



Women's Economic Empowerment through Agriculture Value Chain Enhancement (WEAVE)

Project Mid-term Review



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ABBREVIATIONS

ADC	Agriculture & Forestry Research and Development Centre for Mountainous Region
DARD	Department of Agriculture and Rural Development
DE	Domains of Empowerment
GALS	Gender Action Learning System
GoV	Government of Vietnam
GPI	Gender Parity Index
INGO	International Non-Government Organization
MTR	Mid Term Review
PC	People Committee
PwD	People with disabilities
VSLAs	Village Savings and Loan Associations
SNV	The Netherlands Development Organization
VCD	Value Chain Development
VWU	Vietnam Women's Union
WEA-I	Women's Empowerment in Agriculture Index

EXECUTIVE SUMMARY

The Women's Economic Empowerment through Agricultural Value Chain Enhancement (**WEAVE**) project is funded by the Australian Government – Department of Foreign Affairs and Trade (DFAT) – and implemented by a consortium of three international non-governmental organizations – CARE International, Oxfam, and SNV. WEAVE supports ethnic minority women's economic empowerment in pork, cinnamon and banana value chains (VCs). This is achieved by promoting equality between women and men within households and producer groups, strengthening women and men producers' skills, bargaining power, and working with businesses and government decision makers to improve the policy environment to support producers. The project's goal is to enhance women's economic empowerment and social inclusion in agricultural value chains in rural Vietnam.

WEAVE is mid-way through implementation, so it is critical to reflect on the project's achievements to date, analyze the project's strategies and approaches, and assess its relevance, effectiveness and efficiency in the existing local context and policy environment.

The Mid-term Review was conducted in September and October 2018 to review the implementation of WEAVE, and generate lessons learnt and recommendations to streamline the project, improve results, and ultimately to ensure the achievement of project outcomes and inform the inception phase and the first annual work plan of the DFAT's GREAT program. Seventy-two key informants, 30 cohort cases, and 340 households participated in the MTR.

The evaluation is discussed in four criteria: relevance, effectiveness, efficiency, and sustainability, as follows:

Project relevance: Overall, the project is almost fully relevant to Vietnam's priorities, the needs of beneficiaries, INGOs' priorities, the DFAT's policies and objectives in Vietnam. A number of changes in the operational design at the later stage of the project are needed to increase the level of relevance to the needs of the community, particularly in terms of value chain development. And the consideration of support packages for private actors is recommended to enhance the relevance of WEAVE to the DFAT's first objective related to engaging the private sector for development.

Project effectiveness: Outcome 1 and Outcome 3 were fully achieved, while Outcome 2 was partly achieved. The program goal measured by the WEA-I index has shown a positive shift over the last two years. There is evidence that WEAVE's methodologies and approaches, e.g. VSLA, GALS, and advocacy joint-efforts, impacted the achievement of Outcomes 1 and 3, and external factors, such as market price fluctuation, affected the full achievement of Outcome 2, particularly the increase in HH's average net income. Despite the market's negative impacts, efforts made by the consortium generated benefits to the targeted women, such as production capacity. Outcome 2 requires some modification in package design that supports the private sector, including the companies/enterprises and the cooperatives facilitated by WEAVE which focus on market solutions and enhancement of linkages between producers, processors, and exporters. In addition, changing the behaviours of the farmers toward markets should be placed at the centre of interventions in the second half of the project.

Project efficiency: Efficiency is discussed in terms of progress in delivery of outputs, disbursements, staffing, MEL and Quality Control, and the consortium modality of implementation. Generally, the efficiency of WEAVE implementation is high: the progress of output delivery exceeds the target; the disbursement rate is higher than 90%; monitoring and learning is functioning well; and the staffing is sufficient in general. Nevertheless, the turnover of WEAVE staff is high, particularly for project managers, technical groups and key SNV technical staff in charge of value chain development. The consortium is appreciated by all four partners, and most indicators to measure partnership objectives were delivered by the time of the MTR. However, the

coordination of learning/sharing activities should be enhanced in the last stage.

Sustainability of project results: Outcome 1 is likely to be sustainable and its potential for up-scaling is high due to the following reasons: (i) The activities promoting gender equality have become regular activities in the local area; (ii) Both the GALS methodology and the VSLA have been adopted and expanded locally. Outcome 2 is not likely to be sustainable due to low commercial viability or unprofitability of the two value chains. The number of beneficiary households that generates income from growing bananas and raising pigs accounts for only 30% and 55%, respectively. The remaining households either stopped cultivating bananas/raising pigs or earned no revenue from these activities. Outcome 3 is most likely to be sustainable. Phase 1 of the project recognizes the trusting partnerships built between the three INGOs and central and local policy makers.

Sustainability of project strategies and approaches: The GALS and 'Promoting an Enabling Environment' approach are considered to be sustainable in Lao Cai Province. The VSLA approach has been transferred to and replicated by the local partner in Bac Kan Province. However, the 'Development of Sustainable Pro-poor Value Chains' approach has not yet been proven effective in the first half of the project. WEAVE is the first test of the Consortium approach, which as discussed, has many advantages but also limitations that affect the efficiency of the project. The project should organise internal workshops to analyse the Consortium approach and improve it so that it can be applied to future projects.

Recommendations to improve effectiveness and sustainability

Outcome 1: In the second half of WEAVE, a review of the approaches applied should be considered: (1) Review the VSLA approach in Bac Kan Province so that the participation of men in the group can be ensured; (2) Ensure the same level of awareness when delivering GALS for newly established groups to promote gender equality across the groups; (3) Consider a comprehensive exit strategy which enables more local staff to master project approaches.

Outcome 2: In the second half of WEAVE, interventions as well as local capacity building should be improved to ensure the achievement of Outcome 2 as follows:

- Pork value chain: The project should place its focus on building a community-based small business model for processing pork products.
- Cinnamon value chain: The project should focus on (i) building a model of "Cinamon Processing Group" to increase the value of products; (ii) enhancing the governance capacity of the Organic Cinnamon Cooperative; and (iii) training activities on raising awareness on "household economic behaviour", particularly the commitment to long-term and contractual relationships with enterprises.
- Banana value chain: The project needs to consider (i) allocating resources on the 3T-linkage model, as profit from this model will ensure the achievement of the profit-earning indexes with a significant increase; and (ii) allocating resources to develop the management capacity of the Thanh Van Cooperative through various forms of support.

Outcome 3: The continuation of current advocacy approaches is recommended. Some focus is suggested to enable the project's target groups to fully benefit from the gender-sensitized policy framework. Particularly, small-scale production groups and cooperatives in Bao Nhay Commune are assisted to access provincial support (via Decision 143/2016) and SNV is to work closely with Lao Cai Provincial DARD during the implementation of the Lao Cai Provincial Cinnamon Industry Plan so as to enable the Cinnamon Cooperative and production groups to connect more closely with processing companies.

Recommendations related to project amendments: First, in addition to households, the project needs to include community-based enterprises as the main beneficiaries of the project. These community-based

enterprises need to be considered as the key leverage for each value chain and should benefit from project support. Second, the project needs to add activities to change the economic behaviour of households who need to respect the contractual arrangements signed with the companies. Finally, VSLA groups should be expanded to include male participants. Men's perception of gender equality has declined in the MTR compared to that of the baseline survey, suggesting that men need to engage in continuous awareness-raising activities.

Recommendations related to project management: In the second half of the project, the following actions should be taken: (i) develop of a joint working mechanism between the three INGOs (under each outcome), which maps out a specific implementation chart; (ii) allocate specific performance targets for each position (either part-time or full-time) to ensure the feasibility and the deliverables for each staff member in the project; (iii) increase the amount of time that the staff in charge of value chain development have to interact with the enterprise actors; and (iv) develop a crossquality management mechanism between organizations to ensure consistency in the implementation of a multiapproach project like WEAVE.

CHAPTER 1: INTRODUCTION

1.1 Project Background

The Women's Economic Empowerment through Agricultural Value Chain Enhancement (WEAVE) project is funded by the Australian Government – Department of Foreign Affairs and Trade (DFAT) – and implemented by a consortium of three international non-governmental organizations - CARE International, Oxfam, and SNV. WEAVE supports ethnic minority women's economic empowerment in pork, cinnamon and banana value chains (VCs). This is achieved by promoting equality between women and men within households and producer groups, strengthening women and men producers' skills and bargaining power, and working with businesses and government decision makers to improve the policy environment to support producers. The project's goal is to enhance women's economic empowerment and social inclusion in agricultural value chains in rural Vietnam.

In Department of Foreign Affairs and Trade (DFAT), the Women's Economic Empowerment through Agricultural Value Chain Enhancement (WEAVE) project is expected to inform the early implementation of its sister program – GREAT – focusing on women's economic empowerment in agriculture and tourism in Lao Cai and Son La provinces.

Table 1 below presents a summary of the project.

Table 1: The project in summary

Title	Women's Economic Empowerment through Agriculture Value Chain Enhancement (WEAVE)
Donor	Department of Foreign Affairs and Trade (DFAT)
Goal	To enhance women's economic empowerment and social inclusion in agricultural value chains in rural Vietnam
Outcomes	<ul style="list-style-type: none">• Outcome 1: Women have the decision-making influence, capacity, confidence and support to benefit from increasing social and economic opportunities.• Outcome 2: Women gain increasing benefits through better organisation, enhanced value chain and market linkages.• Outcome 3: The key target development programs for mountainous areas (NTP-SPR 135 and 30A) and agriculture extension policies (Decree 02 and/or guiding Circular) are gender sensitized and operational, ensuring gender equality focus in the overall local development agenda, sector planning and resource allocation, and enabling environment for women-inclusive value chains.
The programme approach and methodologies	<ul style="list-style-type: none">• Gender Action Learning System (GALS) is a structured community-led empowerment methodology aiming at constructive economic, social and political transformation. It gives women as well as men more control over their lives to catalyse and support a sustainable movement for gender justice in value chain development.• Value chain analysis, development, and private sector engagement approach with particular focus on market-based solutions and engaging production groups into the supply chain of enterprises and companies.• Financial Inclusion, including the Village Savings and Loans Association model as appropriate for producer groups and formal linking/connecting the producer groups to institutional financial agencies/banks.

	<ul style="list-style-type: none">Consortium partnership as the modality of implementation.						
Project sites	<ul style="list-style-type: none">Bao Nhai Commune, Bac Ha District, Lao Cai Province (Oxfam project site)Nam Det Commune, Bac Ha District, Lao Cai Province (SNV project site)Thanh Van & Mai Lap Communes, Cho Moi District, Bac Can Province (CVN project site)						
Value chains involved	<ul style="list-style-type: none">Pork value chain Bao Nhai Commune, Bac Ha District, Lao Cai ProvinceSpice (cinnamon) value chain in Nam Det Commune, Bac Ha District, Lao Cai ProvinceBanana value chain in Thanh Van & Mai Lap Communes, Cho Moi District, Bac Can Province						
Context change	Significant price reduction in pork and banana value chains						
Total project beneficiaries (unit: HH)	1263 households (HH)						
	#	Value chain	Province	Commune	# of households participating in 3 value chains at the baseline survey	# of households participating in 3 value chains at the time of the mid-term review	
						No. of HH.	Percentage
	1	Pork	Lao Cai	Bao Nhai	161	383	30%
	2	Cinnamon		Nam Det	317	414	33%
	3	Banana	Bac Kan	Thanh Van	276	275	37%
				Mai Lap	63	191	
	Total				817	1263	100%
Project Time	April 2016 August 2020						
Budget	\$AUD 3,498,502 Expenditure rate, period April 2016 – December 2017: 93.97% ¹						
The indicators to measure the project outcome results and the situation at MTR	Key indicators						Mid-term Review (N:340)
	WEA-I				0.833	0.853	
	% women reporting that women and men have sole/ joint decision-making on cash crop farming				64.3%	83.5%	

¹ The MTR is conducted in Quarter IV 2018. The most updated expenditure rate available is for Year 2017.

% women reporting that women and men have sole/ joint decision-making on livestock raising	66.6%	87.2%
% of women producer group members with sole/ joint control over use of household income and expenditures	44.4%	57.7%
% women reporting that women and men have sole/ joint decision-making on minor household expenditures	84.3%	87.5%
% women reporting that women and men have sole/ joint decision-making on major household expenditures	84.3%	87.5%
% men and women expressing attitudes and practices that support gender-equitable roles	N/A	26.5%
% women reporting that they work less than 10.5 hours/ day for the last 24 hours	58.5%	60.3%
HH income over the last 12 months (VND)	17,896,889	32,180,263
The key target development programs for mountainous areas (NTP-SPR 135 and 30A) are gender sensitized		Ongoing
Agriculture extension policies (Decree 02 and/or guiding Circular) are gender sensitized	Decree 02/2010/ND-CP dated on January 8 th 2010	Decree 83/2018/ND-CP on agriculture extension dated May 24 th 2018

1.2 Mid-term Review

1.1.1 Mid-term Review purposes and criteria

The Mid-term Review (MTR) team consisted of two members and was conducted in September to October 2018. The objectives of the MTR were:

- To assess mid-point results and achievements of the project (including identifying the external and project-related factors affecting successful implementation and results).
- To analyse the effectiveness and relevance of the project strategies and approaches to date and in the coming years, taking in account the local context and policy environment.
- To evaluate the likely sustainability of the results, strategies, and approaches.
- To outline lessons and recommendations to inform the adjustment of project activities, strategies and approaches to ensure the achievement of the intended outcomes by the project's end and broader project learnings for agencies and the DFAT.

The Review Criteria and Questions

How **relevant** were the project strategies and approaches in achieving the expected outcomes?

- To what extent are WEAVE strategies and methodologies still aligned with and relevant to the existing

context?

- How relevant were the project strategies/ approaches in achieving the visions and long-term objectives of the three INGOs?
- How relevant were the project strategies/ approaches to the DFAT's policies and objectives in Vietnam?

How **effective** were the strategies and approaches of the project in achieving the expected outcomes?

- What results have been achieved vs. project targets in the log-frame?
- Is the program/project achieving satisfactory progress towards its stated outcomes/ objectives?

How **efficient** were the project strategies and approaches in achieving the expected outcomes including:

- Gender transformative changes and social inclusion.
- VSLA approach.
- Development of sustainable pro-poor value chains.
- Consortium partnership.

How **sustainable** are the project outcomes likely to be?

- What external- and project-related factors will affect the sustainability of the project activities and achievements?
- How have these factors been addressed to date?
- How can these factors be addressed differently (if needed) in the remaining timeframe of the project?

The primary audience will be the CARE, Oxfam, SNV project and management team, the DFAT, and project partners as well as the project's targeted beneficiaries.

1.2.2 Mid-term Review in the project cycle and project planning/ activities review

WEAVE is mid-way through implementation, so it is critical to reflect on the project achievements to date, analyse the project strategies and approaches and to assess its relevance, effectiveness and efficiency in the existing local context and policy environment. The Mid-term Review will generate lessons learnt, specific and concrete recommendations to streamline the project, improve results, and ultimately ensure the achievement of project outcomes. These lessons from the MTR will be used to inform the inception phase and the first annual work plan of the DFAT's GREAT program.

1.2.3 Evaluation methodology

The Mid-term Review applied a mixed-methods approach of qualitative and quantitative data collection methods:

- Qualitative data collected by semi-structured interviews, focus group discussions, and a cohort study of 30 cases²
- Quantitative data collected through a WEA-I³ household survey (Annex 1 provides a description of the

² The cohort study was conducted with 30 cases – 10 for each value chain – using qualitative data collection methods. These 30 cases have been observed since the baseline survey by the WEAVE Project team. The purpose of these qualitative studies is to get deeper understanding on how women are empowered. These 30 households are also included in the sample of the household survey, in which a quantitative data collection method is applied. The purpose of this HH survey is to calculate the MEL outcome indicators and WEA-I score.

³ WEA-I - see: <https://www.ifpri.org/topic/WEA-I-resource-center>

WEA-I calculation method)

- Secondary data consolidated from relevant project documents, MEL and baseline report

1.2.3.1 Key Informants

Table 2: The key informants that participated in interviews and group discussions

#	Methods to collect data	Number of participants		
		INGO	Stakeholders	Value chain primary actors
1	Interview	Former Coordinator (1)	WEAVE DFAT (2) Bac Kan VWU (2) Bao Nhai Commune PC (2) Thanh Van Commune PC (1) Mai Lap Commune PC (1) Mai Lap VWU (2)	3T Company (1) Chien Thang Cinnamon Cooperative (1)
2	Group discussion	Officers from CVN, Oxfam and SNV (5)	Lao Cai DARD (7) Lao Cai VWU (1) Thanh Van Agriculture and Commerce Cooperative (4)	Leaders of pig VC (7) Women of pig VC (5) Group of women of cinnamon VC (18) Group of women of VSLA/banana in Thanh Van (6) Women and men of banana VC in Mai Lap (4)
3	Cohort studies			30 households
Total		6	22	72

Source: MTR Team

1.2.3.2 Household survey

Sample size calculation method

The method for calculation of the sample size known as Minimum Detectable Effect (MDE) was deployed for the MTR. This enabled the estimation of the smallest sample size for the household survey and to detect a statistically significant effect. The MDE was also applied in the baseline to ensure comparability with the MTR.

MDE is calculated as follows:

$$MDE = (t_{1-\alpha/2} + t_{1-\beta}) e \quad (1)$$

In which:

MDE: Minimum detectable effect (% of change in household average income)

$\alpha/2$: Rate of Type I errors (false positives) – typically $\alpha = 0.05 \rightarrow t_{1-\alpha/2} = 1.96$

β : Rate of Type II errors (false negatives) – typically $\beta = 0.25 \rightarrow t_{\beta} = 0.674$

e: standard errors of the estimated effect, which can be calculated by equation (2) below:

$$e = \frac{MDE}{(t_{1-\alpha/2} + t_{1-\beta})} \quad (2)$$

The sample size for a small population is identified by the equation (3) as follows:

$$n = \frac{N}{1 + N \cdot e^2} \quad (3)$$

In which:

n: sample size.

N: population size.

The population of the WEAVE project, from which the sample was drawn, were the existing household members of the WEAVE project's producer groups. Table 3 shows the statistical description of the project population in October 2018, with a total of 1,263 members in the producer groups. Among them, 383 members belonged to the pork value chain (161 members at the baseline); 414 members belonged to the cinnamon value chain (317 members at the baseline); and 466 members belonged to the banana value chain (439 members at the baseline). Given the number of the total population, the different sampling options for the MDE were 5%, 10%, 12% and 15%, which resulted in sample sizes of 883, 451, 346 and 249, respectively.

The expected percentage of change in household average income (MDE) by the project after its intervention is at least 12%, hence the total sample size for the survey is **346 households**. The MDE method was applied to ensure that the sample size of 346 households were selected (calculated by equation 3), the [minimum] impact on HH income of 12% (or higher) could be statistically distinguished by the MTR household survey. See below:

Different scenarios for MDE	Standard errors (e)	Sample size (n)
5%	0.019	883
10%	0.038	451
12%	0.046	346
15%	0.057	249

Sampling Strategies:

Step 1: The sample size of 346 households for the survey was identified by the power calculation method with MDE of 12% (as described in the previous section). The sample size was distributed equally for each value chain, hence there were (rounded-up) 116 households per value chain.

Step 2: Three backup groups of households for each value chain were selected to minimize the risk of missing observations. Twenty, 10 and 40 backup households were added to the sample size for pork, cinnamon and

banana value chains, respectively.

Step 3: 30 cohort studies (ten for each value chain) were included in the HH survey.

Step 4: A distribution of sample size by value chains was identified. The sample size includes 116 households per value chain plus backup households (varies among value chain). As the cohorts are identified, random samples of 126, 116 and 146 households were drawn from the pork, cinnamon and banana value chain's target group, with probabilities proportional to the size of ethnic groups (to ensure the representativeness of the ethnic minority in the sample).

Sample Size Description

As there were a number of households unavailable for the survey, the final sample sizes for pork, cinnamon and banana value chain were 105, 116 and 119 households, respectively. In total, 340 households were surveyed. The actual sample size of the survey was 16 HH, less than the expected size. Table 3 shows the distribution of sample size by value chains, location, ethnicity and household members with disabilities.

Table 3: Sample descriptive statistics

Sample descriptive statistics		Freq.	Percent	Remark
Sampling size		340	100	<i>The 30 cohort studies, which are ten households for each value chain, were included in those who participated in the survey</i>
By value chain	Pig	106	31.2	
	Cinnamon	115	33.8	
	Banana	119	35.0	
Location (Commune)	Bao Nhai	105	30.9	Pork value chain
	Nam Det	116	34.1	Cinnamon value chain
	Mai Lap	41	12.1	Banana value chain
	Thanh Van	78	22.9	Banana value chain
Gender	Women	328	96.5	There were 12 households which consisted of single fathers or in which the wives were unable to participate in the survey.
	Men	200	58.8	Out of 346 households, only 200 interviews with husbands were conducted.
Ethnic Group of the household heads	Kinh	86	25.4	<ul style="list-style-type: none"> Among these ethnic groups, Dao, Tay and Kinh were the three largest ones. Dao was the only ethnic group that appeared in all three value chains. Other ethnic groups participating in WEAVE are Day, Hoa, H'Mong, Muong, Nung, Phu La, Thai, Thu Lao, Tu Di. Whilst H'Mong and Nung accounted for a significant proportion of the WEAVE project's targeted women,
	Dao	120	35.4	
	Day	3	0.9	
	H'Mong	6	1.8	
	Nung	14	4.1	

	Phu La	1	0.3	other ethnic groups' participation were in much smaller numbers. The sample was proportional to size of ethnic groups.
	Tay	105	31.0	
	Thai	2	0.6	
	Thu Lao	1	0.3	
	Other	2	0.6	No information was provided
HH members with disabilities	Pig	11	10.4	
	Cinnamon	3	2.6	
	Banana	15	12.6	
Poor status	Poor	41	12.1	As at the beginning of Year 2018
	Near poor	36	10.6	
	Non-poor	263	77.3	

Source: MTR Team

1.2.3.3 Quality control

- Field supervision: In order to supervise enumerators, the MTR team and a group of supervisors from CARE, Oxfam and SNV accompanied the enumerators who conducted the interviews to assure their quality. The interview duration, wording and delivery of questions, start and end time of interviews recorded by enumerators were checked by supervisors. Every day, an end-of-day meeting was conducted to get feedback and lessons learned from enumerators and supervisors.
- Staff of local partners were involved in the field to support the arrangement of interviews with the randomly selected households. A backup list of households (20, 10 and 40 backup households for pork, cinnamon and banana value chains, respectively) was prepared in order to reach the targeted survey sample size.
- Data cleaning: Errors were corrected daily after the field survey by enumerators and another round of data cleaning was completed at the end of the survey.
- Data entry: Random double entries were conducted by the data entry team to make sure that the data was duly entered.

1.3.4 Limitations of the Mid-Term Review and Solutions

Questionnaire:

- It was originally proposed that data would be collected using tablets loaded with an e-form of the questionnaire. Due to time constraints on e-form development, hard-copy forms of the questionnaire were used instead. Hence, it was not possible to use the software to automatically clean the data or check the logic of the answers. There were errors and missing variables. The errors were fixed by double checking with the interviewers whereas the missing data was not processed.
- Module C of the questionnaire was designed to gather information on crop and livestock farming in the last 12 months. However, there was a risk that some household members would be unable to remember what had happened over the last 12 months regarding their crops and/or livestock farming

activities and costs. The interviewers were requested to ask slowly and facilitate the respondents to recall the information. Validation was done whenever there were both husbands and wives participating in the interview.

The population: The population was provided by the WEAVE project. However, as the three organizations (CARE, Oxfam, and SNV) were responsible solely for their value-chain household members, the population information quality was heterogeneous and not up-to-date. Therefore, in Lao Cai, there were some differences between listed households' information and the households encountered during the survey process. This resulted in a reduced sample size; the final sizes for the pork, cinnamon and banana value chains were reduced to 105, 116 and 119 households, respectively. A total of 340 households were surveyed (compared to 346 as expected). Statistically, this difference did not significantly affect the outcome of the survey.

The WEA-I tool:

- The WEA-I tool was primarily developed with some sensitive questions, such as questions on gender equality in section D7 of the questionnaire. These sensitive questions would likely cause behaviour that, when answered truthfully, would be judged by society as undesirable. Hence, respondents are prone to distorting answers in the way that will make them look better (by providing what they believe to be the “right” answers to the sensitive question). These response errors might result in overestimations. In order to elicit answers more reflective of the actual situation at the designing stage and in the field, the survey team strictly followed CARE’s Gender equality guidance on qualitative data collection to reduce the problems:
 - In the design stage, the questions in this section focused on how the person makes decisions, not who makes the decision. The question was open-ended and the answers ranged from gender equal to gender unequal decision-making dynamics.
 - In the field, the enumerators were trained/coached on the data collection technique to “use qualitative interview techniques to listen to what the person is saying and to probe for information on their situation, then choose the best answer based on what you have heard.” Moreover, enumerators were trained to ask a number of questions to cross-check answers for sensitive questions.
- The second sub-index of WEA-I — the gender parity index (GPI) — is not calculated for women living in a household where no adult male is present. In order to acquire data for the WEA-I calculation, both the wife and husband of each household needs to be interviewed. However, some households were single female or single male headed, hence, only one male or female respondent of each household could be surveyed. That is the reason why, among the 340 sampled households, there were only 328 female respondents and 200 male respondents. The probability to arrange an interview with men was less than with women. In order to increase this probability, some night interviews were conducted so that enumerators could meet both male/female respondents.

Enumerators: Limited knowledge of enumerators in pig, cinnamon and banana value chains was also a limitation to the quality of data collected. Daily meetings with enumerators were conducted to exchange lesson learned from the day’s interviews.

The baseline: As proposed in the MTR proposals, a comparison between the baseline and the MTR sub-indexes of WEA-I will be analysed to show the changes resulting from the interventions introduced by the project. According to the international WEA-I guideline, at the MTR survey, WEA-I was applied for all 340 sampling households (328 female respondents and 200 male respondents). At the baseline survey, WEA-I was applied for 30 cohort cases. As we could see from the baseline report, there was no information on how the baseline WEA-I was calculated and generalised for the whole population. Hence, it is difficult to compare WEA-I values at sub-indexes of WEA-I between the baseline and the MTR. However, the comparisons of WEA Index values

between baseline and MTR to see the changes between two points of time is reliable because methodologies are consistently applied overtime.

The interviews: None of the interviews was conducted with representatives of the central state agencies; namely, the National Extension Centre and the Coordinating Office for the National Targeted Program for Sustainable Poverty Reduction, because of their unavailability.

CHAPTER 2: EVALUATION

2.1 Project relevance

This section discusses WEAVE's relevance to Vietnam's priorities, the needs of beneficiaries, INGOs' priorities and the DFAT's policies and objectives in Vietnam. Overall, the project is almost fully relevant at all levels. A number of changes in the operational design at the later stage of the project are needed to increase the level of relevance to the needs of the community, particularly in terms of value chain development. And the consideration of support packages for private actors is recommended to enhance the relevance of WEAVE to DFAT's first objective related to engaging the private sector for development.

(1) WEAVE's relevance to Vietnam's priorities:

Vietnam experienced a remarkably rapid economic growth following the Doi Moi reforms, lifting millions of people out of poverty and becoming a lower middle-income country. Most of the population has experienced the benefits of these reforms first hand. Yet, inequality remains significant and more than ten million people continue to live below the national poverty line. Gender disparities still exist in access to and ownership of economic assets and women are poorly represented in leadership roles. Ethnic minorities have still not benefited equally from economic growth – although they comprise just 15 per cent of the population, they account for around half of those living in poverty⁴. Vietnam's Socio Economic Development Strategy (SEDS) 2011-20 highlights the need for a combination of structural reforms, macroeconomic stability, environmental sustainability, and social equity. Inclusive Growth remains a priority for the Vietnamese Government, which promotes the economic models that enhance the inclusion of the most vulnerable groups (the poor, EM women). The New Rural Development Program approved by the Prime Minister in Decision No. 1600/QĐ-TTg remains one of the two National Targeted Programs that promotes new rural production models such as community-based enterprises (cooperatives and production groups). The National Gender Equality Strategy approved by the Prime Minister's Decision No. 2351/QĐ-TTg⁵ places a focus on supporting women in economic activities and their active participation in social and political life. WEAVE remains fully relevant to the national context.

All local level:

The projects' strategies and approaches are fully relevant to Bac Kan Province's priorities:

Resolution 02-NQ/ĐH of the 11th Provincial Party Congress dated 17 October 2015, sets targets for cooperative development⁶ and provides policies to support community-based enterprises (in particular rural-based cooperatives). The Resolution has been translated into specific actions/policies, such as Action Program No. 04-CTr/ TU to implement the Resolution of the 11th Provincial Party Congress. The Provincial Gender Equality Strategy provides different methods to enhance Gender Equality, of which the development of economic activities through value chain development is one approach.

Cho Moi District in Bac Kan Province has favorable climatic conditions and soil conditions that are suitable for banana growing, especially in western communes of the district. Up to now, the district has had nearly 700 hectares of banana plants, mostly concentrated in Thanh Van and Mai Lap Communes. The crop helped many households defeat poverty in the period 2012-2015. The crop is well adapted to local climatic conditions,

⁴ Australia's Aid Investment Plan Vietnam: 2015-16 to 2019-20

⁵ Decision No. 2351/QĐ-TTg approving the 2011-2020 National Strategy for Gender Equality.

⁶ In the period 2015 - 2020, 80 cooperatives will be established in the field of agriculture and forestry.

maintaining water supply and moisture of soil for other short-term crops. The low production cost and high returns help bananas become a favourite crop in Cho Moi. Currently, Mai Lap Commune has about 40 hectares of bananas. In Thanh Van Commune, banana trees have received investment from the budgets of poverty reduction programs such as Program 135. In the period from 2012 to 2015, the area for growing banana trees in Thanh Van constantly expanded. Up to now, 300 hectares of bananas have been crowned in Thanh Van Commune. However, since 2016 – 2017 there has been difficulties in making profit from growing bananas as the selling price is strongly influenced by export prices to the Chinese market. Interventions to penetrate markets outside of China were essential at this stage. In addition, Bac Kan Province has recently introduced One Commune One Product (known as OCOP) and Banana has been selected as the product for Thanh Van Commune. These local contexts show that WEAVE is considerably suitable for Bac Kan Province, Cho Moi District and Thanh Van and Mai Lap Communes.

The projects' strategies and approaches are fully relevant to Lao Cai Province's priorities

According to Decision No. 143/2016/QĐ-UBND⁷ dated 20 December 2016 of the Provincial People's Committee (PPC) of Lao Cai Province that promulgates the implementation of policies to encourage the development of agricultural, forestry and fishery production in Lao Cai Province, period 2017-2020, agricultural cooperatives and farmer interest groups are among the targeted beneficiaries. WEAVE focuses on capacity development for its farmer interest groups and agricultural cooperatives, and therefore supports Lao Cai Province in implementing this Decision.

Decision 2592/ 2015 by the PPC of Lao Cai provides the Planning for Cinnamon sector, which considers cinnamon a key commodity for the agricultural sector in Lao Cai and Bac Ha District (Nam Det Commune). Lao Cai Province is located in the large cinnamon-growing area of the country⁸. Meanwhile the province is facing challenges in cinnamon development, including: (1) Ineffective planning management resulting in uncontrolled mass production of cinnamon which in turn causes a surplus of supply and economic losses for cinnamon growers; (2) The quality of cassia⁹ cinnamon seed in Lao Cai is lower than Ceylon cinnamon cultivars in the world, so products are less competitive than Chinese cinnamon¹⁰; (3) The management of seeds in the localities in the planning area is not tight, causing people to buy seeds of unknown origin; (4) The vertical and horizontal linkages in the cinnamon value chain have not been established sustainably. In addition, Lao Cai has set a target that Lao Cai Cinnamon will become a national cinnamon product by 2020. The province is also building the brand "Organic Cinnamon of Lao Cai Province", planning to establish the Lao Cai Cinnamon Association. The Netherlands Development Organization (SNV) and the Techvina Joint Stock Company have cooperated with farmer groups in Nam Det Commune, Bac Ha District to prepare the conditions for obtaining International Organic Certification. In May 2016, Techvina Joint Stock Company submitted a dossier to the

⁷ Oxfam leads activities that support Lao Cao Province to review Decision 143/2-16 instead of Decision 2545 / QĐ-UBND, which focuses on Livestock Sector Planning. Decision 143 stipulates policies that promote the entire agriculture sector.

⁸ Up to now, average cinnamon production in Lao Cai Province is about 921 tons of dried cinnamon bark; 1,000 tons of branches, cinnamon leaves; 20 tons of cinnamon seeds; 160 tons of cinnamon essential oil; 9,210 m³ of cinnamon wood is produced yearly in addition to utilized products for pellet production. With the current market price, the total value of cinnamon in the province is estimated at 200 billion VND/year. The market for cinnamon essential oils is mainly China, India, some Middle Eastern countries and a small part of the USA, UK and Spain. <http://dangcongsan.vn/kinh-te/phat-trien-cay-que-theo-huong-ben-vung-o-lao-cai-487694.html>

⁹ Cassia cinnamon has lower volume of essential oil than Ceylon cinnamon.

¹⁰ The cinnamon planted in Lao Cai is mostly cassia while people consider "Ceylon" cinnamon as the cinnamon of good quality.

Organic Agriculture Certification Thailand (ACT) to apply for organic cinnamon certification in five villages in Nam Det Commune, under the management of 216 households who have 400 hectares of harvested cinnamon bark. The process of investigation was undergoing when WEAVE started. WEAVE is appreciated by the DARD of Lao Cai as a great support to the implementation of Lao Cai Province's direction of cinnamon development.

Activities of the project to support the pork value chain are considered appropriate for Bao Nhai Commune (Bac Ha District) because pork is one of the two main agriculture products of the commune (the other is rice). According to a representative of Bao Nhai Commune People's Committee, the commune has nearly 1000 small-scale pig raising households¹¹, with around 100 households that raise 20 pigs. Although market prices have fluctuated in recent years, the Bao Nhai Commune People's Committee leaders confirm pig raising as a main livelihood of the commune.

(2) At beneficiary level, WEAVE is regarded as fully relevant to the need for gender equality, the need to improve production capacity, and partially relevant to the needs of value chain development.

With regards to the needs of gender equality promotion, beneficiaries in all three project sites evaluated the project as very suitable for their needs. To promote gender equality, WEAVE introduces approaches (GALS, household dialogues, VSLA) for all groups, training leadership skills for the group leaders, many of whom are women, and organizing Festivals of Happiness (in Bac Kan Province) where gender equality contests take place. In all group activities involving both men and women, facilitators ensure equal opportunities for men and women to participate in discussions and voice their opinions. The GALS approach changed the perception of men and women about gender equality and they have changed their behaviors accordingly. The following statements of several beneficiaries illustrate how they appreciated the project's appropriateness:

"I am impressed with the gender equality tree. When analysing the work done by her husband and his wife, if the tree tilted to one side, her husband immediately realized that he had not shared the work with his wife. From this awareness the husband is ready to change, they do things like teaching children to learn instead of watching TV."

(Group Discussion, members of farmer interest groups, Bao Nhai Commune)

"The project has brought a new dynamic to the communes by supporting various activities to promote gender equality. A good example is the Festival of Happiness that has been organized yearly over the past two years. The Festival has become a nice custom of our commune. On these days, knowledge contests on gender equality were organized and awareness of the community on gender equality increased significantly. When Farmer Interest Groups participated in the agricultural contests, both male and female members were effectively collaborating with one another and they learned how to work in a team. The sports held during this Festival allowed men and women to team-up, showing that women as well as men can participate in the same recreation activities such as volleyball and rope pushing. The Festival is indeed a very effective gender awareness event."

(Interview, Chair, Thanh Van Commune VWU)

With regards to the needs of production competency development, beneficiaries in all three project sites evaluated that the project is very suitable for their needs. Interviews and group discussions demonstrated their appreciation of the Project's interventions.

"The activities of the project helped to solve the difficulties farmers were facing in production. The training organized for pig Farmer Interest Groups set the learning outcomes that were to increase the learners' skills on breeding techniques, finance management in animal husbandry, especially animal

¹¹ Average of 4-5 pigs raised by a household

husbandry techniques in accordance with Viet GAP standards, and environmental protection. Farmers really need this knowledge.”

(Group discussion, farmers in Bao Nhαι Commune)

With regards to the need of value chain development (Outcome 2), the value chain development intervention introduced by the project is not very positively perceived by the members of the production groups. Most beneficiaries of the pork value chain said they do not really appreciate participating in a chain link with the pork processing factories. Households in Bao Nhαι Commune are mainly small-scale pork producers. Selling outputs to small slaughterhouses located nearby is considered most convenient for small-scale pig producers. People also said that pork plants only buy when the market price is high. When the market price is low, the plants also face difficulties in selling pork, so they will not buy pigs from small producers. Meanwhile, if the market price is high, pig producers will easily sell their output to local slaughterhouses. Therefore, the motivation for cooperating with enterprises in the pork value chain is not recognized by farmers.

“Difficulties in consuming products processed from pork have not been effectively dealt with by timely intervention. For example, some pork processing households in our commune who are farmers lack knowledge about food safety and hygiene requirements provided by current law and regulation. They are not knowledgeable about how to project investments, or how to sell their products to supermarkets or food stores. The project needs to take more timely action to remove those obstacles which hinder the linkages between the producers, the processors and the buyers.”

(Interview, Bao Nhαι Commune PC, Vice Chair)

Similarly, the farmers participating in the cinnamon value chain during the group discussion emphasized the benefits of learning organic cinnamon cultivation techniques, understanding that cinnamon products were being consumed in many countries. However, almost no households participating in group discussions expressed that they would expect long-term cooperation with enterprises. As for the banana value chain, team leaders and deputy leaders considered it necessary to cooperate with enterprises in the banana value chain, but they also stated that the majority of group members did not appreciate participation in the value chain, particularly in being linked to companies that export bananas. The farmers do not believe that working with companies will bring long-term and stable profit. They are less comfortable when they have to follow strict quality control standards required by companies.

Nonetheless, while unwilling to be linked with enterprises, the farmers appreciated the knowledge on internal links among members of production groups, which was a topic introduced during training in value chain development as it addressed their needs for reducing production costs. Particularly:

“Thanks to Oxfam’s guidance on the group linkages, we applied to purchase inputs for pig production. When buying a large volume of animal food, we enjoyed a discount of VND 10,000/bag.”

(Group discussion, farmers in Bao Nhαι Commune)

(3) With regards to the three INGOs (CVN, SNV and Oxfam), WEAVE is regarded as a key project to implement their long-term strategic objectives. In particular:

CVN aims to achieve lasting impact on a broad scale with marginalized and vulnerable groups of people through addressing underlying causes of poverty, including vulnerability to disasters, gender inequality and social injustice through a set of coherent interventions. In the northern mountainous areas of Vietnam, CARE aims to promote economic empowerment and voices of Remote Ethnic Minority Women (REMW) who are land poor, socially isolated and have weak resilience to hazards and shocks. At the moment, CARE is running two large programs, one is for rural areas and one for urban areas. WEAVE belongs to the first program and is considered to be the key intervention to promote various themes of results related to: (i) the voice of women;

(ii) economic empowerment for women; (iii) climate change adaptation; and (iv) CSO strengthening.

SNV has been working in Vietnam since 1995. Global SNV is operating in the three sectors of Agriculture, Energy and WASH. SNV Vietnam is working in the first two. The SNV team works hand-in-hand with communities, government agencies and businesses in some of the remotest and poorest areas of the country to strengthen their capacity to effectively reduce poverty in Vietnam, mostly in ethnic minority communities. WEAVE is a project under the Agriculture Theme and is inherited from a successful project that promotes spices production in the Northern Region of Vietnam. WEAVE reflects SNV's key approach called BALANCING BENEFITS, which aims to close the gender gap and address the existing inequitable gender norms and unequal access to resources and market opportunities.

Oxfam is a world-wide development organization that mobilizes the strength and voice of people against poverty, inequality and injustice. Oxfam is a confederation of 19 Oxfam organizations working together in more than 90 countries. Oxfam works with partner organizations and alongside vulnerable women and men to end injustice. Oxfam in Vietnam is working to seek transformative changes in policies, practices and beliefs in ways that will fundamentally improve the lives of poor and marginalized women and men, and ensure that all citizens have the same opportunity to enjoy their rights. There are ongoing programs, including State Governance, Women's Rights and Resource Governance and Fair Share of Resources. WEAVE is developed based on previous interventions that Oxfam has been implementing in other sites nationwide, such as promoting agriculture production that follows international standards. WEAVE at the same time contributes to various themes of results, including: (i) Gender Justice (with increased economic empowerment for women); (ii) Food security and nature resource management. Particularly, WEAVE is further enhancing the GALS approach, which promotes the participation of both men and women in development activities.

(4) DFAT's policies and objectives in Vietnam

As outlined in the Aid Investment Plan Vietnam: 2015-16 to 2019-20¹², Australia will continue to leverage Vietnam's significant domestic resources and foreign investment, and support Vietnam's efforts to enter a new phase of economic development by helping to stimulate the private sector, upskill the workforce, and support inclusive growth. The Australia Aid Programme will support Vietnam's economic reforms that enhance growth and complement this with programs that provide economic opportunities to excluded groups. Australia will strengthen the focus on the private sector and support more women and men to participate fully in the economy. The WEAVE Project was designed with full relevance to Australia's Aid Investment Vietnam.

Specifically, the WEAVE goal and outcomes are aligned with two out of three objectives of the Aid Investment Plan, including: (1) *Enabling and engaging the private sector for development* and (3) *Promoting women's economic empowerment, including ethnic minorities*¹³. As discussed in the following sections (Section 2.2), the delivery of WEAVE goals and outcomes by WEAVE approaches and methodologies remains relevant to the DFAT's objectives in Vietnam. Still, the consideration of support packages for private actors is recommended (see Section 3.2) to enhance the relevance of WEAVE to the first objective related to engaging the private sector for development.

2.2 Project effectiveness

This section includes a discussion of the level of results and the factors that affect implementation and results. Outcomes 1 and 3 were fully achieved, while Outcome 2 was partly achieved. The program goal measured by

¹² <https://dfat.gov.au/about-us/publications/Pages/aid-investment-plan-aip-vietnam-2015-16-to-2019-20.aspx>

¹³ The second objective that DFAT programs will be organised around is *Assisting the development and employment of a highly skilled workforce*.

the WEA-I index showed a positive shift over the last two years. There is evidence that WEAVE's methodologies and approaches, e.g. VSLA, GALS, and advocacy joint-efforts, had an impact on the achievement of Outcomes 1 and 3, and external factors, such as market price fluctuation, affected the full achievement of Outcome 2, particularly the increase in HH's average net income. Despite the market's negative impacts, efforts made by the consortium generated benefits to the targeted women, such as production capacity. That is why the change in WEA-I was positive though slight. It can be confirmed that the WEAVE theory of change remains logical¹⁴.

Outcome 2 requires some modification to the package design that supports private sectors, including the companies/enterprises and the cooperatives facilitated by WEAVE, and the focus on market solutions, enhancement of linkages between producers, processors, and exporters. In addition, changing the behaviours of the farmers toward markets should be placed at the centre of interventions in the second half of the project.

2.2.1 Outcome 1

Women have the decision-making influence, capacity, confidence and support to benefit from increased social and economic opportunities

Outcome 1 is operationalised via the indicators as presented in Table 4. These are all considerable shifts in the space of two years of implementation demonstrated by the status of outcome indicators presented in the Table below.

Table 4: Status of Outcome indicators(s) as of MTR (unit: %)

Indicators measuring Outcome 1	Baseline (2016)	Midterm (2018)	Difference
% women reporting that women and men have sole/ joint decision-making on cash crop farming	64.3%	83.5%	19.2%
1. Women only	41.3%	54.7%	13.40%
2. Men only	31.0%	16.5%	-14.50%
3. Women and men Jointly	23.0%	28.8%	5.80%
% women reporting that women and men have sole/ joint decision-making on livestock raising	66.6%	87.2%	20.7%
1. Women only	44.7%	56.8%	12.1%
2. Men only	27.8%	12.8%	-15.1%
3. Women and men Jointly	21.9%	30.5%	8.6%
% of women producer group members with sole/ joint control over use of household income and expenditures	44.4%	57.7%	13.3%

¹⁴ The WEAVE theory of change (ToC) can be narrated as follow: IF Women have the decision-making influence, capacity, confidence and support (Outcome 1), if women gain increased benefits (Outcome 2) and if Government policies and programs are more gender sensitized (Outcome 3), then women are socially and economically more empowered, which is currently measured by WEA-I.

Indicators measuring Outcome 1	Baseline (2016)	Midterm (2018)	Difference
% women reporting that women and men have sole/ joint decision-making on minor household expenditures"	84.3%	87.5%	3.2%
1. Women only	78.7%	68.9%	-9.8%
2. Men only	12.5%	9.5%	-3.1%
3. Jointly	5.6%	18.6%	13.0%
% women reporting that women and men have sole/ joint decision-making on major household expenditures	45.6%	61.9%	16.3%
1. Women only	13.4%	18.0%	4.6%
2. Men only	49.2%	31.7%	-17.5%
3. Jointly	32.2%	43.9%	11.7%
% men and women expressing attitudes and practices that support gender-equitable roles	N/A	26.5%	
% Men	29.0%	22.0%	-7.0%
% Women	28.4%	29.3%	0.8%
% of women reporting that they work less than 10.5 hours/ day for the last 24 hours	58.5%	60.3%	1.8%

Source: MTR household survey

There has been an increase in all measurable indicators, except for the percentage of men who expressed attitudes and practices that support gender-equitable roles. Specifically:

- The percentage of women producer group members with sole or joint decision making and control over cash cropping farming increased by 19.2%. This indicates that the role of women in cash crop farming increased and overwhelm. It is expected that the husbands and wives are both discussing and engaging in joint decision making.
- The percentage of women producer group members with sole or joint decision making and control over livestock raising increased by 20.7%.
- Accordingly, the percentage of men producers solely making decisions and controlling production reduced remarkably in the same period.
- The percentage of women producer group members with sole or joint decision making and control over the use of household income and expenditures increased by 13.3%. Particularly, the percentage of women producer group members reporting that they have sole/ joint decision making on major household expenditures increased by 16.3%. However, the increase in women's control over household expenditure is lower than that of decision making and control over production. The increase in women's control over the household expenditure compared to decision-making and

control over production has been slower. This can be explained that the men started changing their attitude towards women's roles in production first as the women were participating actively in many training courses introduced by the projects on agricultural techniques.. Therefore, they had significantly increased their production knowledge and skills. One husband in a group discussion in Thanh Van Commune said, *"My wife learnt a lot about production activities when participating in the VSLA group, she is able to harvest bee honey. This work used to be considered men's work."* Husbands remain the ones who take decisions related to large family assets, hence it might take more time to change their attitudes regarding the sharing of decision making with women. This may suggest that the content of gender equality support in the second half of the project should focus on discussing the equal role of both men and women in property issues.

- The percentage of women reporting that they work less than 10.5 hours/day in the last 24 hours increased slightly by 1.8%¹⁵.

Moreover, the recreational activities, such as sports, community festivals, and agricultural production contests among the Farmer Interest Groups have become regular events in communes which involve women, men and the entire community, and enhance the understanding of gender equality and collaboration between men and women.

The GALS and VSLAs approaches introduced by INGOs in all project communes are the key factors that ensured the delivery of Outcome 1. GALS has been applied in all three project sites and is regarded by the beneficiaries as a strong tool to enable a sustainable movement for gender justice for both men and women. (See Box 1). In addition to GALS, Village Savings and Loan Associations (VSLAs)¹⁶ are the approach that CARE Vietnam, BK WU and ADC used to promote Outcome 1 in Mai Lap and Thanh Van Communes. Village Savings and Loan Associations (VSLAs) are based in the community, and help serve disadvantaged women whose incomes are irregular and less reliable. In WEAVE practices, VSLA groups have been established for many purposes: (1) To provide the members with small amounts of capital that help them manage their household cash-flow; (2) To enhance the production competence of the members through various technical training activities; and (3) To link the members to other actors in the banana value chain.

2.2.2 Outcome 2

Women gain increased benefits through better organized and enhanced value chains and market linkages

WEAVE has partly achieved this outcome. The benefits that women gained through better organized and enhanced value chains and market linkages are reflected by two indicators: (1) Percentage of women that have taken on leadership roles; and (2) Average HH net income under the project area that resulted from project interventions. There is evidence of positive changes related to the first indicator, while the net income increase was recorded only with HHs participation in the cinnamon value chain. The HHs engaging in the other value chains have negative changes in their net income. More detailed value chain mapping is provided in Annex 3.

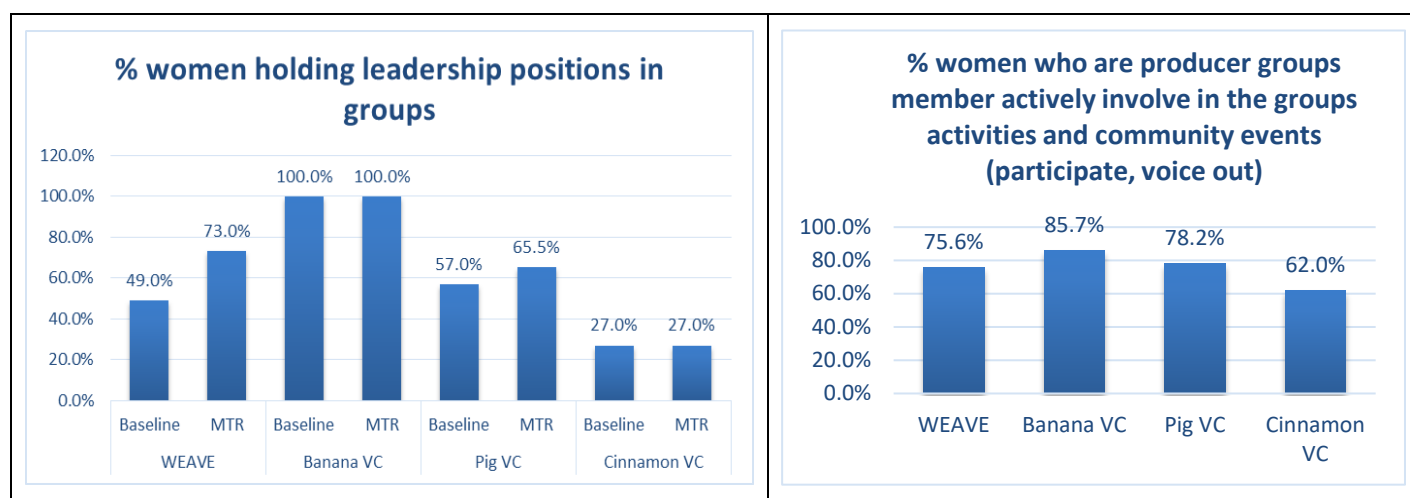
The first indicator is a breakdown into two sub-indicators as presented in Figure 5: (i) The percentage of women that are holding leadership positions, including chair/vice-chair or secretary of producer groups; (ii) The percentage of women who are producer group members actively involved in the group's activities and

¹⁵ Because the baseline did not calculate the time spent on types of work, such as housework or community work, the MTR does not compare the change in time allocations for housework or community work to see more clearly the change in labour division between men and women.

¹⁶ VSLAs Field Operation Manual Version 3.1 1 November 2007 © VSL Associates

community events. It should be noted that the latter sub-indicator was newly included in the MEL Framework since these data in the baseline survey were not available.

Figure 1: Women leadership (unit: %)



Source: Baseline and MTR household survey

The percentage of women holding leadership positions in producer groups increased at the time of the MTR compared to that at the outset of the project. In the cinnamon VC, the leader positions in FIGs remain, but a Cinnamon Enterprise Network was just established and all of the leaders are female. The increase in the percentage of women holding leadership positions in the groups indicates the empowerment of the women; however, for the VLSA groups engaging in the banana value chain, this indicator suggests no implication of women's empowerment since the members of VLSA groups are all female. Interviews and group discussions conducted with different informants provided strong evidence of the empowerment of women.

The second indicator mentioned in the Table below shows that the expected results in the average increase in income for HHs through better organized and enhanced value chain and market linkages has not been achieved.

Table 5: Average HH income in the last 12 months from project interventions (VND)

HH income (*)	WEAVE	Banana VC	Pig VC	Cinnamon VC
Baseline	17,896,889.0	8,078,000.5	23,479,000.3	26,210,000.9
Target (increase 12% at least at project end)	20,044,516	9,047,361	26,296,480	29,355,201
MTR ¹⁷	32,180,263.1	5,202,693.3	16,331,377.2	51,625,112.0
Difference	4,283,374.14	(2,875,307.16)	(7,147,623.03)	25,415,111.16

¹⁷ The MTR team also processed the indicator of HH income in the last 12 months from project intervention for the HHs with people with disabilities (PwD) and the poor/near poor HHs. In general, the net income of the HHs with PwD is much lower than the average HH.

HHs with PwD	Banana VC	Pig VC	Cinnamon VC
	710,000	11,450,000	9,870,000

(*) The MTR household survey use the questionnaire that was used in the baseline survey.

Many activities have been implemented in the first half of WEAVE by three INGOs to enhance value chain and market linkages, including: i) Conducting collective Market Maps and Value Chain Maps with gender and power analysis (by Oxfam); ii) Organizing interactions between production groups, the Women Entrepreneurship Network, traders and processors, and other value-chain actors (by the three INGOs); iii) Developing plans and agreements for gender transformative win-win collaboration in the value chains, and implementation of VC upgrading with VC stakeholders (by Oxfam, SNV); and iv) Building business development capacity for members of the Business Women's Network, and conducting studies of Business Women Network members that have successful business (by three INGOs). As discussed in Section 2.3 on Project Efficiency, all targets set for the outputs under Component 2 have been fully achieved. Still, the great efforts of WEAVE did not result in higher income for HHs.

The declining market price, the change in private actors' strategies, and the economic behaviours of the farmers are the key external factors that explain the decrease in the net income of the HHs over the last 12 months. Particularly:

Pork value chain: Vietnam has a large potential for pig production with a capacity of 27.5 to 28 million pigs per year and 3 million households engaged in raising pigs. Most of the pigs are exported to China in the form of Informal Cross-Border Trade (ICBT). According to a report by Global Research Corporation (IBC), in 2016, Vietnam's exports to China reached nearly 12 million pigs (33,000 head per day). In 2017, Vietnam's exports to China are estimated at 2.4 million (down 80% compared to 2016)¹⁸. Meanwhile, Vietnam has many opportunities to export pork to markets outside of China, such as Japan and Korea. These two countries are geographically close to Vietnam and its demand for imported pork is among the highest in the world (Japan 1.3 million tons and South Korea nearly 1 million tons, and at present, China is importing 2.2 million tons of pork per year). Most importing countries (including Korea and Japan) require that pork exports must originate in countries/regions that do not have foot-and-mouth disease. Because Vietnam is not fully recognized and accredited as free from foot-and-mouth disease, Vietnam is missing out on potential markets. Therefore, Vietnam's pork price is affected significantly by the import price into the Chinese market.

In the period from 2015 to early 2016, as the pig live weight selling price increased (about VND 50,000 - 55,000/ kg), livestock farmers were making good profits¹⁹. Profitability drives them to invest in expanding their farming activities without control. In late 2016 and early 2017, MARD and PPCs advised farmers to stop raising their herds. But pig producers in Vietnam kept expanding their activities.

When China ceased Informal Cross-Border Trade and applied the Formal Trade Mechanism for pigs from Vietnam in the period from late 2016 to first half of 2017, the volume of exports to the Chinese market decreased significantly. The exports in the period were equivalent to only 10% in the same period in the previous year. The live weight price reduced remarkably to VND 18.000 – 20.000/kg live weight in the domestic market causing the withdrawal of many members in the Bao Nhai pig production groups from pig raising activities.

Cinnamon value chain: There is a significant change in the direction of the key private actor – Techvina

¹⁸ <https://anninhthudo.vn/kinh-doanh/thit-lon-viet-nam-chu-yeu-van-xuat-khau-sang-trung-quoc/745375.antd>

¹⁹ <http://vneconomy.vn/doanh-nhan/dai-gia-chan-nuoi-cung-gap-kho-vi-gia-lon-sut-giam-20170506032826136.htm>

– in the value chain. As analysed in Section 2.1, this company has collaborated with SNV and DARD of Lao Cai Province to apply for organic cinnamon certification. Recently, the company changed its strategic direction and withdrew from the chain. New companies have expressed their interest in engaging in the chain, such as Son Ha Spice Company and Vietnam Staraniseed Cassia Manufacturing and Exporting Company Limited (VINA SAMEX CO., LTD), but discussions with these companies have only recently been restarted, causing delays in the process of achieving organic cinnamon certification.

Banana value chain: Similar to many agricultural commodities in the northern mountainous region of Vietnam, Bac Kan's bananas are mainly exported to China (besides markets in neighboring provinces). In the period from 2015 to 2017, the price of bananas reduced markedly, down from VND 10.000/kg to VND 3.000/kg, and even to only VND 1.300 – 1.500/kg. Farmers did not harvest bananas, and traders did not come to buy when the price was so low. China's banana-growing areas were also harvested at the same time, leading to surplus supplies that kept the prices down. In the last two years, farmers in Thanh Van and Mai Lap Communes have stopped growing bananas or left farms untended. Therefore, the fruits are of poor quality, and yields continued to decline.

Despite efforts made by ADC, CARE and local authorities to connect the farmers with companies like Minh Duong Company or Anh Duong Supermarkets, banana growers do not have the appropriate economic behaviour²⁰ in engaging with contracts so the opportunity to receive higher incomes from the banana value chain has been missed.

"Banana growers were trained a lot to ensure the quality of harvested bananas. For example, farmers need to cut down the young trees keeping only three trees per bunch. Doing so, they can sell the bananas to exporting companies but farmers are not ready to apply the techniques. They prefer to keep all the young trees. Minh Duong Company once came to buy bananas but they did not come back as the quality of the bananas was far below the company's requirements."

(Chairman of Thanh Van Commune People's Committee)

In addition to the two main benefits discussed above, the members of the Farmer Interest Groups argued that the group benefits greatly in terms of capacity enhancement.

"I joined the cinnamon group to learn more about growing cinnamon techniques and get market information to sell higher priced cinnamon. I was trained in Lao Cai on how to introduce products and to seek for partners. I also learned that the current price of cinnamon products was very low and that the profit of the collectors was much higher than that of the producers. I was also trained on semi-processing cinnamon to meet the requirements of companies."

(Focus discussion with cinnamon production group members in Nam Det Commune)

Also, the farmers can act collectively to reduce the risk of reduction in pork prices by diversifying their products. Production groups in Bao Nhay have started to raise hens and grow vegetables. Thus, women are proactive in making decisions about production to ensure sustainable incomes.

Other benefits: Having participated in the value chain the farmers also gained other economic benefits such

²⁰ Economic behavior is understood to include the behaviors and attitudes of farmers in relation to land ownership and use, applying new technologies in agriculture activities, how to use the family's labour, the level of access and use of capital and credit, as well as market relations. The economic behaviour patterns can be clustered according to the following criteria: (a) The degree of readiness to receive new technology, (b) The degree of monitoring/ updating of agricultural information, (c) The degree of trust-building in relationships with other actors as buyers, processors, exporters, and (d) The intention to expand agricultural production. (Tran Huu Quang, 2016).

as accessing small loans and saving costs when collectively purchasing inputs or having the power to negotiate a common price if jointly selling their products.

“Our team meets once a month, sharing experiences in production, solving difficulties or contributing capital to support households in need of capital for production. In particular, the group sent a representative to negotiate with the animal food supplier, which would have been cheaper. When we sell pigs, we sell at the same time to get a better price and for easier negotiations with the abattoir. When participating in the group, members were trained by the Department of Agriculture and Rural Development of Lao Cai Province. The training courses have achieved important learning objectives for livestock producers, such as breeding techniques; cost accounting in livestock production, especially animal husbandry in accordance with Viet GAP standards; livestock production to ensure food safety; and environmental protection, public health.”

(Focus discussion with Pig raising Production Group members in Bao Nhay Commune)

“Ly Thi M's pig farm model is a good example of the benefits of joining the pig production group. Mrs. M started raising white pigs in 2010. Because she had no breeding experience she started with a small number of pigs and gained limited profit. Since participating in the pigs production group, she had the chance to participate in technical training courses and learned a lot on livestock husbandry. In particular, she and other farmers in the village learned about the importance of vaccination and breeding. Up to now, the family has expanded its small-scale production from 30 pigs to 200 pigspereyear.”

(Focus discussion with Pig raising Production Group members in Bao Nhay Commune)

“Since the establishment of the farmers linkage model, we have conducted joint purchasing of animal food and veterinary drugs. Group members have saved VND 10.000 per each 25 kg bag of animal food. On average, the group buys 20-25 tons of animal food, saving VND 8-10 million/month. In addition, members of the group engaged in internal fundraising to help other households with loans to expand the scale of their livestock. When newly established, the group has four poor households that have escaped from poverty recently.”

(Focus discussion with Pig raising Production Group members in Bao Nhay Commune)

2.2.3 Outcome 3

Outcome 3: The key target development programs for mountainous areas (NTP-SPR 135 and 30A) and agriculture extension policies (Decree 02 and/or guiding Circular) are gender sensitized and operational, ensuring a gender equality focus in the overall local development agenda, sector planning and resource allocation, and enabling environment for women-inclusive value chains

Component 3 is implemented with a strategy for ownership, meaning support in policy development at the central and local levels and support from the three INGOs are based on the needs of partners. During the implementation process, partners also participate in all steps including reviewing policies, identifying research content, participating in data collection and developing materials. Generally, the progress in realizing targets under Outcome 3 is as planned. Below are the results delivered at the time of the MTR.

- Three organizations contributed their ideas on gender mainstreaming and the monitoring framework of the NTP – SPR [The WEAVE Project Team has contacted the National Coordinating Office for NTP – SPR at MOLISA at early stages of Monitoring Framework Design. The development of Phase 2 of NTP-SPR is in the inception phase.
- Three organizations have implemented the Research on Gender Policy Implementation under the National Target Program for Sustainable Poverty Reduction to contribute to the Midterm Report of this Program.

The report focuses on identifying how women and girls are affected by gender-related policies introduced in the NTP – SPR. The research has been conducted in close collaboration with the National Coordinating Office for NTP – SPR so it is expected to deliver appropriate inputs for the process of reviewing policies to promote gender equality in NTP – SPR. The primary findings were presented in a workshop in October 2018 for consultation. At the moment, the report is being finalized, therefore, the MTR cannot record specific recommendations made by the research that have been accepted by policy makers. This should be closely monitored in the second half of the project.

- SNV, in cooperation with Oxfam and CARE, actively advocated for the revision of Decree 02/2010/ND-CP dated 8 January 2010. This decree was one of the key policies in the agricultural sector. This Decree triggered a conducive environment for the development of agricultural production and livelihoods of farmers; however, women's economic empowerment issues, especially with consideration to ethnic minority women, are not well-addressed. A framework to increase the gender sensitiveness of agriculture extension policies has been developed by SNV Vietnam with support of the Ministry of Foreign Affairs of The Netherlands under the 'Enhancing Opportunities for Women's Enterprises' (FLOW/EOWE) Programme. This framework is jointly implemented by an advocacy team from CARE Vietnam, Oxfam in Vietnam and SNV Vietnam with support from the Australian Government under WEAVE. As a result, Decree 83/2018/ND-CP on agriculture extension dated 24 May 2018 was approved by the Government. In general, it is a major achievement that the new Decree addresses the gaps in agricultural extension activities in remote areas and for ethnic minority groups²¹. Also, gender issues are more visible in this Decree. Beneficiaries of agriculture extension activities were broadened to farmer groups, cooperative groups, cooperatives and other private sector actors²². In addition, new agricultural initiatives were incorporated and prioritised for financial and technical support, including the Good Agriculture Practices, the value chain approach, climate-smart agriculture, sustainable agriculture and models²³. It is expected that in the second half of WEAVE, SNV will continue to participate in the development of guidelines such as the Financial Regulations, the Regulation on Bidding and the Technical and Economic norms in extension activities, gender issues, and requirements on female participation.
- In Lao Cai Province, Oxfam, in collaboration with SNV, reviewed Decision No. 143/2016 / QĐ-UBND dated 12 December 2016, by the People's Committee of Lao Cai Province on implementing the policy of encouraging the development of agricultural production, forestry and fisheries in Lao Cai Province for 2017-2020. The two organizations have contributed to the PPC's adjustment of support conditions in order to increase access to provincial support to small-scale production groups/ cooperatives. Before, the province favoured enterprises which processed and exported agriculture products on large scales. By encouraging the Provincial Government to target support policies to production groups/small-scale cooperatives in the field of agriculture and forestry, there is an opportunity for production groups and cooperatives facilitated by WEAVE to benefit from those policies. Another of WEAVE's advocacy contributions is encouraging the provincial government to re-evaluate agricultural products (including value chains supported by WEAVE) every two years (instead of five years) so that policies to support the actors of value chains can be delivered in a more timely and market-sensitive manner. Those recommendations have been accepted by local government.
- SNV also advocated for the revision of Decision 2592/2015 Cinnamon Master Plan of Lao Cai Province, with the following suggestions: (1) Reconsidering the planned area for cultivation; (2) Focusing on increasing the value of products (through pre-processing and in-depth processing and strengthening

²¹ Article 4 of Decree 83/2018/ND-CP on agriculture extension

²² Article 5 of Decree 83/2018/ND-CP on agriculture extension

²³ Article 8 of Decree 83/2018/ND-CP on agriculture extension

linkages in value chains); and (3) Considering gender issues in the development of the cinnamon industry. After a number of advocacy efforts, gender issues are taken into account in the final version of the Decision. Women's participation will be one of the considerations for accessing provincial support for cinnamon development activities. At this time, the Lao Cai Department of Agriculture and Rural Development has sent reports to the Provincial People's Committee to make a decision on the amendment or replacement of this Decision incorporating the three aforementioned issues.

- In Bac Kan Province, CARE has been active in the process of developing the Bac Kan Agriculture Sector Restructuring Plan. The DARD of Bac Kan sent a request to CARE asking for technical support in developing this plan. CARE has sent team to work with DARD and other related stakeholders to collect primary data for situational analysis. Issues that CARE plans to advocate for include: (i) Value chains: the choice of commodity sector should promote locally identical products, and farmer groups including women with limited production resources should be considered as the key beneficiaries of any selected products; (ii) An enabling environment for women in the economic field, and (iii) Coordination mechanism between different departments in the implementation of the project. At the MTR, the plan is still in the drafting process so the MTR is not able to record specific results.

2.2.4 Program Goal

To enhance women's economic empowerment and social inclusion in agricultural value chains in rural Vietnam

The ultimate outcome of the project is measured by the Women's empowerment in the agriculture index (WEA-I)²⁴. The Index illustrates the women's critical and potentially transformative role in agricultural growth. The WEA-I measures the empowerment, agency, and inclusion of women in the agriculture sector in an effort to identify ways to overcome those obstacles and constraints. WEA-I measures the roles and extension of women's engagement in the agriculture sector in five domains of empowerment (DE): (1) Decisions about agricultural production; (2) Access to and decision-making power over productive resources; (3) Control over the usage of income; (4) Leadership in the community; and (5) Time usage. In addition, WEA-I measures the women's empowerment relative to men within their households by the gender parity index (GPI). GPI measures women's empowerment relative to that of men by comparing the 5DE profiles of women and men in the same households. A woman is assumed to achieve gender parity if her achievements in the five domains are at least as high as those of the primary adult males in her household. The GPI reflects the percentage of women who have achieved parity and, in cases of gender disparities, the average empowerment gap that women experience relatively to their male counterparts. A higher number reflects greater gender parity. Detailed explanation on the calculation of WEA-I is annexed to this report.

Table 6: Status of Program Goal indicator(s) as of MTR (unit: %)

Indexes	Baseline		MTR	
	Women	Men	Women	Men
Disempowered Headcount (H): % women/ men not achieving empowerment	53.3%	23.3%	40.1%	22.8%
Average Inadequacy Score (A): Mean of disempowerment score for	32.5%	26.7%	38.7%	34.1%

²⁴ WEA-I is an indicator which measures the level of women's empowerment in agriculture. It was originally developed for a country-level study but the methodology, or the WEA-I index itself, is applicable for individual projects that aim for women's empowerment. Therefore, no adjustments were needed to apply the methodology to WEAVE.

lack of empowerment

Disempowerment Index (M0)	0.173	0.062	0.155	0.078
5DE Index (1-M0)	0.827	0.938	0.845	0.922
No. of observations	n/a	n/a	328	200
No. of observations of women after removing those missing at least one of the five dimension domains	n/a	n/a	257	145
% of women with no gender parity (H_{GPI})	36.7%		31.4%	
Average Empowerment Gap (I_{GPI})	29.7%		22.7%	
GPI	0.891		0.929	
No. of observations	n/a		328	
WEA-I	0.833		0.853	
Difference			0.02	

Source: Baseline, MTR household survey

Table 4 provides the value of WEA-I by MTR calculated for all women of the survey sample households (328 observations) in comparison with the baseline. There is a slight increase in WEA-I by 0.02 points. The WEA-I as of baseline was high at 0.833, hence it was not easy for the WEAVE Project to increase the index significantly. The high level of women empowerment at the baseline might be explained by the fact the participants of WEAVE who engaged in the baseline survey had participated in other projects where they had been exposed to gender equality before WEAVE started.

The sub index GPI of WEA-I increased from 0.891 as of baseline to 0.929 as of MTR.

2.3 Project Efficiency

Efficiency is discussed in terms of progress of outputs delivery, disbursements, staffing, MEL and Quality Control, and the consortium as modality of implementation. Generally, the efficiency of WEAVE implementation is high. The Progress of output delivery exceeded the target. The disbursement rate was higher than 90% from the start of the project in April 2016 to December 2017²⁵. Monitoring and Learning functioned well. The staffing was sufficient in general; nevertheless, turnover and rotation of WEAVE staff was high, particularly for members of project management groups and key SNV technical staff in charge of value chain development. The consortium is appreciated by all four partners and most indicators measuring partnership objectives are met as of the MTR. However, communication and coordination for learning/ sharing activities remain a shortfall of the modality.

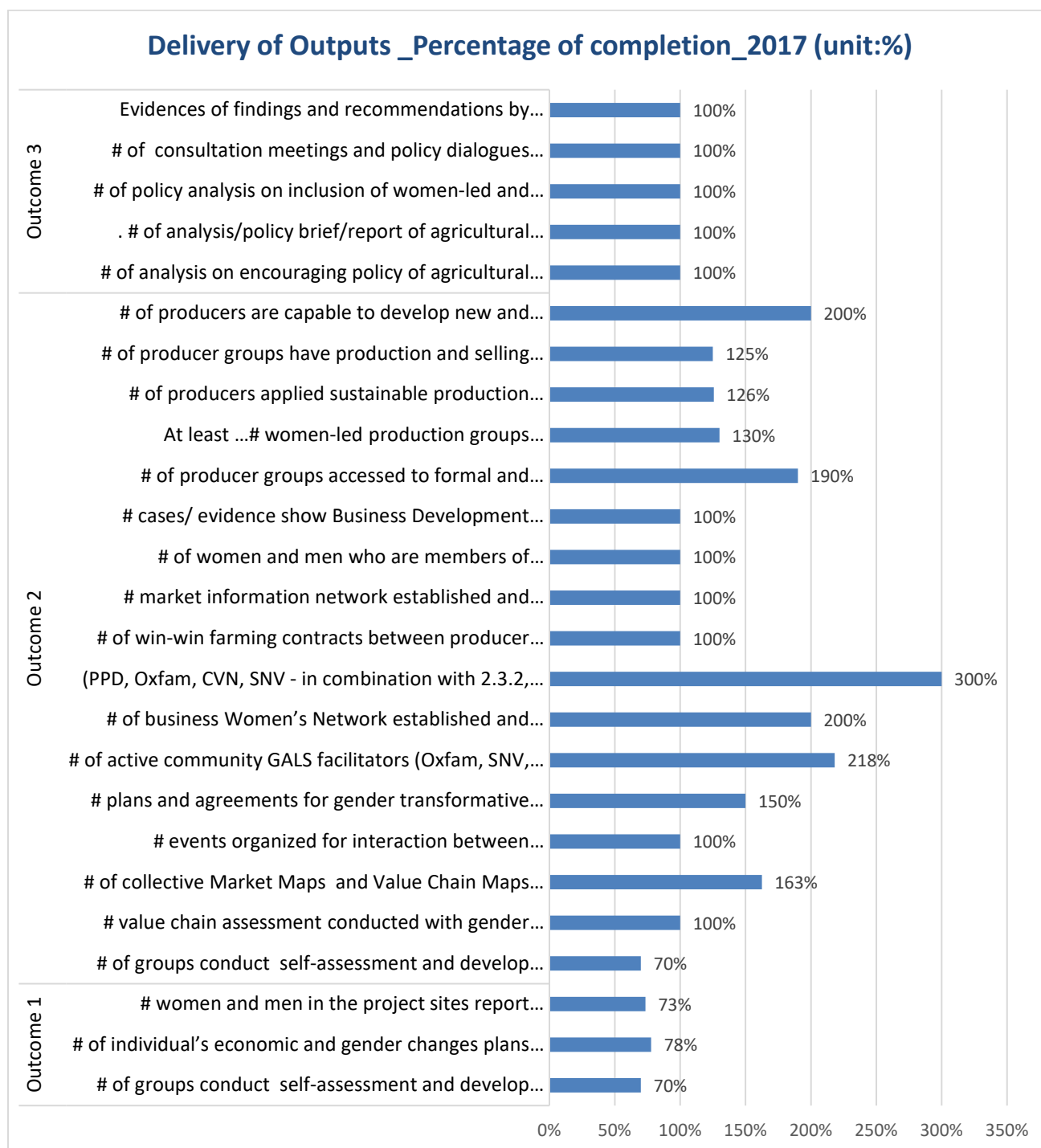
Progress of output delivery: Figure 2 presents the completion rate of outputs by the end of 2017 versus the target²⁶. All indicators exceeded the targets, especially the indicators measuring the outputs of Outcome 2.

²⁵ Mid-term Review is conducted in Quarter IV 2018, when the financial data is available for Year 2017.

²⁶ Data on output delivery in 2018 will be available only by the end of the year so MTR team conducted analysis of data from 2017.

The indicator of “number of win-win farming contracts between producer groups and private sector/buyers” reached a performance level of 300% compared to the target set for the year. Despite the unarmed position of value chain developer in SNV in this year, the activities in 2017 for Outcome 2 were completed at a very high rate. Yet, as analysed in Section 2.2.2, despite the project’s, market fluctuations made the indicator of HH’s income increase because the banana and pork value chains were not actualized.

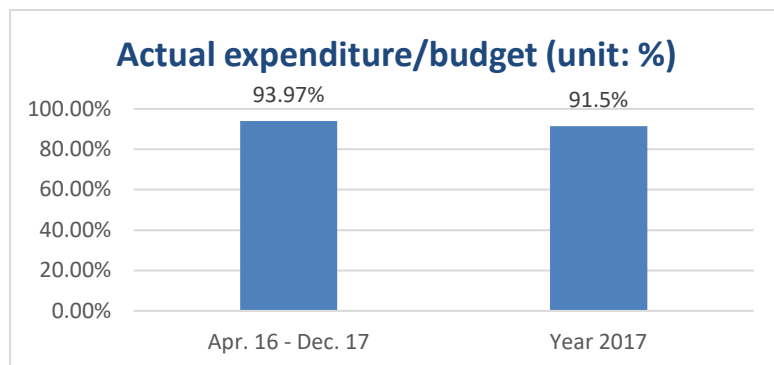
Figure 2: Progress of output delivery as of December 2017



Source: MEL data

Disbursement: The disbursement rate for the period from the start of the project in April 2016 to December 2017 is 93.97%. The disbursement rate in 2017 is quite high, reaching 91.5%. Parallel to the level of implementation of the outputs as shown in Figure 6, it can be seen that project progress is high in the implementation of activities.

Figure 3: Expenditure/budget as of December 2017



Source: Finance Management Team

Staffing: Three organizations are committed to contributing sufficient human resources to the WEAVE management. Observations have shown that all functions of the project management are assigned to experienced staff of the three INGOs. Additionally, local partners contribute part-time or full-time staff to carry out activities. Details are as follows:

Positions	SNV	Oxfam	CARE
Steering Committee	1 (Leader)	2 (Leader)	1 (Leader)
Advisor		1 (based in Headquarters)	1 (International advisor)
Project Manager	1 (Senior staff)	1 (Senior staff)	1 (Senior staff)
Programming	1 (take leading role in VCD)	1 (cum MEL, gender)	1
Gender	1		1
Communications/advocacy	1	1 (take leading role)	1
MEL	1	1	1 (take leading role)
Admin	1	1	1
Finance	2	1	1
Total	9	9	9
Local partner staffing	<ul style="list-style-type: none"> Extension Centre of Lao Cai Province (three staff involved) Lao Cai VWU (one staff involved) Staff of District Extension Station, Commune People's Committee (leaders) and commune extension staff DARD of Lao Cai Province established a Project Management Unit (ten members), each organizational member assigns 1-2 staff Commune People's Committee (leader) and commune ADC (ten staff involved) Bac Kan VWU (two staff involved) Commune VWU and People's Committee of Mai Lap and Thanh Van Communes (2-3 staff involved) 		

Source: Group discussion with Project Team from the three INGOs:

The number of staff from the three INGOs participating in project management and implementation was high (nine staff members per organization). Although the number was high, the time allocated by staff to this project varies and some are only involved once every three months. Staff of local partner agencies provide considerable support in the implementation of most activities. This explains the high ratio of output delivery as mentioned above.

The project has witnessed a high staff turnover. One of three members of the Programme Management Group (PMG)²⁷ left the project in 2017. The SNV key personnel in charge of VDC left the organization making the position vacant for several months. At the same time, the key private actor involved in the value chain withdrew from the cinnamon value chain (see section 2.2.2 for further information). Hence, seeking a replacement was not done in good time.

The difficulty remains in coordination of joint activities or learning events. Staffs of the three INGOs are concurrently responsible for other tasks in their organizations.

In Lao Cai Province, a Provincial Management Board was established under the Department of Agriculture and Rural Development (DARD) within the framework of cooperation with Oxfam, and another implementing group was established under Lao Cai Agriculture Extension Centre, which is a subagency of Lao Cai DARD. This arrangement is viewed as inefficient by the MTR Team, but is required by Vietnam's regulations. Despite this arrangement, SNV and Oxfam have been trying to collaborate closely in as many activities as possible, particularly in advocacy activities at local level, dialogue between private actors and local governments, and product promotion events (such as agriculture trade fairs).

Monitoring and Learning (MEL):

Monitoring and Learning (MEL) is considered a regular management function of the project to ensure effectiveness. The three INGOs are committed to MEL activities; for example (1) The MEL Framework is a joint product of all three organizations and this framework has been revised twice; (2) The WEA-I index is included at the program-goal level for measuring the empowerment of women in agriculture. The advanced and holistic WEA-I Index has been adjusted with the support of an international expert to meet the Vietnamese context; (3) The indicators at outcome level are specified and revised with inputs from all three INGOs, and most of these indicators are collected from an objectively verifiable source, such as the Household Survey with costs. (4) The sample size of the household survey conducted in the baseline and the MTR is sufficiently large to ensure reliability given a confident interval at 95% and 75% power; (5) The project team identified the Progress Markers, which are milestones in progress to achieve middle and longer term indicators; (6) The three organizations have developed monitoring tools and the 30 cohorts are reviewed every six months in March and September. However, the joint activities related to monitoring and evaluation are quite difficult to coordinate mainly due to unavailability of the staff involved from the three different organizations.

Although learning events have been organized, including MEL training/ annual meetings, advocacy strategy development, WEE framework development, and learning activities in the plan such as sharing events, these have not been systematically implemented as planned. The initial idea was that the three project teams would share findings, difficulties or lessons learned from the three project sites across the three organizations in a

²⁷ It is expected that, as far as possible, the PMG members will remain the same throughout the life of the program (Partnership Agreement, 2016).

timely manner. But it is challenging to coordinate such sharing events on a regular basis.

Quality control: Although different approaches introduced by the three INGOs are proven powerful methods over several years and in a variety of locations, a quality management mechanism between organizations to ensure consistency in implementation of a multi-approach project such as WEAVE is required. SNV may need to act as quality-controller over the value chain development activities for all three organizations. Oxfam can monitor the implementation of GALS in all project sites and CARE can check data updates and archives, as well as reports on quality for all three organizations.

The consortium as modality of implementation: The partnership objectives were reviewed in the MTR. Below is the subjective assessment of the MTR team on indicators measuring partnership objectives.

Partnership objectives	Key partnership performance indicators	Observations/Remarks
(1) Build the reputation of WEAVE so it is recognised as an innovative and influential partnership model with shared expertise that brings lasting benefits to ethnic minority women and their communities in Vietnam.	Evidence that stakeholders understand the nature of WEAVE partnership.	The local partners (DARD of Lao Cai Province, Bac Kan Province, VWU of the two provinces) showed their understanding of the nature of WEAVE partnership.
	Evidence that WEAVE partnership's lessons learnt are useful for similar partnership agreements.	No evidence
(2) Share resources, promote efficiency and enhance each organization's contribution to WEAVE as well as bring complementarity to current and future projects.	Implementing partners report no duplicate when working with three NGOs for WEAVE's implementation.	The observation at project sites confirmed that the implementing partners report no duplication.
	Program staff (from three INGOs and from partners) report that they are consistently supported by WEAVE's technical lead organisations.	It is confirmed by all interviewed WEAVE staff that technical tools are developed and coaching is organised regardless of the value chains and project areas
	Four organisations' staff and managers report examples of more effective and feasible communication for WEAVE's implementation.	Communication for WEAVE's implementation was reflected by four organisations' staff, particularly DFAT's officer, as not very effective
	Evidence that WEAVE's technical pool is established and guides WEAVE's implementation.	This indicator was achieved fully. GALS, value chain development, Market-Based Solutions tools, Finance Inclusion for producer groups and MEL approach were finalised by technical lead; ready for use by all partners; Coaching and TOT trainings were organised.
(3) Leverage joint impact	Evidence that members of the	WEAVE's consortium has been discussed with

and influence to bring lasting positive changes to poor and ethnic minority women and their communities in Vietnam through building on the strengths of each member	partnership discuss and agree joint activities beyond WEAVE	the GREAT program since early 2018 about replicating good practices from WEAVE
	Evidence that WEAVE's lessons learnt in women's economic empowerment and strengthening agricultural value chains inform larger scale investments from GoV and development partners.	This can be delivered in the second half of the project.
	A joint voice and statements of four organisations at relevant forums, workshops, meetings with GoV and development partners are noted.	This is strongly evidenced under Outcome 3.

The review of the key performance indicators of the partnership confirms that the partnership approach remains effective. The areas that require improvement are communication and coordination of joint activities and learning events.

2.4 The sustainability of project results, strategies and approaches

2.4.1 Project results

Outcome 1 is likely to be sustainable and scales up is high. First, the activities promoting gender equality become regular activities in the local area (e.g. the Festival of Happiness in two communes in Bac Kan Province). These events are committed to by local authorities as a means of further promoting gender equality. Second, the GALS methodology has been adopted by local trainers in Lao Cai Province and is being applied to a number of community-based projects (funded by other donors such as JICA and KOICA) (see Box 1). Third, VSLA has been expanded by Bac Kan Women's Union to other districts of the province, and provincial Women's Union officials have also become master trainers on this approach. Co

Box 1: GALS is applied in other projects in Lao Cai.

Comments on GALS made by officers of Lao Cai Extension Centre and VWU

"GALS was not used for the first time in WEAVE. GALS was applied in a previous project that promoted pig raising in Lao Cai Province by Oxfam years ago. In the previous project, extension officers and officials of the Provincial Women's Union were trained to become GALS facilitators. In WEAVE, we are confident to use this tool with farmer groups in Nam Det and Bao Nhay Communes. In training conducted where the participants are ethnic minorities, ice-breaking exercises are always very challenging. Visualization tools of GALS encourage participants to think and speak out their ideas, so ice-breaking becomes simpler. GALS tools require participants to work in groups (4 groups at least in a workshop), to draw, to share ideas and to discuss with team members. Our observation is that older participants and ethnic women who are normally very shy, eventually speak out and participate actively in discussions thanks to using GALS tools.

Especially, extension workers considered GALS as useful tools. When transferring science and technology to farmers, our extension workers found GALS methods to be an important factor impacting the effectiveness of their service delivery. GALS enables the farmers to share their indigenous knowledge and cultural aspects are considered and respected. For example, cinnamon farmers in Nam Det proposed an initiative to intercrop ginger under cinnamon canopies to extension

workers in a workshop using the GALS tool that motivated people to give creative ideas.

When we started the implementation of a new project funded by JICA to develop the rice value chain, JICA officials observed our application of GALS to facilitate rice farmer groups' discussions, and they appreciated this method very much. They saw GALS enabling people to actively participate and share their understanding of the local rice production situation."

(Group discussion, DARD of Lao Cai and VWU of Lao Cai)

Outcome 2 is not likely to be sustainable if further interventions are not deployed (see Section 3.2.2). In the sample, the number of beneficiary households that generate income from bananas is growing and pig raising accounts for 30% (34/115 (banana)) and 55% (59/110 (pig)) of the surveyed households²⁸. The remaining households either stopped cultivating banana/raising pigs or earned no revenue from those activities. This implies the low commercial viability or unprofitability of these two value chains. Observations showed that:

(1) The pig Farmer Interest Groups are not highly interested in maintaining regular operations of the group after completion of the Project as they do not consider raising pigs as the main livelihood activity for their families. No linkage between any processing firms and households in the pork value chain has been established, and the small pig farms have little chance to be an actor in a value chain that targets exporting to international markets (including the official export market of China). Meanwhile, it is unlikely that the Bao Nhai pig raising farmers are capable of participating in a chain that exports pig officially to the Chinese market²⁹. The market, which is mainly at the commune level, does not drive the farmers to cooperate in groups. The linkage between the groups and some households, who have begun processing pork, is at the beginning stage. Meanwhile, the volume of pigs purchased by processors remains very small.

(2) The cinnamon groups are unwilling to maintain the group after the conclusion of the project if the profitability remains unchanged. Cinnamon home-based processing groups are at the experimental stage and not many households are interested in participating in processing cinnamon, although the economic benefits are clear. According to the representative of Chien Thang Cooperative, who had many years of buying cinnamon and instructing farmers to apply home-based cinnamon processing : *"The farmers prefer to sell their cinnamon at one time to get a large amount of money rather than engaging in processing. Even if considered more profitable, processing is considered to consume much more of their time. The revenue is generated in small amounts and the transactions normally take more effort."* The linkages with businesses have started, but are still in the initial stage where both parties are looking for opportunities to increase the benefits from enhanced linkages. Meanwhile, the newly established organic cinnamon cooperative is not competent in human resources or management skills. It is difficult for the Cooperative to become a key actor in the chain in the short-term. Instead, the companies who have been cooperating in the sector for a long time (e.g. Son Ha Flavoring Company) should be engaged as key actors in the primary process.

(3) The banana value chain seems to be the most potentially sustainable, at least for the farmers who wish to continue their banana growing as: (i) There is a high commitment by 3T Company to acquire an unlimited quantity of fresh bananas from the project sites; (ii) This enterprise exports bananas to the high-end market;

²⁸ The basis for choosing these value chains in the beginning is provided in the project Document.

²⁹ In order for Vietnam-produced pigs to be exported to the Chinese market by official channels, Vietnam needs to meet strict quality requirements of the Chinese Authorities. China also requires Vietnam to control disease, especially foot-and-mouth disease. China suggested that Vietnam should export frozen slaughtered pigs, and limit exports of live pigs to ensure food safety. The Chinese market will bring opportunities for large livestock enterprises, which can produce frozen slaughtered pigs. These enterprises are unlikely to cooperate with small-scale farming groups such as those in Bao Nhai Commune.

(iii) VSLA groups have a long operating history, thus they are experienced in group organization, especially in the promotion of economic development activities; (iv) Many new products from bananas have been developed in the previous stage, which may open opportunity windows for introducing these products to the market; and (v) Thanh Van Cooperative, which is supported largely by local authorities is becoming more capable in operating the business. If properly supported in terms of business administration, the Cooperative can play a key role in linkages with 3T Company and expanding the processing activities.

Outcome 3: Phase 1 of the Project recognizes the trustful partnerships built between the three INGOs and central and local policy makers. Outcome 3 is most likely to be sustainable.

2.4.2 Project strategies and approaches

Five strategies and approaches are introduced in WEAVE, including: (1) Gender transformative changes and social inclusion; (2) VSLA approach; (3) Development of sustainable pro-poor value chains; (4) Promoting an enabling environment; and (5) Consortium partnership.

Among those strategies and approaches, the strategy on ‘Gender Transformative Changes and Social Inclusion’ is most likely to be sustainable, as this is a priority of the two provinces, Lao Cai and Bac Kan. Local partners actively apply and replicate the GALS approach introduced by WEAVE to other Donor-funded projects implemented locally (Box 1) or in local initiatives to promote gender transformative changes.

The VSLA approach as analysed in Section 2.4.1 has been transferred to and replicated by the local partner (i.e. Viet Nam Women's Union of Bac Kan Province (VWU)). According to the leader of Bac Kan VWU, seven senior staff of Bac Kan VWU are proficient in this approach. All Farmer Interest Groups within programs initiated by Bac Kan VWU's action programs in districts other than Cho Moi are formed as VSLA groups.

The ‘Development of Sustainable Pro-Poor Value Chains’ approach has not yet been proven effective in the first half of the Project, hence it should be completed in the second half of the Project. The implementation team of all three INGOs needs to be further strengthened in this approach. The allocation of time and resources is not sufficient to advance the market linkages and better organization of the value chains.

The ‘Promoting an Enabling Environment’ approach is considered to be sustainable in Lao Cai Province. The local partner – Lao Cai DARD – has many years of experience developing public-private partnerships that enhance collaboration between provincial government agencies, businesses, and households to develop a local enabling environment for the development of the province’s key agricultural products. Lao Cai DARD has also cooperated with SNV in developing other local key commodities such as tea, cardamom and other value chains of which ‘promotion of an enabling environment’ is always one of the main approaches. For Bac Kan, it is suggested that WEAVE should partner with other governmental agencies (such as Bac Kan DARD) under Outcome 2 of the Project to increase the sustainability of this approach in Bac Kan.

Last but not least, WEAVE is the first test of the Consortium approach, which as discussed has many advantages (see Section 2.3); however, the main shortcoming of this modality – inefficient communication and coordination of common activities – affects project efficiency. The Project should organize internal workshops to analyse the approach so that it can be applied to future projects.

CHAPTER 3: LESSONS AND RECOMMENDATIONS

This chapter presents lessons drawn from implementation of the Project in the first half and discusses recommendations to inform the adjustment of project activities, strategies, and approaches to ensure achievement of the intended outcomes by the end of the Project.

3.1 Lessons

Lessons on the Project implementation level

Activities to achieve Outcome 1 of the Project have been recognized as producing good results. Changes in the WEA-I component index at the time of the mid-term review provided strong evidence. The continued adoption of GALS and VSLA approaches, which have been applied and fine-tuned in many previous projects, is the key to this high effectiveness. However, these two methods have not been considered as a common approach in WEAVE. VSLA is geared towards women's membership, while GALS allows the direct participation of both men and women. Meanwhile, VSLA is a powerful model for creating access to capital for women at group level, enhancing women's financial management capacity (including financial support within the women's group). [66% of VSLA members (banana value chain) reported access to financial resources, while the percentages for the pork value chain and cinnamon value chain were 62% and 31%, respectively, MTR HH survey]. By combining these two approaches, the approach for WEAVE takes advantage of the two to implement Outcome 1.

Outcome 2, if delivered successfully, can be a means of contributing to the further achievement of Outcome 1. When women actually generate higher income from performing production activities by engaging in value chains, they will be economically empowered. Of course, they need to be equipped with gender equality knowledge and good negotiating skills. In practice, the activities of Outcome 2 are implemented fairly independently. Outcome 1 has been largely achieved although the pig and banana value chains have not been developed.

Observations show that the three organizations should have identified bottlenecks in each of the three value chains and introduced interventions to strengthen linkages between Farmer Interest Groups and the private actors in a timelier manner. The issue that households are not committed to or unwilling to engage in contractual relations with companies is mentioned by many stakeholders as a barrier to the vertical linkages in each chain (see Box 2). The weak competence of the agriculture cooperatives' boards of directors are obvious; capacity building should have been included in the Project intervention earlier.

Box 2: Household economic behaviours as an obstacle to VC development

Banana growers: "The Project has linked the banana production groups with Minh Duong Company, who promised to purchase fresh bananas in a large volume at a competitive price compared to market prices. However, farmers did not meet the volume and quality requirements. They have been instructed to keep three banana trees in a banana bunch for high productivity and good quality. However, farmers were not willing to cut trees as instructed arguing that they can always sell bananas to local collectors if they fail to sell to the company. The farmers explained that cutting trees requires more effort because the banana trees are grown on hilly farms. Also, when seeing the trees are growing well they feel regret if they cut them. They are unaware that banana prices are directly impacted by Chinese buyers as mentioned above, hence they did not appreciate the opportunity to cooperate with banana exporters, such as Minh Duong Company, who sell bananas to markets outside of China." (Chairman, Thanh Van Commune PC).

Cinnamon growers: "Many households have been trained in home-processing cinnamon, but they were unwilling to apply their knowledge. Instead, they prefer to sell a whole cinnamon hill to save the time for processing. Households are unwilling to follow the collector's requirements for the length of the cinnamon bark. The collectors have to spend extra money to cut the cinnamon bark, producing some waste. If the farmers harvest cinnamon bark at the right size,

these costs can be transferred into the price, and farmers would gain higher prices. But the farmers just follow the old harvesting practices. (Director of a Chien Thang Cinnamon Cooperative).

Source: Interviews conducted by MTR Team

It is necessary to have a thorough reassessment of the private actors (companies) in the pig and banana chains for greater focus on connecting actors. As analysed in Section 2.2.2, profitability of growing bananas and pig raising is strongly influenced by China's import market. And in the near future this impact will continue.

- Therefore, trying to connect pig raising households with companies that are exporting to the Chinese market will be unsuccessful. The companies often organise their own production or cooperate only with households that have large-scale production while the pig raising households in Bao Nhai Commune are all small-scale (the average number of pigs is fewer than 20 per household). It is advisable to focus on supporting the processing of products that can be consumed domestically. Small (women-led) businesses that process ready-to eat products from pork should be supported as the key actors in the value chain. Those businesses will consume the outputs of households that raise pigs.
- For the banana chain, it is advisable to look for companies that are exporting bananas to high-end markets outside China, such as Japan and the EU. This means the banana growers need to change their growing practices to meet the requirements of the high-end market. Therefore, there should be a focus on changing the economic behaviour of production groups.

With regards to Outcome 3, good results have been generated in the first half of the Project. This is thanks to the close cooperation with local and central partners. The three INGOs have credibility and trustworthiness as well as longstanding partnerships with local agencies in Lao Cai and Bac Kan Provinces and the Central Extension Centre and the National Coordination Office of the NTP-SPR. Their technical assistance is welcome whenever local state management agencies engage in developing local policies for gender equality promotion and agriculture production.

3.2 Recommendations

(1) Recommendations to improve the effectiveness and sustainability of project outcomes

Outcome 1: In the second half of WEAVE, a review of the approaches applied should be considered, in particular: (1) Review the VSLA approach in Bac Kan Province so that the participation of the men in the Group can be ensured (this was learned from the GALS approach); (2) Ensure the same level of awareness and practice when delivering GALS for newly established groups (in Mai Lap Commune) to promote gender equality across the groups (Interviews revealed that some groups in Mai Lap have not been trained on Gender); (3) Persist gender norms about what women/ men can or cannot do should be considered to improve the Project's effectiveness and sustainability; (4) Consider a comprehensive exit strategy which enables more local staff (of provincial VWUs and provincial and district DARDs) to be the masters of the GALS approach; (5) As a decrease in men expressing attitudes and practices that support gender equitable roles was recorded by the HH survey, a risk analysis should be performed and mitigation strategies should be put in place.

Outcome 2: In the second half of WEAVE, more interventions should be considered for implementation, in particular:

Pork value chain: The Project should place its focus on building a community-based small business model for processing pork products through the following forms of support: (1) Increasing access to finance to reach the scale effect (each small business could link with 3-4 product groups); and invest in machines/instruments to ensure food safety and hygiene; (2) Providing technical assistance on processing of competing products of the same type to the current women-led processing workshops; (3) Increasing connections to distribution channels (supermarkets and high-quality food stores); (4) Improving corporate governance for small business

owners. The Project can consider reducing the number of households and pig production groups, and focus on supporting those who are willing to participate in the linkages with the community-based processing enterprises.

Cinnamon value chain: The Project should place its focus on: (i) Building a model of a “Cinnamon Processing Group” focusing on preliminary processing steps to increase the value of products from the chain; (ii) Enhancing the governance capacity of the Organic Cinnamon Cooperative (areas of competence include: enterprise management, marketing, production management, accounting/finance); (iii) Training activities on raising awareness on "Household economic behaviour" (e.g. building trust and commitment in contractual relationships with enterprises; organizing production and harvesting according to the standards of the purchasing enterprise/ collection centers; the Project should consider allocating resources for organizing learning trips for households (not just for the heads/ deputy heads) to visit the processing enterprises, so that they gain a better understanding of market-oriented production. Sufficient resources are needed to organize business forum/ meetings between enterprises and households.

Banana value chain: The Project needs to consider: (i) Allocating resources on the 3T-linkage model. The MTR shows that profit from this linkage model will ensure the achievement of a significant increase in the profit-earning indexes from the value chain; (ii) Allocating resources to develop the management capacity of the Thanh Van Cooperative through various forms of support such as:

- Developing and standardizing the production process of banana products (dried banana, banana snacks, banana vinegar).
- Supporting the increase in access to finance to expand the scale of processing for banana by products (to consume at least inputs from three to four banana production groups) and invest in machines/ tools to improve processing productivity.
- Increasing linkages with distribution channels (supermarkets and collection points such as wholesale market points in Hanoi).
- Improving corporate management for the owners of processing businesses (management, marketing, production management, accounting/ finance).

Similar to the cinnamon value chain, the focus for training activities should be on raising awareness on household economic behavior, particularly in the areas of building long-term contractual relationships with enterprises and market-based production.

Outcome 3: Regarding Outcome 3, the continuation of current advocacy approaches is recommended. Some focus is suggested to enable the Project’s target groups to fully benefit from the gender sensitized policy framework. Particularly, small-scale production groups and cooperatives in Bao Nhai Commune are assisted to access provincial support (via Decision 143/2016) and SNV is to work closely with Lao Cai Provincial DARD during implementation of Lao Cai Provincial Cinnamon Industry Plan so as to enable the Cinnamon Cooperative and productions groups to connect more closely to processing companies.

(2) Recommendations for Project Amendments

First, besides the households, the Project needs to include community-based enterprises (namely the Cooperative in Thanh Van, the Organic Cinnamon Cooperative in Nam Det, Cinnamon processing workshops invested by farmers in Nam Det, and households that engage in pork processing in Bao Nhai) as the main beneficiaries of the Project. These community-based enterprises need to be considered as key leverage for each value chain. Regarding the value chain in Bao Nhai, it is necessary to consider adding local slaughter houses in order to have a direct connection with processing households to ensure food hygiene and safety from production to slaughter.

Second, the Project should focus on supporting community-based enterprises in the following areas: (1) The Organic Cinnamon Cooperative should be supported to enhance their cooperative management capacity, increased access to loans, brand management capacity and linkages with buyers (large enterprises) that are able to export organic cinnamon at premium prices. For Cinnamon processing workshops in Nam Det Commune, support should be provided to standardise processing to achieve cost-effectiveness and increase the number of members of participants who will benefit from selling processed cinnamon barks at higher prices. For households processing pork products in Bao Nhai Commune, they should be supported to enhance their small enterprise management capacities, assisted in processing techniques to diversify products, and supported to access loans for financing the scaling up of processing. At the same time, these households must be equipped with knowledge of the legal regulations relating to the food processing industry. The Cooperative in Thanh Van Commune should be supported to enhance their cooperative management capacity and production management capacity. They should be supported to access capital for investment in processing lines. Technical assistance should be given to standardising processing of banana products, product labelling, and marketing.

Third, the Project may also consider the WEAVE grants mechanism for these community-based enterprises to make a change in their scale of production, which will in turn enable them to become key actors in the current value chains. This support is especially important for community-based enterprises in pig and banana chains.

Fourth, the Project needs to add activities to change the economic behaviours of the households who need to respect the contractual arrangements signed with the companies through various methods of capacity development such as training, introducing of good practices.

(3) Recommendations related to project management: In the second half of the Project, the following actions should be taken:

- Enforce the joint working mechanism between the three INGOs (under each outcome).
- Increase the amount of time that staff responsible for value chain development have to interact with the enterprise actors.
- Develop cross-quality management mechanisms between organizations to ensure consistency in implementation of a multi-approach project such as WEAVE.

(4) Recommendations related to MEL:

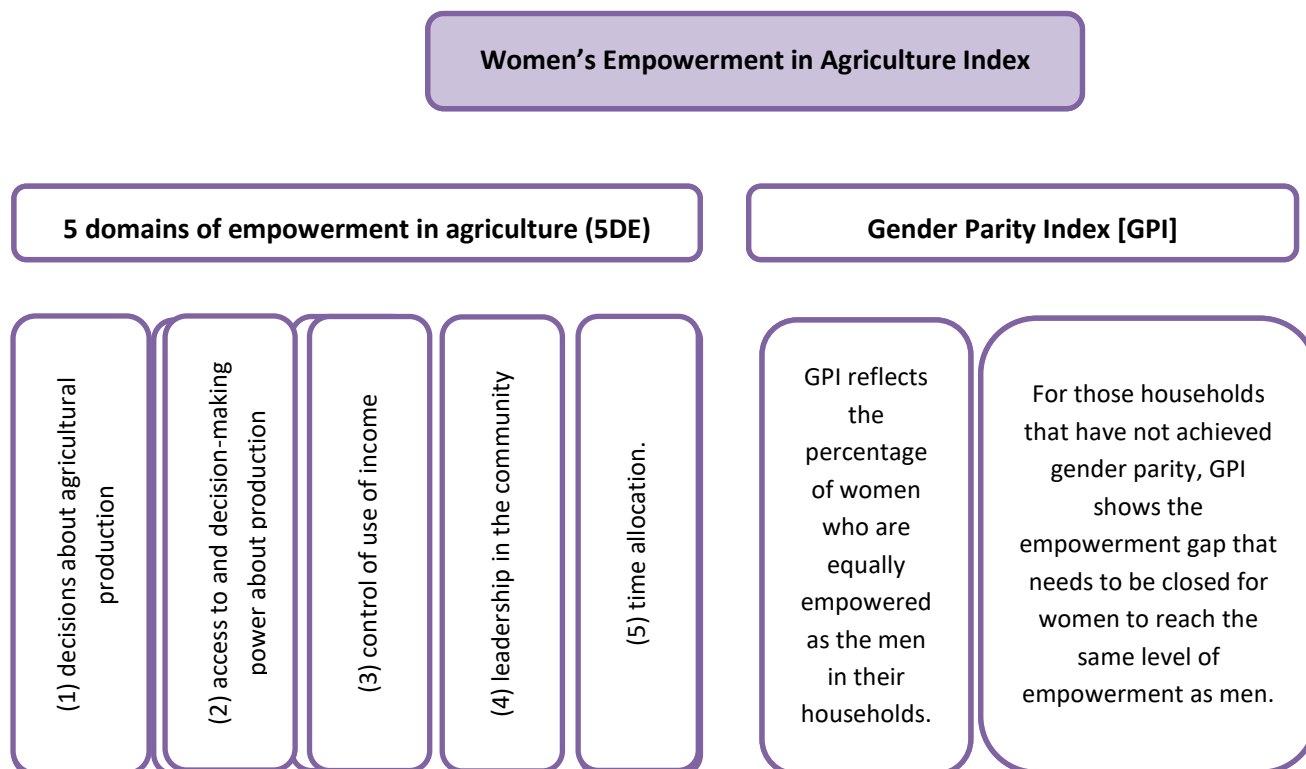
Indicators on the increase in areas of competence of the community-based enterprises (for instance production capacity/ market capacity) and improvement of economic behaviour of households should be included in the MEL Framework under Outcome 2. As stated in section 2.2.1, although Outcome 2 was measured by two indicators, namely, women's leadership and increase in HH income, the beneficiaries of the Project also mentioned other benefits, of which the most significant is the change in production capacity and market knowledge of the households.

- Indicators of the number of visits and interaction events between enterprises and households should be added in the MEL (under Outcome 2).
- Qualitative and quantitative indicators to measure the change in household economic behavior should be added into the MEL Framework (under Outcome 2).

ANNEXES

Annex 1: WEA-I Index

The Women's Empowerment in Agriculture Index (WEA-I) is a survey-based index designed to measure the empowerment, agency, and inclusion of women in the agricultural sector. The WEA-I comprises two sub-indexes as diagrammed below:



Specifically, the five domains of empowerment (5DE) index assess women's empowerment in five general areas, or domains:

- **Decisions about agricultural production** ("Production decision-making"): Sole or joint decision-making power over food or cash-crop farming, livestock, as well as autonomy in agricultural production.
- **Access to and decision-making power over productive resources** ("Access to productive resources"): Ownership of, access to, and decision-making power over productive resources such as land, livestock, agricultural equipment, consumer durables, and credit. [Note: WEAVE only focuses on improving valuable resources].
- **Control over use of income**: Sole or joint control over use of income and expenditures.
- **Leadership in the community** ("Community leadership"): Holding leadership position and being a member in economic or social groups and being comfortable speaking in public.
- **Time allocation**: Allocation of time to productive and domestic tasks, and satisfaction with the time available for leisure activities.

The second sub-index (the gender parity index (GPI)) measures women's empowerment relative to that of men by comparing the 5DE profiles of women and men in the same households. A woman is assumed to

achieve gender parity if her achievements in the five domains are at least as high as those of the primary adult males in her household. The GPI reflects the percentage of women who have achieved parity and, in cases of gender disparities, the average empowerment gap that women experience relative to their male counterparts. A higher number reflects greater gender parity.

Table 7: The WEA-I

Indexes	Baseline		MTR	
	Women	Men	Women	Men
Disempowered Headcount (H): % women/men not achieving empowerment	53.3%	23.3%	40.1%	22.8%
Average Inadequacy Score (A): Mean of disempowerment score for lack of empowerment	32.5%	26.7%	38.7%	34.1%
Disempowerment Index (M0)	0.173	0.062	0.155	0.078
5DE Index (1-M0)	0.827	0.938	0.845	0.922
No. of observations	n/a	n/a	328	200
No. of observations of women after removing those missing at least one of the five dimension domains	n/a	n/a	257	145
% of women with no gender parity (H _{GPI})	36.7%		31.4%	
Average Empowerment Gap (I _{GPI})	29.7%		22.7%	
GPI	0.891		0.929	
No. of observations	n/a		328	
WEA-I	0.833		0.853	
Difference	0.02			

Source: Baseline, MTR household survey

Understanding the WEA-I:

According to Alkire et al. (2013) the WEA-I is composed of two sub-indexes: the five domains of empowerment index (5DE) and the gender parity index (GPI).

$$\text{WEA-I} = (0.90 \times 5\text{DE}) + (0.10 \times \text{GPI}) = (0.90 \times 0.845) + (0.10 \times 0.929) = 0.853$$

The five domains of empowerment (5DE) index assesses women's empowerment in five general areas, or domains. The 5DE equals to (1 - Disempowerment Index).

$$5\text{DE} = 1 - \text{MO} = 1 - 0.155 = 0.845$$

Disempowerment Index (MO) - assesses women's disempowerment in five general areas, and is a product of the Mean of disempowerment score for lack of empowerment (Average Inadequacy Score) and %

women/men not achieving empowerment (Disempowered Headcount).

$$MO = (A) \times (H) = 0.387 \times 0.401 = 0.155$$

The gender parity index (GPI) measures women's empowerment relative to that of men by comparing the 5DE profiles of women and men in the same households. A woman is assumed to achieve gender parity if her achievements in the five domains are at least as high as those of the primary adult male in her household. The GPI reflects the percentage of women who have achieved parity and, in cases of gender disparities, the average empowerment gap that women experience relative to their male counterparts.

$$GPI = 1 - I_{GPI} \times H_{GPI} = 1 - 0.227 \times 0.314 = 0.929$$

It is noted that, while the 5DE score is calculated using all women in the sample, the GPI score is not calculated for women living in a household where no adult male is present.

5DE score is measured by using five domains, whose contribution is described in Table 8 below:

- Decisions about agricultural production ("Production decision-making"): Sole or joint decision-making power over food or cash-crop farming, livestock, and fisheries, as well as autonomy in agricultural production.
- Access to, and decision-making power over productive resources ("Access to productive resources"): Ownership of, access to, and decision-making power over productive resources such as land, livestock, agricultural equipment, consumer durables, and credit.
- Control over use of income: Sole or joint control over income and expenditures.
- Leadership in the community ("Community leadership"): Membership in economic or social groups and being comfortable speaking in public.
- Time allocation: Allocation of time to productive and domestic tasks, and satisfaction with the time available for leisure activities (IFPRI, USAID, and OPHI 2012).

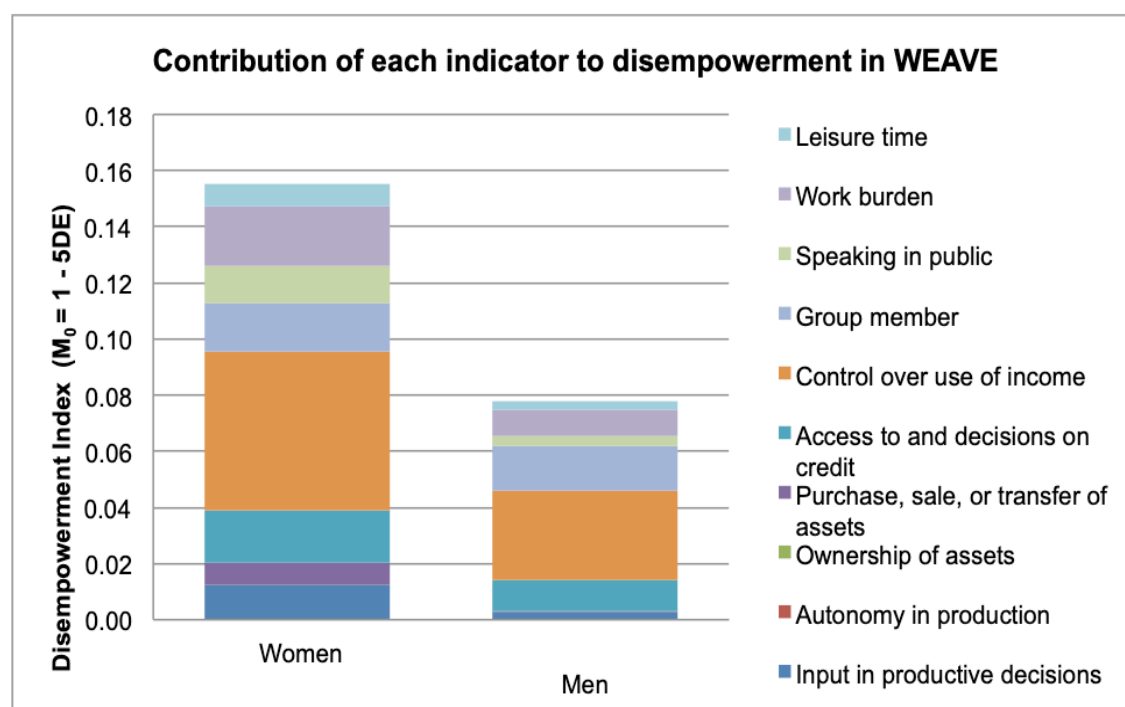
Table 8: Contribution of 5 domains of empowerment (absolute value)

Domain	Absolute value		Contribution (%)	
	Disempowerment	5DE	Disempowerment	5DE
MTR				
Production decision making	0.012	0.188	8.0%	22.2%
Access to productive resources	0.026	0.174	17.0%	20.5%
Control over use of income	0.057	0.143	36.6%	17.0%
Community leadership	0.030	0.170	19.5%	20.1%
Time allocation	0.029	0.171	18.8%	20.2%
Baseline				
Production decision making	0.005	0.195	3.0%	23.6%
Access to productive resources	0.033	0.167	19.0%	20.2%
Control over use of income	0.010	0.190	6.0%	22.9%

Community leadership	0.021	0.179	12.0%	21.7%
Time allocation	0.104	0.096	60.0%	11.6%

Source: Baseline, MTR household survey

Figure 4: Contribution of each indicator to disempowerment in WEA-I



Source: Baseline, MTR household survey

Annex 2: A look at indicators in the cohort cases - a qualitative analysis

As analysed in section 2.2, the women were well empowered since the time of the baseline survey. The WEA-I was improved based on increases of both 5ED and GPI scores. Results from data analyses of the MTR's quantitative household survey also support improvements of both Outcome 1 and Outcome 2 of the WEAVE Project. This section shows some in-depth evidence collected from the qualitative interviews with women of the cohort households. Apart from evidence supporting gender-equitable roles, this section also shows room for further improvements in the second half of the WEAVE Project.

1. Women as producer group members with joint decision-making on cash crop farming and livestock raising

In the Cinnamon value chain, cinnamon cash crops are the main source of income for households, but it is not the case for pig or banana value chains, where households can generate their income from other crops rather than bananas, such as paddy and acacias, or other livestock rather than pork such as buffalo, cattle or goats. Therefore, the evidence collected from quantitative cohort interviews not only supports the decision-making on cropping of cinnamon and banana or raising and breeding of pigs, but also all other types of crop or livestock.

Interviews with cohort household members of the three value chains show that in most cohort households of all three value chains, the joint decision-making process over production is often started by a discussion among husband and wife before the decision is jointly made.

"It needs to be jointly decided. If it is not, it is very difficult to do; two people in the house with two opposite ideas would cause the head to feel heavier"

(Interview, cohort male member, Cinnamon value chain)

An interview with Thanh Van Commune PC shows that the husband used to be the sole decision maker for production activities (see page 18). Thus, this gender equity situation production decision making could be considered a significant achievement. It is also consistent with the results of the household survey (see Section 2.2.1).

However, in some families, the wife tends to let her husband decide what types of crops to grow. Also, decisions on getting inputs for agricultural production, taking crops to the market, and livestock raising are made by the men in the households.

When asking whether or not they want to change the situation, most of the answers were "no". The reasons for this are based on the fact that men are better educated (more likely to go to school or to participate in training courses), and have information on buying/ selling contacts. Moreover, some elder women do not know how to ride a motorbike, even if they know how, rural roads are difficult to use so the task of taking products to the markets/ sale points are usually conducted by men. Finally, some women do not go to school so it is not possible for them to manage the sale processes, perform accounting work, or calculate their profits/ net incomes. What the Project is doing will enhance the competences of women in many areas, such as market information access, negotiation, and finance management.

Technically, cinnamon cultivation is quite hard work, so in most of the households both the husband and wife work in their fields. Cropping bananas or raising and breeding of pigs are more likely to be done by women. The majority of interviewed household members reported that they have a fair division of labour between men and women based on the capability to perform the task. Men often take on heavy tasks, such as carrying cinnamon bark, whereas women do light work, such as weeding the grass or feeding the pigs. In addition, there are jobs that both husband and wife perform, such as drying cinnamon, or cutting down the banana

fruits. However, for some women whose husbands are working far away or doing other jobs rather than farming, the whole work related to crop farming/ livestock raising are the solely responsibility of the wife.

“... because it is a heavy machine, this heavy work on my own shoulders, I should do this.”

(Interview, cohort male member, Cinnamon value chain)

Young women would very much like to share the burden of agricultural work with their spouses:

“Because the couple live together, they must help each other”

(Interview, cohort female member, banana value chain)

“... I want to go to the uplands, as much as possible to join my husband.”

(Interview, cohort female member, pork value chain)

2. Women as producer group members with sole/ joint productive capital and control over the use of household income and expenditures

Most women said that they jointly own family properties with their spouse. These properties could range from the most valuable assets, such as agricultural land, large livestock, and mechanized farm equipment to the least valuable, such as TVs, sofas, and cell phones. For some young women, large assets were usually acquired by inheritance from their parents-in-law, such as agricultural land and/or houses. Although these assets are jointly owned by the couple, interviews with women show that they still have to ask the parents-in-law if they wish to sell, transfer, or mortgage their property.

In terms of household expenditures, most women said that they are the sole decision makers regarding minor expenditures (less than VND 1 million) for daily expenses (such as clothing, food, and small items). For major household expenditures, more than half of women said that made joint decisions with their husbands on purchasing large appliances for the house (like refrigerators, motorbike). The others said that they have an input on the decision through joint discussions before the decisions were finally made by men.

According to the interviews with the household members of all three value chains, the wives argue that the husband can make final decision because men are more likely to travel, have more contacts and better information. However, even though husbands have the final decision on major expenditures, there are not any cases where the husband still buys large appliances when his wife resolves to protest. The discussions with their wives is not just to give notice of a decision that has already been made, but is for seeking mutual understanding and agreement between husband and wife.

In some typical households, the wives are the head of the household and are also the ones who make decisions on both minor and/ or major spending. In other cases, the husbands are working far from home and so wives are allowed to decide on managing their income and expenditures, crop farming or livestock raising.

The cultivation of bananas or cinnamon also requires a decent source of investment, especially for those cultivating large areas. Many households have had loans from banks. Husbands and wives together decide to take out bank loans and manage the income together for debt repayment. Some women of the pork value chains, who are champions of pork processing, are the ones who decide and manage debt.

Women do not want to make any changes in the way they make decisions on spending; even those whose husband have more input on spending decisions do not quarrel because they trust in their spouse's decisions.

3. Men and women expressing attitudes and practices that support gender-equitable roles

Interviews with the cohort households show that most housework is done by women in the family (such as the wife, daughter, and daughter-in-law). The remaining challenge for the Project is that doing housework is has been perceived as women's for a long time and is performed by women, willingly or unwillingly. An expectation that housework would be shared equally among women and men cannot be realised in the short-run. However, most husbands said that they have provided support for their spouse in doing housework, such as sweeping the house and washing dishes. Young women or women hold leadership positions in the village (for example, village heads, leaders of the commune women's union) are more active in sharing housework with their spouses.

"After having dinner, she must wash the dishes and I will have time for drinking tea."

(Interview, cohort male member, Cinnamon value chain)

"Sometimes I talk to him but he does not do it."

(Interview, cohort female member, Cinnamon value chain)

There is a tendency that men often feel that helping their spouse with some housework is enough and that means they support gender-equitable roles. However, their wives still find that doing housework is hard. The attitude that wives should do all the housework is quite popular in the interviewed households.

Another factor which prevents sharing of housework between men and women is a lack of positive support from the community (neighbours). A male member in the cinnamon value chain shared the teasing from his neighbours:

[when seeing men do housework] "... Why are you doing this?"

(Interview, cohort male member, Cinnamon value chain)

4. Women reporting that they work less than 10.5 hours/day for the last 24 hours

Most interviews with women show that they are happy with the division of labour and time spent on work. Some, however, revealed that they need more time for their own personal entertainment. Perhaps the perception that wives have 'comfortable' lives is based on the thought that men work hard all day. Women themselves feel that they need to take care of the housework.

"I am not satisfied with the division of work. I have to do all the housework and field work, but as my husband is doing his medical job, I have to accept."

(Interview, cohort female member, Pork value chain)

5. EM women are equitable holding the leadership position and actively participate in the negotiation process/ dialogues with other actors/ stakeholders

Young women or women, who are key members of groups in the communities and/ or are leaders of that group, are very active in the groups and confident in sharing their ideas, knowledge, and experience related to the family work, production as well as issues related to gender. Participating in such activities makes them feel happier and more confident. Not only this, but there is also a positive change in men's thinking. Their husbands create an enabling condition, such as sharing the burden of housework, so that the wives have time to participate in social activities.

"When I went to class, my husband was not initially supportive, but now he fully supports and does not say anything."

(Interview, cohort female member, Cinnamon value chain)

For some interviewed households, women only attend meetings in the village; while at the commune level,

only men are invited. Some women even still think that they have less leisure time and have no interest to go to the meetings. At the same time, men often undertake community work (such as village leaders, police officers, farmer groups, and village network management) so they often take part in the meetings.

Half of women reported that they expressed their opinions in these meetings and that their ideas were highly appreciated. Some said they just spent time being good listeners. Some were afraid and hesitant to express their opinions because they tend to be risk adverse and/ or because women do not know what to say. In addition, the language and educational level are significant entry barriers for women to attend meetings. Some women said that only those who are proficient in Kinh language and have a higher education (than them) would dare to speak.

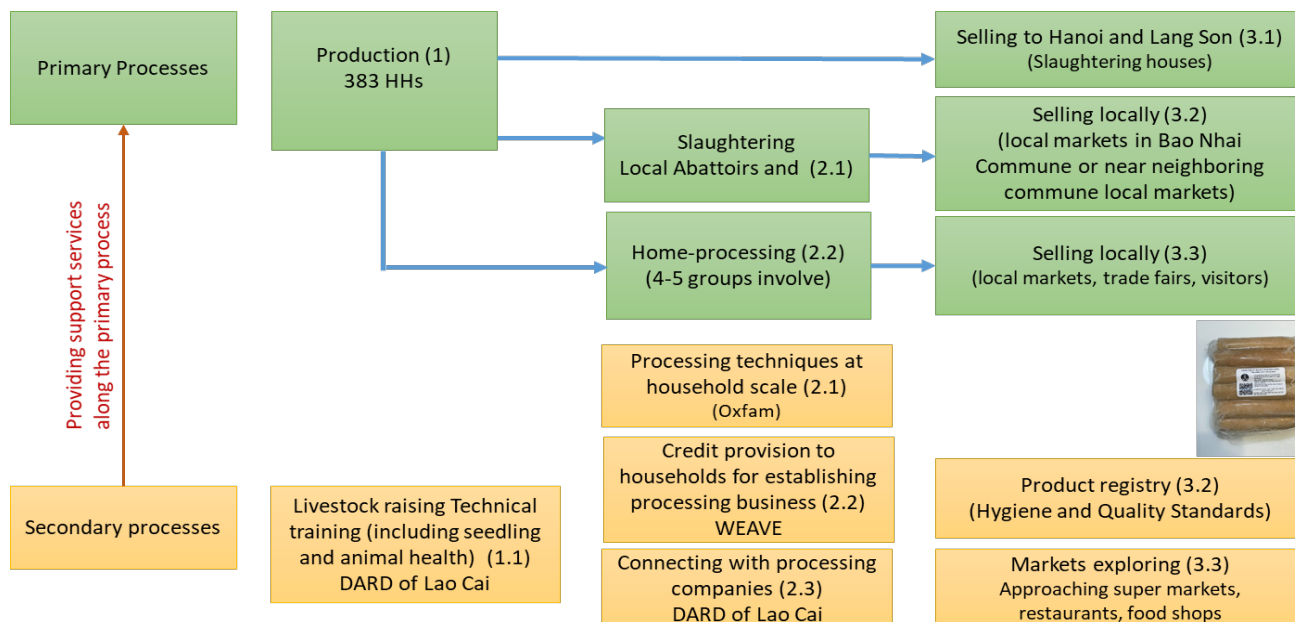
“Other sisters expressed with confidence, but I dare not talk as I have not gone to school.”

(Interview, cohort female member, Cinnamon value chain)

Annex 3: The current status of the three value chains and market links

(1) Pork value chain in Bao Nhai Commune: In general, the value chain of white pigs in Bao Nhai Commune is in a very simple form, including only three stages of production, slaughtering/simple processing and selling. Between primary actors, there are no contractual linkages established.

Figure 5: Pork value chain in Bao Nhai Commune



Source: MTR Team (2018)

Actors that participate in the primary processes of the value chain include:

- **Producing actors:** 383 households are members of the pig production groups. However, according to the HH survey, only 55% of households generate income from pig raising. The households either stopped raising pigs or generated no revenue. The production scale is also very small. On average, each household produces only 20 pigs a year. No concentrated production area has been in place.
- **Slaughtering actors:** There are no statistics on local abattoirs consuming products of pig-producers. Described by production group members and the Commune PC leader, local slaughterhouses in Bao Nhai and neighbouring communes are the only ones that purchase the output of the pig-producers in Bao Nhai. Each day, each slaughterhouse collects about 20-30 pigs then they distribute to retailers located in local commune markets. The transactions are conducted in the traditional way; i.e. having no long-term contract, the prices are decided on a daily basis. The producers do not have the advantage of negotiating when the market price is declining. However, the pigs produced by the Farmer Interest Groups in Bao Nhai are considered to be of higher quality than neighbouring ones, so the slaughter houses are quite favoured.
- **Processing actors:** No processing enterprises participate in this chain. Three households joined to set up 2 processing points at the beginning in September 2017. Since mid-2018, one more processing point was set up in Xuan Quang Commune (Bao Thang District/an outer loop of the WEAVE Project). Since October 2018, more than half of the 15 trained members conducting pork processing business (some members make sausages to sell together with other home made products, such as bread and sticky rice). They buy a small volume of raw material (pigs) from the members of FIGSs. They sell their products directly to the end-users locally. There are steps that need to be done to sell the products to supermarkets and high-end food shops.

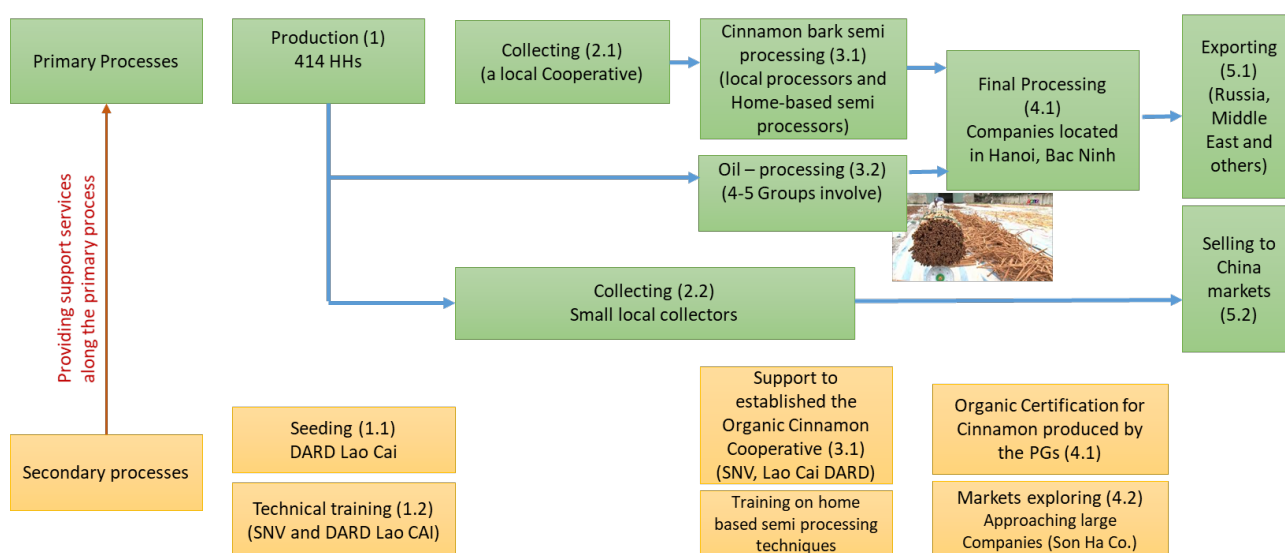
End-users: The local people (in Bao Nhai or neighbouring communes) are the major end-users. The local end consumers are in favour of the pig meat provided by members of Farmer Interest Groups for good quality.

Actors involved in the process:

- Lao Cai DARD and Oxfam support various kinds of activities to enhance technical and marketing competences of the FIGs; efforts have been made to create links with a company, however the FIGs are not willing to work with a pork plant as discussed in a previous section.
- Oxfam provided technical training in pork processing to 15 households, of which two households (13%) have started their business. The two households accessed a one-year loan of VND ten million from WEAVE to invest in the processing line.

(2) Cinnamon value chain in Nam Det Commune: Compared to the white pigs' value chain in Bao Nhai Commune, the cinnamon value chain in Nam Det Commune is more developed with more types of actors involved in primary processes, and links between cinnamon producers and primary actors have been created fairly officials. However, the level of development of this value chain (specifically the enhancement of vertical linkages) has not progressed much since the start of the Project.

Figure 6: Cinnamon value chain in Nam Det Commune



Source: MTR Team (2018)

Actors that participate in the primary processes of the value chain include:

- **Producing actors:** There are 414 households involved in the production of cinnamon; 146 households in Nam Det were certified organic under a scheme of Son Ha Flavouring Company. Currently, SNV, partners and Son Ha are working with another 200 HHs to achieve organic certification. The income from cinnamon growing of the participating households increased significantly compared to the start of the Project (see Table 6).
- **Collecting actors:** Cinnamon products are mainly purchased by small local traders and purchasing agents. These agents can participate in preliminary processing of cinnamon bark before selling to companies in Ha Noi and Yen Bai Province. Some small collectors collect cinnamon bark and sell directly to the Chinese market.
- **Processing actors:** Currently, there are more than 20 manual oil processing houses and 03 oil processing plants, namely Techvina in Xuan Quang Commune, Bao Thang District, with a capacity of 40 tons of products per year; and Son Hai Export Processing Agricultural Products Co., Ltd in Tan Duong Commune, Bao Yen District, with a capacity of 40 tons of products per year. Another plant – An Nghiep Agricultural

Product Processing Factory in Phong Hai Commune, Bao Thang District, with a capacity of 40 tons of products per year, is expected to be put into operation in the third quarter of 2018. More than 40 purchasing agents are buying branches, leaves and cinnamon bark regularly from the growers (including those in Nam Det Commune). Products such as cinnamon leaves and branches are consumed by these establishments. There are no big challenges for the growers to sell their outputs, such as cinnamon leaves and branches. This explains why the income from cinnamon farming is stable and increasing. However, now only one plant in Bao Thang District engages in processing cinnamon bark, hence most of the cinnamon bark is distributed to Hanoi and Yen Bai where large bark-processing plants are located. Lao Cai Province is developing policies on calling for investment on processing cinnamon bark in the province to ensure the purchase of all types of cinnamon outputs for households in Lao Cai Province. In the future, cinnamon growers in Nam Det may benefit from this policy.

In Nam Det, Chien Thang Cooperative opened a workshop for processing cinnamon. There are two workshops processing cinnamon bark invested by Nam Det and Tong Ha Production Groups. The total investment of 700 million is contributed by members of the production groups. One started operation in March 2018 and the other in July 2018. The price of cinnamon bark after pre-processing reached VND 75.000/kg, while the price for unprocessed cinnamon bark was VND 40.000/kg. The average profit from preliminarily processing three quintals of fresh cinnamon bark is VND 1 million and costs six working days.

- *End-users:* End buyers in cinnamon value chain are importers in Russia, the Middle East, China and other countries. Since China is not the main buyer of cinnamon products and China is also a major exporting country, the price of cinnamon produced in Lao Cai is less affected by the Chinese market.

Actors involved in the secondary processes:

- SNV and Lao Cai DARD support various kinds of activities to enhance organic plantations, harvesting and home-based processing competences of Farmer Interest Groups and the Organic Cinnamon Cooperative.
- Efforts to create linkages with companies located in Ha Noi and Bac Ninh Province have begun.
- The Chien Thang Cooperative is a purchasing agent of Son Ha flavouring Company – a Bac Ninh-based cinnamon exporting company – and has been working with Farmer Interest Groups (FIGs) to set up long-term relationships. However, the FIGs are not committed to follow the requirement of harvesting even when the price of collection may be offered at VND 1.000/kg of fresh and raw cinnamon. The Chien Thang Cooperative representative explained that the farmers only want to work in the traditional way, harvesting cinnamon bark (i.e. in the most convenient way as they do not have to ensure the same length of all pieces of the cinnamon bark).
- Lao Cai PC is enhancing the linkages between State - farmer - entrepreneur - scientists to create an enabling environment.

(3) Banana value chain in Thanh Van and Mai Lap Communes:

Although banana plants have many advantages, such as being indigenous plants that grow well in both lowland and high hills³⁰, being of good quality, the banana value chain still exists in a very simple form, as illustrated in Figure 6.

Actors that participate in the primary processes of the value chain include:

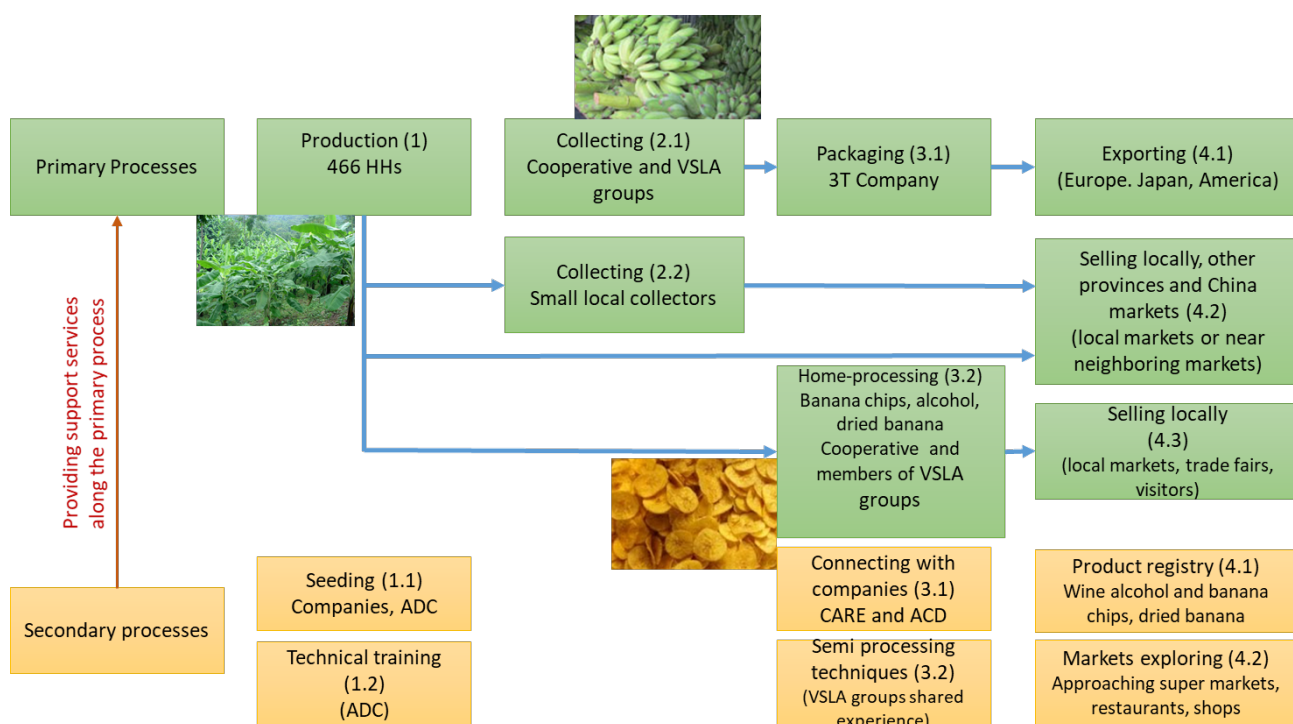
- *Producing actors:* There are 414 households involved in the production of bananas. In the sample, the

³⁰ <http://www.baobackan.org.vn/channel/1121/201704/bap-benh-trong-tieu-thu-chuoi-tay-o-cho-moi-5529471/>

number of beneficiary households that generate income from bananas accounts for 30% (34/115) of the surveyed households. The households either stopped cultivating bananas or earned no sale from those activities. This concedes the commercial viability or unprofitability of the value chain for growers. Of these households, about 20 invested in 2017 to grow bananas under the contract with the 3T Company as a result of WEAVE's facilitation. As expected, these households will harvest an area of 20 hectares in the first phase of 2019.

- *Collecting actors:* Small collectors buy bananas from growers and sell to markets in neighbouring provinces, but mostly export to the Chinese market. Thanh Van Cooperative also participates in buying bananas from VSLA members and represents them in signing contracts with 3T Company.
- *Processing actors:* The processing technique requires standardization and the inputs should be optimized. Currently, Thanh Van Cooperative is engaged in processing banana alcohol [It is noted that WEAVE more broadly is not supporting the processing of alcohol. VLSA members are engaging in home-based banana processing activities. There are no statistical data on how many EMW are developing banana products (including banana chips, dried bananas or banana candy). They sell their products directly to end-users.
- *End-users:* Buyers of fresh banana products exported by 3T Company are importers in high-end markets, Europe, Japan and the USA. However, no bananas have been purchased by 3T yet. Fresh banana buyers are local collectors who distribute bananas to the domestic market (Hanoi, Thai Nguyen) and China. Chinese buyers still have a large share of the market and have a strong influence on the price of bananas in Mai Lap and Thanh Van Communes. End-users of the home-based processed banana and banana alcohol are local people or visitors to the locality. Some processed banana products, such as banana chips, has been introduced to Hanoi-based end-users who are mainly office staff of the WEAVE Project. However, the number remains small.

Figure 7: Banana value chain in Thanh Van and Mai Lap Communes



Source: MTR Team (2018)

Actors involved in the secondary processes include:

- ADC, CARE and Commune PCs supports various kinds of activities to enhance technical and marketing competences of the VSLA groups. Many efforts to create linkages with companies (including Minh Duong

Company) have been made during WEAVE implementation. The 3T Company has the most potential to remain a key actor in the primary processes of the VC.

- The Cho Moi Department of Agriculture and Rural Development has cooperated with ADC and CARE to organise technical training courses on banana cultivation and management skills.
- However, technical assistance and guidance in standardizing the processing of banana products that can reduce the cost of production and the quality of the output is required.
- Capacity to manage Thanh Van Cooperative is an area that needs special support in the next stage of the Project.

Annex 4: MEL Frame

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
Program Goal							
To enhance women's economic empowerment and social inclusion in agricultural value chains in rural Vietnam	WEA-I	Measuring women's holistic empowerment through 05 WEA's domains , including (1) Decision making in production (2) Resources (3) Income (4) Leadership/group membership and (5) Time	Measuring WEAVE-I indicators through 30 cohort cases study identified by baseline survey	Project areas at: 2 provinces (Lao Cai and Bac Kan) 4 communes: Thanh Van, Mai Lap (Bac Kan), Bao Nhai, Nam Det (Lao Cai)	Baseline and end-line	83.3%	85.3%
3 Year Outcomes							
Outcome 1: Women have the decision-making influence, capacity, confidence and support to benefit from increased social and economic opportunities	1.1: % of women producer group members with joint decision-making and control over production.	Women producer group members with sole or joint decision making and control over production is defined as women who are producer group members and have sole decisions relative to a production activity OR have input into most or all decisions regarding production activity when joint decisions are made in the past 12 months Production activities include - cash crop farming - livestock raising	"= (# women who are producer group members and have control in 50% or more of the production activities that include:- food crop farming; - cash crop farming;- livestock raising; -Fishery)/ total number of women producer group members in the past 12 months	Project areas at: 2 provinces (Lao Cai and Bac Kan) 4 communes: Thanh Van, Mai Lap (Bac Kan), Bao Nhai, Nam Det (Lao Cai)	Baseline MTR End-line GALS (gender review workshops) Activity result report	52.8%	90.9%
	1.1.1: " % women reporting that women and men have sole/ joint decision-making on cash crop farming"		= (# women reporting that women have sole/ joint decision making and control over cash crop farming in the past 12 months/total number of women reporting that they participated in cash crop farming in the past 12 months) *100			64.3%	83.5%

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
	1. Women only					41.3%	54.7%
	2. Men only					31.0%	16.5%
	3. Women and men Jointly					23.0%	28.8%
	1.1.2: " % women reporting that women and men have sole/joint decision making on livestock raising"		= (#women reporting that women have sole/joint decision making on livestock raising in the past 12 months/total number of women reporting that they participated in livestock raising in the past 12 months)* 100				87.2%
	1. Women only					44.7%	56.8%
	2. Men only					27.8%	12.8%
	3. Women and men Jointly					21.9%	30.5%
	1.2: "% of women producer group members with sole/ joint control over use of household income and expenditures"	Women producer group members with joint control over use of household income and expenditures is defined as women who are producer group members and have input into most or all decisions regarding the use of income from the household activity that generates income AND have input into most or all decisions relative to a household expenditure in the past 12 months. Household activities that generate income include:	=(# of women who are producer group members and have control in 50% or more of the household activities that generate income and major household expenditures in which women report that decisions are made in the household)/total number of women producer group members in the past 12 months			44.4%	57.7%

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
		<ul style="list-style-type: none"> Cash crop farming Livestock raising Household expenditures include: <ul style="list-style-type: none"> Major household expenditures (such as motorbike and land) 					
	1.2.1: % women reporting that women and men have sole/joint decision making on minor household expenditures"		=(# women reporting that women have sole/joint decision making on minor household expenditures in the past 12 months/total number of women interviewed"				87.8%
	1. Women only					78.7%	68.9%
	2. Men only					12.5%	9.5%
	3. Jointly					5.6%	18.6%
	1.2.2: "% women reporting that women and men have sole/joint decision making on major household expenditures"		=(# women reporting that they have sole/joint decision making on major household expenditures in the past 12 months/total number of women interviewed"				62.2%
	1. Women only					13.4%	18.0%

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
	2. Men only				Baseline, MTR End-line GALS (GALS (gender review workshops) Activity result report	49.2%	31.7%
	3. Jointly					32.2%	43.9%
	1.3: % men and women (local authorities, community people, producer group members) expressing attitudes and practices that support gender-equitable roles	Men and women (local authorities, community people, producer group members) expressing attitudes that support gender-equitable roles in family life is defined as men and women who are producer group members and DISAGREE with these two statements: <i>Most household decisions should be made by the man</i> AND <i>There is men's work and women's work and the one shouldn't ever do the work of the other</i> and AGREE with these two statements: <i>If a woman works outside the home, her husband should help with child care and household chores; and A husband should spend his free time with his wife and children</i>	Respondents received a score of one for disagreeing with statements one and two and for agreeing with statements three and four, for a maximum score of four. Those who achieved a score of four are considered to have achieved this outcome indicator = (# of men and women who are producer group members and achieved this outcome indicator)/# women and men producer group members * 100				26.5%
	%Men					29.0%	22.0%
	% Women					28.4%	29.3%
	% of women reporting that they work less than 10.5 hours/ day for the last 24 hours		= (# of women reporting that they work less than 10.5 hours/day for the last 24 hours/ # of women interviewed			58.5%	60.3%

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
Outcome 2: Women gain increased benefits through better organized and enhanced value chain and market linkages	2.1: % women have increased in women leadership	To assess whether EM women are equitable holding the leadership position as part of empowerment. The leadership positions are including chair/vice chair or secretary of the producer group; Level of participation of EM women in the producer groups activities and other community events: female members joined in Task force, actively participate in negotiation process/dialogues with other actors/stakeholders	Sum of number of women who are in the position of producer group leaders = (# of women holding leadership positions in the producer groups/total # of women producer group members)*100		Baseline MTR End-line OD report	49.0%	13.4%
	2.2: Average HH net income under the project area that come from project interventions	To assess whether EM women and men increase average HH net income from VC activity Income from project interventions Average household net income that comes from project interventions is defined as average household net income for producer group members from value chain activities supported by the WEAVE Project under the project areas. These include: <ul style="list-style-type: none"> Household income for producer group members from the banana value chain activity in Thanh Van and Mai Lap Communes, Cho Moi District, Bac Kan Province. Household income for producer group members from the pork value chain activity in Bao Nhai Commune, Bac Ha District, Lao Cai Province. Household income for producer group members from the cinnamon value chain activity in Nam Det Commune, Bac Ha District, Lao Cai Province 	=(the total gross income from value chain activities minus the total cost for the last 12 months)/ the total number of household producer group members in the value chain who have earned income from banana, pork and cinnamon in the last 12-months		Baseline survey MTR End-line Activity result report	17,896,889	32,180,263

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
Outcome 3: The key target development programs for mountainous areas (NTP-SPR 135 and 30A) and agriculture extension policies (Degree 02 and/or guiding Circular) are gender sensitized and operational, ensuring a gender equality focus in the overall local development agenda, sector planning and resource allocation, and enabling environment for women-inclusive value chains	3.1: the # and extent to which local-level SEDP or sector development plans and decisions concerning agriculture value chains in Lao Cai and Bac Kan recognize women producers' leadership roles and capacity and allocate resources to support them, especially ethnic minority women	<p>To assess the level of influence from production group and responses from local authority on VC related activity</p> <p>The level of influence from production group and responses from local authority on VC is defined as the reflection of the interests of production groups in local-level SEDP or sector development plans/ decision.</p> <p>Three policy processes at provincial level being identified as follows:</p> <ul style="list-style-type: none"> - Revision of Decision No. 2545/QD-UBND dated 10 September 2014 on Provincial Animal Husbandry Plan in Lao Cai; - Revision of Decision No. 2952/QD-UBND on cinnamon plantation and processing in Lao Cai; - Development of guidance document of Decision No. 851/QD-UBND dated 14 June 2016 on agricultural development toward commodity production, generating competitive branded products in period 2016-2020 in Bac Kan. <p>The targeted local SEDP plans include:</p> <ul style="list-style-type: none"> • District Socio-Economic Master Plan; • 5-year district Socio-Economic Development Plan (SEDP) of 2016 - 2020; • 5-year commune Socio-Economic Development Plan (SEDP) of 2016 - 2020 <p>The indicators are calculated based on three criteria:</p> <ul style="list-style-type: none"> • The number of interest of production groups proposed by producer group members for commune plans 	This indicator is measured through sub-indicators below"		Baseline, MTR End-line, SEDPs Activity result report		

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
		<ul style="list-style-type: none"> •The number of local decisions revised • Whether current plans reflect the interest of production groups of district and commune authorities. • Whether there is a budget line to take action on these interests in district and commune plans. 					

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
	3.2: Women's perspectives are taken into account in the design, implementation, follow-up and evaluation of the National Target Program and Provincial Guidance Document for the implementation of the National Target Program in Lao Cai and Bac Kan provinces	<p>To assess whether the National Target Program on Sustainable Poverty Reduction (NTP-SPR) period 2016-2020:</p> <ul style="list-style-type: none"> - Prioritize women to participate in capacity building training in production techniques and micro-finance management. - Create space and opportunities for women to raising their voice, participating in plans, and making decision in production development activities. - Set targets of direct and indirect women beneficiaries for agricultural production activities as an M&E indicator <p>The NTPs are assessed in all 3 components (i) Program 30A; (ii) Program 135; and (iii) Production support, livelihood diversification and scaling up of poverty reduction models in non-P30A and non-P135 communes</p>	<p># of reports on gender analysis of National Target Program and Provincial Guidance Document for the implementation of the National Target Program in Lao Cai and Bac Kan provinces</p> <p># of policy briefs that are shared at national level</p> <p># of stakeholders participating in the round tables to review best practices and lessons learnt on NTP planning, implementation, and M&E of the 2 provinces for policy dialogues between policy makers and value chain actors</p>		Quarterly result report Final evaluation Documentation, Media products	0 Not applicable	
	3.3 National agricultural extension policy makers are gender sensitized and respond to project evidence-based analysis and policy recommendations in new and revised policy documents addressing gender gap in agricultural	To assess whether the identified gender gaps in agricultural advisory and extension services are addressed	<p># of policy analysis reports incorporated gender gap analysis</p> <p># of consultation workshops where the findings and recommendations from the gender gap analysis are presented</p>		Quarterly result report Final evaluation Documentation, Media products	0 Not applicable	

Outcome Level	Performance Measures/ Indicators	Definition/Indicator Explanation	Indicator Measurement	Target Areas	Source	Baseline Year 2016	Mid-term review 2018
	advisory and extension services						

Annex 5: List of the cohort households

List of the pork cohort households

	Wife	Husband	Village
1	Mai Thị Duyên	Đặng Xuân Đông	Nậm Trì Ngoài
2	Đỗ Thị Tấm	Lùng Văn Dín	Nậm Trì Ngoài
3	Phạm Thị Lệ	Bùi Công Ý	Nậm Trì Ngoài
4	Trần Thị Quý	Nguyễn Văn Ngũ	Nậm Trì Ngoài
5	Nguyễn Thị Thúy Nga	Chu Đông Đức	Khởi Xá Ngoài
6	Giàng Thị Dín	Mai Văn Toàn	Nậm Khắc Trong
7	Thèn Thị Chắt	Giàng Phà Tiễn	Nậm Khắc Trong
8	Hầu Thị Chênh	Giàng Kác Cu	Bản Dù
9	Hoàng Thị Chu		Bản Dù
10	Trần Thị Lan	Lù Ngọc Vinh	Khởi Bung

List of the Cinnamon cohort households

	Wife	Husband	Village
1	Đặng Thị Sâu	Triệu Kim Chiêu	Bản Lấp
2	Đặng Thị Khé	Triệu A Sơn	Nậm Đét
3	Đặng Thị Mấy	Triệu A Lù	Nậm Đét 2
4	Bàn Thị Bình	Phàn Văn Giàng	Bản Lùng
5	Hoàng Thị Mán	Đặng A Sai	Nậm Cài
6	Triệu Thị Pham	Bàn A Phấy	Nậm Đét 1
7	Triệu Thị Lai	Triệu A San (B)	Bản Lấp
8	Triệu Thị Viện	Triệu A San	Bản Lấp
9	Triệu Thị Khé	Đặng Quý Vạn	Tổng Hạ
10	Phán Thị Tụ	Đặng Văn Chày	Cốc Đào

List of the Banana cohort households

	Wife	Husband	Village
1	Dương Thị Thảo	Luong Van Man	Quan Làng 1
2	Trần Thị Hoa	Pham Van Quyen	Nà Đon
3	Nguyễn Thị Phượng	Nguyen Dinh Duong	Nà Đon
4	Hà Thị Si	Hoang Huu Ngan	Nà Rẫy
5	Vy Thị Bày		Nà Rẫy
6	Lưu Thị Chinh	Phung Van Toai	Nà Rẫy
7	Hà Thị Hiến	Nguyen Van Toi	Nà Đięng
8	Hà Thị Hân	Ha Van Dang	Nà Đięng
9	Lưu Thị Mai	Luu Dinh Hoan	Bản Rả
10	Hà Thị Thúy	Luu Dinh Phong	Bản Rả