

INCEPTION REPORT

Capacity Building of the Lao Women's Union

**ADB TA 3641 – LAO PDR
August 2001**

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ADB TA 3641 – LAO PDR
TECHNICAL ASSISTANCE TO THE
LAO PEOPLE’S DEMOCRATIC REPUBLIC
FOR
LAO WOMEN’S UNION CAPACITY BUILDING PROJECT
AUGUST 2001

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Acronyms

ADB	—	Asian Development Bank
CEDAW	—	Convention on the Elimination of all forms of Discrimination Against Women
CRC	—	Convention on the Rights of the Child
GRID	—	Gender Resource Information and Development
Lao PDR	—	Lao People's Democratic Republic
LWU	—	Lao Women's Union
NCAW	—	National Commission for the Advancement of Women
NGO	—	Non-Government Organization
NGAP	—	National Gender Action Plan
NORAD	—	Norwegian Agency for International Cooperation
TA	—	Technical assistance
UNDP	—	United Nations Development Programme
UNIFEM	—	United Nations Fund for Women

INTRODUCTION – GENDER MAINSTREAMING CAPACITY IN LAO PDR

Background to the Project

During the 2000 Country Programming Mission, the Government of the Lao People's Democratic Republic (Lao PDR) requested the Asian Development Bank's (ADB) support to provide capacity building for the Lao Women's Union (LWU). The technical assistance (TA) commitment, on a grant basis, was then included in the 2000 plan for country assistance to Lao PDR. Following a TA reconnaissance mission in June 2000, a fact finding mission was conducted (Oct – Nov 2000) which led to an agreement with the government on the objectives, scope, financing and implementation arrangements for the TA.

Situation of Women in Lao Society

There is wide variation in the status of women in Lao society. This variation is closely related to ethnicity and to geographic location. While some women in urban centers are highly educated and hold senior positions in government and the private sector, basic indicators of women's status show that Lao women have, in general, high levels of maternal mortality (653 per 100,000 live births) and fertility (6.6 births/woman). The average education level of women is two to three years. Access to productive assets and skill training is limited and women's abilities to earn incomes are further weakened by high workloads, poor access to health services, and lack of infrastructure. Levels of poverty among Lao women are disproportionately high in comparison with Lao men.

Lao Women's Union Mandate and Structure

The Lao Women's Union (Lao Women's Union) was established in 1955 and was mandated as a mass organization by Article 7 of the 1991 Constitution to promote the advancement of women and equal gender rights. The LWU receives its budget from the Lao PDR government and employs approximately 40 staff at the central level. The central LWU supports Provincial and District offices with training and technical guidance. LWU provincial and District offices receive an annual budget from the provincial level to cover staff salaries.

For the past decade, LWU has taken on the role of a development organization, in conjunction with specific time-limited projects funded by international donors. The LWU faces challenges in strategically coordinating donor assistance with its larger commitments to international conventions such as the Beijing Platform for Action, the Convention on the Elimination of all forms of Discrimination Against Women, and the Convention on the Rights of the Child.

Strategic Coordination for Institutional Strengthening and Capacity Building

In recognition of the strategic planning challenges facing the Government of Lao PDR and the Lao Women's Union in its efforts to implement its international gender equality commitments, UNIFEM has provided support to the government and LWU to establish a National Commission for the Advancement of Women. (NCAW-Lao). The purpose of the NCAW-Lao is to provide a mechanism for mainstreaming gender concerns into all government Ministries and equivalent agencies at the provincial and district levels. The approval of the NCAW-L is expected to be complete near the end of 2001 with set up and implementation to follow. To the extent possible the two projects will coordinate and share information, but the timeframes of the TA do not allow a consecutive approach – the NGAP being developed under the auspices of the NCAW-L – as was first envisioned. However, the Steering Committee that has been identified for the TA project will have extensive overlapping membership with the NCAW-L to facilitate information sharing.

The ADB Capacity Building of the Lao Women's Union TA will provide institutional strengthening – through development of a National Gender Action Plan (NGAP) – and will also

increase LWU and Government capacity to implement the NGAP through training on gender sensitive planning and budgeting. The latter activity will support the Lao PDR decentralization process and consequently ongoing effort will be made to liaise with the Committee for Planning and Coordination (CPC). In the first instance this will be done through cooperation with the CPC gender and planning training team and through CPC participation on the TA Steering Committee.

OBJECTIVES

The broad objectives of the TA are to assist the LWU to accelerate implementation of the Beijing Platform for Action and to build capacity with the LWU and government agencies. These activities will enable (i) gender analysis of government policy and donor interventions in relation to Beijing PFA commitments and development of the NGAP; (ii) coordinated consultation to provide feedback to gender mainstreaming and the development of the NGAP; and (iii) gender sensitive planning and budgeting training.

SCOPE OF TECHNICAL ASSISTANCE

The Technical Assistance project has two primary areas of focus:

- Development of a National Gender Action Plan
- Development and delivery of consultation and information sharing workshops to central, provincial and district LWU and government staff. The purpose of the workshops is to convey background information related to the proposed NGAP and the NCAW. In addition the workshops will collect feedback from Provinces and Districts to contribute to development of the NGAP. The aim of consultations is to ensure that the NGAP addresses the gender mainstreaming concerns of the provincial, district, and village levels. The workshop will also deliver awareness level training on gender sensitive planning and budgeting. Findings from the workshops will contribute to analysis of strategic capacity building needs of the LWU in areas of advocacy and mainstreaming skills.

The Technical Assistance will be provided in cooperation with two other projects supported by international organizations.

- Direct collaboration and integration will occur with the UNIFEM supported development of a National Commission for the Advancement of Women (NCAW-Lao).
- Information sharing and coordination will take place with the NORAD and UNDP supported Gender Resources Information and Development (GRID) Project.

Collaboration may also occur with other ADB TA's. Additionally, cooperation is being sought with the projects of other international organizations that have clear links to gender mainstreaming.

Development of a National Gender Action Plan (NGAP)

The TA staff will facilitate development of a National Gender Action Plan (NGAP).

The purpose of the NGAP is to provide direction and a coordinated planning framework for gender sensitive policy analysis, planning and budgeting. This framework will support implementation of the commitments made by the Lao PDR at the Fourth World Congress in Beijing in 1995 and through Lao PDR's ratification of CEDAW and the CRC.

The NGAP will be designed to work with existing government ministry structures and in line with current government and donor priorities. It is envisioned that the NGAP will eventually be implemented through government Ministry structures with support and direction from the National Commission for the Advancement of Lao Women.

The NGAP will correspond to international NGAP templates that guide analyses of current government policies (particularly those related to national Beijing Platform of Action commitments). Components of the NGAP will include (i) delineation of national priorities for gender mainstreaming; (ii) assessment of current gender-focused policy and program initiatives, and analysis of their effectiveness; (iii) steps for gender analysis of law and other priority policy and program areas to identify gender differentiated impacts; (iv) identification of roles and responsibilities for gender analysis at all levels of government (institutional analysis and revision) and (v) identification of best ways to build capacity to provide technical support to accomplish implementation of the plan.

In the future, given increased capacity development support, the Lao Women's Union will be able to provide technical support in the development of the Action Plan, particularly in the area of gender analysis. Also, assuming increased capacity building, the Lao Women's Union will provide ongoing technical support to ministries as they implement the NGAP. This technical support will focus primarily on provision of gender analysis training technical advice to Ministry staff who will be responsible for ensuring their policies and programmes are gender sensitive.

Preparation for a National Gender Action Plan

In preparation for implementation of the forthcoming proposed National Gender Action Plan the TA will work with the assigned Steering Committee, using this committee as a regular sounding board for review, comment and advice.

In addition, the TA will seek support from the Steering Committee to establish a network of Ministry focal points to enable increased in-depth discussion of specific implementation issues related to NGAP.

In July/August 2002 a National level workshop will be held to facilitate broader awareness of the NGAP and the Implementation Strategy.

ROLE OF LWU AND COUNTERPART TEAM

The TA will report to the LWU executive and ADB and operate under the guidance of the LWU executive and the NCAW-Lao. LWU has assigned three counterpart staff to work on the project. Their roles are National Project Director, Consultation and Planning Technical Assistant, and Consultation and Training Technical Assistant.

In addition, domestic consultants will be hired to supplement the capacity of the project staff assigned by the LWU. Key areas for support from domestic consultants include:

- Assistance with developing the National Gender Action Plan document and with facilitating Steering Committee seminars; and
- Consultation design, material development and delivery of workshops to the provincial and district level;

Additional assistance may be provided from the LWU pool of experienced trainers or from the GRID Centre on an as-needed and as-available basis.

WORK TO-DATE

In the period between the arrival of the international project staff and the inception meeting, the following activities have taken place.

- An introductory meeting was held July 5th with the LWU Vice President Mme. Khemphet to introduce the Team Leader to project staff and discuss issues related to TA start up.
- Project team assembled;
- Preliminary staff assessments done for the Planning and Training Technical Assistants;
- Project start-up budget completed, office set up and major equipment procurement ongoing;
- Subsequent meetings conducted with ADB Resident Mission and Project Staff to discuss options and propose acceptable approaches to issues of concern;
- Introductory meetings conducted with international organizations, NGOs, and individuals (see Appendix 3);
- Deputy Team Leader arrived in field July 17th and received basic orientation to Lao PDR and Vientiane. Her language training is to start in September, part time, for a period of 3 months;
- NCAW-LAO and other documents relevant to the National Gender Action Plan have been reviewed;
- Work planning meetings held and initial work plan detailed with milestone dates, evaluation periods, and responsibilities identified for TA staff;
- Summary Terms of Reference for project counterpart staff have been developed and are included in Appendix 1;
- Terms of Reference for Domestic Consultants revised (see Appendix 1);
- Inception Meetings completed, comments received and incorporated; and
- Preliminary meetings and interviews with potential domestic consultants.

PROJECT FINANCIAL MANAGEMENT

The Asian Development Bank is responsible for procurement of equipment and large project assets. The project will manage operating funds for office and project activities, and vehicle operation. These funds will be requested as quarterly advances based on a quarterly budget. Bank reconciliation will be done monthly, and acquittals will be made in line with ADB prescribed format for liquidation of advances.

The management of project funds will be handled through a project chequing account to be signed by both the National Project Director and the International Volunteer. This financial management arrangement will be evaluated on a monthly basis. Should any difficulties arise with this system, a new financial management arrangement will be designed in consultation with ADB Manila and the Lao Resident Mission.

Regulations for management of project assets and office procedures have been drawn up and are attached at Appendix 6.

DETAILED WORKPLAN

Detailed work planning has been done through two team meetings (July 10th and 19th) and revised on the basis of comments at the Inception Meeting (August 10th). Steps encompassed within the project objectives have been identified, and timelines and responsibilities have been assigned (see below).

The Terms of the TA have been slightly modified from the original TA document. The major change relates to a shift in focus from training alone, to consultation and training for implementation of the NGAP under the auspices of the NCAW-Lao and LWU. Consultative and training workshops will be held in three provinces to collect information and to provide participants with background information that will raise awareness about general principles of gender mainstreaming and the forthcoming institutional developments of the NCAW-L and NGAP. Topics to be included in consultation and training workshops will relate to:

- gender and development concepts,
- gender sensitive planning, and
- preliminary information about responsibilities for gender sensitive budgeting

DETAILED WORKPLAN: NGAP DEVELOPMENT

Key Objective 1: Develop National Gender Action Plan	Purpose: To facilitate the implementation of Lao PDR's commitment to gender equality	Strategy: <ul style="list-style-type: none"> • Provide a guide for gender sensitive policy and program development • Provide guidance related to gender sensitive resource allocation within government ministries.
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Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates
Steering Committee Created	Preliminary NGAP outline and key processes steps drafted for presentation to Steering Committee Steering Committee must agree on <ul style="list-style-type: none"> • Principle of the NGAP and key components • Their role in NGAP formulation • Assignment of Ministry focal points 	TA Team Leader and National Project Director with support of TA team Potential steering committee members	Steering Comm formed and agreement in principle to NGAP components and process.	August 30 th , 2001
Focal Point network identified	Ministry focal points identified as direct contacts for TA Team The Ta Team initiates discussions as required on NGAP and training issues.	TA Team with guidance of Steering Committee TA Team with Ministry focal points	Focal points confirmed	Sept. 30 th , 2001
Analysis of current and planned gender programs or projects within government	Research and documentation of current gender related projects undertaken in consultation and cooperation with <ul style="list-style-type: none"> • Ministry focal points • Donor agencies and NGOs • Staff of projects with gender activities 	Deputy Team Leader and Project Director with focal points Team Leader and Deputy with donors and project staff	Part 1 Draft NGAP Background Report: summary analysis of government, donor & NGO strategic gender objectives & activities in relation to NGAP action areas completed.	Oct 15 th , 2001
Draft Framework of NGAP	Develop draft NGAP framework based on Steering Committee input and international examples	TA Team Leader and National Project Director with support of team.	Draft NGAP framework completed	Nov 1 st , 2001

DETAILED WORKPLAN: NGAP DEVELOPMENT (cont'd)

Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates
Review of Draft Framework	Draft Framework submitted to TA National Project Director for decision about review stage with Steering Committee.	National Project Director with TA Team	Steering Committee Seminar or desk review (at discretion of National Project Director)	Dec. 15 th , 2001
Gap Analysis for Action Areas and Strategic Objectives	Identification of current info on gender activities <ul style="list-style-type: none"> • Strategic objectives for proposed NGAP action areas; • Roles & responsibilities of government ministries & LWU; • Gaps in gender initiatives • Recommended plan focus areas, strategic objectives and key activities 	TA Team in consultation with government focal points, donors, NGOs	Part 2 Draft NGAP Background Report: Gap analysis and recommendations	Jan 7 th , 2002
Consultation on Analysis	Analysis summary prepared for distribution and discussion with Steering Committee, focal points, donors and NGOs	TA Team Leader & National Project Director with input of team	NGAP Background Report finalized	Jan 14 th , 2002
Draft National Gender Action Plan	Draft NGAP formulation	TA Team Leader with input of team – for review and discussion with Steering Committee	1 st Draft NGAP complete	Jan 21 st , 2002
Government review of NGAP	Steering Committee review and comment on draft NGAP Draft Revised	TA Team Leader with input of team & Steering Committee	2 nd Draft NGAP complete	Feb 1 st , 2002

DETAILED WORKPLAN: NGAP DEVELOPMENT (cont'd)

Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates
Findings from workshops incorporated into NGAP draft	1 st round workshop findings analyzed in relation to NGAP components and discussed with focal points Analysis results and related NGAP revisions presented to Steering Committee for approval	TA Deputy team Leader, Domestic consultant (with focal points) and project staff	Workshop (provincial consultation) analysis completed	April 30 th , 2002
NGAP Workshop Material Prepared	Workshop materials revised to incorporate draft NGAP information	TA Deputy Team Leader with input of team and domestic consultant	NGAP related workshop and training material designed	June 14 th , 2002
NGAP Finalized Implementation Strategy Developed	Final draft NGAP prepared incorporating analysis of 1 st round workshop results and interim findings from 2 nd round Implementation strategy drafted and presented to Steering Committee seminar for comments	TA Team Leader & National Project Director with input from team	Final draft NGAP and draft implementation Strategy completed Steering Committee review seminar	July 30 th , 2002 August 7 th , 2002
Government approval process begins	NGAP and Implementation strategy revised and finalized for submission to government	TA Team Leader & National Project Director with input of team	NGAP and Implementation Strategy submitted to government	August 30 th , 2002
Plan and Implementation Strategy Approved	Government review of NGAP Government approval of NGAP		Approved NGAP and implementation strategy	December 2002

DETAILED WORKPLAN: CONSULTATION AND TRAINING

Key Objective 2: Capacity development of LWU and government counterparts	Purpose: To develop capacity to support gender mainstreaming in government	Strategy: <ul style="list-style-type: none"> • Provide training on concepts of gender analysis and gender sensitive program management including monitoring of program delivery and budget allocation impacts for gender implications; • Solicit advice on how the NCAW-L and NGAP can be most effective at Provincial & District levels.
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Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates
Documented research base to support workshop design & NGAP	Determine scope, content, stage of development and future planned activities of major projects in target provinces Sample the extent and purpose of community- based micro level projects in target provinces/ districts Identify current status of gender and development activities and key issues related to delivery of gender sensitive planning training in target provinces. Analyze implications for TA training and consultation	Deputy Team leader with support of TA Team	Analytical Gender training Research Report completed	November 15 th , 2001
Establishment of a network of projects related to gender sensitive planning and development of the NGAP	Liaise with ADB Girls Education and Poverty projects to establish working relationships. Participate in site visits, and where appropriate provide gender training/analysis inputs to activities of other projects. Create links and share information with other LWU projects eg RWP, GRID and NCALW Collect information on NGO gender projects (eg GDG) and as time permits follow up with projects in target provinces	Deputy Team leader with support of TA Team Staff of other projects	Documented collaborative actions plan – TA with other development initiatives, and reports on site visits Reports on site visits by Deputy Team Leader with analysis of key field considerations for consultation and training workshops	October 1 st , 2001 Nov 30 th , 2001

Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates
Workshop target areas and logistics issues identified	<ul style="list-style-type: none"> Identify target provinces Clarify timeframes and general content areas Identify key logistic considerations Develop indicative budgets Identify additional facilitators, trainers, interpreters 	Deputy Team leader with support from TA Team	Workshop logistical plan and budgets in place	Dec 15 th , 2001
Detailed workshop plan and materials developed	<ul style="list-style-type: none"> Planning meetings with government and GRID trainers to discuss past initiatives and seek ideas and suggestions Training plan drafted Review of available material Supplemental material designed 	Deputy team leader & domestic consultant with support of TA team	First round workshop plans and materials complete	January 1 st , 2002
Provincial workshops conducted	<ul style="list-style-type: none"> Travel to provinces Deliver workshops Conduct site evaluations 	Deputy Team leader & domestic consultant with support o TA Team and additional trainers as required	3 day workshops completed in 3 provinces	March 30 th , 2002

Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates
Analysis of workshop findings	<ul style="list-style-type: none"> • Review workshop outcomes for level of information, appropriateness of participant selection, substantive and evaluative comments from participants; • Revise material and workshop design as necessary to incorporate lessons learned and current NGAP information • Submit information related to NGAO to drafting team 	Deputy Team leader & domestic consultant with support of TA Team	Workshop analysis report	April 30 th , 2002
Updated workshop material			Revised workshop plan and materials	May 15 th , 2002
LWU capacity to support gender policy analysis and gender sensitive planning documented	<p>Undertake situation analysis and assessment of capacity documenting</p> <ul style="list-style-type: none"> • extent of training in past two years • target groups • collaborative relationships with government • funding sources • degree of follow-up • outcomes 	Deputy Team leader with support of TA Team	Summary report on capacity development issues	June 1 st , 2002
Baseline capacity indicators developed	Document skills transfer and technical support relationships within LWU system (central, district, provincial)		List of key indicators related to gender advocacy and training skills	

Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates
Strategy for LWU gender advocacy and analysis capacity development	Draft 5 year capacity development strategy	Deputy Team Leader & domestic consultant with support of TA Team	Draft strategic plan for capacity development	June 15 th , 2002
Detailed workshop plan and materials for 2 nd Round	<ul style="list-style-type: none"> • Planning meetings with government and GRID trainers to discuss past initiatives and seek ideas and suggestions • Training plan drafted • Review of available material • Adaptation of available material • Supplemental material designed 	Deputy Team Leader & domestic consultant with support of TA Team	Second round workshop plans and materials complete	June 20 th , 2002
Provincial workshops conducted	<ul style="list-style-type: none"> • Travel to provinces • Deliver workshops • Conduct on site evaluations • Interim findings into final NGAP 	Deputy Team Leader & domestic consultant with support of TA Team	3-day workshops completed in 3 provinces	August 15 th , 2002
Analysis of workshop findings	<ul style="list-style-type: none"> • Review workshop outcomes for level of information, appropriateness of participant selection, substantive and evaluative comments from participants; • Workshop analysis incorporated into strategic plan for capacity building 	Deputy Team Leader & domestic consultant with support of TA Team	Finalized strategic plan for capacity development	September 30 th , 2002

Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates
Information on projects shared and discussed with government and donor community	<ul style="list-style-type: none"> • Prepare summary of information and key findings from workshop process • Organize seminars with Steering Committee and focal points to share information • Organize seminar with donor community to share information • Organize seminar with NGO Gender Development Group to share information • Summarize feedback from different audiences into seminar findings report 	Deputy Team Leader & domestic consultant with support of TA Team	<p>Three seminars completed</p> <p>Seminar findings report compiled</p>	<p>November 15th, 2002</p> <p>December 15th, 2002</p>

DETAILED WORKPLAN: ADMINISTRATION

Key Objective 2: TA Administration		Purpose: Facilitate effective functioning of TA project	Strategy: • Develop efficient administrative systems		
Desired Result	Actions	Parties Involved	Output/Milestone	Completion Dates	
Visa logistics	<ul style="list-style-type: none"> Facilitate visa logistics 	TA Technical Assistant	Valid visas for foreign staff	Ongoing	
Workplanning and reporting systems	<ul style="list-style-type: none"> Undertake monthly work planning exercise Provide monthly work plans Provide monthly and quarterly reports on work completed 	TA Team Each TA team member to do individual work plans and reports	Work plans Monthly and quarterly progress reports against TORs and project detailed work plans	Ongoing	
Functional & accessible project records	<ul style="list-style-type: none"> Set up and maintain project filing system Document minutes of meetings and workshops 	TA Technical Assistants with support from Deputy Team Leader and National Project Director	Functional filing system	Ongoing	
Transparent financial management systems	<ul style="list-style-type: none"> Weekly and monthly financial record keeping Quarterly reporting on project spending Quarterly budgeting Quarterly requests for advances according to budget requirements 	TA Technical Assistants with Deputy Team Leader Financial approvals from Team Leader	Monthly account reconciliation's Quarterly financial reports Quarterly requests for advances	Ongoing	
Office set-up	<ul style="list-style-type: none"> Office set-up and procurement of furniture and equipment Liaison with service providers (e.g. Lao Telecom) 	TA Team with assistance from Manila and Lao ADB Office	Furnished and functional office	August 31 st , 2001	
Office and vehicle maintenance	<ul style="list-style-type: none"> Ordering/Purchasing of office supplies Office cleaning and maintenance supervision Vehicle maintenance 		Functional office and vehicle	Ongoing	

ADB TA 3641-Lao

PROJECT TIMELINE

	July	August	Sept	Oct	Nov	Dec	Jan 02	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan 03
Project Start up	→	→																	
NGAP Steering Comm. Est.		→	→																
Outline Drafted		→	→	→															
Sector teams identified			→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Sections drafted				→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Consultation preparation		→	→	→															
LWU prov/dist presidents consultations			→	→															
1 st round consultations				→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
2 nd Draft NGAP							→	→	→	→	→	→	→	→	→	→	→	→	→
Approval in principle sought											→	→	→	→	→	→	→	→	→
Implementation plan developed									→	→	→	→	→	→	→	→	→	→	→
Guidelines & checklists devel								→	→	→	→	→	→	→	→	→	→	→	→
Consultation material revised								→	→	→	→	→	→	→	→	→	→	→	→
2 nd round consultations											→	→	→	→	→	→	→	→	→
Consultations documented														→	→	→	→	→	→
Final draft completed														→	→	→	→	→	→
Submission to government																	→	→	→
Possible final round info dissemination																		→	→

APPENDIX ONE – TERMS OF REFERENCE

Team Leader – Gender Policy Planner (8 months)

In consultation with the Lao Women's Union, TA Project Staff and with advice from the National Commission for the Advancement of Women of Lao (NCAW-Lao), the Gender Policy Planner will:

- a. Manage the consultant(s) and the Deputy team Leader (the consultant team) as a team leader and be responsible for overseeing the progress and outcomes of the team's work;
- b. Produce a detailed work plan and inception report and organize an inception meeting in early August;
- c. Prepare periodic technical assistance (TA) progress reporting format to be followed by domestic consultants and Deputy Team Leader;
- d. Prepare Terms of Reference for the LWU TA counterpart staff and their reporting frameworks to the Asian Development Bank.
- e. Produce three-monthly progress reports with information support from the Deputy Team Leader and in consultation with the Project Team;
- f. Facilitate formulation of a working group as necessary to draft a National Gender Action Plan in coordination with the planned NCALW;
- g. Facilitate drafting of the NGAP;
- h. Review relevant documents including the Beijing Platform for Action, Development Plan for Lao Women 1998 – 2003, Report for Beijing Plus Five, relevant government sector policies and national development plans and other countries' national policies for women and gender action plans; advise the working group on relevant approaches based on international experience;
- i. Assist the Deputy Team Leader to prepare guidelines for local participation and consultation in NGAP formulation including simple training design on policy and strategic planning and budgeting for LWU provincial and district staff;
- j. Prepare a strategy for the Government's formal adoption of the NGAP;
- k. Prepare a timed strategy for the Government's implementation of the NGAP that includes monitoring indicators and mechanisms for evaluation
- l. Facilitate the Steering Committee's finalization of the NGAP by incorporating comments and feedback;
- m. With the National Project Director, develop a process aimed to facilitate Government's formal adoption of the NGAP and a strategy for implementation;

- n. Supervise design of consultation and training workshops, including needs and capacity assessment, material and module development and actual conduct of workshops with the focus on provincial and district levels;
- o. Provide final recommendations of future training needs linked to implementation of the NGAP;
- p. Periodically report the progress of the work to the NCAW-Lao, the LWU, and the ADB.

Deputy Team Leader (18 months)

Under the guidance of the National Project Director for the TA and the team leader, the international volunteer will assist the LWU and the consultant team on a day-to-day basis by carrying out on-the-ground tasks for the whole TA, although mainly for the consultation component. She will:

- a. Become familiar with the work procedures, resource persons, information and other resources regarding the LWU that are locally available;
- b. Assist the LWU and Team Leader with Steering Committee meetings related to formulation of the draft NGAP;
- c. Monitor the process of NGAP formulation and take necessary actions as appropriate, so that the tasks are carried out on schedule and as planned;
- d. Assist the LWU with capacity development, planning and executing a needs assessment related to capacity to implement a National Gender Action Plan in target areas;
- e. Together with the project team, team leader and consultation specialist, develop and/or design and produce consultation and training materials, including at least four key sector gender checklists and guidelines;
- f. In collaboration with the LWU and the Gender Resource Information and Development Center, carry out consultations on NGAP concepts, and training on gender sensitive planning and budgeting, organizing and coordinating facilitators and trainers as required;
- g. Evaluate initial consultation and training workshops based on participant and facilitators' feedback and revise material as needed;
- h. Link with other ADB projects in Lao to (i) assess current levels of formal and informal gender mainstreaming practices and to (ii) increase discussion and understanding of the factors influencing LWU personnel effectiveness at all levels;
- i. Develop a methodology and assist the LWU to carry out the evaluation of the results of consultation and training workshops;
- j. Produce minutes or proceedings of meetings, seminars and workshops in English;
- k. In consultation with the Team Leader and National Project Director, supervise and manage financial procedures; produce quarterly financial reports and prepare and submit budget requests for advances to ADB;

- l. Assist the Team Leader to produce three-monthly progress reports by coordinating and summarizing information through discussion with the National Project Director and providing information electronically as required; and
- m. Coordinate with the Project Team to arrange for completion of any other tasks required for the success of the project on a day-to-day basis.

Locally Based Gender Consultation and Training Specialist (12 months)

The Consultation Specialist will provide services for consultation and preparation component under the guidance of the TA National Project Director and the Deputy team Leader. The specialist will:

- a. Guide the consultant team to the appropriate local resource persons, information, and other resources that are locally available;
- b. Review the past, ongoing, and planned training programs provided to LWU and potential NCAW-Lao counterparts in government to assess contributions to capacity development that is relevant to gender mainstreaming;
- c. Work with the TA Project Team to develop a straightforward needs and capacity assessment of the Provincial and District LWU staff that is related to key skills needed for gender mainstreaming;
- d. Assist with needs and capacity assessment during workshops in three provinces;
- e. Assist the Deputy Team Leader to adapt existing materials available from other sources and prepare new information as required for consultation and training workshops;
- f. Work with the Deputy Team Leader and the TA Project Team to conduct consultation and training workshops based on information collected in the steps outlined above;
- g. Act as interpreter and translator as required during workshops;
- h. Based on the first round of consultation and preparation workshops and the ongoing development of the NGAP draft, work with the Deputy Team Leader to develop sectoral, gender checklists and guidelines;
- i. Assist the Deputy Team Leader to develop a basic database list of workshop participants and to summarize workshop feedback relevant to a strategic capacity development plan for the LWU;
- j. Carry out other training related project tasks as requested.

National Project Director (18 months)

The National Project Director is the project representative of the Lao Women's Union. With the collaboration of the Project team leader, the project adviser, and the national planning and consultation counterparts, the National Project Director will provide the leadership for the project. She is responsible for:

- a. Overall supervision of project implementation and outcomes;
- b. Monitoring all administrative procedures and project activities including clearing and signing of official project correspondence;
- c. Working with the Team Leader to develop the the National Gender Action Plan in association with the National Commission for the Advancement of Lao Women (NCAW)
- d. Acting as primary contact person for the TA Steering Committee, and organization of Steering Committee meetings and review processes;
- e. Working with the Deputy Team Leader to develop and implement the consultation and training component of the TA;
- f. Managing the national project staff and domestic consultants associated with the project
- g. Liaising with agencies (government and non-government) associated with the establishment of the NCALW;
- h. Collaborating with the Deputy Team Leader to ensure the provision of information to the Team Leader for the required work planning and progress reports;
- i. Editing all Lao documents;
- j. Reviewing all documentation.

National Project Consultation Training Technical Assistant (18 months)

Under the guidance of the National Project Director for the TA and the Team Leader, the National Consultation counterpart will assist the LWU and the project team on a day-to-day basis by carrying out on-the-ground tasks for the whole TA. The consultation counterpart will:

- a. Become familiar with the aims and objectives of the TA, the roles and responsibilities of the National Director, the team leader and the project adviser;
- b. Provide assistance in the start-up phase of the project, including planning, procurement, and setting up administrative systems;
- c. Maintain the administrative systems for the project, including records management and the financial management system;
- d. Assist the National Director, the Consultation Specialist and the Deputy team Leader in the design, implementation and review of the consultation process to support the development of the National Gender Action Plan (NGAP). This will include:
 - Assisting the National Director, the Consultation Specialist and the project adviser in the needs assessment related to the capacity to implement a NGAP in the target areas
 - Assisting in the development of consultation and information materials, including gender checklists and guidelines related to the NGAP;
 - Facilitating consultation and training workshops and seminars;

- e. Assist the LWU to carry out workshop evaluations and resulting revision of workshop material;
- f. Assist in minute taking of meetings, seminars and workshops;
- g. Assist with preparation of quarterly progress reports;
- h. Translate documentation from Lao into English and vice versa as required
- i. Work as a member of the Project Team to arrange for completion of any other tasks required for the success of the project on a day-to-day basis.

National Project Consultation and Planning Technical Assistant (18 months)

Under the guidance of the National Project Director for the TA and the team leader, the National Planning counterpart will assist the LWU and the project team on a day-to-day basis by carrying out on-the-ground tasks for the whole TA. The planning counterpart will:

- a. Become familiar with the aims and objectives of the TA, the roles and responsibilities of the National Director, the team leader and the project adviser;
- b. Provide assistance in the start-up phase of the project, including planning, procurement, and setting up administrative systems;
- c. Maintain the administrative systems for the project, including records management and the financial management system;
- d. Assist the National Director, Team Leader and Deputy Team Leader in the formulation of the National Gender Action Plan (NGAP);
- e. Provide administrative and secretariat functions for the NGAP Steering Committee at the direction of the National Project Director;
- f. Support the Deputy Team Leader in day-to-day activities associated with the drafting process for the NGAP;
- g. Assist the National Project Director and Deputy Team Leader to develop and deliver consultation and training workshops;
- h. Assist minute taking for meetings, seminars and workshops;
- i. Assist with the preparation of quarterly progress report;
- j. Translate and interpret from Lao into English and vice versa as required

APPENDIX TWO – REPORTING AND OUTPUTS

Progress Reports to ADB

The consultant team will produce the following reports:

- Inception report including: (i) detailed project work plans (ii) terms of reference for National Project Director and National counterpart staff (August 31st, 2001);
- Three monthly progress reports (end of months 5, 8, 11, 14, 17);
- End of project report;
- Quarterly financial reports (end of each calendar quarter beginning Sept 30th, 2001).

Outputs

Institutional Development

1. TA Steering Committee established (August 30th, 2001)
2. NGAP Framework (1st Draft Nov 15th, 2001)
3. NGAP Background Report (January 14th, 2002)
 - part one finalized October 15th, 2001
 - part two finalized January 7th, 2002
4. NGAP (1st draft January 21st; 2nd draft Feb 1st; 3rd draft July 30th; final August 30th)
5. NGAP Implementation Strategy (1st draft July 30th, final August 30th)
6. Minutes and reports of workshops and seminars (as required)

Consultation and Training

1. Analytical gender training research report (November 15th, 2001)
2. Documented collaborative action plan – TA with other development initiatives, and reports on site visits (October 1st, and December 15th, 2001)
3. Workshop logistical plans and budgets (November 15th, 2001)
4. First round workshop plans and materials (January 1st, 2002)
5. Workshop analysis report (April 30th, 2002)
6. Revised workshop plans and materials (May 15th, 2002)
7. List of indicators related to gender advocacy and training skills (June 1st, 2002)
8. Strategic plan for capacity development (Draft June 15th, Final September 30th, 2002)
9. Reports from final ‘Key Project Findings’ seminar (December 15th, 2002)
10. Minutes and reports of workshops and seminars (as required)

APPENDIX THREE – INTRODUCTORY MEETINGS

Lao Women’s Union

- Khemphet Pholsena, Vice-President
- Bouaphone Dalasene, Vice-Director of Personnel, Administrative Dept.
- Thoumally Vongphachanh, Vice Director of Personnel, Administrative Dept.
- Mai Phomma, Technical Staff, Research and Planning Division
- Ninpaseuth Xayaphonesy, Technical Staff, International Relations Division

International Organizations

United Nations Organizations

UNIFEM Bangkok,

- Lorraine Corner, Regional Programme Director
- Amelin Sundaravej, National Programme Director

UNDP

- Noriko Isibashi, Gender Specialist
- Rosanite Serrano, APGEN Coordinator (Manila-based)

UNICEF

- Cliff Meyer, Section Chief: Education, Child and Community Development
- Bouaphet Khothohta, Program Assistant, Education, Child and Community Development
- Ng Shui-Meng, Programme Coordinator

UNFPA

- Anne Harmer (preliminary phone meeting only)

Gender Resources Information and Development (GRID) Centre (UNDP/LWU Project)

- Bouachanh Syhanath, Project Manager
- Dr. Outhaki Khamphoui, Gender and Development Consultant

ADB Resident Mission

- Paul Turner, Resident Representative
- Edvard Baardsen, Deputy Head of Mission
- Nopakane Bouaphim, Assistant Project Analyst

CUSO

- Wayne Brook, Country Director

NGO Gender and Development Group

- 22 NGOs working on gender issues in Lao PDR

Rural Women’s Project (AusAid)

- Sandy Cross, Project Leader (outgoing)

Individual Meetings

- Somdy Douangdy, Director General, State Planning Committee, Dept of Planning.
- Jim Chamberlain – ADB TA Team Leader: Participatory Poverty Monitoring & Evaluation
- Mike Lally and Gary Ovington – ADB/AusAid TA Team Leaders: Girls Basic Education Project
- Yangxia Lee – ADB/AusAid TA: Girls Basic Education Project
- Somsisouk – ADB/AusAid TA: Girls Basic Education Project

APPENDIX FOUR: TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/ Targets	Monitoring Mechanisms	Assumptions and Risks
Goal	By 2007		
Contribute to the reduction of poverty among women by mainstreaming gender-sensitive analysis into the planning and implementation of key government programs at all levels	<ul style="list-style-type: none"> Gender concerns are explicitly incorporated into government policy and guidelines at the central level and into programs at the district and village level in the key sectors to be identified during the formulation of the National Gender Action Plan (NGAP). Recommended sectors for NGAP focus include: planning, finance, agriculture, education, health, industry and handicraft, labour and social welfare. Provincial gender strategies developed through participatory process and implemented in all provinces. 	<ul style="list-style-type: none"> NGAP identified monitoring mechanisms Lao Women's Union (LWU) national annual meetings Annual review mechanism to be developed by the National Commission for the Advancement of Women – Lao Country Strategy, and Program and Country Assistance Plan developed by the Asian Development Bank (ADB) 	<ul style="list-style-type: none"> Continued commitment to gender as a development issue by Lao PDR and the Asian Development Bank
Purpose	By the completion of the Technical Assistance Project:		
2.1 To develop and adopt an operational framework for gender mainstreaming, as per the Beijing Platform for Action. The framework will mandate all ministries & equivalent agencies to take shared responsibilities for promotion of gender equality in Lao PDR.	<ul style="list-style-type: none"> NGAP will be approved by government An implementation strategy will be approved. A budget for implementation will be developed. Implementation strategy will be distributed to all levels of LWU with recommendations for steps to secure required funding. 	<ul style="list-style-type: none"> ADB TA review missions and completion report Consultant final report Reports from semiannual and annual national LWU meetings 	<ul style="list-style-type: none"> Staff of government and LWU accept and act on responsibilities related to gender mainstreaming The NGAP and its implementation strategy receive adequate budget allocations with appropriate institutional arrangements
2.2 Capacity is developed within the LWU at central, provincial & district levels to effectively advocate for gender mainstreaming. Capacity to provide technical support for gender planning will be enhanced.	<ul style="list-style-type: none"> LWU and government counterparts have increased awareness of, and ability to articulate, gender analysis concepts underlying gender mainstreaming. Increased incidence of LWU staff advocating for gender sensitive budgets at all levels of government and in conjunction with ADB financed projects; Increased incidence of successful advocacy and gender sensitive budgeting. 	<ul style="list-style-type: none"> Formal and informal reports from ADB staff and other development programs engaged in projects and programs with LWU collaboration 	<ul style="list-style-type: none"> LWU takes on role of catalyst for NGAP implementation LWU and government capacity is adequate to facilitate support of NGAP and related, concurrent development initiatives
2.3 Capacity is developed with LWU's government technical counterpart staff at all levels to better understand & implement gender mainstreaming in relevant sectors	<ul style="list-style-type: none"> Increased incidence of gender considerations being integrated into programs and projects. 	<ul style="list-style-type: none"> Formal and informal reports from ADB staff and other development programs engaged in projects and programs with LWU collaboration 	<ul style="list-style-type: none"> Funding for implementation is available

APPENDIX FOUR: TECHNICAL ASSISTANCE FRAMEWORK (cont'd)

Design Summary	Performance Indicators/ Targets	Monitoring Mechanisms	Assumptions and Risks
3. Outputs			
3.1 Institutional Development			
3.1.1 The NGAP is formulated and approved by government	<ul style="list-style-type: none"> • NGAP draft formulated by January 2002 for approval in principle by Steering Committee • Final draft submitted to government by Sept 2002 for approval in January 2003 	<ul style="list-style-type: none"> • Consultant progress reports • ADB TA review missions • TA Project Director reports • Government planning documents and endorsed NGAP documents 	<ul style="list-style-type: none"> • Government and NCAW's commitment to National Gender Action Plan • NGAP consultation and preparation workshops are transparent and equitably reflect the needs of all stakeholders
3.1.2 A strategy for the Government's adoption & implementation of the NGAP is formulated by the LWU & TA staff	<ul style="list-style-type: none"> • Strategy for adoption and implementation of NGAP formulated by July/August 2002 		
3.2 Consultation and Preparation			
3.2.1 Research and analysis; network establishment; qualitative baseline indicator identification	<ul style="list-style-type: none"> • Reports completed December 2001 • Networks established and site visits to other projects completed by December 2001 	<ul style="list-style-type: none"> • Consultant progress reports • ADB TA review missions • TA Project Director reports • LWU annual reports and meeting summaries 	<ul style="list-style-type: none"> • LWU and government capacity is adequate to facilitate support of NGAP and related, concurrent development initiatives • Consultation and preparation materials are appropriately designed and targeted to motivate change
3.2.2 Consultation and training materials on gender sensitive planning assessed, adapted and developed (incl. sector gender checklists and guidelines)	<ul style="list-style-type: none"> • Materials developed by January 2002 		
3.2.3 Consultation and training workshops are conducted, material tested and information from participants documented and analyzed. Workshop locations: Luang Nam Tha, Oudamxay, Huaphan	<ul style="list-style-type: none"> • 1st round workshops completed January – April 2002 • 2nd round workshops completed July – September 2002 		
3.2.4 Analysis of LWU capacity for advocacy, and technical support to gender mainstreaming initiatives;	<ul style="list-style-type: none"> • Draft analysis and strategic capacity development plan completed June 2002 • Finalized plan completed November 2002 		
4. Activities			
4.1 Institutional Development			
4.1.1 Steering Committee formed to give guidance to TA activities, particularly the NGAP; Steering Committee may assign ministry focal points	<ul style="list-style-type: none"> • Group membership agreed and first meeting convened August 2001 • Focal point identified September 2001 	<ul style="list-style-type: none"> • Consultant progress reports • ADB TA review missions • TA Project Director reports • LWU annual reports and meeting summaries 	<ul style="list-style-type: none"> • Support and acceptance of gender mainstreaming by the Government, NCAW-Lao and LWU
4.1.2 Draft NGAP Outline developed	<ul style="list-style-type: none"> • November 2001 		

APPENDIX FOUR: TECHNICAL ASSISTANCE FRAMEWORK (cont'd)

Design Summary	Performance Indicators/ Targets	Monitoring Mechanisms	Assumptions and Risks
4. Activities (continued)			
4.1.3 Consultation meetings to be held with LWU district presidents to discuss gender mainstreaming priorities, roles and purposes of NCAW and NGAP, best processes for NGAP advocacy and implementation.	August/September 2001	<ul style="list-style-type: none"> • Consultant progress reports • ADB TA review missions • TA Project Director reports • LWU annual reports and meeting summaries 	<ul style="list-style-type: none"> • Support and acceptance of gender mainstreaming by the Government, NCAW-Lao and LWU
4.1.4 Periodic seminars with Steering Committee and/or focal points to review and seek comment as NGAP	<ul style="list-style-type: none"> • August 2001 • January 2002 • July 2002 • August 2002 		
4.1.5 Develop implementation strategy based on results of workshops, Steering Committee and focal points' input	July – August 2002		
4.1.6 Final plan and implementation strategy for government approval	September 2002		
4.2 Consultation and Training			
4.2.1 Liaison with other projects; site visits; research and documentation; material review	September – December 2001	<ul style="list-style-type: none"> • Consultant progress reports • ADB TA review missions • TA Project Director reports • LWU annual reports and meeting summaries 	<ul style="list-style-type: none"> • LWU staff are available and willing to participate in workshops as leaders and trainees • Government counterpart staff are available and willing to participate in workshops • Quality and level of materials is appropriate to needs.
4.2.2 Materials for consultation and preparation workshops reviewed, adapted, developed (incl checklists)	November-December 2001		

APPENDIX FOUR: TECHNICAL ASSISTANCE FRAMEWORK (cont'd)

Design Summary	Performance Indicators/ Targets	Monitoring Mechanisms	Assumptions and Risks
4.2 Consultation and Training (continued)			
4.2.3 Conduct consultation and training workshops and evaluation over two periods in 3 provinces workshop locations: Luang Nam Tha, Oudomxay, Huaphan	January - March 2002; and July – August 2002	<ul style="list-style-type: none"> • Consultant progress reports • ADB TA review missions • TA Project Director reports • LWU annual reports and meeting summaries 	<ul style="list-style-type: none"> • LWU staff are available and willing to participate in workshops as leaders and trainees • Government counterpart staff are available and willing to participate in workshops • Quality and level of materials is appropriate to needs.
4.2.4 Evaluation of workshops by project team	April 2002; and September 2002		
4.2.5 Workshop materials revised to incorporate evaluation results and updated NGAP/NCAW-L information	April – June 2002		
4.2.6 Draft Analysis report on LWU capacity for advocacy and support to mainstreaming in government	May – June 2002		
4.2.7 Workshop findings documented	September – October 2002		
4.2.8 Dissemination of workshop findings through seminars with government and the donor community	November 2002		
4.2.9 Strategic capacity development plan finalized for LWU	October – December 2002		

APPENDIX FIVE: PROJECT CONSULTANT TIME ALLOCATION (IN FIELD)

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
Team Leader Gender Planner ¹		→		→					→	→					→	→	→	→	
Deputy Team Leader Participatory Training Specialist ²																			→
Local Participatory Training Specialist ³												→							

Notes:

¹Team Leader: in field for total of 28 working weeks. Home-based work for total of 4 working weeks to support NGAP development and TA reporting.

²Deputy team Leader: in field for total of 18 months with 6 weeks holidays available according to AVI regulations.

³Local Consultant: Optimal contract period 12 months.

APPENDIX SIX
ADB TA PROJECT REGULATIONS ADB-TA 3641

USE OF VEHICLE

Number Plate:

Vehicle will have ADB organizational registration # plate.

Management and Use of Vehicle

The following are procedures for use of the ADB-TA 3641 vehicle. These arrangements are subject to review on a quarterly basis to ensure the systems continue to support the project goals and objectives, including the needs of all project staff.

Project driver will be hired through the firm currently contracting with ADB.

- Use during working hours:
 - Vehicle to be used for project business only
 - Vehicle to be driven by project driver only
 - Plans for vehicle use to be set in advance on a daily/weekly basis
 - During Project Team Leader visits to Vientiane, project vehicle must be available to provide transportation to and from the office as required at the start and finish of working hours. Team Leader and National Project Director will coordinate use.

- Driver is responsible for log book of:
 - Kilometers driven
 - Daily log in and log out with kilometer readings
 - Travel destination, departure and arrival times
 - Fuel used
 - Maintenance

- Driver is responsible for basic maintenance and cleaning of vehicle:
 - Washing and interior cleaning
 - Tire maintenance
 - Monitoring oil use
 - Refueling for project
 - Taking vehicle for regular maintenance under warranty

- After hours use:
 - Proposed that National Project Director has control of car for limited use;
 - Vehicle to be used for personal use only within Vientiane area and to be driven by no other person than the Project Director;
 - Project Director to be responsible for monitoring kilometers driven and for refueling to cover cost of personal use;
 - Proposed that International Volunteer have option to use vehicle once per month for 24 hours on a weekend;
 - International Volunteer to be responsible for monitoring kilometers driven and for refueling to cover cost of personal use;

- Government motorcycle currently assigned to Project Director will be available for staff use in addition to the project vehicle;

USE OF OFFICE EQUIPMENT

Computers and Printers

- One computer to be for dedicated use by Jenny
- One computer for shared use by other project staff
- Computers must be stored in locked office and if possible locked with a cable to furniture or wall.

Phone, fax and e-mail

- Fax use to be logged in a journal
- Personal uses of fax and phone to be noted and repaid to the project
- Use of e-mail should be logged and monitored for two months to assist in developing a fair system for personal use if there are extra hours available within the scope of the monthly package price.

REPORTING ON ACTIVITIES

- Reporting will be carried out as required by ADB TA document, in line with work planning for the project, and according to reporting frameworks developed by the Team Leader;
- National Project Director and International Volunteer to be responsible for ensuring information is provided electronically or by fax to Team Leader for report preparation;
- Final reports from all project staff will be required. Focus will be on lessons learned, evaluation of TA project design and implementation, recommendations for further project support.

DOCUMENT MANAGEMENT AND FILING SYSTEM

- Project Consultation Technical Assistant to set up electronic and paper copy project document filing system in consultation with Project Adviser.

OFFICE CLOSING

- Last person to leave each day is responsible for ensuring all equipment is secure, for locking office and turning off all electricity.

APPENDIX SEVEN – INDICATIVE WORKSHOP ASSUMPTIONS AND COSTS

1. Assumptions

- *Consultation and training workshop locations:* Luang Nam Tha; Oudomxay; Huaphan
- *Number of workshops:* Two workshops per location – total of six workshops
- *Length of workshops:* Three days per workshop
- *Workshop participants:* LWU staff and government counterparts from provincial level and three districts (maximum of 35 people per workshop)
- *Mode of transport:* Road and air (max 4 people by road, 2-3 people by air)

2. Costs

- *Estimated Direct Workshop Delivery Costs:* \$2,500/Workshop (incl fuel, air fares, per diems, venue rental, workshop catering for breaks)
- *Estimated Additional Seminar and Central Workshop Costs:* \$6,000.
Note: Steering Committee Seminars will be held approximately 6 times over the course of the project and one national workshop will be held prior to submission of the NGAP to government.