

# ANNUAL REPORT

2012

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## SECTION I

### INTRODUCTION AND ANALYTICAL SUMMARY

#### I. 1 Introduction

**In the context of economic growth**, a number of exciting developments took place in Laos in 2012 and more are in the pipeline for the up-coming years. Laos is experiencing significant change in line with an advancing rate of economic growth. Among the 15 fastest growing economies in the world, Laos has been able to sustain expansion of more than 7% a year on average during the past 10 years.

The foreign direct investment continues to flow into the hydropower, mining, and construction sectors, having increased from \$25 million in 2002 to nearly \$3 billion in 2011. This has contributed to Laos being on track to meet its UN Millennium Development Goals by 2015, and its likely graduation from the United Nations' list of Least Developed Countries by 2020.

One of the key drivers of this growth has been legal and economic policies, largely implemented in a bid for World Trade Organization membership<sup>1</sup>, which have reinforced the country's attractive investment climate.

**For the civil society development arena**, 2012 was an historically important year for the development of Lao Civil Society. In the aftermath of the Busan High Level Forum on Aid Effectiveness, and the preparations for the Asia-Europe People's Forum held in October 2012 in Vientiane, a timeframe emerged for more inclusive dialogue and stronger working relations between NPAs, iNGOs, Mass Organisations and government agencies.

In preparation for the Asia Europe People's Forum, the Lao National Organizing Committee (NOC), which was set-up to be responsible for organizing Lao people's input into the forum, agreed to conduct a series of provincial level consultative workshops in all provinces of Laos to get people's perspectives on their wellbeing and issues relating to sustainable development and poverty reduction. The data and information collected from these consultations – in which a minimum of 50 representatives of society participated - formed the basis of further dialogue to incorporate the people's voice into development plans.

In order to enable participation and understanding of the complex meaning of sustainable development, facilitators took participants through a process of identifying issues which affect their own personal happiness or well-being and suffering or poverty. Facilitators then guided participants to use these issues to explore wider issues of societal happiness/suffering and wellbeing/poverty within a 4 dimensional analytical framework covering political (or governance), economic, cultural and environmental dimensions. This tool has been developed by PADETC under the name Wisdom Box. At the Asia-Europe People's Forum, a Lao Vision document was presented to guide further ways of cooperation between all stakeholders in Lao development context.

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<sup>1</sup> On Feb 2 this year, Laos officially became a member of the World Trade Organization (WTO), the culmination of a 15-year process.

The senior management team of PADETC recognised in the early stages the opportunities presented by the international events related to the Asia-Europe meetings taking place in Vientiane. Overall, there was a feeling of excitement in the organisation as well as across the board within Lao Civil Society. PADETC staff were highly instrumental in getting together representatives from Civil Society, Mass Organisations and government agencies and in facilitation of the preparation process. PADETC made 8 senior staff members available for the NOC and sub committees in order to facilitate:

1. CSO leadership and high level involvement and representation
2. the provincial consultations in the Northern Provinces
3. the documentary process and media coverage
4. logistical preparations (venues, accommodations, catering etc)
5. fundraising and resource mobilisation
6. youth involvement and workshop hosting

#### Strategic plan and Leadership transition

Also for PADETC as an organisation 2012 has been a significant year. The long anticipated strategic planning (as part of the organisational transformation) for the period 2013-2017, including the more independent role of the Learning Centres was finalised based on a impact assessment conducted in the beginning of 2012.

In mid-2012, the founder of PADETC stepped back as Director. Mr. Khamphoui Saythalat replaced him in this position. The director had already stepped back from his involvement in the day to day management a lot more than in previous years, and dedicated his time to a large extent to the Asia-Europe People's forum in his position as co-chair and lead representative of Lao Civil Society, promoting and inputting new idea and attending more policy level meeting with government partners, Mass Organisations and the National Assembly.

Although the high involvement of the staff in the Asia-Europe People's Forum provided in many ways learning opportunities and extensive exposure to an international working environment and coordination, the high involvement of the PADETC staff slowed down the organisational transition process "in-house". The performance appraisal review of all staff was delayed and the process of finalising the new senior management team was postponed to the beginning of 2013. Learning Centres and Networks also received less intensive coaching, however this was partly to see how much progress was made towards independency of the head office.

During the last four years, PADETC's approach of "spinning off" its programs/projects to become "Learning Centres and Networks" has therefore proven not only farsighted for its own survival, but also provides a greater chance for its affiliated centers and networks to survive and grow independently. In this new environment, PADETC's recent programming is shaping and sharpening into three separate but interlocking spheres or sectors of activities

[Education for Sustainable Development principles](#) underpins all of PADETC's projects and activities. Programs are interlinked and highly synergistic.



When looking at the three separate but interlocking spheres or sectors of activities PADETC has listed to guide the operations of the organisation, it is clear that the first sphere has been the dominant sphere in 2012. However, at the same time, greater insight in the needs of NPAs and community based organisations is gained by closer working relations, which may have a spin off effect in the years to come.

1. CSO Sector Leadership and Advocacy: This refers to the formal and informal leadership roles taken up by PADETC staff on sector level initiatives, engagement with government at national and local levels, and participation in regional and international CSO sectors activities. In early 2012, PADETC's participation in the Asia-Europe People's Forum (AEPF) preparations at steering committee and sub-working group level (with seven senior staff involved in total) has been a case in point. Lesser examples may include PADETC participation in NPA/INGO sector meetings, and bilateral contacts (formal and informal) with government.

2. Enabling Environment for CSOs: In this sector, PADETC uses its institutional experience to develop skills for NPAs and other partners, through a combination of institutional capacity building, and providing backstopping for newer organizations in need of management support (for project cycle management, planning, financial management, etc). An example of this is PADETC's participation in the SDC Consortium proposal, submitted in October 2011.

3. Direct Service Delivery: In this context, PADETC uses six complementary learning and training centres as practical demonstration sites to facilitate real-life and skill-based learning,

especially for young people<sup>2</sup>. These activities may be undertaken on behalf of INGO or donor partners, or based on PADETC's own initiative.

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<sup>2</sup>Those Centres and Networks are:

**a. Learning Centres:**

1. Thateng Organic Farm: organic silk, vegetables and fruit production, goat raising.
2. Pannyanivej Eco-rice Fish Farm: ecologically sound rice-based farming practices.
3. Suanmailao Eco-Learning Forest Park: ecological and community approaches to forestry.

**b. Networks:**

1. Youth Network : Promoting social and environmental responsibility among youth
2. Dhamma Sanchorn/Nakhun Noi forest Temple: Network of engaged Buddhism for promoting ethics and education of the heart
3. Vientiane Entrepreneurs Club/Saoban Shop: network of social and environmental friendly enterprises, promoting traditional crafts.

## SECTION II

### PADETC's PROGRAMMING

#### 1. Summary of Progress

- Deepening of Institutional Capacity:

Throughout the year 2012, PADETC dedicated much time and effort to focus on deepening institutional development and strengthening capacity of its staff through experimental operating and developing an appropriate system to continue implementing ongoing programs and improving some remaining weak operations in seven areas such as management, administration, leadership, staffing, physical facilities/logistics, financial sustainability, and delivery of services.

In general, the institutional capacity of PADETC's Head Office has been significantly strengthened in all seven areas. Whilst the relationship between the Head Office and different Learning Centers and Networks continues to be mutually respectful and friendly, there is some room for improvement in the Learning Centers and the Networks' operation. The concept of "PADETC family" is also becoming better understood and strengthened, slowly but steadily.

The year 2012 was the final year of a four year PADETC plan for strategic decentralization into smaller but more specialized institutions with more financially self-reliance and independent leadership and management. This allows all Learning Centers and Networks to put more effort and energy to strengthen of both technical and management skills of its staff in order to play more vital role in implementing the common strategy of "Education for Sustainable Development".

#### **Staff Capacity Development Progress and Challenges**

As PADETC realizes that the key factor determining progress of its programs implementation is its human resource capacity, especially the quality and ability of its leader. As a result of this, PADETC has a commitment to focus on institutional development and organizational management and; improvement of quality leaders continues to be the core task of the head office.

In 2012, PADETC upgraded the capacity of its staff by providing short-term and long-term training, on-the-job training and peer-to-peer learning and coaching including exchange of lessons learned among the staff through study-tours. For long-term learning, two management staff members have been conducting further studies for Masters Degree in Management, and two financial staff have been trained on "Strategic Planning and Financial Management" in Malaysia and Thailand, five technical staff members and 15 volunteers obtained training on "Training of Trainer (TOT), pedagogy of English language and Information Technology" in Cambodia. A further one to three days of training on

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“Administration, Financial Management, and TOT” have been provided to staff members of each learning centre within PADETC. This has resulted in an improvement of the technical knowledge and skills of PADETC’s staff. Furthermore, retention of staff members at head office continues to be stable and they have gained more management competence and more responsibility in their assigned tasks. This is also evident as they successfully played leading roles in their active participation and preparation of the Asia-Europe People Forum. Throughout the forum, PADETC gained complements and goodwill from other CSO - INGO’s and it has been considered as a good model for NPAs in Laos.

Along with this progress, there are also some challenges that PADETC still faces regarding capacity building of its staff members; especially, motivating the staff members to be dedicated to producing quality work and achieving the goals of PADETC by applying their knowledge, theories and concepts of what they have learned from various trainings into practice for implementation of existing projects and programs, and trying to develop new projects while encountering financial resource constraint.

## **B. Detailed Program Activity Progress**

Detailed reporting of achievements in 2012 is divided into the following core areas of PADETC’s work: (I) Providing CSO Leadership and Advocacy; (II) Providing Direct Services; (III) Enabling CSO Environment and Government Partners; and (IV) Progress in Other Areas.

### **II. Direct Services (through Learning Centers and Networks):**

Throughout 2012 PADETC focused on institutional building, therefore, not all planned direct service activities were achieved. However, the three Learning Centers and three Networks continue to provide direct services to the communities and other INGOs/organizations in the form of training/coaching and other services. Each institution has a set of its own training modules, guidelines, tools, and network of communities to work with.

#### **Eco-Forest Park Learning Center (Suan Mai Lao):**

Eco-Forest Park or Suan Mai Lao Learning Centre is one of three agricultural Learning Centres, it is located in a 14 hectare of previously depleted forest, and its main mission is to educate young people and the public on the importance of ecology in relation to holistic education and development through participatory community training services and development of learning tools and facilities.

With its strong networking and coordination with development partners such as the Ministry of Education, INGOs (SNV, Heveltas, etc.) and other NPAs such as Huam Chai Pattana, Suan Mai Lao Learning Center has strengthened its leadership, management, and built the capacity of its team in order to deliver service to the target groups.

Throughout 2012, Suan Mai Lao has delivered several training programs to youth leaders and youth volunteers from many parts of the country in collaboration with development partners. Approximately 296 pupils obtained training on community data collection, communal land mapping, climate change, and film production; 40 teachers in Luang Prabang and Vientiane



Capital have been trained on how to write and present project proposals; and 70 heads of target groups have been trained on team leadership for community surveys. In terms of community service, approximately 839 villagers in Xieng Khouang and Bolikhamxay have been trained on sanitation and protecting the community environment. Suan Mai Lao staff also produced 80,000 seedlings of important indigenous hard woods to distribute through the youth, monk development network and the school network (this number is close to the anticipated quantity as outlined in the Log-frame). Suan Mai Lao also continues to develop learning facilities including: learning house; a handbook on “participatory community learning map”; a handbook for raising awareness of youth on “Climate Change”; and 3,000 handbooks on “Indigenous Knowledge” which have been published for the Quality School program in three provinces, Xayyabuli, Xiengkhuang and Vientiane Capital.

### **Eco-Rice-Fish Farm – Panyanivej Learning Center:**

The mission of Panyanivej is to educate young people and the public about rice-based integrated farming systems and the use of various low input sustainable agriculture techniques. It has promoted raising fish together with the rice to control insect pests as well as promoting better nutrition of farmers from getting extra-protein from the fish.

During 2012, Panyanivej Learning Center provided learning facilities and training services for communities, youth and students from many schools as well as the National University of Laos and Vientiane Technical Colleges. Six students used the Panyanivej Learning Center as a case study for their research in relation to eco-rice-fish farming. Occasionally, the venue is also used to host meetings in a country style setting for other NPAs.

Panyanivej provided also training for 42 farmers on growing organic vegetables and natural fisheries, and eight students have been trained on integrated organic agriculture, community data collection, and project and financial management.

Although much time and effort has been spent to strengthen the capacity of its staff to be able to handle multiple tasks in the Learning Centre, challenges still remain to make better progress for bigger achievements. The commitment to become financially self-reliant Learning Center is the greatest challenge for the Center Manager.

### **Tha Teng Integrated Organic Farm:**

Tha Teng has all the facilities and experiences necessary for conducting training and demonstrations as it is the oldest PADETC Learning Centre. The mission of Tha Teng Integrated Farm is to be a practical model farm on integrated growing of organic vegetables for the community, and to become an Integrated Agriculture Learning centre for young people and farmers in the four Southern provinces, which are developing to be a sustainable tourism site. Tha Teng is situated in a Southern province on the rich Boleven Plateau, about 900 km from the Vientiane Capital. Tha Teng is a suitable place for growing organic vegetables and the well-known Lao coffee as it has good quality soil and a good climate all year round.

In 2012, the Tha Teng Center provided training and coaching services on integrated growing of organic vegetable for the community to 462 people, and facilitated 12 intern students (four women) from a Technical School in Xekong and Vientiane Province. It also organized learning workshop for 73 secondary school students on the benefit of consumption of organic vegetables.

It has been observed that local farmers and people have a more in-depth understanding and awareness of the benefits of organic and bio-fertilizer as they are more productive with lower costs and produce good vegetables that are healthy and environmentally friendly. However, some challenges for the Tha Teng Centre include the recent campaigns of some private agriculture investment projects that are convincing farmers to use cheap chemical fertilizer with fast results, and they can buy the fertilizer with credit. This makes the Tha Teng Center work harder for its sustainability. Furthermore, the lack of experience and skills of trainers and the Centre Manager makes the Tha Teng Centre face the difficulty for its self-reliance in terms of income generation to be an independent NPA in the near future. Hopefully, with some time and more effort, the Center Manager will improve his role more confidently and effectively operate the centre with strong ownership.

#### **Youth Volunteers Network:**

The goal of the Youth Volunteers Network is to build the capacity of youth to be able to provide services and work with the community for education and sustainable development through the use of the ‘Wisdom Box’ and “Design For Change,” the two latest development tools being introduced to the youth volunteers for the implementation of ESD. The Youth Volunteers Network has been incorporated into the policy of the Ministry of Education on promoting youth leadership for educational development.

PADETC continues to play its roles of advisor and trainer by introducing various youth activities as key drivers to get community/villager involvement on new approaches of education for sustainable development. These youth activities allow children/youth in the community to learn new things about the living conditions, problems, potential, and existing values of each community. Their learning success then encourages teachers and school administrators to adopt these new tools and approaches.

During 2012, the Youth Volunteers Network implemented activities in four provinces, Xieng Khouang, Luang Prabang, Xekong, and Khammuan. It provided training for 40 teachers within its network on youth activities planning, 70 youth leaders of volunteer groups have been trained on data collection for community development, and 32 primary school teachers have been trained on using handbooks on Indigenous Knowledge. A curriculum for youth volunteers and Training of Trainer for participatory community data collection have been finalized. More importantly, the Youth Volunteer Network had the honor to host the ASEAN Agriculture Network Meeting with 36 participants from 10 countries in attendance.

From the first to the third quarter of the year, the Youth Volunteer Network continued to implement a project called “Empowering Youth Volunteers and Communities through “Mapping” of Village Common Land” in Xieng Khouang and Xekong Provinces, involving seven youth groups of participants, three from Xiengkuang and four from Sekong. A total of

224 youth were involved in the project, and all of them developed facilitation skills to work in the community, and some of them were confident to lead the community to make development plans, specifically youth from Phonesavanh School, Chomphet School and Thataeng School. The Youth Volunteer Network also completed one film on the village mapping process, which can be used as an example by PADETC and others to demonstrate participatory community development. For mapping and profiling of villages, youth were able to undertake surveys and data collection for 52 villages, and all of the villages had their own village profile written by youth. During the survey and data collecting, youth drew village maps using the Google Earth program. They made 38 village maps and they produced comic book on their experience in community survey and data collecting for their village in total 38 topics.

However, it is not yet feasible to transition the Youth Volunteers Network into an independent and self-reliant network or NPA, mainly because of a lack of funding support and a high rate of membership turnover.

In collaboration with SOLS24/7<sup>3</sup>, PADETC is in the process of designing a strategy of setting up vocational learning centres in a few provinces as a hub for youth leaders operations. The goal of the vocational learning centres is to give rural youth the opportunity to learn employable skills such as English, ICT, and basic life skills. In five years time, the centres will eventually operate as Alternative Colleges.

### **Development Monks Network:**

The goal of the Development Monk Network is to take the lead in capacity building for monks through training of trainers so that monks will be able to deliver Dharma and disseminate moral and ethics teaching for teachers, children, youth so that common Buddhists can be more effective in contributing to education for sustainable development and influencing the communities toward sustainable livelihoods.

The Development Monk Network is not registered as a project of development monks, but is registered as an association of Laymen Priests. This is because the development monk project has been well recognized by the authorities already through its umbrella organization of the Reconstruction Front – a mass organization. It is realized that there is a need for a network of laymen priests to bridge between the monks and the communities.

Development Monk Network continues to play a critical role in coordination with Government agencies, monk Association, schools and communities. In 2012, the Development Monks Network continued conducting Buddhism monk training for 32 monks on Buddhism life skills and leadership, and also “ordained” another two sites of community forests sized around 40ha. 35 monks have also been trained on integrated organic vegetables growing and bio-fertilizer production. A Buddhism festival was also organized as was attended by 747 people from various schools and communities.

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<sup>3</sup>[www.sols.org](http://www.sols.org)

Throughout the various activities implemented under the Development Monks Network, it has been observed that there are mutual benefits among the stakeholders, for instance, ordination of community forests -this provided youth and communities with useful knowledge and awareness on participatory environmental protection and values of natural resources for sustainable livelihoods. In addition, implementing activities of monk development provides the monks with an opportunity to research and gain knowledge about practical skills for working with the community - especially public speaking skills and teaching skills.

Applying Dharma into the learning process and youth development in schools helped students and teachers to develop spiritual well-being as a result of good quality of heart, good behavior, a more humble and respectful learning environment and better communication among students and teachers.

In terms of management and monitoring of the implementation of these activities, the Development Monk Network still relies on its development partners such as the Department of Agriculture and Forestry, and Education Offices at both the provincial and district level, which is expected for long term sustainability. However, it is still facing issues with the monitoring and reporting systems. The accurate figures of students and lay people reached can only be estimated. Hopefully, more capable and skillful staff shall be recruited into the team of Development Monk Network in order to handle the work more effectively in coming years.

### **Dok Lao Media Service: “Discovery of Lao Knowledge”**

Dok Lao Media Service is the former media team of PADETC; it is an essential tool in line with PADETC’s strategy, which is not only for education and sustainable development, but also to contribute to its institutional building and the dissemination of PADETC’s success stories as a whole to society via the media. The goal of Dok Lao Media Service is to promote effective media and communication to support and promote ESD, with its motto: “Communication with a Heart”. Its long term strategic plan is to become a film school. In the beginning of 2012, Dok Lao decided to become an independent Network and fully registered as a social enterprise. However, it still keeps its office within PADETC head office.

During 2012 Dok Lao provided training on participatory film production for education and sustainable development to 12 students from the National University of Laos. In collaboration with the Educational Science Research Center, Ministry of Education and Cinema Department, the Ministry of Information and Culture, Dok Lao organized a film festival under the theme “Science for Education” Approximately 10,060 participants of lower and upper secondary schools from five provinces attended the festival. Throughout the film festival all participants learned about the significance of natural resources, forests, as well about concepts about how to solve problem on disaster. Dok Lao also conducted training on “Basic Video Production and Documentary Film Maker” for 24 youth volunteers. This allowed young people to learn and experience new things in order to strengthen their capacity on media knowledge for development. In 2012, Dok Lao successfully produced 12 short films on “education for community development” together with the youth volunteer networks in the provinces. Dok Lao produced five films on “Education for Sustainable Development”,

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one film on “Learning with Community”, two films on “Learning Process of Intern”, and a film on “Design For Change” for 2012. Dok Lao has also organized a film campaign seminar at the National University of Laos, with 50 participants and at the Learning House with another 50 participants. Dok Lao conducted Film Production Techniques training on “Lao Million Voice”, “Clean Water” and “Organic Rice” for 36 students from the National University of Laos during the preparation of the Asia-Europe People’s Forum.

Although Dok Lao has strengthened its leadership and management as an official media enterprise and independent Network, it has been struggling with some financial issues for implementing its activities. It still need some advice and close mentorship from head office of PADETC, especially regarding its fundraising strategy.

### **Social Enterprise Network – Sompanya School:**

In 2010, PADETC developed a private not-for-profit school called Sompanya School by consolidating all its best practice experiences from the network of Quality Schools in the past years and put its effective tools such as the “Wisdom Box” and “Design For Changes” into practice. Sompanya School is aiming at experimenting and demonstrating a holistic approach to education that supports ESD. Its motto is “Educating the Heart is the Heart of Education”, which emphasizes participatory learning by ‘doing’ among students and teachers. Recently, the school has been able to provide its services to kindergarten, primary and secondary students. The school now has 35 teachers and 265 students.

Sompanya School has been getting strong support from the Ministry of Education, as it fully follows the curriculum and educational development policy of the Ministry. The school has been promoted to become a model for other schools to learn from; especially, its participatory approaches of learning and teaching with very friendly atmosphere among teachers and students.

Although it has appropriate resources including the strong academic background of its teachers and staff, dedication of its teachers to provide enthusiastic teaching service with ethics of professional teachers and creative contribution to the school is still at a low level. With its strong leadership and management team, the performance and progress of Sompanya School has been moving forward on the right track for better growth and to achieve bigger goals. For more detail information of school activities please visit:

<http://www.facebook.com/sompanyalaos>

### **Social Enterprise Network– Saoban Shop:**

Saoban Shop is a social enterprise and member of the Vientiane Entrepreneur Club (VEC) for the promotion and marketing rural Lao handicrafts. Saoban Shop officially became independent of PADETC’s funding support and now fully operates on its own.

Saoban Shop is highly committed to support and strengthen the capacity of rural communities, particularly village women weaving groups, to design and produce high quality handicraft products, such as the natural-dyed Lao silk, Lao Cotton, and Lao bamboo products etc. The Saoban brand is now becoming well known as a fair-trade social enterprise

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supporting rural women and improving the livelihoods for 17 producer communities in seven provinces.

With its unique and creative production and design capacity, Saoban Shop now officially become a member of Fair Trade Laos and continues to play a critical role as advisor/trainer for other new social businesses in the principles of fair-trade and responsible supply chain development.

In 2012, Saoban expanded its customer base progressively, currently not only selling to walk-in customers, but also sells to other crafts shops, hotels and business establishments in Vientiane, VangVieng and LuangPrabang. Apart from this it has also expanded its export business to include small fair trade establishments in the US, UK, Japan, Korea, Australia, and France. In 2012, it has also increased its staffing size from three to six people to manage its expanding business. Staff service contracts also include fair trade guidelines, i.e. fair wages, leave entitlement, medical insurance, and bonus payments, etc. For more details, please visit: [www.saobancrafts.com](http://www.saobancrafts.com); and <http://www.facebook.com/saobancrafts>

### III Enabling Environment for CSO and Government Partners:

PADETC uses its institutional experience to develop the skills of NPAs and other development partners, thorough a combination of institutional capacity building, and providing backstopping for newer organizations in need of management support (for project cycle management, planning, financial management, etc). A good example of this is PADETC's participation in the SDC Consortium proposal, submitted in October 2011 and current dynamic financial training team (GDA, Cord, Normai and PADETC) set-up in 2011.

PADETC and its satellite learning centres have also become open sources of learning to partnership and development. A few examples are as follows:

- Through the networks of iNGOs and education sub-sectoral working groups, Sompanya School has shared a DVD and training booklet to improve understanding and implementation of ESD in Laos, as well as two ESD PBL tools – Design for Change<sup>4</sup> and Wisdom Box<sup>5</sup>.
- Networking with other schools and learning from examples of best practice eg Roong Aroon, Sunshine school, Vientiane College, Don Koi CDC – exposed teachers at Sompanya to such practice eg. Sunshine School visit, inviting other teachers to Sompanya - eg. VC and Don Koi CDC.

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<sup>4</sup> *Design For Change*: is to make education more relevant and fun. The DFC process employs 'design thinking' approach to learning and focuses on developing students' creative confidence. DFC example video clips are available at <http://youtu.be/3irbOGuEh0g>

<sup>5</sup> *Wisdom Box* – simple survey method that is guided by the 4 pillars of sustainable development model, it uses strings to connect various pillars as a way to visually analyze results.

- Happy Laos movie – was gathered video clips from around Laos in five provinces, in line with PADETC’s house of happiness model of sustainable development. The movie was produced (1,000 copies), and shown at the closing ceremony of the entire AEPF. Today this movie is available online.
- In partnership with GDG and CORD staff, the PADETC finance team has conducted ‘Grant Management, Practical Financial Management and Financial Sustainability Essential’ training courses for eight NPAs out of the total 12 NPAs that applied (in Lao language), with positive recognition received at the end of the training cycle.
- Great successes were also made in regard to the professional services ‘Total Sanitation Techniques.’ In 2012, the technical team from the Eco-forest Learning Center was sub-contracted by SNV, Helvetas, Plan International, Child Fund, TheunHinBoune and Namthern 2 project and conducted the training to community members in 6 different provinces.
- In 2012, PADETC played an important role in supporting the development of Learning House, including being members of the steering committee, providing organizational support, sharing and coaching the relevant knowledge on CSO Development – (this mainly refers to PADETC’s prominent previous Director).

### Progress in other Areas:

#### ❖ **Finance/Administration Unit:**

During 2012, the in-house operation of PADETC’s finances developed much stronger systems to improve efficiency and effectiveness. These systems are also now in place for all of PADETC’s satellite learning centers. Good professional support from the Finance/Administration unit to the non-PADETC learning centers and networks has increased and they have indicated that they are fully satisfied with the service.

By the end of 2012, over 12 Lao NPAs expressed their great interests and desire to be trained by PADETC’s Finance/Administration unit and these training sessions are already scheduled for 2013.

#### ❖ **PADETC’s Finance Situation**

Following the original budget structure (*A-Administration/overhead cost and B-Other activities by project/program*), in 2012, PADETC spent 375,045 EUR total; 25% was spent on Administration; the rest was spent on eight different program activities; with the Youth Leadership taking the highest percentage of 26%, followed by the organic silk and cotton 12%; the Social and Environmental Enterprises 9%, and the other 4 program activities sharing more or less equal shares of between 5% and 7%. For details see Annex 1.

To reflect accurately the programme strength of each learning centre and network as it has been mentioned in the previous annual report for 2011, the budget structure has been divided

into three budget lines/code such as, Head Office Budget Line, Network and Learning Centers.

❖ Fund raising

In August, 2012, PADETC obtained USD 100,000 from the Small Grant Facility to promote capacity building and efficiency among CSOs in Laos focusing on three areas of policy advocacy, institutional strengthening and programme and technical supports especially in the areas of Agriculture and Education.

In November 2012, Oxfam Novib provided Institutional Funding Support to PADETC with an amount of 200,000 Euro, for the period of two years (January 2013 -Dec 2014).

Updated status of four project activity proposals:

1. The project titling “Empowering Youth Volunteers and Communities through village ‘mapping’ Common Lands” funded by the US Embassy has been completed. *The project final progress report was submitted to the US Embassy and received positive feedback.*
2. In February 2012, the project proposal “Media and Young People as Rights Advocates” was approved by AusAid’s Human Rights Grant Scheme and the Grant Agreement with PADETC was signed in August 2012. Overall, the project implementation is continuing smoothly and will end in December 2013.
3. In April 2012, the project proposal titled “Youth as Agents of Democratic Change through Knowledge and Information Acquisition and Exchange” was approved by UNDEF. The project will be completed at the end of March 2014. At the moment, the project activities are making good progress as scheduled.
4. The proposal for “Design for Change Laos” submitted to AusAid, USAID, and World Vision has not succeeded.

In 2012, six additional funded project activities are<sup>6</sup>:

1. Creating ESD communities in rural and urban areas supported by ODA, Japan (Jul 2012 - Feb 2013)
2. Young People and Climate Change funded by RECOFTC, Thailand (Jul 2012 – Feb 2013)
3. Program to Enable and Advance Civic Engagement (PEACE) funded by ON/EU (Jan 2012 - Dec 2014)
4. Participatory Assessment on Hydropower dam funded by CPWF-Mekong (Oct 2012 - Dec 2013)

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<sup>6</sup> Full concept notes /proposals are available upon the request



5. Voice from the Riverside funded Oxfam Novib (Oct 2012-Dec 2013)
6. LWRN funded by Oxfam Novib (Sept 2012- Dec 2013)

In overall, resource mobilization remains an important subject for PADETC to further improve in the coming years, particularly the preparation of its long-term fundraising and marketing strategies. In connection with the above, CUSO-VSO has agreed to provide a short-term assignment of volunteer with expertise and strong knowledge on programme development and fundraising strategies. The volunteer position will start in January 2013.

❖ **Board of Directors – Friends of PADETC:**

No progress has made so far since the disappearance of Sombath Somphone in December 2012. Given the present context in Laos, PADETC has to persuade or seek advice from a group of '*Friends of PADETC*', who are mainly iNGO's representatives<sup>7</sup>. Good support and advice are occasionally received from this group on a needs basis. A Board of Directors will continue to be set-up in 2013 or 2014 when the opportunity arises.

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<sup>7</sup> CPWF, ChildFund, Cord, Helvetas and GDA

## SECTION III

### **Principals Risks and the Milestones of risk mitigation for the reporting period**

#### **Milestone 1: Formulation of a gender policy**

PADETC's long-term planning strategy (2013-2017), which was finalised in September 2012, clearly indicates the steps toward the formulation of gender policy by the end of 2013. Along with the above, good cooperation with other NPAs (GDA, Viv Ncuas, Mea Gning Houan Chai Phathana, and Normai) that have in-house expertise on gender development is being undertaken by the assigned PADETC's senior finance officer.

#### **Milestone 2: Formulation of a diversity policy**

In 2012, PADETC continued to focus on the diversity of people it works with, at both the head office, and the learning centres. With SOLS, PADETC has sent 30 young students (of who eight are Hmong women) to Cambodia for an intensive life skills training. In October 2013, these students will return to Laos and at least five of them are to be posted at PADETC head office and its satellite learning centers.

Considered as one of satellite learning centers, PADETC continues to provide advisory support to VIC Ncaug, on a needs basis, including the NPAs registration process with MOHA.

#### **Milestone 3: Improved Planning, Management and Evaluation for Quality Assurance**

In 2012, the M&E and quality control team<sup>8</sup> fully undertook its key mandates and functions - *'Internal Program Audit'* - to provide field monitoring support and leadership coaching visits to the satellite learning centres on a monthly basis. The team produced their field assessment/monitoring reports following the field visits and submitted them to the Senior Management Committee to review and comment on during the weekly meeting held every Monday afternoon. As the result, the feedback and recommendations made at the meeting were forwarded to the concerned staff/team, who will take actions accordingly during the unit/department monthly meeting.

#### **Milestone 4: Model of change that includes systemic change**

In 2012, leadership transition of PADETC went smoothly along with the completion of the long-term planning strategy. Mr. Sombath Somphone, Founder/Director of PADETC had stepped down after a almost three years of institutional building preparations that started in 2009.

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<sup>8</sup> The team consists of 3 senior managers representing the Programme Unit, Admin & finance and HR

The new leadership is now under Mr. Khamphoui Saythalat, who has been greatly trained and coached by his predecessor over the past few years.

With respect to the statement '*PADETC must stay at the forefront of CSO sector*' indicated by the Impact Assessment Document, up to November 2012, it believes that PADETC has made the great achievements in various areas, including strengthening organizational systems, improving staff capacity and governance. The leadership transition went smoothly undergone with enriching the important experience of institutional maturation process.

With the unexpected historical incident '*the disappearance of Mr. Sombath Somphone, Director and Founder of PADETC on the 15<sup>th</sup> December 2012*' PADETC had to step back and undertake an deep analytical reflection on its mission, vision and strategies before moving forward into the coming years. As the result, all of PADETC's work, project activities have slowed down while some project field activities have refocused and changed target beneficiaries and areas<sup>9</sup>.

#### **Milestone 5: Economic and Social sustainability and clear exit strategy**

The situation has remained unchanged since 2011, and PADETC continues to encounter a lack of highly professional staff with English language competency to raise funds for its work. Therefore, the multi-year funding scheme and diversifying the donor base remain the priority for PADETC in the coming years.

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<sup>9</sup> Participatory Assessment on Hydropower dam funded by CPWF-Mekong, the Voice from the riverside, and LWRN

**Reported on the 2012 Set of Milestones of Risk Reduction or Control**

Risks	Milestone of risk reduction or control in 2011	Milestones of risk reduction or control in 2012
1. Staff recruitment with focus on minority groups 'ethnicity' is remained challenges (COMPLETED)	Support representative of each ethnic group to become a leader to implement the activities. Remained valid for 2012. In 2011, the good/effective advisory services provided to the <i>VIV Ncaug</i> or 'Sisterhood' project through a series of trainings (program and financial management). Continue to support institutional building for VIV Ncaug to become an NPA.	In 2012, with SOLS, PADETC sent 30 young students (of whom eight are Hmong women) to Cambodia for intensive life skills training. In October 2013, these students will return to Laos and at least five of them are to be posted at the PADETC head office and its satellite learning centers.  In 2012, after two years of intensive support provided to the <i>VIV Ncaug</i> or 'Sisterhood' project through a series of trainings, and coaching on both programming and financial management, VIV Ncaug became a fully independent, strong civic organization. Recently VIV Ncaug has received the positive notification letter from MOHA, which is a basis for moving ahead toward the final stage of NPA's registration process.  (COMPLETED)
2. No. of project beneficiaries (direct & indirect) planned are very ambitious compared with the exciting status of staff turnover (REMAINED VALID)	The realistic planning for 2011 Annual Work Plan for each center/network have been revised with beneficiary numbers reduced substantially.  Continue to use Quarterly Reviews to update number project beneficiaries and keep records for proper documentation. (REMAINED VALID)	Each learning centre and network has made their 2012 Annual Work Plans to be more realistic and 'doable' with regular updates and revision through quarterly review meetings.  (COMPLETED)
3. Insufficient funding base for some activities set in the program. (COMPLETED)	Three proposals submitted to US Embassy 'Democracy Fund, AusAid 'Human Rights' and UNDEF 'Strengthen the Voice of Civil Society in Democratic Processes' and approved. To be implemented in 2012-2013. <i>Improved fundraising capacity, especially capacity for development of high quality project proposals. If necessary allocate funds to get professional assistance for project proposal development.</i> <i>Develop possible in-house direct fund raising system</i> (REMAINED VALID)	Six new project activity proposals were granted by different donors, including, ODA, Japan, CPWF, RECOFTC, EU and Oxfam Novib.  In collaboration with Australian Business Volunteers (ABV), and CUSO-VSO, at the end of 2012 and beginning of 2013 two volunteers with high levels of professional experiences on program development and fundraising are to be posted at PADETC head office to develop the Fundraising Strategy for PADETC. Nonetheless, improving the fundraising capacity of PADETC staff remains the priority, as well as for the multi-year funding scheme/diversifying donor base for the coming years.

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		(REMAINED VALID)
4. Management & leadership skills remain a critical aspect for some center managers (REMAINED VALID)	Continue to build-up the capacity of CMs through a close guidance, advice/support and coach by the MCs. (REMAINED VALID)	Staff-turnover remains a an issue for PADETC. The Centre Manager of the Eco-rice Fish Farm left in December 2012, and the Centre Manager of Thateng Organic Farming has requested to leave PADETC in 2013.  In this context, the management and leadership skills remain an essential aspect for PADETC to further train and coach their Centre Managers in the years to come.  (REMAINED VALID)
5. Board of directors is not yet established and will be addressed when the appropriate time arises. (REMAINED VALID)	The job description for the board of directors has been drafted with guidance and facilitation from CORD. We have identified a set of jobs from various options available to meet PADETC's needs. Not so easy to match these needs to the ability of available or suitable possible board members. 5 persons have been narrowed down as possible members. The next step is to fine tune the Job descriptions to really meet what these member can really help with but not always meet PADETC's needs. Towards the end of the year it is decided by the management committee that it should not be expected the board members to be too involved but to help in case of emergency and unpredicted challenges. This will continue into 2012.	As stated earlier, given the present context 'Disappearance of the CSO prominent leader', 'Friends of PADETC' is to be more appropriate than Board of Directors.  The establishment of BD of PADETC will continue to be a priority in 2013.  (REMAINED VALID)

**Proposed milestones for the next project period to measure the progress toward achieving the intended outcome and reducing the principal Risks in 2012**

No	Milestones set for 2011	Progress toward achieving the outcome 2011	Proposed milestones for 2012	Progress toward achieving in 2012
1	Ensure/improve higher professional/management capacity of the 3 learning centers to become well known/accepted among public and private school as learning facilities for students, teachers, or parents.	<p>During 2011, A lot of time and effort has been invested in soft skills development and there are essential for foundation of the center, and long-lasting direct serving to communities and other development partners. 3 learning centers namely Eco-forest, Eco-Rice-Fish farm and Tha Teng Integrated farm are begin to the process of registration as NPA.</p> <p>A good support from HO as well as the sharing experiences with other successful NPAs is necessary</p>	<p>Continue upgrade professional capacity of all six LCs through the short &amp; intensive courses.</p> <p>Enhance networking and &amp; sharing best practices with other successful NPAs, such as GDG, NORMAI and Padetc's strategic partners</p>	<p>Throughout 2012, all LCs received good management support &amp; leadership coaching from the head office, with aim of upgrading the professional capacity of the centre managers. The exchange of knowledge between Thateng organic farm and Adam farm in Thateng district took place, including field technical exposure and marketing consultations.</p> <p>In September 2012, the Thateng Organic farm hosted an international workshop supported by Toward Organic Asia (TOA), which is based in Bangkok, Thailand.</p> <p>The Eco-rice Fish Farm received constructive feedback from MOHA and received a temporary letter certifying the legal status of the centre 'passing the first stage of local NPA'.</p> <p>PADETC Head office continued to play its leading role for other Lao civil society, particularly in respect to the AEPF9 (pre &amp; during the event).</p> <p>Good practice and success stories were shared with other partners through LHD, such as Fundraising strategy workshop organized by GLAD, Financial &amp; Grant management workshops jointly conducted by NORMAI, GDA and PADETC.</p> <p>A good network with TOA was established with PADETC Head office, while Thateng organic farm and Eco-forest are the network members.</p>

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2	Managers of learning centre and network able to efficiently/effectively manage their centers and capable to produce good quality reports - financial & quarterly and annual narrative reports) along with maintaining and updating of proper filing and documentation systems without much help from head office of PADETC.	Each center has its own filing system which full in line with the HO model ‘e-file-server’. The reports ‘quarterly, annually’ produced by each center in 2011 are made with quiet good quality, while there is always a room for improvement on the narrative/analytical parts.  In view of the above, a continuity of support and follow-up ‘coaching & mentoring’ from the HO is remained essential for the coming year	Further improve coaching and mentoring works from HO to support all LCs.  A short report writing course to be organized for all CMs	In 2012 the M&E quality control team, consisting of three senior officers representing the program, admin& finance and HR units, undertook monthly monitoring support visits to all LCs. The development of organizational management skills was the key focus for the team. While visiting LCs, the team also conducted ‘on the job training’ for each individual centre manager based on actual need.  However, the continuation of close support from the PADETC head office is remains necessary for the CMs of all LCs, regarding institutional development and NPA registration.
3	To select one school, Sompanya kindergarten, to become a leading model school and a learning place where teachers from public and private schools come to learn and share experiences.	To become a leading model school is relatively earlier to confirm in 2011 for Saompanya school. Meanwhile, all education techniques and tools ‘ESD’ are slowly understood by teachers, not yet by parents as well as its project-based, activity-based learning is shaping up slowly also. However, its networking and sharing with other schools ‘quality school project’ are undergoing along with a committed MoE’s partner to see Sompanya become a good model for other schools to learn from.	Continue to support Sompanya to become the school model for other public and private schools in VTE	Sompanya School was accepted and included into the list of school model ‘Good teaching & learning environment with child-centered approach, Green school, and Free of Drugs’ for Saythany district education office.  In 2012, Sompanya networked with other schools and learnt from examples of best practice eg Roong Arooon, Sunshine school, Vientiane College, Don Koi CDC – exposed teachers at Sompanya to such practice eg. Sunshine School visit, invite other teachers to Sompanya - eg. VC and Don Koi CDC.
4	Sompanya school’s primary and lower secondary levels are	In 2011, the ESD concept become well known at nationwide both public and private schools.	Further support and implement the variety of teaching and learning approaches ‘project-	The PADETC education team attended and presented at many education based meetings in Laos to share PADETC’s ESD model and products – iNGO network education working

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	operational and its project-based learning modules are recognized by district and provincial education authorities. And the concept of Education for Sustainability becomes well-known among high level educational officers.	Estimated 16 schools <sup>10</sup> are already applied the project-based learning techniques into their classroom teaching and learning.	based, activity-based linking with ESD concept' in Sompanya school and quality school network.	group, AusAID / Unicef informal donors education sector working group.  AEPF presentation workshop to present PADETC's ESD model and Happiness workshop  The DVD and training booklet 'DFC & Wisdom box' have been made available for the quality school network in Lao language to improve understanding and implementation of ESD in Laos at nationwide.  ESD exhibitions have been scheduled for Jan-Feb 2013 aiming to share PADETC's ESD model and products with development partners.
5	The 6 learning centers and networks obtain additional direct funding from other sources to support their activities;	All centers are doing very good jobs at the implementation aspect but the fundraising is threatening its very existence and in 2012 the fundraising continues to be an issue for the learning centers.  In 2011, three centers (SHB, TT and PYN) have been able to generate the incomes from training delivery services, and that are back to support the operational functionality of the centers.	Facilitate and support LCs in writing project proposals through a specific workshop '  Encourage CMs to meeting with the potential donors operated in the country  Improve marketing strategy for all LCs through various tools of communication such as film, video, and publication  Networking with other NPAs & iNGOs	Three proposals were written for 'pipeline projects' for the learning centres, namely SHB, PYN and HO Education Unit: 1. Economic modeling of organic farming, 2. Strengthening capacity of NPA for holistic development in Laos and 3. ESD in rural and urban communities –phase3  - All learning centres received good support from the Head office, including encouraging the CMs to attend various donor meetings, interface meetings with other relevant/interested NPAs, iNGOs, Exp:  PYN - CEDA, SHB - NORMAI, SNV, Helvetas, Doklao - GIZ, and Sompanya – UNESCO Japan via the University of Secret Heart, Tokyo, Japan

<sup>10</sup> 10 in VTE, 1 in KM, 1 in Sekong, 1 in Bolikhamsay, 1 in LP, 1 in XK & 1 in SY



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6	Assisting some chapters of youth volunteers in outer provinces to write proposals and obtain additional funding directly;	It is yet undertaking, and remains to be of the key milestone in 2012.	Continue to assist youth groups on resource mobilization through various activities and services for development agencies.  Organize a short-course on writing project proposals	It was not taken as such, but at the same time, through the implementation of UNDEF funded project <sup>11</sup> , a series of capacity building trainings were organized for 90 youth leaders in 5 provinces. However there has still not been any training particularly focusing on the proposal writing skills.  As the above, it will be the priority for PADETC to further take actions in 2013.
7	Obtaining professional external assistance to develop compelling project proposals to secure additional funding support to achieve planned outputs as stated in the original logframe. Also start mobilizing funds for the next program cycle (2013-2016)	There were few big attempts to compete for fund by writing project proposals. In 2011, 4 proposals were written and submitted to: 5. USA Embassy- Democracy Fund with 20,000 USD funding approved. 6. AusAid- Human Right Grants Scheme with 90,000AUD approved 7. UNDEF- Strengthen the voice of civil society in democratic processes. \$180,000 requested and is at the final review process. 8. AusAids, USAID, and World Vision-project -Design for Change Laos". \$300,000 requested no response, no feedback yet.  The Impact Assessment has been completed in March 2012, in which the 3 key areas of recommendations <i>'the establishment of a fully functional Board of directors, PADETC's registration as an NPA and the drafting and submission of new project documents to secure</i>	Continue to look for a high professional consultant to develop the project proposal for phase III of Padetc (2012-Impact Assessment Report to be used as the basis for new phase).  Continue to develop/write new project proposals and submit to all potential donors within and outside the country.	PADETC's great achievements in 2012 are as follows:  1. UNDEF funded project approved for two-years (2012-2013) 2. The Impact assessment completed in March 2012, 3. Completion of the Long-term Strategic Planning of PADETC covering 2013-2017. For detail see Annex - 2 4. Proposal for PADETC phase III submitted to Oxfam Novib in September 2012, and received an approval for two-years fiscal support (2013-2014) and 5. Proposal for Small Grant Facility has been approved for Funding by Oxfam Novib and is now running as scheduled.  Continue to develop/write new project proposals remain the key tasks for the new Director, as well as for PADETC Senior Managers.

<sup>11</sup> Strengthen the voice of civil society in democratic processes in Laos

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		<i>funding for the medium term</i> are relevant and will be used as an vehicle to developing the long-term strategic planning for the next cycle 2013-2016.		
8	Create strong alliance between the youth volunteers, the development monks, and quality school networks to work together as a team to transform and to empower the grass-root community towards a sustainable and just development pathway.	There progress in making alliance between youth volunteers and quality schools, especially in Xieng Khouang province. Alliance of youth and monks started to work in Sekong and in Khammouane	Continue to develop in 2012	With the successful implementation of UNESCO funded project in XK and VTE 'Creating ESD communities in urban and rural areas, involving 3 main stakeholders (Home, School, and Community)', we believe that the project has made a good impact/progress in creating an alliance between youth volunteers and Buddhism monk for development, and quality school networks.  To create the said strong alliance between these 3 actors long sustaining forces with holistic approach and longer times are required to make it fully happen and visible.
9	Drafting of a book in Lao language, tentatively titled "Balance Development in the Context of a Changing Asia" to influence policy on development in Laos.	At national and international levels the Director continues to promote PADETC work in relation to its model of sustainable development and Education for Sustainable Development. Detailed in the narrative part of the report.	Remain valid in 2012	Not yet implemented, due to disappearance of Sombath Somphone, Founder of PADETC.  Therefore, it may be ahead of the capability of new Director, who initially intended to invest more time to learn from his predecessor.
10	Production of a documentary film on ESD or "Education of the 21 <sup>st</sup> Century" to advocate the links between education and sustainable development;	One Film produced titling 'Inter-general learning' at the Eco-rice-fish farm 'Apyanivej'  Two presentations were made by the Director: One in Xieng Khuang province, the other at the Capital City of Vientiane, on "Education of the 21 <sup>st</sup> Century" Where over 60 education authorities attended.  Publication of one article in Lao language on "Different Ways of Doing	Remain valid in 2012	ESD film with five series has been made available for the public now and planned to screen at the up-coming ESD Exhibition on Feb 2013. The ESD tools, booklets and posters were already produced in English version, and it planned to be translated into Lao language within the first quarter of 2013.

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		<p>Meditation and How it Strengthen One's Mind".</p> <p>Publication of Basic Study for Building a "Broader ESD Model" for Developing Countries with Creation and Dissemination Related Multi-media Materials (A join study conducted in XK with the University of the Secret Heart, Tokyo, Japan).</p>		<p>The publication of Basic Study for Building a 'Broader ESD model' for Developing Countries has been distributed to PADETC's development partners, including the government counterparts within the Ministry of Education and Sport.</p>
11	<p>Continue documentation of PADETC's best practices/success stories to inspire other emerging NPA's and to attract support from potential funders;</p>	<p>In 2011, as a Consortium member, Padetc was very active in developing the project proposal 'Supporting Civil Society for Inclusive Development, Poverty Alleviation and Good Governance in the Lao PDR'. SIDA is highly interested to fund this. By May 2012, the project ill approved and launch the project implementation officially.</p> <p>A number of films, mini-hand books and booklets made by the Learning centers during 2011, is now available for use of NPAs.</p>	<p>Continue to further develop in 2012</p>	<p>In June 2012, the Consortium project was approved by SIDA, through which PADETC's role is to be the service provider - 'capacity building for NPAs'.</p> <p>A series of video films promoting PADETC's work and success has been produced and shared with all NPAs, there are:</p> <ol style="list-style-type: none"> <li>a. 12 short films on "Education for community development"</li> <li>b. Five films on "ESD",</li> <li>c. "Learning with Community",</li> <li>d. "Learning Process of Intern",</li> <li>e. "Design For Change"</li> <li>f. "Lao Million Voice", "Clean Water" and "Organic Rice"</li> </ol>
12	<p>Update PADETC's website to reflect its current decentralized structure, profiles of the centers/networks and their new areas of work/services</p>	<p>In 2011, due to the lack of IT expert, the website is yet progress as planned, while the structure, the profiles/contents are already made by the centers and networks.</p>	<p>IT expert to be recruited with a short-term contract in May-June 2012</p>	<p>Ms. Sara Allen, Web Developer was approached to and agreed to update PADETC's website. Some preparatory works has been done by Dec 2012.</p>

## SECTION IV

### Conclusion and Lessons Learned

The current policy goal of the Lao government is to graduate from Least Developed Country Status by 2020. Given the experiences of the past five years and its present trajectory, in spite of the persistence of major developmental challenges, it would appear highly likely that the goal will be attained, possibly well before 2020.

In the context of its present trajectory, in which PADETC and other development partners and civil society organizations operate, increasingly PADETC has assumed a number of different roles – as a leader within the CSO sector, as a mentoring agency supporting CSO capacity building, and as a direct implementing agency of projects. The challenge faced by PADETC in the coming years is one of finding the right balance between these priorities, while maintaining the best interests of the organization and the needs of the operating context.

In 2012, PADETC's institutional and leadership transition process has become more mature and moved into the right direction. In June 2012, the PADETC Founder and Director, Mr. Sombath Somphone, stepped down but continued to serve PADETC as an institutional development adviser with the expectation that he would be a member of PADETC's Board of Director in the following years.

With the recent expulsion of the HELVETAS Laos Country Director and the disappearance of the Founder of PADETC, Sombath Somphone, there is an increased caution and pressure on the development of CSOs in Laos. As the result, there is a consensus amongst PADETC SMs to slowing down some activities related the Policy Advocacy and Enabling Environment for CSOs, but will focus more on technical inputs and outputs 'ESD and Service Delivery' in support the development goals of the GoL until trust and better understanding regained.

**ANNEX 12: Operational Budget for the Next Project Year, including the Opening Balance**

Balance sheet date: 31 December 2012      Balance sheet currency:      US Dollar

Exchange rate to base currency on balance sheet date: *It varies from month to month* (USD 1.3146 = 1 Euro in December 2012)

<b>ACTIVE/ASSETS</b>	<b>Last FY</b>	<b>Second to last FY</b>	<b>PASSIVE/LIABILITIES</b>	<b>Last FY</b>	<b>Second to last FY</b>
<b>Current Assets</b>	<b>2012</b>	<b>2011</b>	<b>Current Liabilities</b>	<b>2012</b>	<b>2011</b>
Cash on hand and bank balances	849,421.47	530,465.99	Accounts payable - monies you must pay to your creditors within twelve months	1,219,017.27	240,738.06
Accounts receivable – monies to be paid to you within twelve months			Restricted funds - money on hand that is destined for use within in the next twelve months.		
Other short-term assets (with a life of less than one year) (itemize)	618,489.81	175,718.03	Accrued expenses - such as back salaries or taxes that must be paid within twelve months		
			Other current liabilities – additional obligations that must be paid within twelve months.		
<b>Fixed Assets – Long-term investments with a life greater than one year.</b>	<b>11,951.42</b>	<b>12,872.20</b>	<b>Long-term liabilities - debts</b> and other monies you owe such as a mortgage that must be paid after twelve months.		
Buildings			Historical balancing	260,836.43	478,318.16
Office furniture					
Office equipment					
Other (itemise)			<b>EQUITY (NET ASSETS)</b>		
Opening balanced from previous years			Capital fund, general reserve or retained earnings of unrestricted assets		
			Designated fund of assets whose use is temporarily or permanently restricted		
<b>TOTAL ASSETS</b>	<b>1,479,853.70</b>	<b>719,056.22</b>	<b>TOTAL LIABILITIES AND EQUITY</b>	<b>1,479,853.70</b>	<b>719,056.22</b>

*Note: The financial audit report for 2012 is available.*