



# **Lancang-Mekong Cooperation Special Fund**

## **Project Completion Report**

**Project Title:** Joint Research Program on the Impact of Community Driven Development  
Approach on Rural Development of LMC countries.  
(Cambodia, China, Laos, Myanmar, Thailand, and Vietnam)

**Implementing Agency:** Poverty Reduction Fund, Ministry of Agriculture and Forestry

30/April/2022

**PROJECT DETAILS**

<b>LMC Member Country:</b> Lao PDR
<b>Project Title:</b> Joint Research Program on the Impacts of Community Driven Development Approach on Rural Development of LMC countries.
<b>Project Approved Year:</b> March 2019
<b>Proponent (ministerial level):</b> Ministry of Agriculture and Forestry
<b>Implementing Agency:</b> Poverty Reduction Fund
<b>Approved Budget:</b> US\$224,513
<b>Commencement Date:</b> 24/8/2019
<b>Completion Date:</b> 30/12/2020 (Original plan was 30/06/2020 because of COVID-19)
<b>Project Description:</b> LMC countries, namely, Cambodia, China, Laos, Myanmar, Thailand and Vietnam are invited to join in conducting at least one research paper, based on data and information of the country and the available time with budget proposed by the organizing country. Then, the researchers of each country will share and analyze the consistency between theory and practices that would capture the progressive performance, achievement, challenges and propose for further improvement. The research methodology can be both quantitative and qualitative.
<b>Project Objective:</b> <ol style="list-style-type: none"><li>1. To exchange and share policies and best practices on CDD among LMC countries;</li><li>2. To develop useful steps and activities that will advance the concept on CDD;</li><li>3. To discuss about new CDD that can be replicated for all the LMC countries.</li></ol>

## IMPLEMENTATION & EVALUATION

### 1. Implementation Progress

After receiving the notice on the fund in April 2019, the PRF MAF completed the documentation and administrative arrangement in the project introduction phase. The project management and the implementation, procurement and monitoring, evaluation procedures have been established.

With the aim to raise awareness on CDD and also to open the project competition to different concerned institutions, universities and research centers as well as independent researchers, six orientation meetings and seminars gathering 360 participants, were conducted between October up to December 2019.

Subsequently, at the end of December 2019, Five Lao National research teams consisting of 15 members were selected (out of 9 teams that submitted proposal).

In January 2020, responding to the request of interest letter of the Lao PDR, the researcher teams from Cambodia, China, Thailand and Vietnam sent their respective interest letter, and attended the CDD joint research orientation meeting. They also submitted their project proposals which were approved; four research teams consisting of 10 qualified researchers were selected and contracted. In total there are 9 research teams from 5 LMC countries consisting of 25 members were selected and have been working in the project.

According to the project record, since January 2020, Lao research teams have been working on the library research, consultation and interview with concerned agencies and farmers in the field within Vientiane capital, Champasack and Saravan provinces (Southern), Savannakhet (Middle) and Huaphan province (North), for the international researchers also got to the field for data collection. By mid-April 2020, all Lao research teams submitted the first draft of their research paper and the first draft presentation organized on 22 May 2020. The updated version of research papers submitted to project committees by the end of August 2020. Then, the project committee revised and summarized the outcomes of the project to report to the Government.

In the meantime, regional (Cambodia, China, Thailand, and Vietnam) research teams reported that during first quarter of the year 2020, progress has been made such the literature review, primary data collection, governmental and civil stakeholders' interview. The first draft of their respective research was submitted by May 2020, the first draft presentation through online application on 05 June 2020 (Cambodia, Thailand, and Vietnam), and on 14 July 2020 was organized for Chinese team. On 14 August 2020, organized an official meeting to present the outcomes of this joint research project to concerned sectors on Government of Laos, to provide feedback and recommendation to improve the quality of work before final presentation will be organized by the end of 2020.

On 18 December 2020, which was the final data of final paper presentation, each team (Cambodia, China, Laos, Thailand, and Vietnam) presented their works to the project committees (to provide comments and suggestions for finalizing the research paper), including final presentation, final comments and suggestion, finalized paper and project final report. The last step to finalize the final paper and printed out by June 2021.

**2. Project Outputs** (*Outputs are better to be quantified, for example, how many meetings or seminars have been held, how many papers have been published*).

There are 15 meetings/seminars were organized since October 2019 to the end of 2020, from project opening to final work presentation. There are two regional meetings we invited participants from Cambodia, China, Myanmar, Thailand, and Vietnam (in November 2019 & End of January 2020, we organized before COVID-19 locked down had announced in Lao PDR. There are 9 papers have been prepared and 2 papers already published in international journal and other published in the project online document as detailed in following sources:

1. Sufficiency Economy Philosophy for Community Driven Development Approach on Sustainable Local Development: Lessons Learned and Success Factors from Sufficiency Economy Villages, Surin Province, Thailand. <https://so03.tci-thaijo.org/index.php/JLGISRRU/issue/view/16424>
2. Community Driven Approach of Laos *at the International Journal of Advanced Multidisciplinary Research*. DOI: <http://dx.doi.org/10.22192/ijamr.2020.07.10.004>
3. China-Vietnam CDD: <https://www.prflaos.org/node/1752>
4. Cambodia-Thailand CDD: <https://www.prflaos.org/node/1753>
5. PRF CDD Lao team: <https://www.prflaos.org/node/1754>
6. Highlighted CDD of Cambodia, China, Laos, Vietnam, & Thailand: <https://www.prflaos.org/node/1755>

On 22 November 2021, the team also got an opportunity to present the outcomes of this joint research project at the 60<sup>th</sup> Year China-Laos cooperation, organized by Ministry of Agriculture and Forestry, Department of Rural Development and Cooperation.

### 3. Problems and Challenges

In the beginning of project launching, the documentation preparation stage it took long time due to the selection of its administrative and managerial procedures. It comes up with the combination of the concerned Lao laws and international management standard. In addition, the selection of regional researchers through the open bidding mechanism seemed to be not very workable, it also is time consuming. The agreement letter No. 4128/MAF was signed on 21 November 2019 by vice minister of the Ministry of Agriculture and Forestry, to set up the committee which complying with representative from different department under MAF and other.

While the research had been smoothly running in its execution phase, it is interrupted by the COVID-19 outbreak and the civil confinement. This had also caused direct impact to the delay of the project completion initially projected in the third quarter of 2020.

In such difficult situation of global quarantine during March-June 2020, the project management team decided to work through online system and also online meeting with regional researchers, and adjusted work plan for some countries (Vietnam and China) that they could get to the field for data collection and finalizing the report by September 2020, and the final presentation will be organized

### 4. Plan Adjustment (if any)

According to the first work plan, after project submission, we planned to complete the project by the end of 2018, in contrast, this project has been approved in March 2019. In order to ensure the quality of work, we had revised this work plan to complete by December 2020, then all researchers (Cambodia, China, Laos, Thailand, and Vietnam) would have more times in data collection and preparation for research papers. Our plans required two research papers from China, unfortunately, only one team who confirmed and signed contract with us. Meanwhile, we have not received any the expression of interest as well as confirmation from Myanmar. Therefore, we offered more opportunities to Lao researchers from National University of Laos (NOUL) and government research institutions to conduct the policy and best practices in applying CDD to local context. In terms of cross visiting in neighboring countries, it has been cancelled because of the COVID-19 pandemic as travel restriction issued by government (causing the national confinement). Hence, we have adjusted the project's budget allocation and timeline by adding some activities to be organized in Laos, including seminar and research papers. All changes did not provide any impacts to the project's objective, activities, and outputs as they all remain. The outcomes of this project will be sustained through paper publication to highlight about policy and best practices that the Government of each country can consider and integrate to policy.

## 5. Financial Analysis

*List the expenditure of each program or activity. Analyze the budget performance.*

The total budget of this joint research project is US\$224,513, its disbursement is projected in two installments. The first budget is US\$ 171,573 and second budget US\$ 52,940, to cover the following activities costs:

- Project orientation and CDD awareness raising seminars and meetings, also the local and regional researcher's selection including the first regional workshop exchanging/defending the respective team's project proposals.
- Payment for researcher's teams at the total of US\$ 100,000, by the end 2020.
- Overall, the project progress reflects that the budget management is effective with the well planning, commitment and discipline.
- The second budget will be used for final work, including the final seminar, payment for all research teams (last 30% of contract) by March 2021.
- By the end of 2021 and early 2022, all payment for document printing, publication, additional meetings and other fees.

As the end of September 2020, the progress of work reaches 90% and payment reach 70%, while the last payment 30% will be done only after final editing and submitting to project committee (the final presentation was organized on 18<sup>th</sup> December 2020). After receiving the final updated version of paper done by each team in early 2021 and then the last payment for all research teams had been done in March 2021 (100%). The official paper printing had been done in August 2021 and other meetings organized by December 2021 and budget expenditure reached total cost of this joint research project.

The payment of this project was adapted based on the activity mention in the proposal as the impacts of COVID-19 in 2020 and 2021. The detail of each payment is mentioned in annex1: the financial status of CDD Joint Research Programme.

**6. Performance Assessment:** *Assess the whole project performance, how much of the original objective has been achieved, and how is the sustainability of the project.*

After the final work had been done by each team from each country, with final research paper and final presentation which provided comments and feedbacks by 4 qualified panelists who got PhD from overseas and specialized in rural development in Lao PDR. We would confirm that this project achieved its original objective as following context.

- 1) To exchange and share policies and best practices on CDD among LMC countries. *Research team from each country conducted special study to identify the impacts of CDD to rural development and poverty reduction program, then we conducted the seminar/meeting that each team could present and share the work experience to other.*
- 2) To develop useful steps and activities that will advance the concept on CDD. *Each team highlighted best practices and policy to support the CDD approach to the rural development in their countries. Through the decentralized policy and created development atmosphere, where villagers are key implementers and local government is key supporters to reach the target. Budget is directly allocated to poor villagers, they received training from the project, they are key decision makers about their community development, which operate on the principles of transparency, participation, accountability, and enhanced local capacity.*
- 3) To discuss about new CDD that can be replicated for all the LMC countries. *The researcher from countries highlighted key concepts of individual country that can apply to other, such OTOP of Thailand, CFA of Laos, Four CDD characteristics of China: 1st Funds allocate directly to the village; 2nd Poverty has right to allocate poverty alleviation; 3rd the government functions from leadership to service; & 4th specialized external support and services; Vietnam used SAPA case, etc.*

**To ensure the sustainability of the project,** the concept and method of CDD that we integrated based on the findings confirmed by each team, the project committee has summarized in a book that we can distribute to concerned sectors and education section related to rural development and poverty reduction in Laos and LMCs.

# Summary of budget and expenditure for the Joint Research Program on the Impact of Community Driven Development Approach on Rural Development of LMC countries

No.	Description	Budget	Expenditure	Balance	Remark
<b>I. PROGRAMME/ACTIVITY COST</b>					
<b>A. Airfare</b>					
A1	International airfare - participants	2,500	2,439	61	
A2	Traveling costs	12,000	11,625	375	
Total Budget for Airfare		<b>14,500</b>	<b>14,064</b>	<b>436</b>	
<b>B. Meeting Package/Workshop/Seminar</b>					
B1	Perdiem, accomodation, food and travel costs	16,000	16,396	(396)	
B2	Document and materials	10,000	10,165	(165)	
Total Budget for Meeting/Workshop/Seminar		<b>26,000</b>	<b>26,561</b>	<b>(561)</b>	
<b>C. Consultant/Expert</b>					
C1	International Consultant/Expert	102,000	101,445	555	
C2	Regional Consultant/Expert	8,000	7,430	570	
Total Budget for Consultant / Expert		<b>110,000</b>	<b>108,875</b>	<b>1,125</b>	
<b>D. Interpretation</b>					
D1	Interpretation	11,000	11,975	(975)	
D2	Translation costs	8,000	8,200	(200)	
Total Budget for Interpretation		<b>19,000</b>	<b>20,175</b>	<b>(1,175)</b>	
<b>E. Others</b>					
E1	Visa	93	-	93	
E2	Car rental (Province)	6,000	5,895	105	
E3	IEC material, printings, and medias	26,457	25,930	527	
E4	Equipments for work	10,000	9,500	500	
Total Budget for Others		<b>42,550</b>	<b>41,325</b>	<b>1,225</b>	
<b>SUB TOTAL OF PROGRAMME COST (I)</b>		<b>212,050</b>	<b>211,000</b>	<b>1,050</b>	
<b>II. OPERATIONAL COST</b>					
<b>F. Administrative</b>					
F1	Meeting room/equipment rental	4,000	3,985	15	
F2	Office supplies	2,500	3,015	(515)	
Total Budget for administrative		<b>6,500</b>	<b>7,000</b>	<b>(500)</b>	
<b>G. Personnel</b>					
G1	Travel expenses for staff	5,000	4,777	223	
G2	Perdiem	450	1,223	(773)	
Total Budget for Personnel		<b>5,450</b>	<b>6,000</b>	<b>(550)</b>	
<b>SUB TOTAL OF OPERATIONAL COST (II)</b>		<b>11,950</b>	<b>13,000</b>	<b>(1,050)</b>	
<b>TOTAL(I+II)</b>		<b>224,000</b>	<b>224,000</b>	<b>-</b>	





ສາທາລະນະລັດ ປະຊາທິປະໄຕ ປະຊາຊົນລາວ  
ສັນຕິພາບ ເອກະລາດ ປະຊາທິປະໄຕ ເອກະພາບ ວັດທະນະຖາວອນ

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ກະຊວງກະສິກຳ ແລະ ປ່າໄມ້

ເລກທີ:...../ກປ

ນະຄອນຫລວງວຽງຈັນ, ວັນທີ: 21 / 11 / 19

## ຂໍ້ຕົກລົງ

ວ່າດ້ວຍການແຕ່ງຕັ້ງຄະນະຮັບຜິດຊອບ ຈັດຕັ້ງປະຕິບັດ ໂຄງການ ຄົ້ນຄວ້າ ຜົນກະທົບຂອງການພັດທະນາຊຸມນະບົດ  
ໂດຍຊຸມຊົນເປັນເຈົ້າ (ກຳປູເຈຍ, ລາວ, ມຽນມາ, ຫວຽດນາມ, ໄທ ແລະ ສປ ຈີນ)  
(Joint Research Programme on the Impact of community Driven Development Approach on  
Rural Development of CLMVT plus China)

- ອີງຕາມ ດຳລັດຂອງນາຍົກລັດຖະມົນຕີ ສະບັບເລກທີ 99/ນຍ, ລົງວັນທີ 09 ມີນາ 2017 ວ່າດ້ວຍການຈັດຕັ້ງ  
ແລະ ການເຄື່ອນໄຫວຂອງ ກະຊວງກະສິກຳ ແລະ ປ່າໄມ້;
- ອີງຕາມ ຫຼັກສູດຂອງກະຊວງການຕ່າງປະເທດ ເລກທີ 673/ຕປທສກ, ລົງວັນທີ 04 ມີນາ 2019 ກ່ຽວກັບ  
ບັນດາໂຄງການທີ່ໄດ້ຮັບທຶນຊ່ອຍເຫຼືອຈາກກອງທຶນພິເສດ ຈາກ ສປ ຈີນ ພາຍໃຕ້ຂອບການຮ່ວມມື ແມ່ນ້ຳ  
ຂອງ-ແມ່ນ້ຳລ້ານຊ້າງ (Lanxang-Mekong Cooperation Special Fund).

## ລັດຖະມົນຕີ ກະຊວງກະສິກຳ ແລະ ປ່າໄມ້ ຕົກລົງ:

ມາດຕາ 01: ແຕ່ງຕັ້ງຄະນະຮັບຜິດຊອບ ຈັດຕັ້ງປະຕິບັດ ໂຄງການ ຄົ້ນຄວ້າຜົນກະທົບຂອງການພັດທະນາ ຊຸມນະບົດ  
ໂດຍຊຸມຊົນເປັນເຈົ້າ (ກຳປູເຈຍ, ລາວ, ມຽນມາ, ຫວຽດນາມ, ໄທ ແລະ ສປ ຈີນ) (Joint Research  
Programme on the Impact of community Driven Development Approach on Rural  
Development of CLMVT plus China) ພາຍໃຕ້ຂອບການຮ່ວມມືແມ່ນ້ຳຂອງ-ແມ່ນ້ຳລ້ານຊ້າງ ດັ່ງ  
ລາຍຊື່ດັ່ງລຸ່ມນີ້ :

- |   |            |
|---|------------|
| 1. ທ່ານ ຈິດ ທະວິໄສ ຫົວໜ້າກົມ, ຜູ້ອຳນວຍການບໍລິຫານ ທລຍ  | ເປັນຫົວໜ້າ |
| 2. ທ່ານ ປະສອນໄຊ ອິນສິຊຽງໃໝ່ ຮອງຜູ້ອຳນວຍການບໍລິຫານ ທລຍ   | ເປັນຮອງ    |
| 3. ທ່ານ ປອ. ພິມມິ ອິນທິຈັກ ຫົວໜ້າພະແນກຮ່ວມມືສາກົນ ກົມແຜນການ-ການເງິນ ກປ ເປັນຄະນະ                 |            |
| 4. ທ່ານ ປອ. ຄຳພູ ຜູ້ຍະຍະວົງ ຮອງຫົວໜ້າສູນຄົ້ນຄວ້າ ສພ, ສກປພ                                       | ເປັນຄະນະ   |
| 5. ທ່ານ ສິສະຫວັດ ເກີດກອງ ຮອງຜູ້ອຳນວຍການບໍລິຫານ ທລຍ  | ເປັນຄະນະ   |
| 6. ທ່ານ ປອ. ຫັດທະຈັນ ພິມພັນທະວົງ ຫົວໜ້າຂະແໜງດິດຕາມ-ປະເມີນຜົນ ທລຍ                                | ເປັນຄະນະ   |
| 7. ທ່ານ ນາງ ປິວລິ ໄຊຍະວົງ ຫົວໜ້າຂະແໜງບໍລິຫານ-ການເງິນ ທລຍ  | ເປັນຄະນະ   |
| 8. ທ່ານ ປອ ແສງປະເສີດ ຣາຊະບັນດິດ ຫົວໜ້າພະແນກສະຫະກອນ ກົມພັດທະນາ<br>ຊຸມນະບົດ ແລະ ລົບລ້າງຄວາມທຸກຍາກ | ເປັນຄະນະ   |
| 9. ທ່ານ ປອ ວົງປະພັນ ມະນີວົງ ຫົວໜ້າພະແນກນະໂຍບາຍກົມນະໂຍບາຍ  | ເປັນຄະນະ   |
| 10. ທ່ານ ນາງ ຂັນແກ້ວ ແກ້ວໄມພິດ ຫົວໜ້າພະແນກແຜນການ ແລະ ຮ່ວມມື<br>ກົມພັດທະນາຊຸມນະບົດ               | ເປັນຄະນະ   |

ອີງເອີ້ນແຫ່ງຊາດ  
ຢຶດຢືນວ່າ  
ໄດ້ນຳໃຊ້ແລ້ວ

❖ ໜ້າທີ່ຂອງຄະນະຮັບຜິດຊອບລວມ ມີດັ່ງນີ້:

- ຄະນະດັ່ງກ່າວມີໜ້າທີ່ ເປັນໃຈກາງໃນການຈັດຕັ້ງປະຕິບັດຮ່າງຂອບວຽກງານ, ຄຳແນະນຳ ຄູ່ມື ແລະ ເອກະສານທີ່ກ່ຽວຂ້ອງ.
- ຮັບຜິດຊອບໃນການປະຕິບັດວຽກງານໂດຍກົງ ໃນການຄຸ້ມຄອງ, ບໍລິຫານໂຄງການຄືນຄວ້າ ຢ່າງຮອບດ້ານ ປະສານສົມທົບກັບນັກຄົ້ນຄວ້າ ພາຍໃນ ທລຍ, ບັນດາກົມ, ສະຖາບັນຄືນຄວ້າ ກະສິກຳ ປ່າໄມ້ ແລະ ພັດທະນາຊຸມນະບົດ ກະຊວງກະສິກຳ ແລະ ປ່າໄມ້, ສະຖາບັນການຄືນຄວ້າ , ກະຊວງອົງການ ຕະຫຼອດເຖິງຜູ້ໃຫ້ທຶນ ຄັດເລືອກນັກຄົ້ນຄວ້າ, ຕິດຕາມກວດກາ ປະເມີນຜົນ ຂອງການຈັດຕັ້ງປະຕິບັດໂຄງການ ຕາມຕົວຊີ້ວັດ ແລະ ຄາດໝາຍ ຂອງໂຄງການ ລວມທັງແຕ່ງຕັ້ງ ກອງເລຂາຊ່ວຍວຽກ, ອະນຸມັດແຜນເຄື່ອນໄຫວ ແລະ ການໃຊ້ຈ່າຍ.
- ສະຫຼຸບ-ລາຍງານຄວາມຄືບໜ້າ, ລາຍງານຜົນ, ການໃຊ້ຈ່າຍໃຫ້ຂັ້ນເທິງ ແລະ ຜູ້ໃຫ້ທຶນເປັນ ປົກກະຕິ.

ມາດຕາ 02: ໃຫ້ທ່ານທີ່ຖືກແຕ່ງຕັ້ງ ຕາມມາດຕາ 1 ແລະ ພາກສ່ວນທີ່ກ່ຽວຂ້ອງຈົ່ງຮັບຮູ້ ແລະ ຈັດຕັ້ງປະຕິບັດໃຫ້ໄດ້ຮັບ ຜົນດີ, ພາຍຫຼັງສຳເລັດວຽກງານດັ່ງກ່າວ ໃຫ້ສະຫຼຸບ ລາຍງານການນຳກະຊວງໃນເວລາອັນຄວນ.

ມາດຕາ 03: ຂໍຕົກລົງສະບັບນີ້ ມີຜົນບັງຄັບໃຊ້ນັບແຕ່ມີລົງລາຍເຊັນເປັນຕົ້ນໄປ.

341 ລັດຖະມົນຕີ ກະຊວງກະສິກຳ ແລະ ປ່າໄມ້



ທອງພັດ ວົງມະນີ

ບ່ອນນຳສົ່ງ:

- |   |         |
|---|---------|
| - ທ່ານລັດຖະມົນຕີ, ຮອງລັດຖະມົນຕີ             | 6 ສະບັບ |
| - ຫ້ອງການ, ບັນດາກົມພາຍໃນກະຊວງ ກຸ່ມ ບ່ອນລະ   | 1 ສະບັບ |
| - ກະຊວງ, ອົງການ ດ່າງໆ ທີ່ຖືກແຕ່ງຕັ້ງ ບ່ອນລະ | 1 ສະບັບ |
| - ຫ້ອງການ ທລຍ                               | 2 ສະບັບ |
| - ຜູ້ຖືກແຕ່ງຕັ້ງ                            | 1 ສະບັບ |

ຄັງເງິນແຫ່ງຊາດ  
ຢັ້ງຢືນວ່າ  
ໄດ້ນຳໃຊ້ແລ້ວ

# Key Findings of the CDD Joint Research Project

CDD Joint research for joint development!



Funded by the Chinese government, under Lancang-Mekong Cooperation project (LMC)

The Joint Research Program on the Impact of Community Driven  
Development Approach on Rural Development of LMC countries.  
Cambodia, China, Laos, Thailand, and Vietnam

December 2020

## Table of Contents

<b>1.</b>	<b>Highlighted key findings of Cambodia .....</b>	<b>3</b>
<b>2.</b>	<b>Highlighted key findings of China .....</b>	<b>5</b>
<b>3.</b>	<b>Highlighted key findings of Thailand .....</b>	<b>6</b>
<b>4.</b>	<b>Highlighted key findings of Vietnam .....</b>	<b>8</b>
<b>5.</b>	<b>Highlighted key findings of Lao Researcher Teams (5 teams) .....</b>	<b>10</b>
5.1.	Team 1: “Assessing Sustainability of Community-Driven Development Project in Lao PDR”, .....	10
5.2.	Team 2: The 16-Year Experiences of Poverty Reduction Fund in Community Driven Development in Rural Laos.....	12
<b>5.3.</b>	<b>Team 3: Community-Driven Development in Laos.....</b>	<b>14</b>
5.4.	Team 4: Best Practices of CDD, through the experience of Cambodia, China, Laos, Thailand, and Vietnam. ....	16
5.5.	Team 5: Policy Analysis of Community-Driven Development, case of Laos .....	17
<b>6.</b>	<b>Brief Introduction of Researchers in this project.....</b>	<b>19</b>
<b>7.</b>	<b>Final Paper of each team (Page 25-90).....</b>	<b>25</b>
7.1.	Final presentation of Cambodia .....	25
7.2.	Final presentation of China.....	25
7.3.	Final presentation of Thailand .....	25
7.4.	Final presentation of Vietnam .....	25
7.5.	Final presentation of Lao Teams.....	25
<b>8.</b>	<b>Field Data Collection (Page 91-100) .....</b>	<b>25</b>



## Executive Summary

One approach of Community Driven Development (CDD) might be differently in terms of practical work of LMC countries because the different in development levels and geography of the individual country, but sharing the same goal is to improve living condition of the poor community.

All valuable contributions in this paper were best practices from individual country's experiences and designed CDD approach on poverty reduction/livelihood development, on sustainable environmental management as well as community development in urban area were documented.

### 1. Highlighted key findings of Cambodia

This paper explores **community participation and empowerment** within the framework of Cambodia's Community-Driven Development (CDD) parameters. Operating under the "principles of transparency, participation, accountability, and enhanced local capacity," the various projects and programs adopted by cooperatives, and **community-based organizations** in Cambodia have consistently shown an ability to deliver an enhanced livelihood, increase in access to quality infrastructure and services in a cost-effective manner, in ways that have broad community support.

Being inspired by the concept of community-driven development as a process of social change in rural development, the study focuses on the immediate outputs of certain projects implemented by some community-based organizations and supported by non-government organizations, such as Farmer and Nature Network (FNN). The research is using a Case-Study Approach and collect primary data on the 2 of the top performing projects of FNN in Kompong Chhnang and secondary data on 3 of the top performing projects in Kampong Cham, Takeo, and Battambang.

#### Research Paper Key Points

1. The proponents and beneficiaries of the CDD approach implemented in the various communities where FNN operates claim that this new type of participatory intervention bestows the participants with better control over the projects where they become 'makers and shapers' in local development. In many instances the research findings indicate that the project intervention has initiated a process of community empowerment in terms of gaining access to local decision-making and resources within the existing, but evolving, socio-economic and political realities.
2. It was evident that the Royal Government of Cambodia has supported community-based organizations with clear and transparent rules, access to information, and appropriate technical and financial support, specifically for poor communities that enabled them to effectively organize to identify community priorities and address local problems by working in partnership with the provincial departments of agriculture, forestry, and fisheries; and the provincial departments of rural development; and other local government organizations to build physical infrastructure and deliver basic services. They also have provided support by providing agriculture extension workers to assist smallholder farmers in agricultural activities.

3. The five case studies illustrate how cooperatives and community-based organizations support government's effort to reduce poverty through accelerated rural development by establishing smallholder farmers' associations, physical infrastructures, improving socio-economic conditions, and enhancing rural livelihoods. In summary, the following are the interventions of the case studies:
  - **Community Focus:** (i) Improve household food security in a sustainable manner, generate household income for poor (improved on-farm productivity) and income-generating activities (rice and mixed vegetable production, chicken raising, lemongrass cultivation); (ii) Develop community capacity to utilize and manage scarce resources, and strengthen capacities of support institutions to respond to grassroots initiative introduced by FNN and other organizations; (iii) Plan, rehabilitate, establish and maintain public rural infrastructure that will improve living conditions of targeted rural population; (iv) Strengthen capacity of communities and institutions to identify, prioritize, plan, implement, coordinate, monitor, and maintain infrastructure investments; and (v) rural livelihood enhancement; involve and empower the beneficiaries; and establish small-scale infrastructure at the village level.
  - **Participatory Planning:** In the various communities and villages in the targeted provinces, the beneficiaries of the cooperatives organized groups of smallholder farmers that are actively participating in the project design and implementation of agricultural development activities (i.e. rice and vegetable production, lemongrass cultivation, poultry and chicken raising, fertilizer manufacturing, etc.). NGOs, cooperatives, FNN and training institutions worked together to assist in organizing, training, and empowering local communities in project sites, and to facilitate participatory planning and decision making within the framework of an overall community-driven development action plan and strategies.
  - **Community Involvement in Implementation:** The various projects organized by FNN and other organizations in Kampong Chhnang, Kampong Cham, Battambang, and Takeo supported local communities in the management and use of their natural resources through rice farming, vegetable growing, natural fertilizer production, backyard chicken raising, lemon grass cultivation, and other agricultural activities.
  - **Community-Based Monitoring and Evaluation:** Community dialogue were undertaken in all stages. The various projects introduced in the four provinces visited are expected to ensure that intended participatory process are followed by providing considerable input for implementing program of community dialogue and partnering, involving assistance in designing and implementing consultative processes and capacity building for the cooperative staff and smallholder farmers, village organizations, and communities for community-based improvements.
4. Through an analysis of the development interventions and impacts on local development, this Country Report contributes to the understanding of various socio-political and institutional factors of the local governance process in Cambodia. By positioning the development intervention within the broader framework of the immanent process of development, the research does not negate the transformative potential of CDD intervention, but rather suggests some context specific policy lessons which might be useful to adopt elsewhere.
5. The rubric for CDD analysis has some weaknesses in that it only ensures best practices on the side of the FNN or any NGOs and leaves very little recourse for ensuring equally good behavior on the side of the beneficiary. A local or international NGO may receive a good CDD score, but still has significant weaknesses in the model. The smaller organizations are providing their own safeguards, but the weakness in the smaller programs lies on M&E. They do not have the funds,

personnel, or training to produce viable data. As a result, they have instituted strategies in the project planning and implementation phases to mitigate the lack of resources for M&E.

6. The fact that organizations are able to customize the CDD approach is a necessary boon, but it also presents challenges in that there is no way to maintain and ensure the validity of approaches individual organizations choose to take. Thus, as shown by this study, when looking at organization performance in relation to CDD, it is essential to gauge not only the presence of CDD but also its quality. By doing this across multiple organizations and projects, we will begin to identify patterns and common elements that will aid in operationalizing and replicating productive CDD practices.

## 2. Highlighted key findings of China

Given the wide scope and long cycle of CDD project practices in China, the findings on the effectiveness of CDD project objectives and mission realization in this report are mainly based on the case of The World Bank's Fifth Poverty Alleviation Project (known as "Sustainable development projects in China's poor rural areas"). **The structure of CDD in China** consists of following characteristics: 1<sup>st</sup> the project funds go directly to the village; 2<sup>nd</sup> community has the right to allocate poverty alleviation funds; 3<sup>rd</sup> the government functions from leadership to service; 4<sup>th</sup> specialized external support and services. There is community helper known as community facilitator who stay in the village long time and making full use external professional technical support and services, where the project community can improve the specific decision-making and effectively enhance the collective ability of the community.

Research has shown that CDD programs in China have achieved good project results in empowering farmers (empowerment is the essence of participatory development and the core of CDD), targeting poverty alleviation needs and poverty targets, improving project sustainability, enhancing the capacity of farmers and communities, and alleviating poverty. Meanwhile, the practice of CDD in China has accumulated valuable experience and lessons for enriching, innovating and improving China's original poverty alleviation mechanism. Drawing on theory of community-led development and its practical experience has certain enlightenment significance for improving China's targeted poverty alleviation work.

The article argues that China's experience of poverty reduction is a product of China's specific historical, political, and economic and social development. The pilot and exploration of CDD project, to a certain extent, has enriched and accumulated China's experience in poverty reduction. In the face of targeted poverty alleviation and the "post-poverty reduction" period when China achieves a well-off society in an all-round way after 2020, how to effectively share the substantive connotation of China's development and poverty reduction experience with the international community, rather than simply copying, is the core of the internationalization of China's experience (Wenyan Lei; Lu Liqun, Lv Linli, 2020).

### 3. Highlighted key findings of Thailand

The Thai Research team had completed their research entitled “Sufficiency Economy Philosophy for Community Driven Development Approach on Sustainable Local Development, Lessons Learned from Thai Case Studies”. The SEP principles consist of three components: moderation, reasonableness and self-immunity, as well as two conditions: knowledge and morality. The key work of SEP will focus on village model development based on 23 indicators for the SEVs models’ evaluation. Then they classified model *village to be 3 levels*, including: 1).**Por Yu Por Kin** (subsistence village) Passing at least 10 indicators, for example: 1, 2, 4, 8, 10, 13, 16, 17, 20, & 21; 2).**Yu Dee Kin Dee (Better living)**, passing at least 17 indicators: 1, 2, 3, 4, 5, 8, 9, 10, 11, 13, 14, 17, 19, 20, 21, & 22; and 3).**Mung Mee Sri Souk (Wealthy village)**: Passing all 23 indicators.

The SEP principles consist of three components: moderation, reasonableness, and self-immunity, as well as two conditions: knowledge and morality. There are four criteria and 23 indicators for the SEVs models’ evaluation. Besides, four success factors were contributing to the SEVs models, comprising: leadership qualities of village leaders (leaders must have knowledge, skills, competencies, and experiences, must have effective and systematic administration and work as teamwork, and must be a good coordinator), villagers’ cooperation (villagers must have cooperative and volunteer mind for community development, and must believe in and apply the SEP to daily life), community development network (governmental organizations must support and provide knowledge, and government officials must be mentors for community development), and academic learning resources (villages must have learning centers and local wisdom experts about the SEP principles and knowledge).

CDD in the communities of the *SEVs* models is a development process for empowering the communities including village committees, local wisdom experts, occupational groups, poor rural households, and so on in poverty alleviation by making investments and taking responsibilities for decision making in their hands for sustainable local development approach with self-sufficiency and self-reliance. The best practices found in this research were as the followings. 1) *Program of Village Health Volunteer (VHV) implements a primary health care approach being practical in community-based and participatory as CDD. Much of Thailand’s ability to deal successfully with health threats including Corona Virus Disease 2019 (COVID-19) in rural and suburban areas*; 2) *Project of One Tambon (Sub-district) One Product (OTOP) is a local entrepreneurship stimulus effort for supporting locally made products from each Sub-district in order to increase villagers’ income and strengthen a grass-root economy by creating collaboration with public and private sectors as CDD*; and 3) *the government supports a new **theory of agricultural land plot in the SEP**, which is divided into four parts with a ratio of 30 : 30 : 30 : 10 for communities. The first 30% of land plot is designated for pond to restore rainwater; the second 30% of land plot is set aside for rice cultivation; the third 30% of land plot is used for growing fruit and perennial trees, vegetables,*



field crops and herbs; and the last 10% of land plot is set aside for accommodation, animal husbandry, roads and other structures. The government has strict regulations in land use and protection, and natural resource conservation and protection. These concepts can be applied to drive the community to be a Community Driven Development Village (CDDV) model in other countries.

For starting of the project of **SEVs models**, Department of Local Administration (DLA) under Ministry of Interior is the main organization to support the budget and transfer knowledge to the villages who applied to participate in the project of SEVs models, depending on communities' contexts. The budget is transferred to village committees' account; however, main infrastructures and materials are supported by Local Administrative Organization (LAO), that is the main organization to look after in those villages. They did not have any constraint because their villagers have volunteer mind and want their villages to be the SEVs models for the pride and the fame of their villages so they always work together and help each other.

For the sustainability of the SEVs, the LAOs and other organizations including Department of Agricultural Promotion, universities and so on always work with village headmen and villagers for developing and evaluating the SEVs every year. Villagers have self-evaluated among households for improving their village. Additionally, learning centers and local wisdom experts are important as academic and learning sources for villagers inside and outside the villages. They are proud to have other villages coming to learn from them then it is cross-checked among villages for improving themselves.

**Challenges for applying the SEVs models** for CDDV model in other countries are as the followings.

1) **Leadership qualities of village leaders** are very important because they must be key persons who drive activities according to the SEVs criteria and indicators. Then, we recommended that other villages in other countries, which would like to be the CDDV model, the leaders must be qualified as: having knowledge, skills, competencies and experiences; having effective and systematic administration and working as teamwork; and being a good coordinator. There should be a plan for developing leaders' roles and competencies in order to increase their knowledge and skills, e.g. organic farming, knowledge transfer, public speaker and so on, as well as a guideline for creating an effective and systematic administration in order to work with villagers as the concept of understanding, accessing and developing for improving their villages. 2) **Villagers' cooperation is very important**. Governments in other countries should create a program or project to encourage cooperative and volunteer mind of villagers for community development. As mentioned above, the program of VHV as best practice, the volunteers did not have salary in the past. The government had seen their cooperative and volunteer mind for helping and developing their communities, then decided to give them the salary as a reward. And, 3) **academic learning resources are important**. There should be the records of local wisdom from local wisdom experts in order to apply in villagers' daily life and occupation. Besides, there should be learning sources

or centers at households of local wisdom experts for giving knowledge to other villagers, community networks, and villages, that are interested to develop themselves following the SEP and CDD.

In short, the SEP can be applied to all levels, branches and sectors of the economy. It is not necessarily limited to agricultural or rural sectors, or even in financial, real estate or international trade and investment sectors by using the similar SEP principles emphasizing on moderation, reasonableness and self-immunity for oneself and society.

#### 4. Highlighted key findings of Vietnam

In the 1980s, Vietnam was classified as one of the poorest countries in the world with centrally planned economy. As political changes in Soviet Block and the determination of Vietnam Communist Party leaders, Vietnam have gradually transformed from a backward, war-torn country into a low middle income. According to World Bank, Vietnam has achieved 2,566 USD GDP per capita. (at current price).

Thanks to Doi moi in 1986, poverty rate in Vietnam has decreased rapidly from over 70% in 2002 to less than 6% in 2018 which can be translated into more than 45 million people have been lifted from poverty. As a result, Human Development Index (HDI) of Vietnam in 2018 was ranked 118 among 189 countries and territories<sup>2</sup>. However, when inequality is calculated, the Inequality HDI of Vietnam has been affected quite a lot, from 0.693 to 0.580. Among which Multidimensional Poverty Index (MPI), 4.9 percent of the population (4,677 thousand people) are multidimensionally poor while an additional 5.6 percent are classified as vulnerable to multidimensional poverty (5,369 thousand people). The multidimensional poverty headcount is 2.9 percentage points higher than income poverty. Therefore, the poverty alleviation needs a further concentration in other aspects of poverty like health, education, gender equality....

In order to fight against the Vietnamese government has implemented some poverty reduction programs such as Program 135 (P 135) and Program 30a (P30a) (improving the living conditions of ethnic minorities), Program 132 and Program 134 (targeted mainly at the Central Highlands to increase access to land and improve housing conditions), the Hunger and Poverty Eradication Program (HEPR), and later NTP-PR (health insurance for the poor). P135 phase I was implemented from 1997-2006 (the initial plan is 1998-2000 and the second phase is 2001-2007) and P135 phase II from 2007-2010. In 2016, Vietnam Prime Minister rectified for Decree number 1722/QĐ-TTg dated 02, September to implement P135 during 2016-2020.

Furthermore, in the context of economic turmoil since 2008, the opportunity for poor households to benefit from economic growth is in big question. In Vietnam, people in ethnic minority and mountainous areas have faced many challenges in overcoming poverty, narrowing the income gap with other communes in other districts and provinces and eliminating risks for social instability.

In this paper, we focus on the story of poverty alleviation in Vietnam by using both qualitative and quantity analysis. At the beginning, we use the Vietnam Household Living Standard Survey (VHLSS) to compare the factors that contributes to poverty alleviation in Vietnam. The results of estimation show that, although the Program 135 is not really beneficial for the households in treated communes, the income of the households in the Program 135 has improved slightly. However, per capita income of households in the communes in the control group showed a faster increase in income in the same period from 2014 to 2018. This is explained by two reasons: (i) the Program 135 includes many project components, including many projects aimed at improving the quality of life, improving health and education system in communes in program and may not produce specific results in a short time. (ii) households in the communes in the control group have more opportunities to access and benefit from economic growth. This result is also evidenced by the results of Gini coefficient which are increasing between household groups and regions across the country.

By viewing the National Target Program on New Rural Development (NRD) for 2010-2020 initiated by Ministry of Rural Development (MARD), we have concluded some lessons from the program implementation: (i) strong political will from top-level leaders, as well as effective grassroots leadership. Leaders at all levels must organize and direct villagers to perform successful rural development. (ii) Villagers should know and discuss details related to each project in their village, and people expect to know how officials are using villager contributions and (iii) Villagers must participate actively, and leaders must solicit their opinions. Local leaders should organize frequent meetings to discuss project progress and results.

However, in order to make the CDD more effective, government should establish a system that promotes competition between communes/villages, motivates independence from government support and government actions should comply with the principle of “supporting the commune with better performance result first” by classifying villages into four categories, such as “good”, “medium”, “weak”, and “poor”. Based on this performance classification, the government can allocate support and budget for each commune. Furthermore, in order to support the government’s fight against corruption, it is essential for people to receive detailed information regarding the use of villager financial contributions and enhanced transparency. Therefore, government should ensure disclosure of, and access to information, especially related to villagers’ economic contribution. The website, national and local media (newspapers, radio broadcasting system, etc.), or bulletin boards of each village can display public information.

Second, by analyzing the in-depth interview to the local community in Northern mountainous province to show the language barrier to the local community when they are involved in the communication to project staffs or the local staffs. Therefore, one aspect is that in the providing instructed documents in the mother tongue of ethnic people.

## 5. Highlighted key findings of Lao Researcher Teams (5 teams)

### 5.1. Team 1: “Assessing Sustainability of Community-Driven Development Project in Lao PDR”,

This paper summarizes that Community Driven Development (CDD) projects have become an important channel of development assistance for the village. CDD programs stem from the trust in local people by treating them especially poor people as assets and partners in the development process. Recently, more than 80 countries have implemented CDD projects.

Experiences from many countries show that directly relying on poor people to drive development activities. CDD has the potential to make poverty reduction efforts more responsive to the needed, more inclusive, more sustainable, and more cost-effective than traditional centrally led programs (Mansuri et.al, 2004).

In Lao PDR, the Poverty Reduction Fund Project (PRF) initiated the CDD in 2003. The CDD approach has been applied to more than 5,000 sub-projects in 2,000 villages in Lao PDR. While there is general recognition of the potential of CDD approach, there remain criticisms regarding conceptual issues, practical issues, institutional issues. These shortcomings of CDD approach could decrease the effectiveness and sustainability of the projects.

Questions often arise among development practitioners whether CDD projects sustainable? Does the more participation of community on the project bring more sustainability? and what are factors determining the sustainability of CDD projects? These questions come from the fact that many CDD projects could not survive without continued financial support. Since many CDD projects are constructed in poor villages, they could not effort for operating and maintaining costs.

It is thus interesting to observe the community’s participation on the CDD project and its relationship with sustainability. The participation refers to the community participation in finance, labor, management, and coordination on the CDD project while sustainability of defines as whether the project is still functioning and how the community response when the project requires maintenance.

The overall objective of this research is to assess the sustainability of CDD projects in Lao PDR. The specific objectives are to investigate whether the community’s contributions do matter for the current existence of CDD projects and to assess the factors determining sustainability of CDD project.

Logit regression is the main model to analyze the impact of the community’s contribution to the sustainability of CDD projects in Lao PDR. The dataset used in this study provides a variety of information related to the location of projects, the types of projects, the total value of projects, the amount of money contributed by PRF into the project, the amount of money contributed by a community, the number of households participating in the project, the total number of households and population in the village. In addition to project information collected during the period of construction, this study also utilizes information obtained from the survey, conducted in

2018, aiming to capture the current status of CDD projects. The survey is mainly designed to interview the head of the village and community authorities. The questionnaire is designed to collect information about the present existence of projects which is employed as an underlying variable in the analysis of project sustainability.

Apart from quantitative methods, the fieldwork qualitative analysis methods are conducted to obtain more qualitative information for better clarification on the root causes of sustainability in three aspects. This study conducted a field survey in two villages where one has functioning project and another one has non-functioning project. Conduct focus group discussions (FGDs) with villagers in target communities to create historical of the village, ethnic group, and gender-disaggregated community. FGDs provided a snapshot through which to better understand the meso-level drivers of mobility in wellbeing and the project's sustainability.

Main result shows that community participation on labor and finance are the key factors for sustainability of CDD projects while the female and ethnic participation is not statistically impact to the functioning of the project. This is due to the aim of CDD project to prioritize female and ethnic to be involve in the project. The project that communities decides as a priority project tend to be more sustainable than those decide by project authorities, donor, and local and central government. While the CMS project is quite success in many countries, the quality of CMS projects in Lao PDR is still questionable.

The result of field survey also supports that community participation on maintenance fund and ability of maintenance group are the key factors for sustainable of the project.

Base on the results of the studies, the policy recommendations are illustrated in table below.

No.	Challenges	Recommendation	Concern sector	Timeframe
1.	Limitation of investment on CFA project	- Establish enabling institutional and policy frameworks through relevant institutional and policy reform	- PRF drafts proposal and submit to concern sector	1-2 year
2	Communities have insufficient fund and lack of skills and capacity for major maintenance	- Reserve fund for major maintenance - Establish rules and guideline on maintenance fund - Provide technical support to maintenance group and PRF staffs especially a training on maintenance - Request an assistant from technician to fixing and repairing for major problem	- PRF should prepare certain level of budget for maintenance - PRF and communities design the rules and guideline - PRF should coordinate with other donors	Immediately
3	Communities have low experiences and	- Invest in capacity building of CBOs especially skills of	- PRF support fund - Communities participate in the training	Before and during the project

	skills to operate CFA project	planning, accounting, basic maintenance - Outsource the experts to support communities		
4	Lack of important information in project evaluation	- Improve methodology of project evaluation with more details on finance, functioning, quality of project and challenges	- PRF restructure database and use available resource for evaluation by outsourcing experts	Every five years
5	Delay of report system	- Develop simple structure of report and provide incentive for communities to submit a report	- PRF and Village design new report system	Immediately

## 5.2. Team 2: The 16-Year Experiences of Poverty Reduction Fund in Community Driven Development in Rural Laos

Findings, discussion and analysis: Based on the given PRF philosophy, *Community-Force Account (CFA) and Self-Help Group (SHG) are considered as the best practices of the PRF CDD approaches.*

The reasons include these CDD approaches have considered core CDD principles including local ownership, collective action, process-based learning, women empowerment and local sustainability

### *Local ownership*

PRF has considered the significance of local-lead solution. Therefore, all CFA and SHG projects are discovered, developed and managed by local members. Considering this role from the Tagore's **theory of dialogue** found that the facilitation role encourages PRF to understand and find facts of what and why is happening through listening and paying attention to local experiences.

This collective agreement is termed as **collective practice** meaning that to work as a group and giving a trust to each other. When a feeling of trust is established, this will then create open space or a safe environment for discussion and enhance a communication and co-operation more effectively. It encourages participants to share more about their concerns and problem solving ideas (Westoby & Dowling, 2013). Within this facilitation role, the PRF can “*see what people*” (Buber, 1958) and this is crucial from community development perspectives.

The CFA and SHG projects have considered the importance of **process-based learning approach** rather than **outcome-based development approach**. Ife (2013) highlights the distinction journey between these two principles. The outcome focuses on a destination, so plans are created and they are put in place as a linear progress. The process, in contrast, is a journey of discovery. During the journey, a number of either expected or unexpected experiences are encountered, and this discovery journey becomes more significant than the end of the journey itself (Ife, 2013). In

addition, the process is crucial because it can determine the outcome and these two principles reflect on each other (Gandhi cited in Ife, 2013).

### *Gender empowerment*

Both CFA and SHG projects open spaces for women's participation in public. Results show that perceptions on women has been changed. Traditionally, textile work is given to females rather than males in the Sakok community. However, this mindset has been significantly changed and males strongly participate in textile activities.

The shifting **gender roles** creates open spaces for social inclusion as well as financial accessibility regardless gender and ethnicity differences. When females can access to financial capital, they enable to **access to markets** (Alkire et al., 2013). This argument is convincing as more poor families enable to access not only the market but also health services when they earn more income.

### *Local sustainability*

the CFA approach opens for locals to enable to manage the subproject projects' funding by themselves if the project cost is not over USD 50,000, which is not applicable for current financial policies of the Lao government. Local communities learn how to manage the funding as well as project tasks implementation so their sense of belonging is significantly developed. Therefore, local ownership is fully developed since the beginning of the CFA activities. Like CFA, these research findings reveal that SHG approach also emphasizes strengthening local capabilities through encouraging on self-reflection and discovery of their local wisdom as well as local resource potentials. In addition, both CFA and SHG approaches provide small funding for local communities and encourage them to enable to come up with simple and small-scale projects.

These research findings are supported by Ife's theory (2013, p. 270) arguing the importance of accepting the philosophy of "*small is beautiful*". Ife explains that it is not easy to apply this theory into practice because it means to minimize the growth concept while nature of human needs is likely to emphasize on growth and growth concepts. Even though, limiting growth is challenging, it is a significant concept for sustainable principle (Ife, 2013). This in turn can bring in the notions of **self-reliance** which is very important for community driven development (Ife, 2013).

**In short summary**, the findings present many positive impacts of the CFA and SHG projects on women, social and economic empowerment and development. However, both CFA and SHG approaches are currently active with PRF projects due to the fact that PRF has not only financial capability but also specific financial policy supports that allow local communities to access to funding and to enable to control all development process and implementation of the CFA and SHG projects. If these financial policies are integrated and fully applied by the Lao government policies, both CFA and SHG approaches are potentially sustainable with considering other factors such as educational levels and strong local leaderships. If not, sustainably becomes a question when PRF is inactive. Therefore, PRF CFA and SHG approaches still face many challenges

## Challenges

Firstly, the PRF CDD approaches are mainly based on donor-based assistance regarding financial assistance. The question remains who will continue the work (follow up and monitoring) when ending financial support. Secondly, the PRF CFA and SHG models are only applicable to PRF financial policies but it is not applicable in current Lao government finance policies. Thirdly, despite the fact that PRF has implemented more than a thousand of SHG and CFA projects, arguing for a right CDD model that can be applied across the rural Laos is also questionable due to different local contexts need specific attention and assistance. Finally, moving from a learning group of SHG to be a production group or cooperative is challenging. However, this movement is very important for local sustainability the way in which they can have better access to markets.

## Recommendations

Based on research results, this research suggests PRF to:

- 1) continue to apply the CDD approaches in order to improve the quality of life of locals as to help the country to achieve the goal of graduating from the list of Least Developed Countries. However, the promotion of CDD approaches should focus on quality rather than quantities;
- 2) continue to promote those local communities successfully applied the CDD approaches as well as to encourage and support them to next levels of community organizing such as a production group and cooperative so that they can access diverse markets and have more power control market price;
- 3) having additional budgets for monitoring and supervising local communities (either from PRF and/or from the government) for specific needs and assistance after ending financial support from donors are also important in order to ensure that issues are properly addressed;
- 4) have a serious consultation meeting with the Lao government bodies regarding roles and responsibilities of PRF in rural development. There is a need of having permanent institutional and financial assistance from the Lao government in order to fully apply CDD approach;

integrate financial policies for small-scale projects between the PRF and the Lao government. The policy should be connected and interchangeable. Otherwise, the PRF CFA and SHG models are meaningless and cannot be practical.

### 5.3. Team 3: Community-Driven Development in Laos: Dilemma and Hope of Saemaul Undong and Poverty Reduction Fund Approaches. Case of CDD in Vientiane and Salavan Province, Lao PDR.

**Background.** A Community-Driven Development (CDD) has been a proven successful approach in rural development for a poverty reduction and well-being of people in the poor community. CDD approach has been applied in several regions in the world. In principle, CDD approach was used to tackle poverty dimension in correspondence to the local context and societal behavior. In Laos, the central government has approved various community development approaches to eradicate



poverty with different processes in different communities. Hence it is necessary for a study to explore further the relationship between the level of participation and the physical environment impacts post CDD projects implementation. In this study, Poverty Reduction Fund and Saemaul Undong Movement approaches have been emphasized.

### **Best practices for CDD in Laos (PRF and SUM).**

In Laos, CDD has been implemented within diverse patterns based on management mechanism and funding sources. This research prefers to find the key characteristic of CDD in Laos with focusing on the Poverty Reduction Fund (PRF) and Saemaul Undong Movement (SUM) approaches in Salavan and Vientiane provinces respectively. Regarding the analysis part, findings reveal both efficiency and inefficiency for the PRF and SUM. PRF has been focusing on the project management system, women and minority groups empowerment, and environmental development whereas the SUM has emphasized on income development, built environment, and mental reform. The best practices for PRF approach would be explained through 1) the initiative participatory of villagers (minority ethnic groups and women); 2) the critical movement of local government in the subproject; and 3) the initiative direction of job creation. For the SUM approach, the best practices would go through 1) the physical environments have been rapidly transformed; 2) income development has been considered with the existing context; 3) mental reform with the incentive technique. Together with the best practices, supported instrument should be considered for the sustainable and suitable CDD in Laos in order to reach the sustainable development in the future.

### **Analysis process.**

Key projects of SUM and PRF were considered. Site survey, questionnaire distribution, and in-depth interview have been conducted. Toulakhom district in Vientiane province was considered for the SUM sites and Toumlan and Samouay district in Salavan province was considered as the PRF's pilot sites. 3 villages for Toulakhom and 3 for Toumlarn and Samouy district. After collecting data set from SUM and PRF's sites, descriptive analysis and econometric model have been employed. In addition, interview technique has been conducted with six leaders who have participated in the village development project. Finally, the mixed research method has been used in order to meet the surface and insight results in this study.

### **Recommendation.**

In order to find the hope and mitigate the dilemma for CDD in Internal Factors

- ✓ Long-life learning approach would help them to improve their jobs and income improvement (Job creation in the community)
- ✓ Decentralized approach in community should be more clear
- ✓ Incentive distribution technique should be applied
- ✓ Metal reform should be frequently provided
- ✓ External Factors
- ✓ PRF and local government should be the key instrument in driving community

- ✓ In the stage of a least developed country status, diverse sources of funding should be considered
- ✓ Time-Place-Work should be considered with activities and development budget in long-term plan
- ✓ Additionally, integrated planning should be considered in order to avoid the development gap phenomenon (household and household, village and village, community and community and so forth)

#### 5.4. Team 4: Best Practices of CDD, through the experience of Cambodia, China, Laos, Thailand, and Vietnam.

Through the assumption that CDD is an approach to rural development and poverty alleviation, and the provision of infrastructure and services, that is rooted in the idea that development often works better when control over decisions and resources are handed over to local communities. However, one approach of CDD might be different in terms of practical works of many countries, including the LMC countries because the differentiation of development levels, geographies of the individual country, but all are sharing the same goal which is to improve the living condition of the community.

This paper aims to identify the impact of using CDD approach in rural development, by using the experiences of Cambodia, China, Laos, Thailand, and Vietnam, to consider achievements and challenges had been facing among those countries, together with considering the key factors that influence outcomes of using this approach. Best practices will be considered through the following factors: 1) whether **methodology** of CDD is adequate for other development partners to adopt; 2) lessons learned from existing programs can be considered to be a **concept**; 3). Lessons learned from one community can be **applied to another community**; and 4). utilizing best practices can save both time and money as **the impact** of CDD (example of China case) and result in improvement in organizations and in individual leadership and management practices of all countries.

This paper emphasized that although there is growing evidence that CDD offers an effective means of improving the efficiency of public financing from external support, even in optimistic scenarios, the financing requirements to improve poor people's access to basic services far outstrip the availability of public funds. It is thus important to leverage local and private financing sources in implementing CDD. Even, evidence that CDD has been proven successful in LMC countries, but it takes time and commitment to the process for results to be achieved, therefore, *it would suggest providing enough time and budget to fulfill CDD work*. Besides, lessons include the need for donors and supporters of CDD, including governments, to think of the process beyond the project, and of transformation or transition rather than exit this is considered to be a key discussion topic before starting all CDD projects.

In summary of this joint research project states that CDD approaches aim to empower local people in poverty by putting investments and responsibilities for decision making in their hands. At the

same time, CDD works to create opportunities, strengthen the people's voice to demand greater accountability of the institutions that are relevant to their livelihoods, and to promote sustainable development. In the long run, for CDD to be sustained, it should be anchored within existing contextual systems (government), frameworks (Example: Rural Development policy or NGPES or Sam Sang policy), and processes (decentralization), even where these are imperfect

This CDD's joint research confirms that the involvement of government and non-government organizations, innovative project implementation mechanisms, capacity building, and targeting of vulnerable groups are all instrumental in the success of all CDD projects of different countries, which had a positive impact on individual and community well-being, on the provision of local government services, and in reducing poverty. Additionally, the capacity of the local community is essential to successful CDD and its scaling up over time, thus, capacity is more than simply resources, it also includes motivation and commitment, which in turn, require appropriate incentives at all levels.

## 5.5. Team 5: Policy Analysis of Community-Driven Development, case of Laos

This paper identifies the policy influencing the implementation of CDD work in Laos, by applying the experience of PRF which strongly supported by the Government of Laos and contributed in rural development, while building on the gained experience of the rural development programs in Lao PDR, especially, those contribute on NGPES<sup>1</sup>; the CDD approach under the implementation of the Poverty Reduction Fund (PRF) had adapted and developed tools and machines that are appropriate to the context of the poorest districts in the country. In terms of relevance, this is to confirm the project purpose and the country's overall development goal, the PRF demonstrates its commitment support the GoL to achieve its goal of social and economic development of the country, in particular regards to reducing poverty in the poor and remote areas. Through 16 years of PRF, it still deserves to be “high” from the perspective of:

- ✓ It consisted with the objective of the NGPES and Millennium Development Goals of Laos, especially, to contribute in rural development and poverty reduction in the poor and poorest districts in the country, where the national poverty incident reduced from 46% in 1992/93 to 23% in 2012/14, and estimated to be lower than 20% by 2020, and minimize development gap between rural and urban areas in Laos.
- ✓ consistency with the development needs of Lao PDR and the Government's related policies (particularly, Sam Sang policy or three builds policy, the GOL's four breakthrough policies<sup>2</sup>),
- ✓ consistency with the donor's assistance policy (e.g. the World Bank's Operational Policy on “the protection of indigenous people interests and environmental safeguard”),
- ✓ consistency with the needs of rural and remote community sustainable development (e.g. through long-term or Five Year Village and Kumban Development Plans, 1951 villages

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<sup>1</sup> National Growth and Poverty Eradication Strategy to leave out the list of Least Developed Countries by 2020

<sup>2</sup> Breakthrough in imagination, in human resource development, in improving management and breakthrough in poverty reduction

covered by the program have already had “**clear vision on the sustainable development**” of their village. Moreover, many government agencies and other development partners are paying attention on the achievements and approach of the PRF.

- ✓ Consistency with the objectives and result frameworks of PRF program, and also consistency with bilateral financial agreement between GOL and donors.
- ✓ Consistency with current priorities of other development partners in Laos (e.g. PRF has been jointed many working groups on rural development and poverty eradication).
- ✓ In terms of **empowerment policy** at the grassroots level, the PRF has established village institutions and numerous village volunteers and leaders trained by the project that are increasingly seen by the Government of Laos and Development Partners as an effective platform to implement rural development programs, those are considered as the human resource that the other development partners can use.
- ✓ The outcomes of PRF’s work are to create voice for poor communities in decision-making. It increased villagers’ perceptions that their input in village affairs and decision making was sought and had significant influence (Endline IE 2016). There was a strong focus on community participation particularly in CDD work.

Through 16 years’ experience, the PRF has been considered to be one of the core instruments of the Government of Laos to tackle local service delivery in remote rural villages in the country. However, the fund and initiative concept of the project are mostly from the supporting of donors (in terms of credit can grant); therefor, to ensure the sustainability of the work in the future, the Government of Laos at nation level should be the key institution to develop the project concept (the real need for rural development) and also to be the key organization for fund raising and resource allocating both budgeting and technical supports.

For the long-term agenda, the implementation of PRF is a huge optimistic, no one can do much progress alone without supporting and coordinating with other (both financial and technical supports); therefore, initiating a dialog of the program activities should be led by the GoL, where the other development partners and donors can be the implementer and supporters.

More or less, the PRF’s CDD aims in issuing this vision statement is to deepen the dialog on CDD among all development partners, national governments, other donors, NGOs, community groups. As the current status, the project leaders are eager to get common space for further discuss the potential and challenges of CDD that scaling up this approach to national level, for example: discussion about exit strategy of SHG activity in those districts which excluded in PRFIII AF’s coverage areas, that planned to hold the work to concerned sectors of the Government and continue supporting from Nayobai bank, by using the approach of PRF SHG’s experience.

**Policy perspective on CDD:** It is an approach to development that emphasizes community control over planning decisions and investment resources. Over the past decade, it has become a key operational strategy for many national governments, as well as for international aid agencies, with the World Bank alone currently supporting more than 190 active community-driven development projects in 78 countries. CDD programs have proven to be particularly useful where government institutions are weak or under

stress. This paper examines what the evidence shows about the utility of community-driven development programs for helping governments improve the lives and futures of the poor.

The paper also addresses recent critiques of the community-driven development approach. The paper makes three main arguments. First, community-driven development offers governments a useful new tool for improving the lives of the poor. The empirical evidence from evaluations confirms that community-driven development programs provide much needed productive economic infrastructure and services at large scale, reasonable cost, and high quality. They also provide villagers, especially the disadvantaged, with a voice in how development funds are used to improve their welfare. Second, community-driven development programs are not a homogeneous category, and it is important to acknowledge the differences between national, on-budget, multi-year programs, and off-budget programs. And finally, community-driven development works best and achieves the greatest results when it is part of a broader development strategy that includes reforms to governance, investments in productivity, and integration with efforts to improve the quality of public service delivery.

## 6. Brief Introduction of Researchers in this project

### Cambodia's Research Team



Mr. Promloma Van

- **Employment:** Official at Ministry of Rural Development in Cambodia
- **Work Engagement:** Poverty Alleviation and Living Standard Improvements through various Rural Development Activities.
- **Education:** *B.A. (Hons.) Economics* from Republic of India and *MSc. International Banking and Finance* from United Kingdom.
- **Academic's Research Experience:** Rural Development, Labour Economics (Migration), Monetary and Fiscal Policy, Banking System and Regulations, International Investment and Risk Management.



Mr. Tolakham Vann

- **Employment:** Official at the National Bank of Cambodia
- **Work Engagement:** Risk Assessment in Financial System, Macro-Financial Linkage Analysis and Macroprudential Policies
- **Education:** *B.A. in Education* and *B.A. in Banking and Finance* from Cambodia, and *MSc. In Business (Financial Management)* from United Kingdom.
- **Academic's Research Experience:** Various Economics Issues such as Dollarization, Financial Inclusion and Market Interest Rate Policy.

## Chinese's Research team



### **Ms. Wenyan Lei (Ph.D)**

- Senior Visitor of Queensland University of Technology, Australia (Sponsor: China Scholarship Council), 2017
- Doctor degree of Public Administration, 2017, School of Humanities and development, China Agricultural University, Beijing, China
- Master of public administration, 2005, Kennesaw State University, GA, USA
- Bachelor of economics, 1999, School of Business, Guangxi University Bachelor of Economics
- Now, She is full time senior lecturer, School of Public Administration, Guangxi University.



### **Pro. Linli Lv (Ph.D)**

Doctor of economics. Master tutor

She is teaching in the Business School of Guangxi University.

Mainly engaged in rural poverty alleviation and development, project planning and evaluation, farmers professional cooperatives and other fields of research.



### **Mr. Liqun Lu**

Director of Cooperation Dept., International Poverty Reduction Center in China.

He has been engaged in international poverty reduction cooperation for many years and has rich management and operation experience in rural development and international development assistance project.



## Thai Research Team



### **Asst. Prof. Dr. Amnuay Wattanakornsiri (Ph.D)**

- B.Sc. in Environmental Science and Technology, 1999, Mahidol University, Thailand
- M.Sc. in Engineering (Environmental Management), 2002, Aalborg University, Denmark
- Ph.D. Fellowship in Polymer Engineering, 2011, Trento University, Italy
- Ph.D. in Environmental Science, 2012, Burapha University, Thailand

He is a Lecturer and Head of International Relation Affairs under Faculty of Science and Technology, Surindra Rajabhat University. Currently, he teaches bachelor, master and doctoral students on Environmental Management, Environmental Science, Sustainable Development, Alternative Energy Management, Solid Waste Management and Natural Resource Management. Besides, he is the project manager of Chevron Enjoy Science Project, the committee of Professional Learning Community in Education of Teachers' Council of Thailand, and the committee of



### **Ms. Nutsurang Pukkalanun (Ph.D)**

Lecturer and Deputy Director of Research and Development Institute, Surindra Rajabhat University. Full-time lecturer in Economic and Community Development, Faculty of Management Science at Surindra Rajabhat University Surin, Thailand



## Vietnamese Research Team



Mr. Anh, Le Tuan, M.A

He received his Master Degree from International University of Japan under the sponsorship by Japan Development Scholarship. He has been teaching in international economics in National Economics University. His main research interest in international development, trade theory and economic integration. Besides, he has worked for several projects funded by EU, USAID and some works for WB/IFC.



Mr. Dai, Nguyen Van, M.A

He got the Master's degree of Development Studies from The University of Melbourne. He is now teaching as a full-time lecturer for Research Methodology, Development Economics, to name a few at the National Economics University. His research interests are Gender and Development, Gender and Entrepreneurship, Development Issues. He engaged in a number of academic research and development projects coordinated with multilateral parties such as UN Women, Oxfam,...



Mr. Dzong, Ngo Quoc, M.A

Master in economics.

He has been teaching in the National Economics University for more than 10 years. His works are mainly engaged in poverty alleviation and economic development.



Ms. Lan, Phan Thi Thu, M.A

Master of Public Management and Policy Analysis, 2016, International University of Japan, Japan.

With ten years as Specialist at General Planning Department, Viet Duc University Hospital (2008-2018), she moved to new established International Cooperation Department of the Hospital.

She participated in some international development projects and mainly engaged in research field of health or development economics.

## BRIEF BIOGRAPHY OF LAO TEAMS

Team 1: Assessing the Sustainability of Community-Driven Development Project In Lao PDR.



Dr. Piya WONGPIT is a head of finance and banking department, Faculty of Economic and Business Management, National University of Laos. He holds PhD in economics from Kobe University, Japan in 2014. Currently, he teaches bachelor, master and PhD students on research methodology, public financial management, microeconomics, economic development and security analysis. He has many experiences on feasibility study and research in the field of agriculture economics, trade and economic development.



Dr. Alay PHONVISAY is a Lecturer with the Faculty of Economic and Business Management at the National University of Laos, where he teaches development studies, and regional economic integration. He holds a Master Degree and PhD in Economics at Kobe University and his primary areas of expertise include monitoring and evaluation, policy and program analysis, and applied economic research with a focus on health, industrial policy, trade and poverty reduction.



Dr. Keuangkham SISENGNAM is an academic researcher and lecturer at the Faculty of Economics and Business Management, National University of Laos. He obtained his PhD degree in International Development and Policy Studies. He is interested in a wide range of development topics, including poverty, income distribution, gender discrimination, labor migration, efficiency and productivity, and environmental issues. Keuangkham Sisengnam also serves as an active member of the think tank for the National Agriculture and Forestry Research Institute, Ministry of Agriculture and Forestry.

## Teamn2: The Impact of Community Driven Development Approach on Rural Development in Laos



Mr. Amphone Vongsouphanh (Team leader) is an expert in community dialogue & movement, community organizing, social protection and social safeguard analysis. He also focuses on community-based ecotourism, community-based development practices and social impact assessment. He has about 11-year experiences of research and lecture at the National University of Laos (NUOL) as well as research collaboration with both national and international development agencies. Furthermore, he has been working as a project coordinator for: Erasmus+ program on student and staff mobility program between NUOL and ULB, Belgium; Save Children International (SCI) on child protection and gender-based violence; Sae Maul Undong (new village movement) with a focus on community development and movement; and UNICEF in the areas of child protection system and social work for children and family. He has also been a consultant for international development projects in the field gender development and agriculture development in Laos. [amvongsouphanh@gmail.com](mailto:amvongsouphanh@gmail.com)





Dr. Latsamy Phounvisouk: 2011-2014: PhD, Social Science at Rural Development and Management Program in the College of Humanities and Development (COHD) at China Agricultural University Beijing. 2005-2007: MSc, Animal Science at Swedish University of Agriculture Sciences, Uppsala, Sweden. 1999-2003: BSc, Fisher Science at National University of Laos, Faculty of Agriculture. She is a Researcher at National Agriculture and Forestry Research Institute (NAFRI). Since 2015, she has been working on Participatory Community Management of Natural Aquatic Resources in Laos support by URDP and also have been working on network for agriculture and rural development think-tanks in

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### **Team 3: Community-Driven Development in Laos: Dilemma and Hope of Saemaul Undong and Poverty Reduction Fund Approaches**



Dr. Thanousorn VONGPRASEUTH is a founder of the Urban Development and Built Environment Laboratory (UDBEL) in the Faculty of Architecture, National University of Laos (NUOL). His major relates to various design and development principles regarding the rural and urban conditions. He achieved the Bachelor’s Degree in architecture field from the Faculty of Architecture, NUOL in 2003. He has been hired as an assistant lecturer in the Faculty of Architecture, NUOL since 2003. In 2007, he has awarded a grant to continue his Master’s Degree in Japan. He received his master’s degree in the field of urban design in 2009 from Ritsumeikan University, Japan. In 2015, he received a Ph. D. in Urban Planning from Hanyang University, Korea. He has awarded an honor research grant from the Korea Foundation of

Advanced Studies (KFAS) to run his research in Korea for six months (2017). He has conducted various studies regarding rural development, transportation planning, urban form, urban growth management, Sam-Sang directive development, sustainable development, health and built environment, and community development. He has also been a permanent member of many academic societies, for instance, Urban Land Institute (ULI), Korea Planning Association (KPA), Architectural Institute of Japan, and Association of Lao Architects and Civil Engineers (ALACE). Recently, he is a deputy head of Product Design and Decoration and an Asst. Prof in urban environmental planning in the Faculty of Architecture, NUOL.



**Mr. Phengsy Daravong** is an assistant researcher in the Urban Development and Built Environment Laboratory (UDBEL) of the Faculty of Architecture, National University of Laos (NUOL) since 2017. He achieved the Bachelor's Degree in Urban Environmental Planning field from the Faculty of Architecture, NUOL in 2017. His specialization is GIS tools in analysis. He has joined many research projects and workshops in terms of rural development and urban sustainability. Recently, he has awarded an honor research grant from the Global Korean Scholarship 2020 to conduct his research in Hanyang University, R. Korea.



**Ms. Silae Thongpaseuth** has been hired in the Faculty of Architecture, National University of Laos as a teaching assistant and research assistant. She is also a member of the Urban Development and Built Environment Laboratory (UDBEL) in the Faculty of Architecture, National University of Laos (NUOL). Her major relates to development principles regarding the rural and urban planning aspects. Silae achieved the bachelor's degree in Urban Environmental Planning field from the Faculty of Architecture, NUOL in 2017. She has participated in many international workshops and seminars. Recently, she has been conducting a crucial research in terms of rural development, COVID-19 pandemic and urban space development, and so forth.



**Dr. Hatthachan PHIMPANTHAVONG**

**Employment:** Ministry of Agriculture and Forestry, Poverty Reduction Fund, Head of Monitoring & Evaluation Division  
**Work Engagement:** Poverty Reduction, Disaster Risk Management, Sustainable Development, Gender and Ethnicity participation, project monitoring and evaluation.

**Education:** *B.A. Economics (2002) and BA. Arts (2003) at the National University of Laos, and MA: Economics at IUJ in Japan (2009), MBA in Vientiane Capital (2005), Lao PDR, PhD in Local Development and Global Dynamics at University of Trento, Italy (2014).*

**Academic's Research Experience:** Rural Development, sustainable development, regional development, economic growth and poverty reduction, social and environmental protection, Social Safeguard, Disaster Risk Management, local development and Governance, rural development, community participation, gender and ethnic minority promotion, monitoring and evaluation.

## Team of Best Practices of CDD



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## 7. Final Paper of each team (Page 25-90)

- 7.1. Final presentation of Cambodia
- 7.2. Final presentation of China
- 7.3. Final presentation of Thailand
- 7.4. Final presentation of Vietnam
- 7.5. Final presentation of Lao Teams

## 8. Field Data Collection (Page 91-100)