and programme support) team exist during recruitment process	2	2	At 3 persons in the panel
	6.1.4	ມີການສ້າງຄວາມອຸດສາມາດກ່ຽວກັບສາທາສະນະສຸກ, ຄວາມປອດໄພ ແລະ ການປ້ອງກັນສຳລັບພະນັກງານ Capacity building on health, safety and security for staffs exist	1	1	some trainings for staff
		ລວມ Sub Total	7	7	
6.2 ການເກັບຮັກສາເອກະສານສ່ວນຕົວຂອງພະນັກງານ (ໜັງສືແຕ່ງຕັ້ງ, ບົດບັນຍັດເງິນ, ການລາອອກ, ການປະຕິບັດໜ້າວຽກ) Staff Personal file maintained (appointment letter, salary provision, leave, performance) (14)	6.2.1	ໜັງສືສັນຍາຂອງພະນັກງານກັບລາຍລະອຽດການປະຕິວັດວຽກໄດ້ຮັບການຍອມຮັບຈາກພະນັກງານ Staff contract letter with job description provided to/accepted by staffs.	2	2	sign and accepted by staffs
	6.2.2	ມີການນຳໃຊ້ປັນທຶກການເຮັດວຽກເຂົ້າ-ອອກ ຢ່າງຖືກຕ້ອງ Practices of timesheet and leave records exist and duly followed up.	1	1	Working record and submit some staff, would like to add timesheet
	6.2.3	ມີການປະເມີນການປະຕິບັດໜ້າທີ່ຂອງພະນັກງານທຸກໆປີ Performance evaluation of all staffs conducted bi/annually	1	1	once a year

	6.2.4	<p>ຫ້ອງການມີຍຸດທະສາດທີ່ຈະແຈ້ງໃນການຈ່າຍເງິນ ແລະ ໃຫ້ລາງວັນ ທີ່ມີການປະຕິບັດຢ່າງສະໝໍ່າສະເໝີ</p> <p>The organization has clear policies on pay and reward, which are consistently followed.</p>	1	1	not really clear policies and not enough resources
	6.2.5	<p>ຫ້ອງການໄດ້ກຳນົດຄວາມຕ້ອງການຝຶກອົບຮົມຂອງພະນັກງານ ແລະ ໃຫ້ໂອກາດໃນການພັດທະນາພະນັກງານ</p> <p>The organization identifies staffs training needs and provides opportunities for staff development.</p>	2	2	give chance to all staff
	6.2.6	<p>ຂະບວນການຮັບສະໝັກມີຄວາມໂປ່ງໃສ, ເປັນທຳ ແລະ ມີການແຂ່ງຂັນ</p> <p>Recruitment processes are transparent, fair and competitive.</p>	2	2	fair and transparency
	6.2.7	<p>ມີນະໂຍບາຍທາງດ້ານສາທາລະນະສຸກ ແລະ ຄວາມປອດໄພຢູ່ພາຍໃນຫ້ອງການ</p> <p>Health and safety policy is in place</p>	1	1	Health insurance and safety security, but need to improve and review
		ລວມ Sub Total	10	10	
6.3 ກົນໄກ/ລະບົບມີຄວາມເໝາະສົມສຳລັບການຈັດຊື້ທີ່ມີຢູ່ ແລະ ການນຳໃຊ້ Proper mechanism/system for procurement exists and practiced (6)	6.3.1	<p>ນະໂຍບາຍການຈັດຊື້ມີຄວາມສອດຄ່ອງກັບກົດໝາຍແຫ່ງຊາດ/ນະໂຍບາຍຂອງຜູ້ໃຫ້ທຶນ</p> <p>Procurement policy in line with national law/donor's policy</p>	1	2	Procurement policy in line with national law/donor's policy
	6.3.2	<p>ມີຄະນະກຳມະການຈັດຊື້ ແລະ ທີ່ມີຄວາມຄຸ້ນເຄີຍກັບມາດຕະຖານຂອງຂະບວນການ ແລະ ຂັ້ນຕອນ</p> <p>Procurement committee exists and is familiar with standard process and procedures.</p>	0	1	no specific procurement committee but consulted in management team,
	6.3.3	<p>ການດຳເນີນການກວດສອບເງິນສົດ ແລະ ອຸປະກອນກອນຢູ່ສາງເປັນປະຈຳ</p> <p>Physical verification of cash and inventory items conducted</p>	1	1	cash is regularly checking inventory items once a year need to improve more regular checking
		Sub Total	2	4	
6.4 ທັກສະ ແລະ ຄວາມສາມາດຂອງພະນັກງານ Staff Skills and Competences (18)	6.4.1	<p>ຜູ້ບໍລິຫານມີທັກສະໃນການເປັນຜູ້ນຳ (ແລະຄຸນສົມບັດ) ທີ່ຈຳເປັນໃນການຮັບຜິດຊອບວຽກງານການຄຸ້ມຄອງບໍລິຫານທັງໝົດ</p> <p>The management have the leadership skills (and qualifications) needed to carry out all managerial activities.</p>	1	1	need to keep developing and sharing from other
	6.4.2	<p>ພະນັກງານການເງິນມີທັກສະ (ແລະ ຄຸນສົມບັດ) ທີ່ຈຳເປັນໃນການຮັບຜິດຊອບວຽກງານການເງິນທັງໝົດ</p> <p>The finance staff have the skills (and qualifications) needed to carry out all financial activities.</p>	1	2	
	6.4.3	<p>ພະນັກງານມີຄວາມຊຳນານໃນຊຳນານທາງດ້ານວິຊາການ ສຳລັບຂະແໜງການທີ່ກ່ຽວຂ້ອງກັບວຽກຂອງເຂົາເຈົ້າ</p> <p>Program officers have good technical expertise for the relevant sectors they work in (gender, health, climate change, M&E, etc.)</p>	1	2	
	6.4.4	<p>ພະນັກງານມີທັກສະໃນການອຳນວຍຄວາມຄວາມສະດວກທີ່ດີເລີດໃນການຝຶກອົບຮົມໃຫ້ກຸ່ມເປົ້າໝາຍ</p> <p>Program officers have excellent facilitation skills for training community members.</p>	1	2	
	6.4.5	<p>ພະນັກງານມີທັກສະການສື່ສານຂັ້ນພື້ນຖານ (ການຝັງ, ການນຳສະເໜີ, ການສຳພາດ, ການສະແດງຄວາມຄິດເຫັນ ຕຸລາ)</p> <p>Staff possesses sound basic communication skills (e.g. listening, presenting, interviewing, feedback etc.)</p>	2	2	High level meeting and workshops participate from steering committee

	6.4.6	ພະນັກງານມີທັກສະໃນການຈັດກອງປະຊຸມຢ່າງມີປະສິດທິຜົນ Staff are skilled in effective meeting management.	2	2	Conducted regional workshop (Asian and Pacific)
	6.4.7	ພະນັກງານສ່ວນໃຫຍ່ເວົ້າ ແລະ ຂຽນພາສາອັງກິດໄດ້ຢ່າງຄ່ອງແຄ້ວ Majority of staff is fluent in English speaking and writing.	1	1	need to improve
	6.4.8	ພະນັກງານສ່ວນໃຫຍ່ມີຄວາມຮູ້ກ່ຽວກັບການນຳໃຊ້ຄອມພິວເຕີ Majority of staff is computer literate	1	2	Majority of staff is computer literate
	6.4.9	ພະນັກງານມີທັກສະໃນການຂຽນບົດລາຍງານຢ່າງມີຄຸນະພາບ Key staff has quality report writing skill	1	1	need more coaching
	ລວມ Sub Total		11	15	
ຄະແນນລວມ Total Score			2370	2910	

ທີມງານປະເມີນ ແລະ ຜູ້ເຂົ້າຮ່ວມ
PPCA TEAM AND PARTICIPANTS

	ອັງ ການ ແຕ່ງ ລາວ				
1			1		
2			2		
3			3		
4			4		
5			5		
6			6		

Annex 4 IGA support in Phongsaly target villages

Chicken raising

Location	HHs	Nr bought by project	Offspring	Died	Consumed	Sold	Income from sales	Left
Mai district	13	392	851	322	139	163	7,920,000	619
Kogniew	3	44	109	60	25	19	1,010,000	49
Paklaeng	2	102	177	22	20	22	1,190,000	215
Phia	3	102	182	74	41	54	3,100,000	115
Mokka art	1	20	55	18	13	22	900,000	22
Sean In	4	124	328	148	40	46	1,720,000	218
Samphan district	19	128	120	90	70	50	6,200,000	116
Kongkum	19	128	120	90	70	50	6,200,000	116
Total	32	520	971	412	209	213	14,120,000	735

Pig raising

Location	HH	Nr bought by project	born	died	eaten	sold	Income from sales	Left at EOP	Comment
Khua	25	44	145	38	16	74	28,990,000	61	
Phonsaat	3	4	27	6	4	14	4,020,000	7	Phase 1
Kongvat	4	8	24	9	0	20	4,130,000	3	Phase 1
Omtala	4	4	27	5	4	8	3,000,000	14	Phase 1
Houaythong	14	28	67	18	8	32	17,840,000	37	Phase 1
Mai	22	60	135	20	12	46	15,400,000	117	
Kokgniew	4	4	7	1	1	4	2,100,000	5	Phase 1
Paklaeng	6	12	4	0	0	5	2,400,000	11	WORD
Phia	2	16	30	5	7	16	5,000,000	18	WORD
Mokaat	6	12	31	4	3	4	1,200,000	32	Phase 1
Sean In	4	16	63	10	1	17	4,700,000	51	WORD
Samphan	19	19	37	12	6	23	8,900,000	15	
Xakeo	19	19	37	12	6	23	8,900,000	15	Phase 1
Total	66	123	317	70	34	143	53,290,000	193	

Cardamom (not harvested yet):

Village	HH/village	Seedlings	Budget
Khua	127	99,281	78,710,000
Phonsaat	22	22,000	11,000,000
Kading	24	20,400	20,400,000
Kongvat	31	24,800	19,840,000
Omtala	35	24,981	22,500,000
Houaythong	15	7,100	4,970,000
Mai	9	13,000	8,200,000
Kogniew	8	12,000	7,200,000
Paklaeng	1	1,000	1,000,000
Samphan	62	64,100	63,350,000
Laoleo	28	28,500	19,950,000
Laosean	14	15,600	23,400,000
Moknyon	20	20,000	20,000,000
Total	198	176,381	150,260,000

Galangal (not harvested yet)

Village	HH/village	Nr of seedlings per village	Budget
Khua	25	10,400	5,200,000
Houayhtong	25	10,400	5,200,000
Mai	13	11,500	11,500,000
Kogniew	13	11,500	11,500,000
Total	38	21,900	16,700,000

Annex 5

Links between WORD and other CARE Lao projects within Remote Ethnic Women LTP

Location	Project	Complementarities with WORD
Phongsaly	Nutritional and Health Improvement (NHI)	While WORD project focus on strengthening economic capacity (e.g. increased income) and voice of women, the NHI project ensures that such capacity is reinvested in better nutrition and stronger demand and access on adequate health services. Having Community Development Officers working in the same target villages (salaries shared among these two projects) promotes integration and leads to closer coordination between local government counterparts.
	Northern Uplands - Piloting Climate Resilience (NU-PCR)	Climate Vulnerability and Capacity Assessments (although targeted in other villages) undertaken by NU-PCR will provide information to adapt WORD interventions to respond to the impacts of climate change on targeted communities (e.g. unpredictable weather, extreme drought, rodents calamities, etc.). At the same time, NU-PCR is part of an important Government program, targeting the Northern Up-Lands, providing an entry point for advocacy, based on lessons learned and approaches promoted by WORD.
Sekong	Partnerships for poverty reduction and women's empowerment in Dak Cheung (PWED)	PWED is very closely related to WORD, having formed the WINGS groups that WORD will work with and established positive relationships with key stakeholders (WINGS, Government line Agencies and Private Sector). Additionally, WORD will build on PWED's work to analyse drivers of socio-economic development in Sekong (e.g. value chain analysis for Coffee) and gender equality and women empowerment requirements/needs/expectations (e.g. women workload reduction).
	UXO Risk and Livelihoods of Ethnic Communities in Sekong Province	In Sekong no livelihood initiatives can be started without ensuring that the land is cleared from Unexploded Ordinance (UXO). The UXO project has undertaken this UXO clearance, enabling WORD to work with the targeted communities. By working programmatically with the UXO project, WORD will address the multi-faceted vulnerability of poor ethnic communities affected by UXO. Working with the Lao Disabled People's Association (LPDA), WORD will move beyond UXO clearance to support people who have acquired a disability by UXO.
	Strengthening local capacity for community based Disaster Risk Reduction in Dakcheung	This ongoing DRR project offers an opportunity to introduce innovative livelihood development approaches, aligned and complementary to other ongoing DRR support interventions.
National:	Participation of remote ethnic groups for Good Forest Governance (GOFOGO)	This project, based on its national scope, allows us to be part in many networks (e.g leading role in Land Issues Working Group) to fight on other crucial enabling conditions (e.g. access to natural resources). Based on civil society strengthening, GOFOGO contributes to the respect of rights of ethnic groups and ensures their participation in related decision making/influencing processes.
	Scaling-up Community Based DRR in Lao PDR.	This project (to strengthen coordination mechanisms and disaster risk reduction capacities at national and local levels) allows influence at national level and to link advocacy with related efforts of many other International Civil Society Organizations partners.