

## Project Document

### Laos Extension for Agriculture Project LEAP

Phase 2  
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## Abbreviations

|          |                                                                                    |
|----------|------------------------------------------------------------------------------------|
| ADB      | Asian Development Bank                                                             |
| CETDU    | Central Extension Training Development Unit                                        |
| CIAT     | International Centre for Tropical Agriculture                                      |
| CoP      | Community of Practice                                                              |
| CTA      | Chief Technical Advisor                                                            |
| DAFO     | District Agriculture and Forestry Office                                           |
| EU       | European Union                                                                     |
| EVES     | Expansion of Village Extension System                                              |
| ETSP     | Extension & Training Support Project, implemented by Helvetas in Vietnam           |
| FAO      | Food and Agriculture Organisation                                                  |
| FEF      | Farmers Exchange with Farmers                                                      |
| FSEW     | Farming Systems Extension Worker                                                   |
| GES      | Government Extension System                                                        |
| GOL      | Government of Lao PDR                                                              |
| IUARP    | Integrated Upland Agricultural Research Project                                    |
| JICA     | Japan International Cooperation Agency                                             |
| KMS      | Knowledge Management System                                                        |
| KSAP     | Kyrgyz – Swiss Agricultural Project, implemented by Helvetas in Kyrgyzstan         |
| Lao IRRI | International Rice Research Institute, Laos                                        |
| Lao PDR  | Lao People's Democratic Republic                                                   |
| LEAP     | Lao Extension for Agriculture Project                                              |
| LBL      | Landwirtschaftl. Beratungszentrale Lindau; Swiss Centre for Agricultural Extension |
| LP       | Luang Prabang                                                                      |
| MAF      | Ministry of Agriculture and Forestry                                               |
| MT       | Master Trainer                                                                     |
| NAFES    | National Agriculture and Forestry Extension Service                                |
| NAFRI    | National Agriculture and Forestry Research Institute                               |
| NGPES    | National Growth and Poverty Eradication Strategy                                   |
| PAFES    | Provincial Agriculture and Forestry Extension Service                              |
| PAFO     | Provincial Agriculture and Forestry Office                                         |
| RAS      | Rural Advisory Services Foundation, Kyrgyzstan                                     |
| SDC      | Swiss Agency for Development and Cooperation                                       |
| SIDA     | Swedish International Development Cooperation Agency                               |
| SIFT     | 'Success, Implementation, Failure, Training', coaching and monitoring tool         |
| SMS      | Subject Matter Specialist                                                          |
| TA       | Technical Advisor                                                                  |
| TOR      | Terms of Reference                                                                 |
| VDP      | Village Development Plan                                                           |
| VES      | Village Extension System                                                           |
| VEW      | Village Extension Worker                                                           |
| WB       | World Bank                                                                         |

# 1 Executive summary

**Background:** Farmers in Laos make up approximately 80% of the total population, and agricultural production accounts for half of the Gross National Product. Farmers also play an important role in the management of natural resources, including forests that cover 47% of the Lao PDR. These farmers face a large number of problems, and many of them are living in poverty. The well-being of the country depends to high degree on the ability of farmers to analyse their problems and implement solutions. Agricultural and forestry extension are entrusted with the support of the efforts of the farmers in solving their problems and developing their potential, in order to overcome poverty and to improve production. The government supported by development organisations and increasingly the private sector have an important role to play in this process..

The Government of Laos PDR (GoL) is committed to meeting this challenge and to undertaking efforts to bring all the stakeholders into the mainstream of its agriculture extension strategy. The government's policy is built on the "Lao PDR Strategic Vision for the Agricultural Sector " written in 1999, and the "National Growth and Poverty Eradication Strategy (NGPES)", issued in 2004. These two documents are defining the following guiding principles for the Lao agricultural extension system:

**The Lao extension system has to be decentralized, pluralistic, participatory, need-based, integrated, gender sensitive, self-motivated and sustainable.**

**LEAP Phase I:** In 1999 the GoL represented by the Ministry of Agriculture and Forestry (MAF) and the Swiss Agency for Development and Cooperation (SDC) launched the bilateral project "Laos Extension for Agriculture Project" (LEAP, Phase I, November 2001 to December 2004) in order to support the newly formed National Agriculture and Forestry Extension Service (NAFES). This collaboration resulted into the formulation of "The System for Agriculture and Forestry Extension in Lao PDR" (LEAP/NAFES, 2004, draft version). This system has been field-tested in three provinces, presented and discussed at national level and is at the end of LEAPs Phase I ready to be extended and to be adopted in the Lao PDR.

**Village and Government Extension System:** The extension system consists of the Village Extension System (VES) and the Government Extension System (GES).

The self-propelled **Village Extension System** (VES) is highly adaptable to the various agro-ecological contexts prevailing in the Lao PDR. It consists of four major components: Village Authorities, Village Extension Workers (VEW), Production Groups, and Learning projects. The extension activities in the village are at the responsibility of the farmers themselves, facilitated by the VEW and coordinated by the village authorities. Important elements of the VES are exchange networks among production groups and VEWs.

The **Government Extension System** (GES) is a support structure to the VES. It has currently three strata: the National Agriculture and Forestry Service (NAFES), the Provincial Agriculture and Forestry Extension Service (PAFES) and the District Agriculture and Forestry Office (DAFO), staffed with Farming System Extension Workers (FSEW). These generalist extension workers form the main bridge between the GES and the VES. It is the FSEWs task to launch and coach the VES. At national level the Central Extension Training Development Unit (CETDU) plays a crucial role in the further development of the extension system and the human resources development of the entire extension system.

**Planning process for LEAP Phase II:** At the time of defining the LEAP the MAF and SDC were well aware that the development of an extension system is a medium to long-term effort. Based on an overall positive external evaluation of LEAP Phase I in November 2003 MAF and SDC agreed

to enter into a second phase of LEAP. In a participatory process (evaluation, planning platform, planning mission) the present Project Document was elaborated.

**Objectives of LEAP Phase II:** The overall goal of LEAP remains unchanged:

**To support the development of a decentralised, participatory, pluralistic and sustainable agricultural extension system that reaches male and female farmers equally**

This overall goal is in line with the NGPES, which defines agriculture/forestry as one of the four main sectors to promote sustainable growth and poverty eradication. Based on a Participatory Poverty Assessment (PPA, 2000 and 2002), which defined “lack of necessary technical knowledge” (NGPES, p. 29) as one of the main causes for poverty, the Government’s development plan for the agriculture sector includes inter alia the following:

**“Develop an integrated extension system to transfer agricultural production technologies to the poor people and upgrade the capacity of NAFES in extension, particularly for the up-land areas.”** (NGPES, p. 61).

Thus, in its second phase LEAP will concentrate on two main thrust areas: **“Strategic and organisational development”** and **“Approach and training system development”**. LEAP’s principal role is to serve as a facilitator and catalysing processes that should be led and owned by the Lao authorities. LEAP only provides the necessary support, rather than taking a leading role.

| Thrust area        | Strategic and organisational development                                                                                                                                                                                                                                                        | Approach and training system development                                                                                                                                                                                                                                                                          |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objectives         | <p>A) To assist MAF and NAFES in developing a sustainable agricultural extension strategy and ensuring the support of key stakeholders.</p> <p>B) To assist an institutional strengthening process of NAFES at all levels, enabling it to effectively support the Village Extension System.</p> | <p>C) To support NAFES and CETDU in developing a sustainable cascade training system for effective, participatory, gender-balanced extension services.</p> <p>D) To support NAFES and CETDU in adjusting and refining the extension approaches, methods and contents while implementing it in pilot villages.</p> |
| Level of influence | Strategic level and organisational development (national)                                                                                                                                                                                                                                       | Operational level (national, regional and local)                                                                                                                                                                                                                                                                  |
| Project Components | LEAP Component 1, attached to NAFES, guided by a “Platform Committee”                                                                                                                                                                                                                           | LEAP Component 2, attached to CETDU                                                                                                                                                                                                                                                                               |

**Objective A, strategic planning and networking:** The GoL–donor–Extension Platform, completed if possible with interested organisations of the civil society and the private sector, will be the main instrument to get the commitment of the different stakeholders to implement their projects under the common umbrella of the newly formulated agriculture extension system (VES and GES). A Knowledge Management System (KMS) is proposed as part of thrust area one. It will bring people together for exchange of experience in face-to-face thematic workshops and in a virtual form, organised in communities of practice and a knowledge map. The executing body for the platform is a secretariat, attached to the NAFES-management. The Permanent Secretary of MAF (cabinet) chairs the platform.

**Objective B, Organisational Development:** NAFES, established in order to develop and implement the extension service nation-wide has its capacity not yet fully developed to fulfil its tasks effectively. Its capacity in strategic planning and management needs to be fostered through introduction of management tools and training of the responsible staff. Strengthening the quality and quantity of the staff in CETDU remains a task in Phase II too.

The collaboration with research institutes and the institutions offering education in agricultural subjects is strengthened through joint need-based research (Participatory Technology Development, PTD) and practical training of lecturers and students.

**Objective C, Cascade Training:** The main challenge of the next phase are the up-scaling and the development of a sustainable cascade training system on the one hand and the adjustment and refining of the extension system, the methods and tools on the other hand.

The envisaged long-term objective of the extension system is to introduce the system in all 18 provinces and 142 districts. In phase II the concept for scaling-up will be put into practice. To give a first initial boost, it is planned to train and equip a first group of PAFES-staff and DAFO staff in one district of every province not belonging to the pilot area of LEAP. It is expected that due to this initial training other donors will join more easily.

**Objective D: Adjustment and refinement of the extension system** will mainly happen through piloting new approaches; including gender aspects and working with economically disadvantaged villages or groups (often ethnic minorities), at village level in the five pilot provinces and 13 pilot districts where component 2 of LEAP will be active together with CETDU. This pilot area can be considered as a sort of “extension laboratory”. Experiences of other donors, flowing in through the Extension Platform and the Knowledge Management System, will also be built-in.

**Phase duration and area of operation:** Phase II is planned to last from January 2005 to December 2007. The area of operation is the **whole Lao PDR** (objectives A, B, C). The further development of the extension system with assistance from LEAP is concentrated in a **pilot-area of 13 districts in five provinces**. The remaining 13 provinces are LEAP’s **expansion area**. There the project provides an initial booster to launch the new extension system through training of key extension staff and a limited financial support to one district per province.

**Partners and clients:** The direct partners are MAF and SDC through a bilateral Memorandum of Understanding. The responsibility for the implementation of LEAP on Lao side is with NAFES, on the Swiss side with Helvetas, Swiss Association for International Cooperation. LEAP serves MAF and other donors with respect to strategic planning and coordination of agricultural extension. Regarding organisational development and training all three strata of the GES profit from LEAP. The ultimate beneficiaries of LEAP are the farming households, the production groups, the Village Extension Workers and the village authorities with particular emphasis on the rural poor, gender equity and involvement of ethnic minorities.

**Funding and budget:** The total budget for LEAP Phase II amounts to \$ 3,330,000 of which GoL contributes \$ 250,000 and SDC \$ 3,080,000. This budget includes international and regional consultants (12 missions) as well as local consultants (12 missions). The Technical Assistance consists of:

- Chief Technical Advisor, 36 months, with a focus on strategy and institutional development
- Technical Advisor, 36 months, with a focus on Human Resources Development and further development of the extension approaches.

**Controlling:** A Steering Committee will guide the project implementation. To underline the importance of the linkages between extension and research, the actual Steering Committee will be completed by the Director General of NAFRI. The National Programme Director with support from the Chief Technical Advisor will provide progress reports, which are based on the project’s monitoring system. An internal review and a subsequent light external review will prepare the planning of Phase III.

**Risks:** The Planning Mission identified the following major risks for the success of LEAP Phase II: Failure of local financing of the VES, lacking budgetary support for the Farming System Extension Workers, lacking capacity of the extension staff, insufficient number of qualified Master

Trainers and a lack of an enabling working mechanism within the GES. In addition there is a risk that other donors might not apply the principles of the developed extension system in spite of the project's efforts. And eventually the extension system will be of limited use if other production factors such as fertilizer, seeds and credits will not be available to the farming community.

## 2 Starting situation

### 2.1 Background, problems and potentials <sup>1</sup>

#### 2.1.1 Constraints to agricultural development

Agricultural and forestry extension is crucial to the future development of the Lao PDR. Farmers make up approximately 80% of the total population, and agricultural production accounts for half of the Gross National Product. Farmers also play an important role in the management of natural resources, including forests that cover 47% of the Lao PDR. These farmers face a large number of problems, and many of them are living in poverty. The well-being of the country depends on the ability of farmers to analyse their problems and implement solutions in a systematic manner. Agricultural and forestry extension are entrusted with the support of the efforts of the farmers in solving their problems, in order to overcome poverty and to improve production. Both the government and development organisations have an important role to play in this process.

A number of constraints to agricultural development have been identified in the government's Strategic Vision for the Agriculture Sector (1999). These constraints differ by agro-geographic zone, as follows.

*Table 1: Constraints to agricultural development in Lao PDR*

| <i>Lowlands</i>                                                             | <i>Uplands</i>                                              |
|-----------------------------------------------------------------------------|-------------------------------------------------------------|
| 1. Insufficient market information and linkages                             | 1. Lack of markets and market information                   |
| 2. Absence of commodity grades and standards                                | 2. Inadequate access to transport and road links            |
| 3. Inadequacy of commercial credit facilities                               | 3. Low incidence of rural savings                           |
| 4. Insufficient flow of productivity-increasing technologies for cash crops | 4. Absence of the flow of productivity enhancing technology |
|                                                                             | 5. Slow implementation of formal land tenure arrangements   |
|                                                                             | 6. Insufficient community-based irrigation infrastructure   |

In both zones, the flow of technology is a constraint to development. This will be addressed directly through strengthening the agricultural extension system. Other constraints will be addressed by improving infrastructure, institutions and the regulatory environment framework.

<sup>1</sup> This chapter is largely based on "The System for Agriculture and Forestry Extension in Lao PDR" (LEAP/NAFES, 2004, draft version).

Not all the problems mentioned can be solved by agricultural extension. But agricultural extension can help farmers to examine their problems and find the best way to manage their resources in any particular situation.

The problems that can be directly addressed by agricultural extension include:

- inadequate access to appropriate technology, and in particular, limited knowledge of production techniques and the skills to implement them;
- lack of exposure to examples of successful farmers, which might increase confidence and enthusiasm for change;
- limited organisational development among farmers and a lack of collective action;
- insufficient market information, including knowledge of prices and standards;
- lack of knowledge about policies and regulations related to agriculture.
- low educational level of farmers, including a lack of basic scientific concepts that are relevant to agriculture;

### 2.1.2 The role of agricultural extension in poverty alleviation

The recently issued National Growth and Poverty Eradication Strategy (NGPES, 2004) is the Government's of Laos PDR strategic framework for growth and development "and has a particular focus on the improvement of the poverty situation in the poorest districts. It has thus a dual objective: enhancing growth and development, and reducing poverty" (NGPES p.4).

The NGPES defines agriculture/forestry as one of the four main sectors to promote sustainable growth and poverty eradication. The agriculture related aspects of poverty will be addressed following the principles of sustainable resource utilisation and land use planning with a focus on (compare NGPES p. 58/59):

- *Food security and food self sufficiency* (inter alias by clarifying local needs and adjusting extension services in response to socio-economic/agro-ecological conditions and training district level extension agents/farmers on improved cultivation techniques).
- *Reduction of vulnerability* (inter alias by improving agricultural practices and improving the farmers' access to information on local and regional market conditions).
- *Increasing the value of outputs* (inter alias by strengthening of the participatory agricultural extension system).
- *Strengthening of rural communities* (inter alias by training villagers in organisation and management of contract farming and village savings and credit groups; also, support for Village Development Funds).

The brackets above contain the specific contributions of agricultural extension to address poverty. Following a people's centred, demand led extension approach assures that extension is responding to the main causes of poverty as they have been defined in Participatory Poverty Assessments<sup>2</sup>.

Taking into account the countries natural and ethnic diversity, the NGPES favours an area-focused development approach, which places a high priority on more sustainable land use. Based on a quantitative poverty assessment the NGPES identified the 47 poorest districts<sup>3</sup> in the country. The geographical expansion foreseen in LEAP's Phase II will pay respect to the Government's priority to these areas and include from among the poorest and poor districts to LEAP's pilot area.

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<sup>2</sup> For a comprehensive compilation of "Causes of Poverty by Region and Priority" please refer to NGPES 2004, Annex 1, Table 1.2)

<sup>3</sup> List of 72 poor and 47 poorest districts please see NGPES 2004, Annex 1, Table 1.3.

The NGPES pays particular attention to the inter-sector issues gender equity and environmental conservation. In the agriculture sector the strategic responses to gender concerns include the application of gender equity in extension and training services, the use of gender related indicators to monitor projects and affirmative action concerning staffing of provincial and district staff, including extension workers.

### 2.1.3 Past experience of agricultural extension

Agricultural extension in the Lao PDR is at an early stage compared to other countries. The national extension system is not yet fully developed and, as part of the development process, learning from past experiences has to be built in.

Within the Ministry of Agriculture and Forestry (MAF) a number of changes are now taking place. In the past, the activities of MAF were characterised by centralised decision-making and a sectoral approach. Provincial staff used to wait for instructions from the central authorities rather than planning and managing their own activities. The instructions, when they came, focussed on targets and regulations related to specific crops and commodities. Some of the consequences of this system were:

- contacts between government extension workers and farmers were only made on an irregular/sporadic basis;
- the technology being promoted was not always adapted to the local conditions;
- prioritisation of activities was not always in accordance with the needs of farmers;
- the advice given to farmers was more general and not always useful;
- there was a lack of ownership and poor motivation among provincial and district staff of MAF;
- there was weak coordination between different sectors and agencies involved in agricultural development (e.g. extension & research)

In addition to the activities of MAF, a large number of foreign-aid projects have been carrying out agricultural extension activities. A survey conducted by LEAP in 2002 showed that most of the projects have a duration of less than 5 years and are working in small areas of less than 50 villages. The majority of the projects are concentrated in upland areas, and activities are often targeted at ethnic minorities who face food shortages at certain times of the year. Project activities include the introduction of new crops and techniques (e.g. fruit trees, organic fertilisers) and the creation of farmer groups (e.g. for credit and savings, and water users).

Many of the foreign projects have used participatory approaches in their extension activities in contrast to the top-down approach of MAF. Usually they assisted only a small number of farmers compared to the nation-wide responsibility of the Government. Many projects have adopted an integrated approach but the lifespan of their support was rather short, while MAF attempts to provide a continuing service.

### 2.1.4 The challenge for the future extension service system

The future system for agricultural and forestry extension in Laos PDR must take into account the lessons learnt from past experience. The problems that were created by a centralised and sectoral approach should not be repeated. The continuous and nation-wide work of MAF should incorporate the positive aspects of foreign projects. The challenge, therefore, is to establish an extension system that is decentralised, participatory, pluralistic and sustainable. The system should serve the interests of all farmers: men and women, from all ethnic groups, in all areas of the country.

The Government is committed to meeting this challenge, while also being aware of the difficulties that are involved:

- Lack of detailed guidelines on the operations of the extension system;

- Limited knowledge and experience of extension staff in providing the type of service that is required;
- Lack of sufficient financial and material resources available in relation to the given tasks;
- Weak coordination among organisations and projects involved in the planning and implementation of extension activities.

At present the greatest risk to successfully establishing an agricultural and forestry extension system is the tendency of the stakeholders involved to wait for others to take action. The longer they wait, the less confidence and enthusiasm they will have for extension activities.

As part of a decentralised and participatory extension system, all of these groups and organisations have an important role to play. Initiatives can be started at any point in the system. All parties should plan and implement their own activities, and reach out to collaborate with others. Now is the time for joining hands and taking action to build an extension system that will liberate the Lao PDR from poverty.

## 2.2 LEAP's Phase I

### 2.2.1 Background and objectives of LEAP Phase I

At the time of defining the Laos Extension for Agriculture Project (LEAP) MAF and SDC were well aware that the development of an extension system is a medium to long-term effort. The basis for the formulation of the Programme Document for Phase I were the two Government documents "The Strategic Vision for the Agricultural Sector" dated 1999, and the Prime Ministers Decree 01/2000 on Decentralisation. The Government's commitment to establish a decentralised extension system was further reiterated in the "National Poverty Eradication Programme" (NPEP, 2003) and confirmed in the NGPES, 2004 (see above).

The corresponding "Five Year Action Programmes for Poverty Focused Agricultural Development" identifies a demand-driven district extension response service as part of the strategy and gives NAFES (created in 2001) a central role in the implementation of the action programmes. With its approach LEAP aligns with and supports the intentions of the GoL.

LEAP's objectives were to support the related institutions in their efforts to:

- develop methods and delivery mechanisms for a demand-driven extension-system, test them in the field and document them
- strengthen the institutional set-up for the implementation of a decentralised sustainable extension system
- deliver training to central and provincial staff, run an effective training and coaching system, and train district staff in delivering participatory extension services
- maintain dialogue on the effectiveness of the tested methodology and delivery mechanisms and on the policy and implementation of agricultural extension and research in the future

In Phase I LEAP was piloted in 3 provinces (Luang Prabang, Salavanh and Champassak) and in 3 districts in each of these provinces. LBL (Landwirtschaftliche Beratungszentrale Lindau) was hired as a permanent backstopper, responsible for bringing in new extension methodologies and for training the Master Trainers.

## 2.3 Examples of concrete achievements of LEAP during Phase I

The External Review and Scoping Mission in December 2003 "found an overall effectively implemented pilot project that is capably managed by a dedicated team and has received good backstopping on methodological matters. In the short time span since NAFES and LEAP have become

fully operational, the achievements visible in the pilot villages and within the support structure are commendable. The main challenge ahead now lies with the envisaged up-scaling and eventual mainstreaming of the piloted approach.”. The External Review and Scoping Mission assessed the achievements of LEAP during Phase I in detail. Particular recognition deserve the following concrete results:

- **Extension strategy:** With substantial support of the project a comprehensive agricultural extension strategy consisting of the to main elements of a fully farmer driven and demand based “Village Extension System” and a “Government Extension System” as support structure to the Village Extension System has been elaborated. The system has been widely shared with all relevant stakeholders and found wide appreciation. The involved staffs generally express their satisfaction with the new system too.
- **Impact at grassroots level:** In the pilot-area of LEAP the involved farming households report substantial productivity increases such as increased rice yields and reduced chicken mortality thanks to the new extension system.
- **CETDU functional:** The project set up and trained the staff of the new Central Extension and Training Development Unit. CETDU with its master trainer pool plays an essential role in the Laos extension system, because it is this unit that is responsible for the training of the extension staff and for the continuous further development of extension approaches.

## 2.4 Lessons learnt during LEAP Phase I

Largely based on the observations of the External Review and Scoping Mission the following main lessons learnt and there from the following challenges for the coming phase are mentioned at this juncture:

- **Pro-poor orientation:** The during Phase I chosen mechanism to select villages and within the villages to select the members of the production groups led to an exclusion of the poorest segments of the population. In line with the goals stated in the NGPES this issue needs to be addressed in Phase II. The selection of new districts and villages to be directly supported by LEAP shall consider poverty criteria according to the NGPES. The selection of topics of the Production Groups shall directly address the needs of the most disadvantaged too. This may lead to adjustments of the proposed extension system.
- **Gender equity:** Although women play a critically important role in the agricultural production they are underrepresented on all levels of the presently tested extension system. The share of women ranges from less than 20% female members of the Production Groups to 0% of female staff at the level of PAFES. Since the increased productivity often causes a higher demand in labour particularly of women, the proposed Village Extension System could even worsen the position of women. In line with the NGPES, LEAP must advocate for more female staff in the Government Extension System and carefully adjust the Village Extension System in such a way (for example by introducing women production groups) that in the long run gender equity can be achieved.
- **Complexity of extension contents:** The reported yield increases and reduction of chicken mortality thanks to the new extension system are highly impressive. However, the priority topics that the villages have chosen, are technically simple and mostly relate to a single intervention (vaccination, using improved seeds, application of fertilizer). Undoubtedly the extension topics in future will have a higher degree of variation and of complexity. Aspects such as processing, marketing, access to agricultural inputs and credit, group formation, joint collective action etc. will gain importance. This will be one of the main challenge of the coming years.

### 3 Objective System

#### 3.1 Basic policies

The objective system of LEAP Phase II is based on the two most important policy and strategy papers of the Lao Government in the field of agricultural development, namely the “Lao PDR Strategic Vision for the Agricultural Sector” written in 1999, and the “National Growth and Poverty Eradication Strategy (NGPES)”, issued in 2004. These two documents are defining the following guiding principles for the Lao agricultural extension system:

**The Lao extension system has to be decentralized, pluralistic, participatory, need-based, integrated, gender sensitive, self-motivated and sustainable.**

The guiding principles indicated in this statement are further elaborated below.

From SDC side the central policy paper is the *SDC Mekong Region Programme 2 (MRP-2) & Concept for Rural Economy and Natural Resource Management*.

#### 3.2 Guiding principles for extension in Lao PDR<sup>4</sup>

The new extension system for the Lao PDR is built on a set of ideas about how farmers can learn to solve their problems and to seize their opportunities, and what the most effective way of supporting them in this process is. These principles are as follows:

The Lao extension system shall be decentralised. Primarily, this means a farmer-driven service, with local ownership of the learning and problem-solving process. Secondly, the technical content of extension activities has to be based on local constraints and opportunities. Thirdly, this means that Government assistance to farmers is planned from the bottom-up, with district staff responding to needs that have been identified at the village level, provincial staff supporting the efforts of the districts, and a small team at central level coordinating and supervising.

The Lao extension system shall be pluralistic as a consequence of decentralisation. Pluralism means that different types of extension activities will take place at different locations, and these activities will change from year to year. There will be different participants, different methods and different content. Although MAF plays a leading role in agriculture and forestry extension, other government organisations, foreign projects and the private sector can make important contributions.

The Lao extension system shall be participatory as an essential ingredient of local ownership. The concept is often misunderstood. The new farmer-driven extension system in Lao PDR is based on the idea of *interactive* participation, which involves farmers and village authorities taking a prominent role in analysing their problems and potential and deciding on how to address them.

The Lao extension system shall be needs-based as a consequence of interactive participation. If farmers are involved in planning, the outcome will be extension activities that are based on local needs. Consequently, many extension activities will follow an ‘experiential’ approach, meaning that they start with an examination of actual experience.

The Lao extension system shall be integrated because farmers’ needs encompass many different sectors. As part of a pluralistic needs-based system, extension activities will address a wide range of issues. Consequently, extension workers at district level are being retrained so that they can respond to farmers’ needs in a multidisciplinary manner.

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<sup>4</sup> Extract of “The System for Agriculture and Forestry Extension in Lao PDR” (LEAP/NAFES, 2004, draft version).

The Lao extension system shall contribute to social equity by addressing particularly the disadvantaged sections of the rural population. Improved food security and enhanced income generation thus shall contribute to poverty alleviation.

The Lao extension system shall be gender-sensitive: this is an essential feature of an equitable and effective extension system. Men and women play different roles in agricultural production, and they face different constraints and opportunities in getting access to resources and services. These differences need to be taken into account in the planning and implementation of extension activities.

The Lao extension system shall be group-based as another feature of an equitable and effective system. The key attribute of extension groups is that members have a shared interest in learning about certain topics and/or solving particular problems.

The Lao extension system shall be self-reliant in order to reinforce the farmer-driven approach. Farmers should join extension groups because they want to learn. Financial or material incentives will not be provided as part of the official extension system. By joining a group, farmers will benefit in terms of improved knowledge and skills, and a consequent ability to solve problems and improve production.

Another important consideration in the design of the extension system for the Lao PDR is the need for sustainability. In some other countries, the operations of the national extension became dependent of funding from foreign projects. By adopting the principles described above, the Government of Laos hopes to avoid this problem. Foreign projects can support the creation and expansion of the extension system, but the system will be sustainable because it is decentralized, pluralistic, participatory and self-motivated.

### 3.3 Village and Government Extension System

As shown in the figure 1, the extension system consists of the Village Extension System (VES) and the Government Extension System (GES)<sup>5</sup>.

The self-propelled **Village Extension System** (VES) is highly adaptable to the various agro-ecological contexts prevailing in the Lao PDR. It consists of four major components: Village Authorities, Village Extension Workers (VEW), Production Groups, and Learning projects. The extension activities in the village are at the responsibility of the farmers themselves, facilitated by the VEW and coordinated by the village authorities. Important elements of the VES are exchange networks among production groups and VEWs.

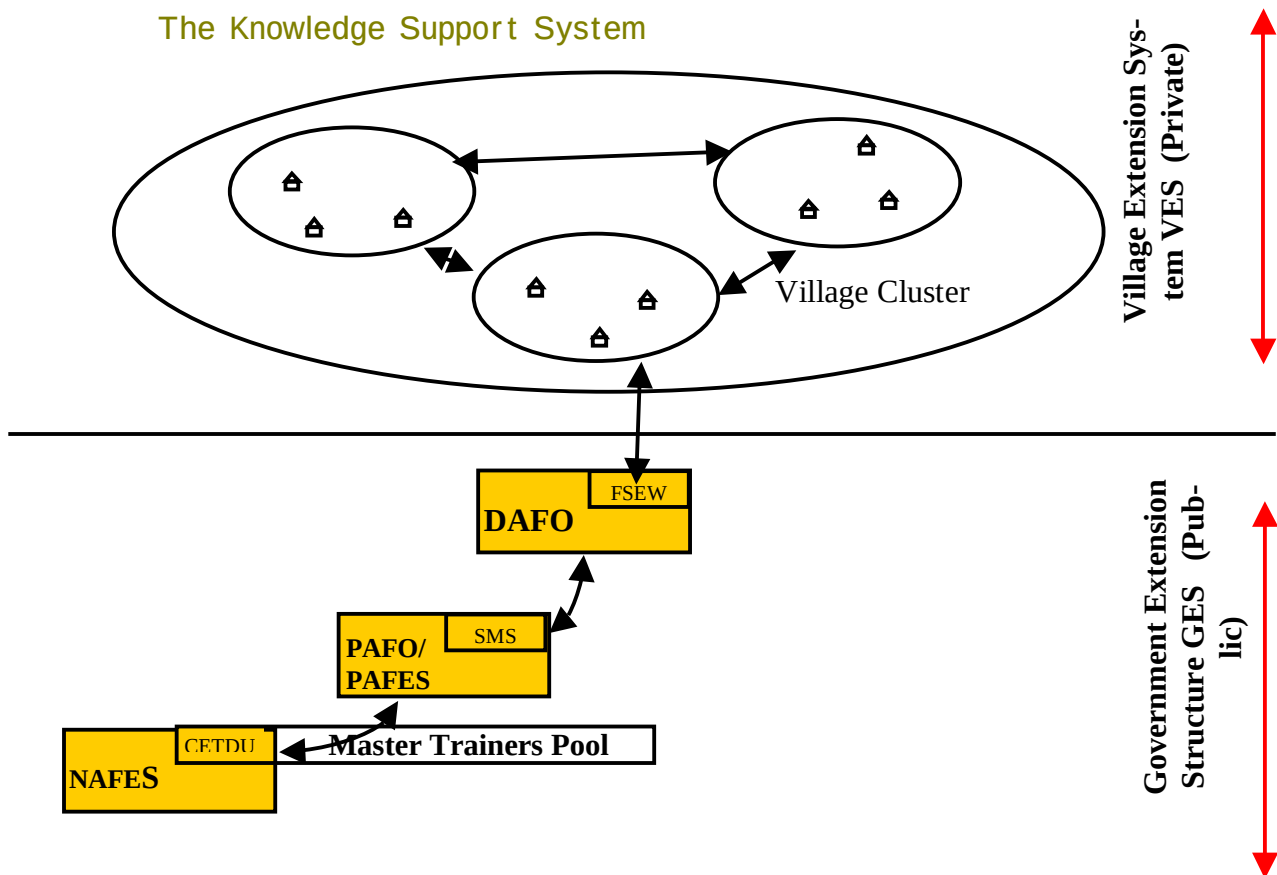
The **Government Extension System** (GES) is a support structure to the VES. It has currently three strata: the National Agriculture and Forestry Service (NAFES), the Provincial Agriculture and Forestry Extension Service (PAFES) and the District Agriculture and Forestry Office (DAFO), staffed with Farming System Extension Workers (FSEW). These generalist extension workers form the main bridge between the GES and the VES. It is the FSEWs task to launch and coach the VES. At national level the Central Extension Training Development Unit (CETDU) plays a crucial role in the further development of the extension system and the human resources development of the entire extension system.

#### *Figure 1 Village and Government Extension System<sup>6</sup>*

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<sup>5</sup> For a comprehensive description of the entire extension system please refer to "The System for Agriculture and Forestry Extension in Lao PDR" (LEAP/NAFES, 2004, draft version)

<sup>6</sup> Source: Initiation and Expansion of the Village Extension System (VES), LEAP Discussion Paper



### 3.4 Overall goal

LEAP's development goal refers to the NGPES:

**To achieve food security, alleviate poverty in rural areas and improve the livelihood of Lao farmers through an effective agricultural extension system.**

During the planning platform consultation of March 11, 2004 it was decided that the overall goal of the project, which directly contributes to the development goal remains valid for Phase II.

**To support the development of a decentralised, participatory, pluralistic and sustainable agricultural extension system that reaches male and female farmers equally**

For the interpretation of this goal as well as the following objectives and expected results, it is important to keep in mind the general consideration of the above mentioned consultation:

The role of LEAP is to be a facilitator and catalysing processes that should be led and owned by the Lao authorities. LEAP, as part of NAFES, will act as innovator, stimulator and initiator and provide the necessary support, rather than being the leader.

Based on a Participatory Poverty Assessment (PPA, 2000 and 2002), which defined "lack of necessary technical knowledge" (NGPES, p. 29) as one of the main causes for poverty, the Government's development plan for the agriculture sector includes inter alia the following:

**"Develop an integrated extension system to transfer agricultural production technologies to the poor people and upgrade the capacity of NAFES in extension, particularly for the up-land areas."** (NGPES, p. 61).

With the above formulated overall goal LEAP is directly addressing this concern.

### 3.5 Objectives and expected results for Phase II

In the final version of the planning platform, three objectives were proposed. The planning mission adapted this proposal and has formulated the following four objectives and the corresponding expected results. Objectives A and B are related to the strategic and organisational development, while Objectives C and D are related to the development of the approach and the training system.

#### Objective A

To assist MAF and NAFES in developing a sustainable agricultural extension strategy and ensuring the support of key stakeholders.

- A1. The national strategy for agricultural extension is developed and provides a framework (goal/mission, contents, guiding principals, institutional structure) to be applied by all stakeholders involved in the extension system.
- A2. A joint GoL-donor Extension Platform is established and serves as a forum for exchanging experiences and for coordinating various activities related to agriculture extension.
- A3. To complete the Extension Platform a Knowledge and Management System including vertical and horizontal linkages among stakeholders is initiated.

#### Objective B

To assist an institutional strengthening process of NAFES at all levels, enabling it to effectively support the Village Extension System.

- B1. Strategic planning and management capacity of NAFES staff is enhanced.
- B2. The action plan for up-scaling the national extension strategy and system is developed, monitored and adjusted.
- B3. A social equity action plan for the agricultural extension system is developed, approved, implemented and monitored to enable equal access of both men and women as well as the various ethnic groups and the poor segments of the farming community to extension services.
- B4. The organisational structure is operational for effective and sustainable implementation of the national extension system and strategy.
- B5. Research/Extension linkages are defined and institutionalised based on concrete cases which benefit research, extension and farmers.
- B6. Linkages and collaboration with education institutions are developed to integrate extension methodology in the curricula of basic training courses.
- B7. A system to sustainably finance the Lao extension service is approved and implemented.

#### Objective C

To support NAFES and CETDU in developing a sustainable cascade training system for effective, participatory, gender-balanced extension services.

- C1: The cascade training system for the introduction and the continuation of the extension system is elaborated, tested and implemented.
- C2. A sufficient number of Master Trainers is able to train and coach the PAFES staff in extension and training methodology as well as in the corresponding planning, monitoring and evaluation skills.
- C3. PAFES staff working within the extension system are trained in extension and training methodology as well as in the corresponding planning, monitoring and evaluation skills. They are

able to train and coach FSEW in these subjects mentioned above. If needed, support in training methodology is given to SMS.

- C4. For expanding the system within a province, MT coach PAFES staff to train FSEW of new districts in extension and training methodology as well as in the corresponding planning, monitoring and evaluation skills, enabling them to successfully introduce VES at village level.

#### Objective D

To support NAFES and CETDU in adjusting and refining the extension approaches, methods and contents while implementing it in pilot villages.

- D1. Effective and sustainable (affordable) models of village/community based extension are continuously adapted, improved and tested for country-wide dissemination.
- D2. Women and men have equal access to extension services. Access is also guaranteed to poor farmers.
- D3. Villagers are satisfied with the VES and the quality of services received from the VEW.
- D4. Extensionists at village, district and provincial level realise that they are able to provide good services.
- D5. Research/extension linkages are defined and institutionalised based on concrete cases which benefit all three partners: farmers, researchers and extensionists.
- D6. Apart from production related issues, Learning Projects address also economic, marketing, post harvesting and organisational questions and the access to input.

## 4 At what level is the project based and at what level does it act?

### 4.1 Planning process

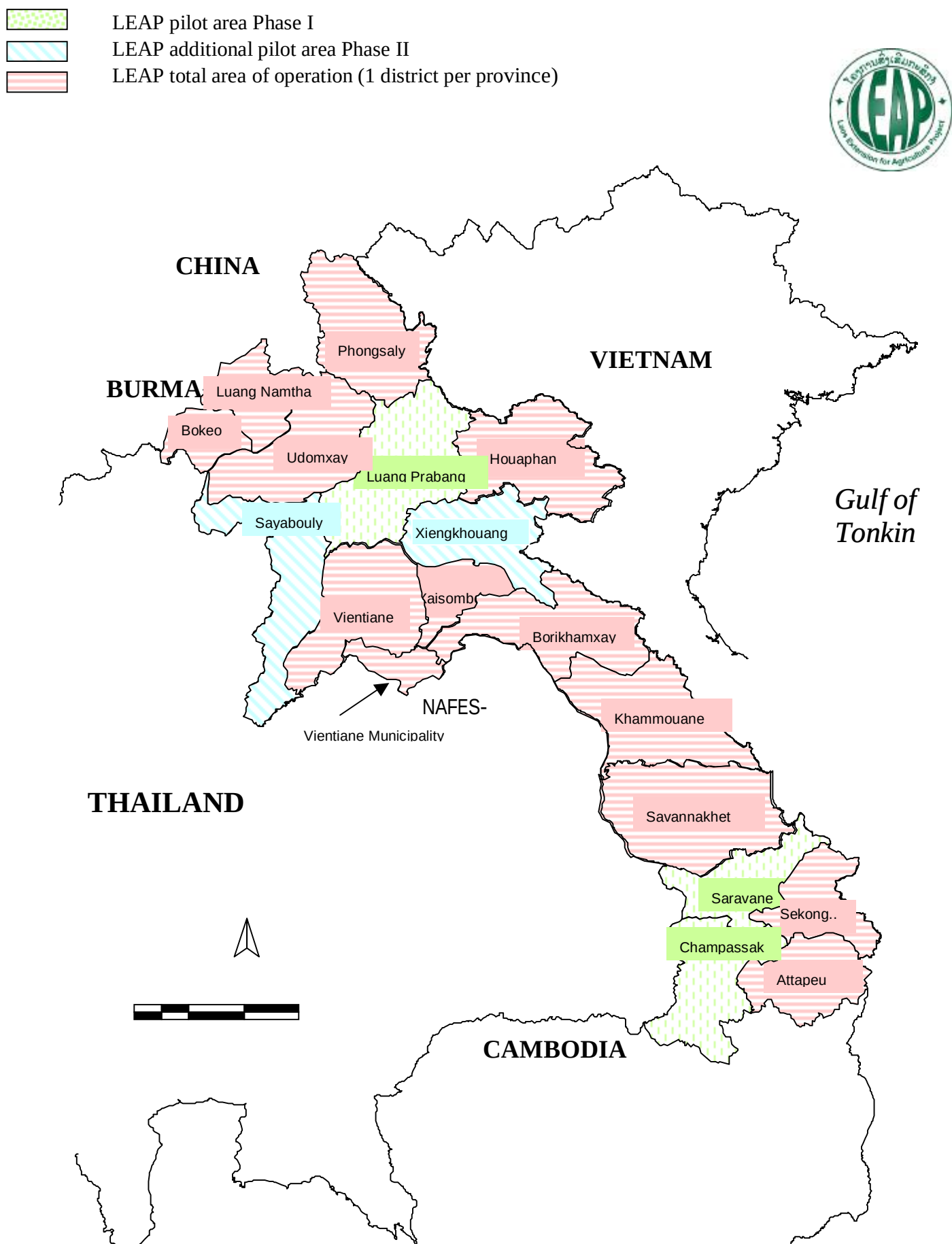
The planning process of Phase II of LEAP started with the external review and scoping mission of Phase I in November/ December 2003. Based on the result of this mission, the draft for the planning platform was elaborated. On 11 March 2004 a workshop on the planning platform convened by MAF with all relevant stakeholders took place. SDC finalised the platform based on the feedback of the workshop participants.

From April 26 to May 14 the planning mission stayed in Laos to elaborate on the present Project document. This document is based on the information the mission members compiled during their meetings with: i) representatives of the government (MAF, NAFES, NAFRI, Faculty of Agriculture), ii) representatives of other donors involved in agricultural extension (CIAT, SIDA, EU, WB, ADB, JICA), iii) representatives of provincial and district authorities in Champasak, Saravanh and Luang Prabang, iv) the 3 villages in the above-mentioned provinces, v) the heads of LEAP and CETDU. A first proposal of the logical framework was discussed during the workshop on May 7 with some of the interested partners, while the debriefing with NAFES and NAFRI took place on May 12. The discussion in the steering committee took place on June 9. Based on feedback from all stakeholders, in particular from a GoL internal consultation process the draft was revised in August 2004 and approved by the main partners.

## 4.2 Area of operation

The area of operation is the **whole Lao PDR** (objectives A, B, C). The further development of the extension system with assistance from LEAP is concentrated in a **pilot-area of 13 districts in five provinces** (objective D). The remaining 13 provinces are LEAP's **expansion area**. There the project provides an initial booster to launch the new extension system through training and coaching of key extension staff and a limited financial support to one district per province.

Figure 2: LEAP pilot area and LEAP total area of operation



The **pilot area** includes 13 districts in five provinces.

- Champasak, Saravanh, Luang Prabang with three districts each as in Phase I.
- Sayabouly and Xiengkhouang with two districts each.

The selection of the two new provinces aims at synergies with other SDC funded projects implemented by Care in Sayabouly and CIAT in Xiengkhouang. The selection of districts will take into account their poverty situation.

Two main reasons justify the inclusion of two new provinces with total four new districts into the pilot area:

- The selection of poor and remote districts inhabited by ethnic minorities will allow to test and adjust the developed extension system under those circumstances.
- The inclusion of new provinces and districts serves the development and adaptation of the spreading mechanisms of the extension system.

Since the participatory processes promoted by LEAP have a direct link with the GoL's public administration reform (decentralisation, village development plans, village development funds) a collaboration with ongoing (SIDA in Luang Prabang) and planned (UNDP/SDC in Xiengkhouang) public administration reform projects will be sought.

### 4.3 Project Components

LEAP Phase II will consist of two components:

*Table 2: Project Components for Phase II*

| <b>Project Component</b>    | <b>LEAP Component 1 "</b>                                                                                                                                                                                                                                                                                 | <b>LEAP Component 2,</b>                                                                                                                                                                                                                                                                                          |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Thrust area</b>          | Strategic and organisational development                                                                                                                                                                                                                                                                  | Approach and training system development                                                                                                                                                                                                                                                                          |
| <b>Objectives</b>           | <p>A) To assist MAF and NAFES in developing a sustainable national agricultural extension strategy, and ensuring the support of key stakeholders.</p> <p>B) To assist an institutional strengthening process of NAFES at all levels, enabling it to effectively support the Village Extension System.</p> | <p>C) To support NAFES and CETDU in developing a sustainable cascade training system for effective, participatory, gender-balanced extension services.</p> <p>D) To support NAFES and CETDU in adjusting and refining the extension approaches, methods and contents while implementing it in pilot villages.</p> |
| <b>Level of influence</b>   | Strategic level and organisational development (national)                                                                                                                                                                                                                                                 | Operational level (national, regional and local)                                                                                                                                                                                                                                                                  |
| <b>Institutional set-up</b> | attached to NAFES, guided by a "Platform Committee                                                                                                                                                                                                                                                        | attached to CETDU                                                                                                                                                                                                                                                                                                 |

### 4.3.1 Strategic and organisational component

This Component will support MAF and NAFES on the strategic level. It will therefore be placed in the general direction of NAFES. The expected results are briefly described in the following paragraphs.

During Phase I LEAP concentrated its efforts on the one hand on elaborating and testing the extension methodology and the corresponding tools for the national extension system. On the other hand LEAP was building up the necessary human resources within the Training and Development Unit of NAFES (CETDU). Methodology, tools and human resources are three important prerequisites for the introduction of the national extension system in the whole country

#### Strategy paper and guidelines (A1)

The challenge for Phase II of LEAP is now to support MAF and NAFES on the strategic level. A strategy paper for the system for agriculture and forestry extension in the Lao PDR will constitute the basis for a broadly accepted extension system providing the framework (goal/mission, guiding principles, institutional structure) to be applied by all stakeholders involved in the extension system.

LEAP supports MAF and NAFES in elaborating this strategy paper, in organising a broad consultation process with all the donors involved in agricultural extension and governmental institutions that will have to play a role in the extension system later-on, such as NAFRI, education institutes and PAFO. The feedback from the consultation process has to be integrated into the draft strategy and this paper handed over to the MAF before end of 2005 for endorsement at the highest level in MAF.

The main instrument to assure continued consultation, ongoing exchange of experience, and closer collaboration among the stakeholders of agricultural extension will be the planned GoL-donor platform.

#### GoL –donor Extension Platform and Knowledge Management (A2, A3)

Up to now collaboration between institutions in the field of extension, has not been sufficient. For instance, NAFRI – mandated to do research in the field of agriculture – has had difficulties in both executing demand-driven research and in disseminating its findings through the existing extension services. The majority of donors involved in agricultural extension have worked within their own framework, and coordination and collaboration between donors has taken place only occasionally. Even though all past activities have benefited institutions such as PAFO and DAFO, they have not led to an efficient and effective use of all available resources, nor have they built up a coherent and sustainable national agriculture extension service or a village extension system.

To overcome all these constraints a joint GoL-donor-civil society-private sector-**Extension Platform** will be established. This platform will serve as a coordination and collaboration forum. All activities in the agriculture extension service system will have to be implemented under the defined GoL-umbrella. But besides a coordinating function, the platform will have an additional function of harmonising and adjusting the strategy through bringing in best practices, exchange of experiences and reviewing guidelines. Since the government's endeavours for a public administration reform and a participatory agricultural extension system influence each other, this topic may be taken up in the Extension Platform too. The complementarities between the governmental extension system and services provided by the private sector need to be chalked out. In the initial meeting, various items will be defined and agreed on, such as guidelines for the functioning of the platform, the frequency of general meetings, other forms of collaboration and thematic working groups, subsequent meeting agendas, methods for disseminating information, and best practice standards.

The Extension Platform shall also serve to analyse and benefit from lessons learnt of other agricultural extension projects worldwide. Of particular interest are the SDC funded and by Helvetas

implemented Extension and Training Support Project for Forestry and Agriculture in the Uplands (ETSP) in Vietnam; the Kyrgyz-Swiss Agricultural Programme – Rural Advisory Services (KSAP – RAS) in Kyrgyzstan, and the Sustainable Soils Management Programme in Nepal.

To give the platform the necessary weight it will need to be chaired by the Permanent Secretary of MAF (cabinet). The platform-secretariat, as the executive body, will be attached to NAFES. The secretariat will be supported by a platform committee, consisting of the head of the cabinet, the NAFES Deputy GD in charge of LEAP, NAFRI and a representative selected by the donors active in this field.

LEAP will assist the secretariat in tasks like preparing and facilitating the platform meetings, elaborating guidelines and TOR's for the secretariat, elaborating models for collaboration contracts between different stakeholders, elaborating a yearly work-plan for the secretariat, and in setting-up information channels to disseminate information, for example, a web-page, publications or a newsletter. It has to be considered whether such information channels can make use of existing mediums and capacities of other governmental institutions e.g. the NAFRI-Newsletter. LEAP will further assist the secretariat in developing a monitoring system for this new tool.

The level of capacity of the assigned staff might not be sufficient to fulfil the given tasks. Therefore LEAP will be entrusted with upgrading staff capacity either through in-house training by LEAP management, by contracted qualified external trainers, or by external training.

### Knowledge Management System (KMS) (A3)

The external evaluation of Phase I in December of 2003, as well as the findings of the planning mission revealed a major gap in the flow of information at all interfaces, meaning at all levels of the those involved in agriculture extension and related institutions. In the view of the planning mission a Knowledge Management System can cover such gaps or missing links.

The Knowledge Management System will be based on both face-to-face meetings and on virtual exchange. Newsletters, publications, brochures, leaflets, relevant information about experiences, best practises, and research results will have to be provided specially to those parties who are not yet connected to the KM-System. The face-to-face meetings can be horizontally or vertically, between different levels, or between the same levels across districts or provinces; they can be between different institutions, and they can be thematic workshops, dealing with specific technical or methodological issues.

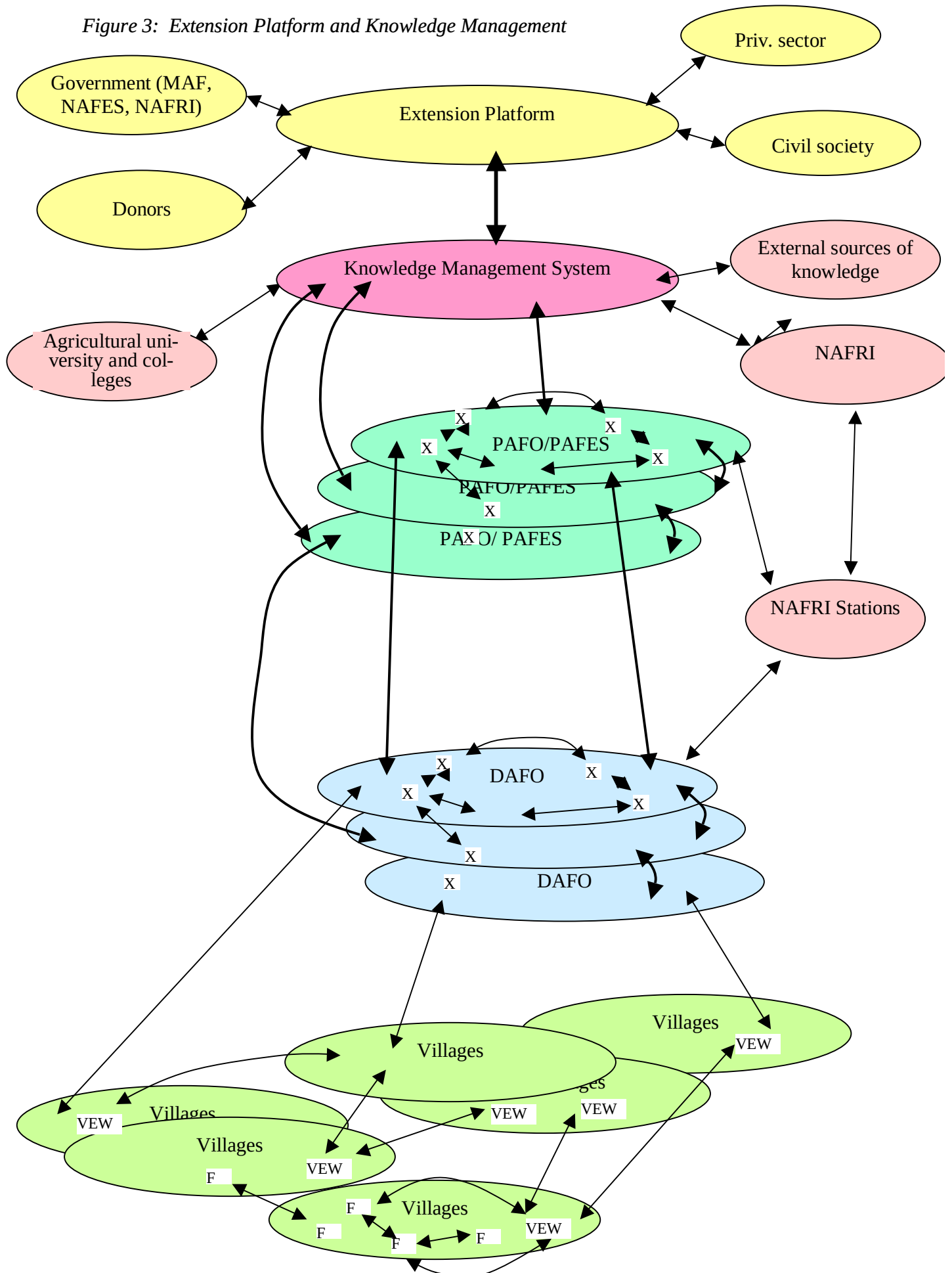
The virtual part of the Knowledge Management System will be an intranet platform (for NAFES and its units and participants in the Extension Platform) where information is disseminated, discussion forums can be held on specified topics and solution for problems might be found in the existing documents. Other related departments or divisions from other institutions like research – and maybe education – will also be connected. To attain the results hoped for, all parties will have to feed in the necessary information, like activity reports, handout materials, and documentation of best practices results, but also documentation on failures.

The Extension Platform and the “Knowledge-Management System are closely linked. Therefore it makes sense to entrust the platform secretariat with the execution of both.

LEAP will support the establishing of the “Knowledge Management System” through assisting NAFES in defining a Knowledge Management Concept, in starting up the implementation in selected PAFO/PAFES and DAFO, in testing and adjusting the concept through the developed monitoring and evaluation concept for KM, through jointly defined guidelines for the flow of information and proceedings. As the assigned staff will probably need further training LEAP will provide in-house training through own staff, external staff or external training.

The platform as well as the “Knowledge Management System” will benefit all the stakeholders, including donors. It is therefore expected that other donors will contribute to financing this system.

Figure 3: Extension Platform and Knowledge Management



## Organisational support to NAFES (B1 and B4)

### ***Enhancing the strategic planning and management capacity of NAFES***

NAFES was established in order to develop and implement the extension service nation-wide. The capacity of NAFES is not yet developed enough to fulfil this task effectively. Its capacity in strategic planning and management needs to be fostered. To assure sustainability and a proper functioning of the organisational structures, certain changes will be required at different levels.

A sustainable extension service has to be based on an optimum number of qualified staff and adequate available budgets. Both conditions are not clearly defined yet. The LEAP team together with a core group of NAFES staff – supported by a consultant – will define this frame based on national surveys taking into consideration the specific situation of the lowlands and the uplands, the density of the rural population depending on agriculture as well as given international standards. Based on this frame a long-term HRD plan will be developed. Planning and management tools – including monitoring and controlling tools – and terms of reference for the different functions will be elaborated. The division heads of NAFES (and PAFO) will then be enabled, through management-training and coaching, to apply the developed instruments.

### ***Organisational structure***

The Lao extension service is based on the Strategic Vision paper from 1999. This paper emphasises a demand-driven extension approach. The support system is organised at district level with generalists as farming system extension workers (FSEW) and at provincial level with subject matter specialists (SMS). The main actors at village level (VEW) are selected by the villagers, approved by the village authorities and compensated by the villagers. However, when the agriculture extension service system was integrated into the existing Provincial and District Agriculture and Forest Offices (PAFO, DAFO), it didn't incorporate the existing organisational structures fully. This has resulted in an unclear division of tasks and in overlapping and parallel structures, so that the financial and human resources available are not fully utilised. To avoid this in future the structures on all levels have to be adapted to the new policy and the tasks for the personnel at each level properly defined. Furthermore, procedures such as the flow of information, the flow of finances, guidelines for procurement and reporting have to be elaborated and introduced at all levels and in between the levels. The LEAP team, namely the CTA, will assist the core-group, consisting of NAFES management and selected PAFO and DAFO heads, in developing the relevant tools. The core group might integrate other staff or stakeholders according to the tools to be developed. A concept for the core-tasks and definition for the main functions and the linkages between the levels will be elaborated by the end of 2005, taking into account the needs of the emerging KM-system. A refined description of the other tasks will be finished in the first half of 2006. Interfaces with the research and agricultural training institutes will be mentioned in the following paragraphs.

### ***Action plan for scaling up (B2)***

The main indicator for the scaling up says: At the end of Phase II the national extension system will be introduced in at least one district of each province. Some basic considerations as to how this ambitious objective can be reached and how such a large number of extensionists can be trained within this time frame are presented in Section 4.2.2 (Cascade Training) on page 23 and in Annex 6. (Scaling Up).

The action plan for the country wide dissemination of the extension system will clarify who is doing what, where, with whom, and so on. In addition, it will have to define the necessary feedback mechanisms, monitoring and management tools as well as the organisational adaptations needed to guarantee an efficient and effective implementation of the system.

A central point of the action plan will be the elaboration and implementation of a monitoring system which allows to assess the progress and the results on farm level. The monitoring results will

serve to adjust the process of implementing, to detect additional training needs, to develop or improve necessary linkages. In the KSAP/RAS Project implemented by Helvetas in Kyrgyzstan, successful methods and processes in this field have been developed, tested and implemented.

#### Research/Extension linkages (B5)

Good linkages between research and extension are very important and have to be fostered to achieve good results on the ground, in terms of the question “Are we doing the right research?”, in the success of the research, and in dissemination of results. For this to happen, it is of the utmost importance that both NAFES and NAFRI are willing to collaborate. Support and facilitation from MAF, other stakeholders and donors is also required. LEAP will assist NAFES and NAFRI in formulating guidelines for collaboration and provide any other support necessary in the following aspects at different levels:

##### *At national level:*

- LEAP advocates for establishing responsible unit in both NAFES and NAFRI with clear TOR to work as the main contact point in each of the institutions; development of enabling mechanisms that allow direct communication and collaborative efforts to happen between the centres under their umbrella;
- LEAP facilitates through the Extension Platform a regular, continuous and organized flow of research results, recommendations, and other information from NAFRI and its centres to a unit responsible for translating them into meaningful extension contents or training materials, or passing them on to other units in NAFES for further dissemination, or collating them as reference materials. At the same time, a continuous flow of feedback and information demands from the field into the research system has to be ensured;
- LEAP initiates a joint exercise by a collaborative working group of researchers, extensionists (and may be also farmers) to organise the preparation of output materials.
- LEAP encourages resource sharing between the NAFES and NAFRI, such as linking up the NAFES library to the NAFRI central library and making use of NAFRI information services (website, journal, etc. in the initial stage); etc.
- Facilitating a joint planning between NAFES and NAFRI at least on annual basis for a close linkage. Activities, mechanism and arrangement at the field level are important aspects of this joint planning.
- Organising a regular joint follow up meeting every three months during the first year, then 6-monthly or annually once the collaborative activities become a routine tasks. Experiences from the collaborative actions would be shared during these meetings.

##### *At provincial level:*

PAFES will play an important role in promoting research extension linkages, as there is no NAFRI representation at the provincial level. In provinces where NAFRI regional research centres are located i.e.. Luang Prabang and Champasak collaboration can be directly established with those stations in the same manner as at the national level. In other provinces PAFES could collaborate with existing provincial research-extension stations and also with NAFRI centres in Vientiane Municipality. Feedback from the field is to be communicated to the appropriate NAFRI centres who will in turn be invited to an annual technical meeting at the province.

##### *At district level:*

In order to work more effectively with farmers in adaptive technology development, the FSEW and researchers have to work together. The FSEW should not simply deal with the establishment of demonstrations but must also be involved in low-intensity on-farm experiments. This will help in maintaining good communication links between researchers and extensionists, and also in aiding the adaptive research process and speeding up the delivery of new options to farmers. Regular technical meetings (probably once every 6 months or once a year) should be organized by DAFO

or PAFES to ensure a systematic exchange of new findings generated in different areas of the district for wider dissemination. PAFES, provincial trainers, and SMS could be invited to this meeting.

#### *At village level:*

A participatory technology development (PTD) concept has to be introduced by having a group of researchers, extensionists and farmers working together in experiments and observations. The activity can be started right at the beginning of Phase II in Luang Prabang where all conditions, experiences and examples are already available. In the other LEAP pilot provinces, the process could also be initiated by bringing in staff from the provincial research stations to participate. It is anticipated that there should be at least one PTD case implemented in each pilot district of the five provinces during Phase II of the project.

The farmers themselves have the final say in the evaluation of new technologies and in deciding whether to adopt or reject them. PTD will become an integral element of the Village Extension System. This assures the spreading of the PTD findings within the villages and through the exchange networks to other areas.

#### Linkages and collaboration with education (B6)

Graduate students from agricultural colleges and the university work within the extension services on the central level of NAFES as Master-Trainers, on the provincial level of PAFES and on the district level of DAFO. They have different background of agricultural extension related to the curriculum developed by their respective schools.

The four provincial agricultural colleges are part of the Ministry of Agriculture and Forestry and train students at "middle technician" level. Certain students trained in these colleges are allowed to continue their studies at the Faculty of Agriculture of the National University of Laos. Recently, two branches of the University of Laos have been established in Champasak and Luang Prabang provinces. The curriculum developed by the University is multi-disciplinary, so graduates of this program will well be able to fulfil the tasks of an extensionist.

The challenge now is to introduce teaching on extension methodology into these courses, so that graduate students are equipped to meet the needs of NAFES in the implementation of the national agricultural extension system.

In Phase II of LEAP, the agricultural colleges, university and NAFES will elaborate the curriculum to introduce extension methodologies. NAFES staff will provide extension courses as guest-lecturers in the educational institutions. At the same times the lecturers of the University and colleges will start a joint learning process with MT, PAFES and DAFO staff in order to better understand the national extension system through practical experience. Extension institutions will also provide practical training opportunities to a fixed number of students annually.

In Phase III the linkages between extension and the formal education system have to be developed, because the use of school teachers as part of a global agricultural extension strategy should not be ignored.

#### Financing system (B7)

Financing the agriculture extension system in a sustainable manner is one of the most demanding tasks of establishing this system. Having clear guidelines about an appropriate number of staff, having clear management tools and clear guidelines for budgeting, accounting and will help to use the finance available in the most effective and efficient way. Finding appropriate sources of finance is more difficult. If the government succeeds in persuading donors active in extension to contribute to the mainstreaming of the policy, they will contribute to finance other provinces and/or districts as well the Extension Platform and the KMS.

For the medium term this might be a suitable arrangement; in a longer term perspective, however, GoL should start to rely more and more on its own financial means in order to be able to run its own national extension service. In Phase II LEAP has to identify other possible sources of finance for the extension services. One potential form of financing could be a mandate system, where the extension workers are paid according to the quality of the advice given. Other means like funding through village development funds or eco-taxes (compensation for environmental services) will also have to be considered.

In Phase II, careful trying of a mandate system, based on the experience of a similar project implemented by Helvetas in Kyrgyzstan, can be started in selected districts. Raising awareness of the potential financial gains available through taking qualified advice could contribute significantly to the financing of VEWs and to the quality of FSEW and SMS.

#### 4.3.2 Approach and training system development component

This Component has two main tasks. One is to develop, test and implement the necessary **training cascade** for the efficient dissemination of the national extension. The second one is the **adjustment and the refinement** of extension methods, tools, materials and curricula while implementing the system in pilot villages, districts and provinces.

Cascade training for scaling up the extension system (Objective C)

##### *Dissemination of the national extension system*

The national extension system is actually implemented in 3 provinces, in 9 districts (3 per province) and in about 90 villages (10 per district). The envisaged final situation is to introduce the system in all 18 provinces, 142 districts and approximately 12000 villages. On this long road from a handful of districts to the whole country, three different dissemination levels have to be distinguished.

##### *1) Introducing the system in the first district of a new province*

The Master Trainer, under the direction of CEDTU will train 6 PAFES staff members and 6 DAFO staff members. This team of 12 staff members will introduce the system in one selected district by initiating the Village Extension System in a cluster of 5 – 10 villages. This initial training and initiation of the VES will be financed by LEAP. To reach the objective of the phase (at least 1 district in each province) the following timetable is proposed:

- 4 new provinces in 2005
- 5 new provinces in 2006
- 6 new provinces in 2007

From the second year onwards, any costs which cannot be met by the government will need to be covered by a donor who is already working in the province, since LEAP's budget can only cover these costs for one year.

##### *2) Spreading the system within a province:*

The trained PAFES staff, with the support of experienced DAFO staff (FSEW), will introduce the extension system in 3 – 4 further districts of the province every year, again by initiating the VES in a cluster of 5 – 10 villages in each new district. This process will be coached by the Master Trainers of CETDU. Under these conditions, it will take 3 to 4 years to cover all the districts of a province

Again, the costs of this process which cannot be covered by the Government will need to be met by donors who are already working in the various provinces or who are ready to begin supporting extension in this province. The annual running costs (including the writing off of the necessary equipment) are estimated at 20,000\$ for an average district with 90 villages and 9 well trained FSEW. See Annexe 7

### *3) Spreading the system within a district:*

The trained FSEW will initiate the VES in 2 – 3 new clusters per year. Gradually, additional DAFO staff members will be trained as FSEWs. An average district has 80 – 90 villages. It will therefore take 4 – 5 years to cover all the villages within a district. To effectively support the VES, one FSEW per 10 villages is needed.

In Annexe 6 a possible scaling up model, based on these assumptions, is shown.

The above description of the disseminating process on three levels explains the term “cascade training”. Master Trainers (MT) train the provincial extension trainers (PAFES), who in turn train the Farming System Extension Workers (FSEW) at the district. FSEWs then train Village Extension Workers (VEW), who in turn train the production groups and farmers.

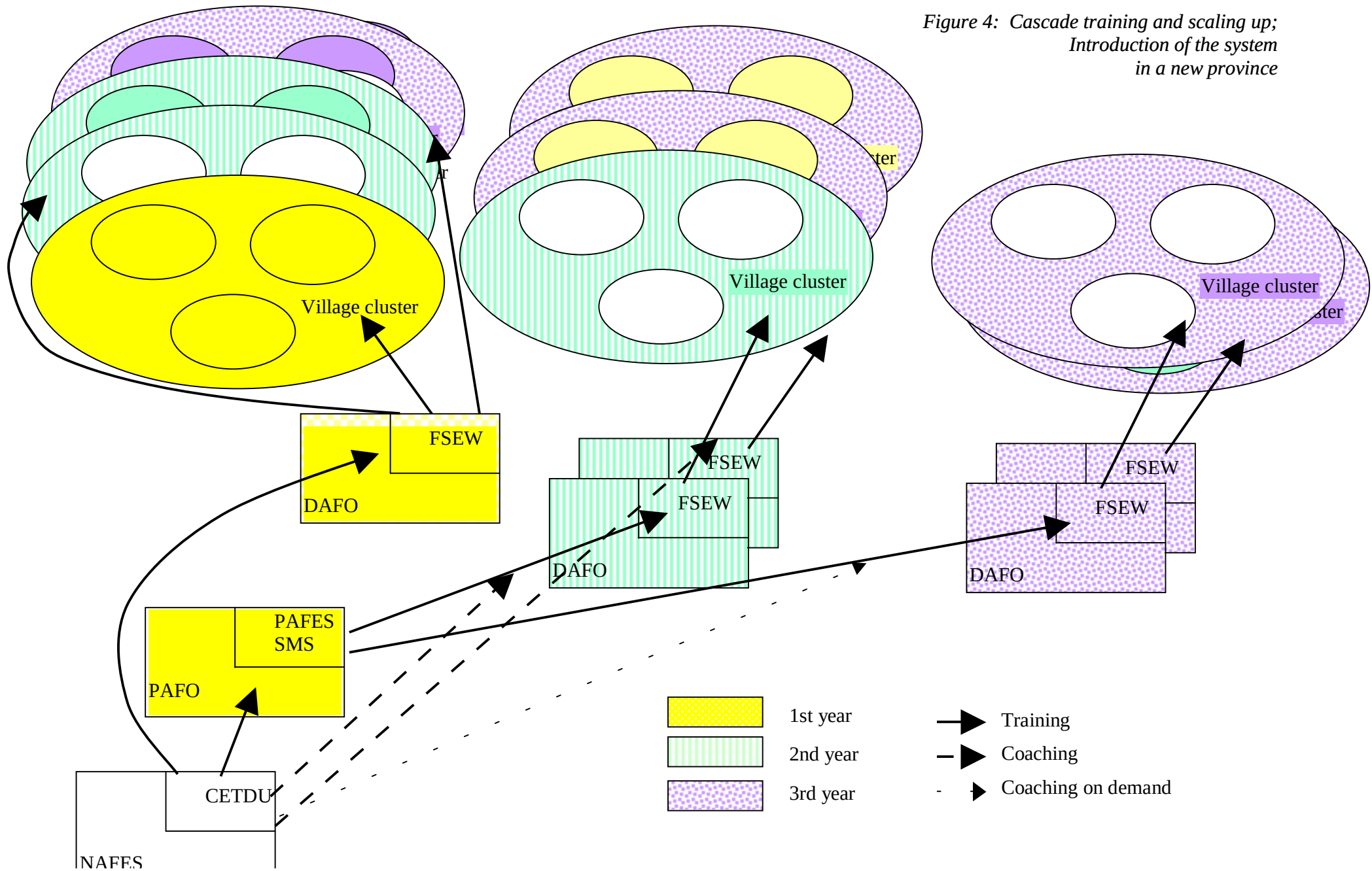
It is evident that the number and quality of Master Trainers is the main factor influencing the success of this system. Master Trainers must be able to train and coach PAFES and FSEWs in extension and training methodology as well as in the corresponding planning, monitoring and evaluation skills. The satisfaction of the clients and the results of assessments are elements to appraise the quality of training and coaching offered by MTs. During Phase II a procedure has to be developed for appraisal and certification of successful Master Trainers.

Beside the extension and training methodology, the FSEWs also need training in technical skills and knowledge. This training will be given by the Subject Matter Specialists (SMS) based at provincial level. It will be one of the challenges that these SMS are able on the one hand to adapt their training to the needs of the farmers and on the other hand to have close relation to the research. If necessary, CETDU should provide a corresponding training to these SMS.

The quality of the training has to be measured. Good quality training will satisfy all levels of trainees (provincial, district, VEW and production groups). At village level, the success of the training services provided by the whole training cascade can be indirectly judged by what the farmers gain, both socially and financially. If this gain is important to them, they should be willing to pay for the services provided by their VEW.

### ***Refresher and upgrading training after the introduction of the national extension system***

After the basic training necessary for the introduction of the national extension system, the training efforts have to go on. Extensionists on all levels will need refresher and upgrading training so that they are able to continuously improve their professional knowledge and skills, to become familiar with new methods and material and with new technical findings. It will be the second challenge for CETDU and its MTs to develop such a training program. After the initial training of 21 days, each extensionist should attend at least ten training days on various subjects organized by the central level (CETDU) and at least one day per month organized on provincial level (PAFES, SMS). Normally the training organized by the central level will be carried out in the provinces to avoid exorbitant allowance costs. These training days might also be carried out in the planned 4 regional centres (agricultural service centres). Actually it is too early to judge when these centres will be functional and whether they will have suitable training facilities.



## Adjustment and refinement of the system (Objective D)

In Phase II, CETDU with the support of LEAP will continue to improve the model of community-based extension in order to expand the system through the whole country. The adapted and new methods, materials and curricula will be tested in the pilot villages to ensure that they satisfy farmers. For this purpose, CETDU with the support of LEAP will continue to implement the system in the nine districts where they implemented the system during the first phase. Two new provinces (Sayabouly and Xiengkhouang) with two districts each, will be added to this **pilot area**.

**Approaches, methods, extension contents** and curricula have to be tested on two different levels. On the one hand they have to meet technical and pedagogical demands, and on the other hand they have to fulfil the guidelines of the system, mainly social equity (participation of women and poor farmers as well as ethnic groups in the production groups). A special approach may need to be developed to address the resource poor villages.

The national extension system needs qualified staff on all levels who are capable and confident in providing good services to farmers. The main indicator for the quality of services provided is the satisfaction of the clients. On village level this satisfaction can be measured by the percentage of households participating in the learning projects and their willingness to remunerate VEW for their services, which are in the private interest of the participating farmers.

The **linkage between research and extension** is another important success factor of the extension system. One important element of this linkage is the realisation of concrete joint projects on village level. Participatory Technology Development (PTD) will be the appropriate methodology to realise such concrete projects. Farmers, researchers and extensionists learn together to find things that work.

Another challenge for the extension system is the content of the learning projects. It is important that these projects in the coming years increasingly address **economic, marketing, post harvest and organisational questions** as well as links to credit and input supply organisations. Since such themes often demand **collective action** the cooperation of the rural population in various forms will gain importance and requires due attention of the extension system.

According to the principle of a pluralistic extension system the role of the **private sector** in extension needs increasing attention. There are particular cases where private service providers might come in and provide extension services (cash crops for export, contract farming, chemical industry promoting their products). In such situations the role of the public extension system changes. It needs to be further elaborated what the role of the official extension service includes besides the provision of services to the disadvantaged population segments.

The extension system also might need adaptation with respect to the beginning **public administration reform**. The participatory planning processes promoted by the Village Extension System need to be dovetailed with the foreseen Village Development Plans and District Development Plans. The role of the planned Village Development fund in the remuneration of the Village Extension Worker for activities in the public interest of a village (for example common property resources management) needs to be explored. CETDU and LEAP may further test to organise the extension work in clusters of villages. In case the administrative level “Khet”, which is an additional layer between the district and the villages, gains more importance with the progress of the Public Administration Reform, the adaptation of the extension system to this circumstance needs due attention.

**Lessons learnt** from these important further development processes of the extension system will be fed back to the Extension Platform discussion via the new Knowledge Management System and flow in this way into the extension strategy.

## 4.4 Partners and clients

### Partners in Phase II

The direct partners for Phase II are MAF and SDC through a bilateral Memorandum of Understanding. The responsibility for the implementation of LEAP on the Lao side is NAFES, and on the Swiss side, Helvetas.

In the implementation of Phase II, LEAP will support MAF and NAFES to establish a partnership with all important stakeholders in the field of agricultural extension. Only when MAF and NAFES succeed in gaining the support of these stakeholders for close cooperation, will it be possible to disseminate and further develop the national extension system throughout the country.

### Clients of the extension system

#### Farmers

The main clients of the extension system and indirectly of LEAP are the farming households (with particular emphasis on the resource poor households), the production groups, the village extension workers and the village authorities involved in the village extension system. During Phase II many new villages will be involved in the national extension system due to the scaling up concept. The quality of training, methods, tools and techniques provided by the extensionists and the will of the villagers to manage their own development will be decisive for the benefit that farming households can expect through the extension system.

#### DAFOs

DAFO staff will continue to receive qualified training and close supervision from PAFES as well as coaching from CETDU for expanding into new village clusters. In the new pilot provinces, the benefits for participating DAFO staff will be that they have the chance to learn how to operate a fully functional organisation capable of doing effective participatory extension. They will also receive the benefit of material support from LEAP in facilitating the training process. The main benefit will be an improved and motivating relationship between DAFO staff and villagers, which will allow continuing with and initiating new interesting initiatives. DAFO staff will also benefit from new findings due to the collaboration between research and extension on the district level.

#### PAFO/PAFES

The pilot provinces of Phase I will continue to have training and coaching support from CETDU in order to improve their capacity to train and coach the district extension workers (FSEW) and to work with other projects and donors working within national extension system. The benefit to the new participating PAFOs will be that they have the chance to learn how to support a functional organisation capable of doing effective and participatory extension in the districts of their province. Very similar to the benefit for DAFOs, the main benefit is expected to be a motivating relationship with the FSEW in all districts. Furthermore, the 18 provinces that are part of the exchange networks will benefit by sharing experiences and gaining new ideas. PAFES will benefit also from the new findings due to the collaboration with research institutions on the provincial and district level in order to help the farmers to solve their problems and tackle their challenges well.

#### MAF

MAF is the main direct beneficiary, as the project actually supports MAF in launching the national extension system with a long-term perspective. The benefit during Phase I was the establishment of national capacity for developing methods, tools and skills needed for the implementation of a national extension system. Within CETDU, the necessary human resources were built up. In Phase II, MAF will benefit from the support of the project building the national strategy and

framework in order to introduce the new GES and VES in all the provinces of Laos. A demanding challenge for MAF will be convincing other donors to support the introduction of the national extension system in their project area and to apply the principles of this system in their own extension work.

#### Other donors

Other donors will no longer need to develop their own extension system. They can profit from the experiences of CETDU and LEAP, from the methods, tools, materials, and curricula developed, and from trained PAFES and DAFO staff. They can also ask CETDU for training support and coaching services.

#### Research and education institutions

With the introduction of the national extension system, research and education institutions will gain a partner who is aware of the importance of good linkages between extension and their institutions.

### 4.5 Organisational set up

In this section the institutional set-up for the implementation of LEAP during Phase II is outlined. The MAF and LEAP organisational set-up are graphically presented in Figure 5.

#### Project implementation

During Phase I, CEDTU (within the Technical Division of MAF) was designated as the executing agency for the LEAP. On the Swiss side SDC mandated Helvetas to provide Technical Assistance for the project implementation.

As LEAP will consist of two components with different functions and acting at different levels, it makes sense to link them also on different levels with the governmental structure. Component 1 will be directly linked to the **General Directorate of NAFES** as executing agency with a very **senior officer** as responsible person and member of the Project Management Team. This officer will represent NAFES in the Platform Committee, which is responsible for the guidance of the Extension Platform. He/she will also lead the activities of the Platform Secretariat.

Component II will be directly linked to **CETDU** as the executing agency. The **coordinator of CETDU** is member of the **Project Management Team**.

Thus, the senior officer from NAFES and the CETDU Coordinator form together with the Chief Technical Advisor (Institutional Development Specialist) and the Technical Advisor (Human Resources Development and Training Specialist) the **Project Management Team** that is in charge of the executive management and coordination of all LEAP activities.

#### Steering Committee and Platform Committee

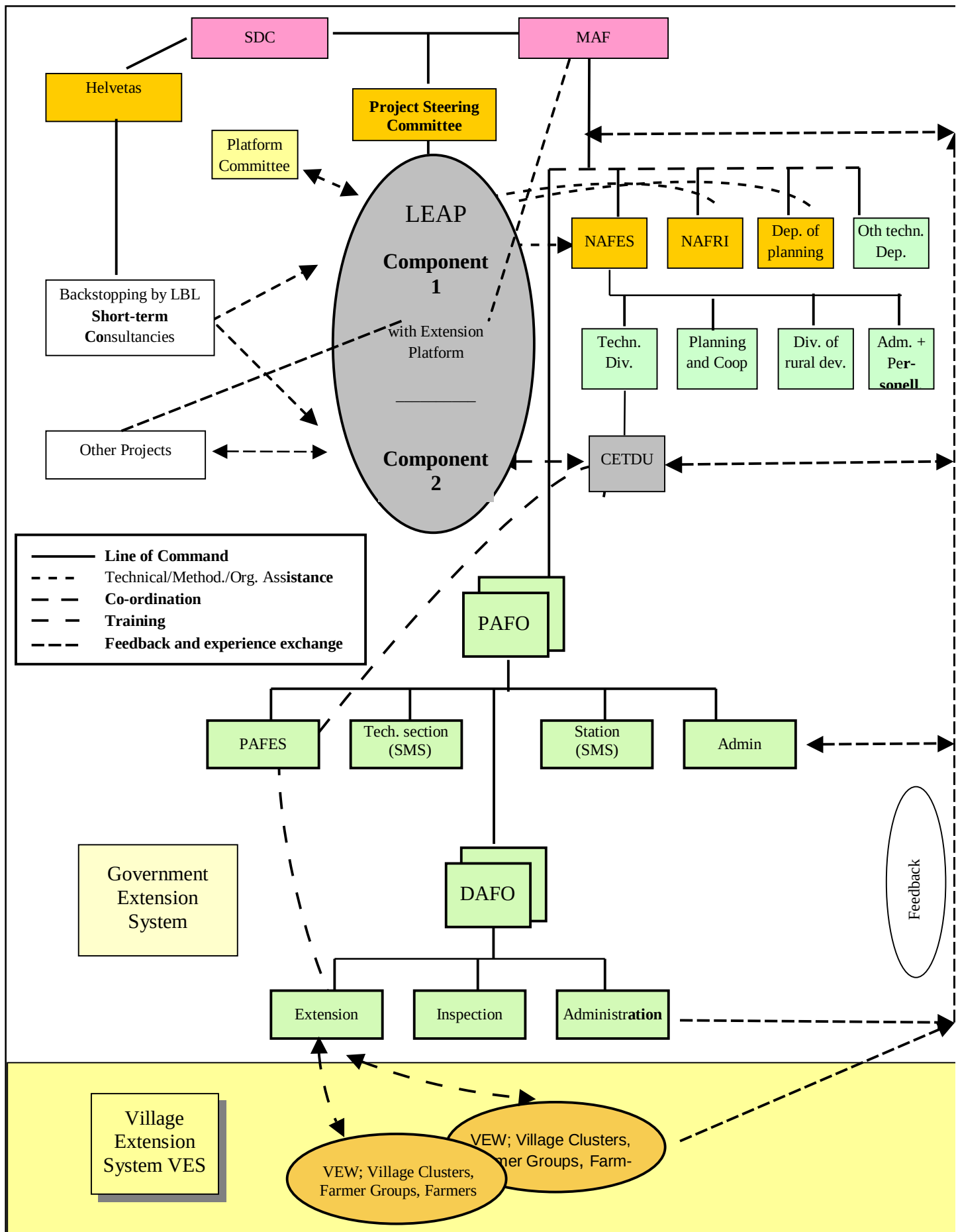
As in the past, the implementation of LEAP will be overseen by the Steering Committee. The frequency of meetings and the composition of the Steering Committee are defined in the Mode of Operations. The Mode of Operations as agreed in Phase I are attached in Annex 8 and shall be revised in the first Steering Committee Meeting of LEAP Phase II. To see the close collaboration between research and extension materialised on this level too, the Steering Committee will be completed with the **General Director of NAFRI**.

The Platform Committee is needed as a guidance and support body to the Extension Platform. It will be chaired by the Permanent Secretary of MAF. Its other members will be the senior officer from NAFES in charge of LEAP, the CTA, one representative of NAFRI and one representative of other donors.

### Backstopping Agency

In addition to the permanent Technical Advisors, the Swiss Centre for Agricultural Extension and Rural Development (Landwirtschaftliche Beratungszentrale Lindau LBL) will provide a regular and continuous backstopping to LEAP in general and CETDU in particular. LBL is thereby seen as a sister-organisation, which has a similar mandate for extension in Switzerland as is envisaged for CETDU in Lao PDR. The backstopping mandate ensures that CETDU remains involved in the international exchange network on extension and will regularly be coached to both contribute to and profit from experiences in other countries, which eventually will enrich the policy dialogue on extension in Laos.

Figure 5: Organisational set up



## CEDTU and the Platform Secretariat

CEDTU and the Platform Secretariat under NAFES are the executive bodies of the two project components. **CEDTU** has been active for two years. It will continue to accomplish the same function as in the first phase (training and coaching PAFES and DAFO staff in the pilot districts, adjusting and further developing training curricula and materials. A new challenge for CEDTU will be to manage the training cascade and to guarantee the quality of the training and coaching in the new provinces.

As described above the **Platform Secretariat** will be entrusted with the executive tasks of the Extension Platform and the Knowledge Management System. This is a very demanding task, which can only be fulfilled if the secretariat staff are highly motivated and receive the necessary training and support from LEAP.

## The regional agricultural service centres

During the planning mission it was mentioned that the creation of four agricultural service centres is foreseen. As the function of these centres is not yet clearly defined, they are not integrated in the organisational set-up. As soon as their function within the national extension system is clarified, LEAP has to analyse what changes have to be made in the following set-up and in the related Terms of Reference.

## Set-up on provincial and district level

The actual set-up on provincial and district level and the job descriptions of the staff members involved have to be adapted so that the national extension system can be implemented in an efficient and effective way. This is part of the assistance of LEAP in the organisational support component (see section 4.2.1.).

# 5 Funding and budget

## 5.1 Means

The means for the project are categorised according to the objectives given in chapter 3 of this document. Each category consists of the HR-activities, equipment, running costs and personnel costs.

### Technical Assistance (TA)

For the duration of Phase II, technical assistance will be required for the implementation of all project components. The TA is provided by the Helvetas mandated by SDC according to the procurement and recruitment guidelines agreed between them. These include a consultative process with MAF.

**Two long term international advisors** support the project implementation: a CTA (36 months) for strategy and institutional development and a training and human resources specialist (36 months).

In addition, **14 months of short term international consultants** are at the disposal of the project. This includes the backstopping mandate given to the Swiss Centre for Agricultural Extension and Rural Development (LBL) and the planning of Phase III. The short term consultants will provide additional support in the areas of training and coaching, training of trainers, extension methods, management tools, facilitation, knowledge management and information and communication technology. It will be the task of the LEAP Project Management Team to design the detailed work-plans and to decide what kind of short term consultancies will be required to effectively implement the project. The consultants are responsible to and report to the Project Management Team.

Additionally, short term national consultants will be mandated to work with the CETDU team for special tasks like regional marketing, links to market and food processing and others (also about 14 months).

The terms of reference for the CTA and the TA can be found in Annex 4.

### Personnel

Ongoing project-success will be highly dependent on the continuity of Phase I staff in CETDU, PAFES and DAFO and on the competency of the new assigned staff for the secretariat, PAFES and DAFO. Extension staff that has attended LEAP training courses and coaching, in particular the precious Master Trainers, shall remain in their positions at least throughout the Phase II of the project. NAFES and its sub-structures minimise the relocation of LEAP trained staff to a minimum.

### CETDU

CETDU is headed by a training coordinator who will work closely with the TA and at least the nine trainers currently employed in CETDU. All the salary costs for this staff member will be borne by MAF. This team will be assisted by additional staff from other divisions within NAFES. It is not planned to increase the number of staff in CETDU significantly in Phase II. However, when doing recruitment, the NGPES targets for the gender balance in the extension service has to be one of the criteria.

For low-intensity on-farm experiments and observations the research personnel of NAFRI will also be provided by MAF.

### PAFES and DAFO staff

MAF is to be responsible for the recruitment and payment of staff for the extension service.

NGPES proposes that till 2020 30% of the extension staff have to be females. LEAP can influence the number of females only indirectly through recruiting guidelines (management tools) and advocating.

### LEAP support staff

Helvetas provides the necessary support staff for the CETDU team, the Platform Secretariat and the LEAP team to function adequately. In addition to existing staff, consisting of an administrator/accountant, a driver and a secretary, it will be necessary to hire one more secretary to assist the Platform Secretariat. The CTA in collaboration with the assigned senior officer of NAFES is responsible for the recruitment of support staff.

### Equipment and running costs

#### CEDTU

The operational costs of CEDTU (including training materials, travel, food and accommodation allowances) will be borne by the project as in Phase I.

Replacement of the equipment as necessary is also covered by the project. The replacement of two cars (one in 2006 and one in 2007) is budgeted.

### Platform Secretariat and KM

The secretariat is a new unit to be formed. Therefore all the equipment necessary, such as furniture, air conditioning, computers, printer, beamer, photocopy-machine, network, telephones, two motorbikes and one car for its three MAF staff and the secretary, has to be procured.

Initially the project will bear the running costs for this unit. However as this unit presents an added value for all donors active in the field of extension and research, communal funding should be a target, whereby the major donors may contribute to the yearly running costs. LEAP will ac-

tively approach potential donors such as FAO, WB, ADB, SIDA and JICA. The budget already contains an increasing cost-sharing contribution from other donors (an estimated 5000 \$ per year per donor).

#### **Running costs for PAFES and DAFO staff and equipment in the three old and the two new pilot provinces with LEAP support**

Whereas MAF covers the salary for all CEDTU, PAFES and DAFO staff working in extension, the related expenses for travel, food and accommodation are paid by the project according to the existing allowances-grid. As in Phase I, the major part of the running costs (included the training material) will also be covered by the project.

In Phase I, these costs were paid in the form of an annual lump sum to NAFES. It is recommended that this system continues and that NAFES establishes an effective controlling system to ensure the proper handling of this money.

The necessary equipment for the two new provinces and the four new districts in these provinces as well as the necessary equipment in the old provinces for the planned increase in extension staff is also budgeted according to the figures given in the up-scaling and cascade concept described in Section 4.2.2. and Annex 6.

Field allowances for research personnel from NAFRI will be covered by the project only in cases where these are not already covered by another donor working in the field of agricultural research. The same applies to lecturers involved in practical activities. Those costs should be covered through the budget for national consultants.

#### **Running costs for PAFES and DAFO staff and equipment in the 13 remaining provinces to be added**

It is planned to introduce the national extension system in one district in each of the remaining 13 provinces. This will be an initial boost which demonstrates how this extension system works in practice. All these provinces will benefit in Phase II from basic training sequences over one year. In addition they will receive basic equipment to be able to run activities by themselves. The project will cover this initial cost if it is not being covered by another donor.

## **5.2 Budget**

The total costs of the project for Phase II will be \$ 3,330,000. The government contribution will be \$ 250,000, consisting of salary for staff at DAFO-level (156 persons) and 74 persons in CEDTU and PAFO (\$ 150,000) and in addition offices, electricity, water and tax reduction (\$ 100,000), representing 12.1% of the operational costs. The project-budget covered by SDC for Phase II amounts to \$ 3,080,000. This amount includes two permanent expatriates, the overhead costs of the implementing agency and an external evaluation.

A summary budget is presented in Table 3 below, based on a detailed budget in Annex 5.

As mentioned in the paragraph "Running costs for PAFES and DAFO staff and equipment " the necessary amount to cover the running cost for PAFES and DAFO will be channelled through the existing project account under NAFES as in the precedent phase.

| Components Project Cost Summary |                                                    | 2005           | 2006           | 2007           | Total USD        |                  | Total CHF        |                  |
|---------------------------------|----------------------------------------------------|----------------|----------------|----------------|------------------|------------------|------------------|------------------|
|                                 |                                                    | SDC            | SDC            | SDC            | GoL              | SDC              | GoL              | SDC              |
|                                 | <b>Components</b>                                  |                |                |                |                  |                  |                  |                  |
| Obj.A                           | Subtotal component 1,1; staff strengthening        | 225            | 90             | 90             |                  | 405              |                  | 506              |
|                                 | Subtotal component 1,2; equipment                  | 42'100         | 0              | 0              |                  | 42'100           |                  | 52'625           |
|                                 | Subtotal component 1,3; running costs              | 47'600         | 33'200         | 41'200         |                  | 122'000          |                  | 152'500          |
|                                 | Subtotal component 1,4; personnel                  | 3'600          | 3'600          | 3'600          |                  | 10'800           |                  | 13'500           |
|                                 | Subtotal component 1,5; payment 3 parties          | -5'000         | -25'000        | -50'000        |                  | -80'000          |                  | -100'000         |
|                                 | <b>Total component 1,1-1,5</b>                     | <b>88'525</b>  | <b>11'890</b>  | <b>-5'110</b>  |                  | <b>95'305</b>    |                  | <b>119'131</b>   |
| Obj.B                           | <b>Total component 2; Institutional Streng.</b>    | <b>1'500</b>   | <b>330</b>     | <b>2'256</b>   |                  | <b>4'086</b>     |                  | <b>5'108</b>     |
| Obj.C                           | Subtotal component 3,1; training 13 prov.          | 20'000         | 50'000         | 60'000         |                  | 130'000          |                  | 162'500          |
|                                 | Subtotal component 3,2; equipment                  | 17'540         | 43'850         | 50'850         |                  | 112'240          |                  | 140'300          |
|                                 | Subtotal component 3,3; CEDTU training             | 0              | 0              | 0              |                  | 0                |                  | 0                |
|                                 | Subtotal component 3,4; equipment LEAP/CEDTU       | 12'000         | 32'000         | 32'000         |                  | 76'000           |                  | 95'000           |
|                                 | Subtotal component 3,5; operational cost LEAP/CE   | 70'000         | 70'000         | 70'000         | 100'000          | 210'000          | 125'000          | 262'500          |
|                                 | Subtotal component 3,6; personnel cost LEAP        | 15'000         | 15'000         | 15'000         | 150'000          | 45'000           | 187'500          | 56'250           |
|                                 | <b>Total component 3,1-3,6</b>                     | <b>134'540</b> | <b>210'850</b> | <b>227'850</b> | <b>250'000</b>   | <b>573'240</b>   | <b>312'500</b>   | <b>716'550</b>   |
| Obj.D                           | Subtotal component 4,1; training 5 prov.           | 24'000         | 24'000         | 24'000         |                  | 72'000           |                  | 90'000           |
|                                 | Subtotal component 4,2; equipment PAFES            | 63'600         | 0              | 0              |                  | 63'600           |                  | 79'500           |
|                                 | Subtotal component 4,3; running PAFES              | 20'000         | 20'000         | 20'000         |                  | 60'000           |                  | 75'000           |
|                                 | Subtotal component 4,4; training district          | 91'000         | 91'000         | 91'000         |                  | 273'000          |                  | 341'250          |
|                                 | Subtotal component 4,5; equipment DAFO             | 87'700         | 0              | 0              |                  | 87'700           |                  | 109'625          |
|                                 | Subtotal component 4,6; running DAFO               | 84'500         | 84'500         | 84'500         |                  | 253'500          |                  | 316'875          |
|                                 | <b>Total Component 4,1-4,6</b>                     | <b>370'800</b> | <b>219'500</b> | <b>219'500</b> |                  | <b>809'800</b>   |                  | <b>1'012'250</b> |
| 5                               | Subtotal 5,1, local consultant                     | 35'000         | 35'000         | 35'000         |                  | 105'000          |                  | 131'250          |
|                                 | Sub Total component 5,2; ext. consult.             | 80'000         | 75'000         | 40'000         |                  | 225'000          |                  | 281'250          |
|                                 | <b>Total 5.1 - 5.2</b>                             | <b>115'000</b> | <b>110'000</b> | <b>105'000</b> |                  | <b>330'000</b>   |                  | <b>412'500</b>   |
| 1 to 5                          | <b>Total Operational (components 1 - 5)</b>        | <b>710'365</b> | <b>552'570</b> | <b>549'496</b> | <b>250'000</b>   | <b>1'812'431</b> |                  | <b>2'265'539</b> |
| 6                               | <b>Technical Assistance and overhead Helvetas</b>  |                |                |                |                  | <b>1'227'569</b> |                  | <b>1'534'461</b> |
| 7                               | <b>External Evaluation (directly SDC financed)</b> |                |                |                |                  | <b>40'000</b>    |                  | <b>50'000</b>    |
|                                 | <b>Grand Total GoL and SDC separate</b>            |                |                |                | <b>250'000</b>   | <b>3'080'000</b> | <b>312'500</b>   | <b>3'850'000</b> |
|                                 | <b>Grand Total LEAP Phase II</b>                   |                |                |                | <b>3'330'000</b> |                  | <b>4'162'500</b> |                  |

## 6 Controlling

### 6.1 Monitoring

In the first phase of the LEAP project, great efforts were made to introduce a comprehensive monitoring system. Planning tools, budgeting and reporting were introduced and training was conducted in these skills. However there were only gradual improvements made, and the absorptive capacity at district and provincial level is still limited.

The guiding principles of LEAP entails that LEAP has to be a learning project. Results have to be continuously built into the approach and the monitoring system.

In Phase II these issues should be pushed further, particularly the utilisation of the qualitative components of the monitoring and reporting system as management tools. Useful information for the fine-tuning of the approach and the related processes could be, for instance, the level of gender responsiveness, the quality of the functioning of the group, adoption rates of new techniques, problems encountered, VEW assessment, and CoP assessment (Report of external review and mission scope December, 2003). The SIFT tool has been introduced as part of the extension methodology. Its potential for process monitoring and self-assessment however should be further tapped. LEAP continues to strengthen the capacity of the NAFES, PAFES, and DAFO staff in the field of monitoring, evaluation and reporting through introducing new management tools and through further training.

The future Knowledge Management System will process all results that may be of interest to others working in the field of extension and make these results accessible through the information channels and the different platforms that will be developed. An intensified exchange of experience will also take place in the Extension Platform, which will become active right from the beginning of Phase II, whereas the KMS will only slowly start to bear fruit.

### 6.2 Reporting

CTA and TA will assist the NPD and the CETDU coordinator to prepare a biennial report about the state of project implementation. These reports will be the basis for discussions in the steering committee. The yearly report should comment on the appropriateness of the selected approaches, the efficacy of the arrangements made and should review the results of the different project components. Based on these reviews, the steering committee will decide on changes needed in the project design and implementation.

### 6.3 Evaluation

A project self-evaluation involving the most important stakeholders is scheduled for the beginning of the third year. It shall identify critical issues and key-questions to also feed into a subsequent light external review, that will be commissioned by SDC. The findings of this process prepare the ground for the Planning for Phase III.

## 7 Assessment of risks and potentials

The risks and potentials depend in part on the perspective of the project. We therefore start this chapter with a short description of the mid term perspective.

### 7.1 Mid term perspective

The objectives and the results defined in the logical framework are based on the assumptions that MAF is strongly committed to implementing its own strategy in a realistic timeframe and to acting as a learning organisation by continuously integrating important lessons learned. It is also assumed that donors active in the field of agricultural extension will be bound by MAF to fit into this mainstream. If these conditions are more or less fulfilled the following vision could become reality.

#### Phase II

In Phase II other stakeholders will adopt the system and contribute herewith to an increased speed of the establishment of the demand-driven agricultural extension system. In the LEAP pilot areas (five provinces, three old with 3 districts each; and two new provinces with two districts each) most of the villages will adopt the new system. New initiatives, beyond the main initiatives showed in Phase I, will emerge, involving demand-led research activities, improved techniques and first marketing experiences. First experiences with the involvement of the private sector and with establishing market chains are possible.

Piloting carefully with a mandate system where the FSEW/SMS are paid according to the quality of their advice can be started in the pilot provinces, taking into account experiences in KSAP/RAS, Kyrgyzstan. Compensation of the VEW through their “clients” needs careful monitoring and shouldn’t be forced, as the work is still in an early stage.

Through exchange facilitation, it is hoped that villages in other districts will start to show interest and willingness to start similar initiatives by themselves, encouraging DAFO in their district to adopt the approaches voluntarily. The same could also happen in other districts or provinces supported by other donors.

It will be interesting to observe those districts where only initial training and basic equipment is given. FSEW and PAFES personnel may investigate what is going on in neighbouring provinces, and thus new and surprising ideas may emerge.

Initial collaboration in demand-led research with research institutes can be started in Phase II. It would be best for such collaboration to start with a few small but powerful activities a small number of districts. The same is true for collaboration with educational institutes in the field of agriculture extension.

On the national level one could expect that the efforts to coordinate the donors and other stakeholders through the platform will show effective positive results that might lead in Phase III again to wider dissemination through new adjustments.

The expectations of the new KM System shouldn’t be too high, as all prior experience shows that such a system needs quite some time until the first results can be seen. This is due to changes it will bring in the institutional culture.

#### Phase III and IV

If Phase II shows good results, the dissemination and the adjustment have to go on in Phase III and Phase IV. KMS may also show some initial results in this phase. But drawbacks must also be expected. The main hindrances are the lack of finances and backing out of donors that could lead to certain domino-effects. Well established and long-term working relationships, however, will help to overcome such threats. All the parties involved have to understand clearly that achieve-

ment of the project goal to develop and implement a decentralised, participatory, pluralistic extension system that reaches female and male farmers equally throughout the country,

**is a medium to long-term undertaking, asking for tenacity, patience, pertinence and commitment from everyone.**

## 7.2 Risks

The risks and potentials that could affect the project are related to project implementation and project impacts. Many of the risks are presented in the logical framework. In the following section, only some critical risks and potentials are highlighted:

### Local financing of VES

For VES to be successful and spread quickly throughout the country, farmers should be interested in applying the production technology delivered to them. Farmers, together with researchers and extensionists, also need to be involved in exploring which other improvements they can realise in the field of production, marketing, post harvesting, and organisation. Remuneration for services provided (by the VEW) could be a critical barrier to the sustainability and further expansion of VES. Farmers may not be able to finance the VES due to their low financial status or the lack of credit facilities in their area. Furthermore, farmers may be unwilling to invest in new and unfamiliar production technology. However, so far a compensation of the VEW in cash or kind has not shown itself as a major issue. Other values, such as social recognition, reciprocity and social responsibility are stronger motivating factors for the VEW. Already during Phase I LEAP commissioned studies to elaborate future compensation mechanisms. They follow the line that the production groups remunerate services in their private interest from the gained profit while the village authorities compensate the VEW for services in the public interest. In the frame Objective D LEAP will continue to develop and test compensation mechanisms in a participatory process in order to be well prepared should this issue gain importance.

### Budgetary support for FSEW

Secured budget availability for FSEW to provide training and extension services to farmers is crucial for sustainability of the extension system. Lack of continuous budget support to FSEW to carry out systematic extension services could delay the process and might jeopardise the whole system developed by the project. Extension service has to be regarded as a routine activity at DAFO level for which government budget has to be allocated. This is difficult if extension is not a visible component within DAFO and if the activity is not streamlined with the overall socio-economic development of the district. Such a development plan exists but integration of activities across sectors is not yet in a concrete form. On the other side the Government explicitly acknowledges the importance of extension in the recently issued NGPES and one may expect that agricultural extension is given the necessary priority to assure stable funding. In addition it is expected that with the help of LEAP the extension activities yield tangible results, which in turn raise the importance of extension on the Government's priority list. The planned extension platform is the vehicle to show and disseminate the results and impact of the Laos extension system to all key stakeholders. This awareness creation process will substantially contribute to the Government's preparedness to finance extension.

### Quality of extension staff; selection of suitable staff members

The project aims at institutionalising the extension system nation-wide through coordinated efforts with all stakeholders. The scaling up approach is based on cascade training with the village extension workers at village level. So the question to be asked is 'Are VEWs really able to train the villagers and to facilitate the learning groups?' At district and provincial level enough PAFES and DAFO staff members are available, but they are not competent in providing extension services. Skill development of existing staff in extension methodologies and management is time

consuming and there is a risk of unsuitable people being selected for extension training. Transfer or promotion of qualified staff to other positions is also likely to be a risk. These risks could greatly delay the scaling-up process.

Certainly LEAP addresses these risks with the planned training and coaching programme (objective C). The question of staff relocation has been touched in paragraph 5.1. in this document and provision has been made to train more staff than initially required in order to compensate for drop outs, relocated staff etc.

### Appropriate extension contents

The content of extension activities has to fit with the local conditions (physical and social). Therefore extensionists and researchers have to be ready to listen to the farmers, to adapt their curricula, and to observe changes taking place in the villages and in the farming systems. If extensionists think their job is limited to transmitting a technical message; the villagers will not accept them. With the introduction of Participatory Technology Development and other participatory extension methods LEAP furthers also in Phase II the “Farmers First” mentality. Illustrative success stories, convincingly told by peers, will accelerate this important mind shift among the extension staffs. Again here the planned extension platform and the envisaged knowledge sharing system will greatly contribute to this process.

### Number of qualified Master Trainers

During the next phase approximately 20 Master Trainers should be training and coaching PAFES and DAFO staff for the planned scaling up. They should also be developing, testing and implementing curricula for various subjects needed in the refresher and upgrading training and elaborating didactic material together with dedicated SMS. Actually 21 Master Trainers exist on paper but only 5 of them are more or less able to fulfil this job profile. If CETDU with the support of LEAP does not succeed building up this human capacity, the scaling up will not be possible, either in quantity or in quality. This means that NAFES must be prepared to name only highly qualified and motivated persons for this job, and that well experienced PAFES or DAFO staff members be permitted to join the team of Master Trainers. The LEAP Steering Committee is the place to address this issue if deemed necessary.

### Lack of enabling working mechanism within NAFES, PAFES and DAFO

As a national institution responsible for developing and managing sustainable agricultural and forestry extension services, NAFES has to strengthen itself in its capacity as well as in its working mechanisms. There are risks if appropriate capacity and working mechanisms are not available within NAFES to effectively coordinate, plan and support the system. For this reason Phase II of LEAP has a strong institutional development component. However, project assistance to improve the conditions will not have much impact if ownership of change is not felt by NAFES and strong support from MAF is not obtained. For this reason the preparation of phase 2 was conducted as a participatory process and all stakeholders have explicitly confirmed the present document.

### Donors do not apply the guidelines

There are several development projects operating in the field of agriculture and forestry in the Lao PDR. Most of them have their own extension component. There are risks to successfully institutionalise the system nation-wide during the project period. Donors may not readily apply the guidelines developed. Increasing efforts to make the system known and to build up and improve linkages and coordination among different stakeholders through platform forum and institutional collaboration are supported by LEAP.

### Non availability of production factors (Fertilizer, seeds, credits,...)

Extension cannot provide input such as fertilisers, seed and credit. But it is evident that these are needed for certain progress in production. Extension can help to build up linkages between the

production groups and the providers of these goods and services. But reasonable accessibility to these providers cannot be guaranteed. Another danger is that the providers have no suitable products for small farmers (e.g. credit conditions of the Agricultural Promotion Bank are not appropriate for small farmers). Within its limited sphere of influence, LEAP will mitigate this risk by including topics such as access to credits and agricultural inputs into the learning projects of the farmers' production groups, and put even greater emphasis on farmer group and inter-group formation.

### 7.3 Potentials

#### Awareness of local partners

There are promising signs from the first phase that the extension system can be expanded to other areas. The system has been found appropriate and its importance has been recognised not only by the staff involved but also by the head of PAFO, the district governors and the farmers. Cham-pasak has already taken a step forward to multiply the system to all the districts. PAFES staff who went through the training process tested during Phase I, are confident they can train DAFO staff by themselves.

#### Needs for a consolidated extension system

There is a strong need and strong support for the development of a national extension system from the government, especially MAF. Many projects have also felt the need for a good extension system and many are willing to cooperate in the development of the national extension system.

#### Existence of a number of projects

Development programmes in agriculture and forestry are being implemented through out the country. Research projects are also being implemented in many parts. There is a great potential for coordination or for integrating extension services into these projects as they are obliged to channel their activities through the existing PAFO and DAFO structures. Further, the DAFO staff who are themselves extensionists are involved in the implementation of most of those programmes.

#### Existence of rural financial facility

Quite often, the application of improved technology (including low-cost technology) in production activity at household level is constrained by unwillingness to contribute due to a mindset of dependency in the villagers or due to a scarcity of development funds. Presently, there are rural financial activities operational in different parts of the country as well as in the pilot provinces and districts. Many donors and organisations are involved and there are many different types of funds existing from which good lessons and experiences can be drawn to line those funds up to support production activities.

#### Mainstreaming extension services

Synchronisation/integration of the extension system into the main stream of development in different areas is potentially an appropriate means of solving or minimising the coordination and funding problems as well as budgeting difficulties which affect efficient multiplication of the extension system. However, integrated development plans are needed at village as well as at district level.

## Annex 1: Program Planning Mission

| Date     |                                           | Activity                                                                                                                                                     |
|----------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| April 26 | 15.00                                     | LEAP                                                                                                                                                         |
| April 27 | 09.00<br>14.00                            | Introduction to LEAP; Fine tuning the program<br>NAFES                                                                                                       |
| April 28 | 09.00<br>10.15<br>13.30<br>15.00<br>16.00 | Meetings<br>§ MAF (Anonth Khamhoung, Inthadom Akkharath);<br>§ ADB (Keu Moua)<br>§ Lao Womens Union (Ms. Chanhthum)<br>§ EU (Mel)<br>§ Care (Zwack)          |
| April 29 | 8.30<br>9.45<br>13.00<br>14.00            | Meetings<br>§ WB (Thongsoune Bounphasaysonh)<br>§ IRRI (Kouang Douangsila)<br>§ CIAT (John Connel)<br>§ FAO Hazelman, Ms. Bounphama                          |
| April 30 | 09.00<br>10.30<br>11.30<br>13.30          | Meetings:<br>§ NAFRI (Ms Monethathip);<br>§ SIDA (Mossberg); / Faculté d'agriculture (Thongphanh)<br>§ JICA (Iwasa), EU<br>§ Introduction in framework       |
| May 1    |                                           | Preparation Field visit (questionnaire)<br>Framework                                                                                                         |
| May 2    |                                           | <i>Travel to provinces (Split Groups)</i>                                                                                                                    |
| May 3    |                                           | DAFO District Nambak, LP<br>Field visit in Nambak<br>Field visit in Khomgsedone, SRV<br>DAFO Khomdedone<br>Field visit in Phonethong, CPS<br>DAFO Phonethong |
| May 4    |                                           | DAFO Pak Ou<br>Field visit in Pak Ou<br>PAFO LP<br>PAFO CPS<br>District Governor Phonethong<br>PAFO PAFES Saravanh                                           |
| May 5    | 07.00<br>11.00<br>p.m.                    | <i>Back to Vientiane;</i><br>Exploring the findings<br>Exploring the findings                                                                                |
| May 6    | Whole day                                 | Framework                                                                                                                                                    |
| May 7    | a.m.<br>p.m.                              | Preparation workshop, framework<br>Planning Workshop (Work on objectives, outputs, indicators,                                                               |
| May 8    | Whole day                                 | Framework<br>Conceptualisation                                                                                                                               |
| May 9    |                                           | <i>Individual work on Report</i>                                                                                                                             |
| May 10   | Whole day                                 | Organisational set up<br>Report writing                                                                                                                      |
| May 11   | Whole day                                 | Report writing,<br>Budget, Scaling up                                                                                                                        |
| May 12   | a.m.<br>p.m.                              | Preparation debriefing<br>Debriefing with NAFES, NAFRI                                                                                                       |
| May 13   | Whole day                                 | Report writing                                                                                                                                               |

## Annex 2: People met by the Planning Mission

### 1. Groups

|                                       |                                        |
|---------------------------------------|----------------------------------------|
| Village authorities, VEWs, PG members | Ban Nongteng, Kongsedone District, SRV |
| Village authorities, VEWs, PG members | Ban Km 12, Phonethong district, CPS    |
| Village authorities, VEWs, PG members | Ban Hatkham, Pak ou District, LP       |
| Village authorities, VEWs, PG members | Ban Vangkham, Nambak District, LP      |
| Village authorities, VEWs, PG members | Ban Vang Hin, Nambak District, LP      |

### 2. Individuals

| <b>Name</b>                        | <b>Position, Organisation</b>                    |
|------------------------------------|--------------------------------------------------|
| Mr. Anonth Khamhung                | DG Dept. of Planning, MAF                        |
| Mr. Inthadom Akkharath             | Permanent Secretary, MAF                         |
| Mr. Vannakone Phommasthit          | DG NAFES, MAF                                    |
| Dr. Phet Phomphiphak               | Dpty DG NAFES, MAF                               |
| Dr. Somnuk Thirasack               | Dpty DG NAFES, MAF                               |
| Mr Pheng Souvanthong               | D Planning and Cooperation Division, NAFES, MAF  |
| Mr. Somxay Sisanonh                | NDP LEAP, NAFES, MAF                             |
| Ass. Prof. Thongphanh Kousonsavath | Doyen de la Faculté d'Agriculture de Nabong      |
| Mr. Thongsoune Bounphasaysonh      | NPD FORCOM, NAFES, MAF                           |
| Mr. Thomas Jonsson                 | CTA FORCOM, NAFES, MAF                           |
| Mr. Kouang Douangsila              | NPD Lao-IRRI Project, NAFRI, MAF                 |
| Ms. Chanthem Latmany               | Chief of Cabinet, Lao Women's Union              |
| Mr.Karl Gerner                     | CTA LEAP, MAFES, NAF                             |
| Ms. Andrea Schroeter               | TA LEAP, NAFES, MAF                              |
| Mr Keu Moua                        | Project implementation officer, ADB              |
| Mr Mel Jones                       | Senior program officer, EU                       |
| Ms. Geraldine Zwack                | Country Director, CARE International in Lao PDR. |
| Mr. John G. Connell                | CIAT                                             |
| Mr. Malcolm P. Hazelman            | Senior Officer, FAO RAP, Bangkok                 |
| Ms Bounphama Phothisane            | Assistant FAO Representative                     |
| Mr. Carl Gustav Mossberg           | Lao-Swedish UAFPR, NAFRI, MAF                    |
| Mr. Iwasa Masayuki                 | CTA FORCOM, NAFES, MAF                           |
| Ms Noriko Ishibashi                | TA FORCOM, NAFES, MAF                            |

| <b>Name</b>                         | <b>Position, Organisation</b>              |
|-------------------------------------|--------------------------------------------|
| Mr. Khambay Khamsana                | NPD FORCOM, NAFES, MAF                     |
| Mr. Soupany Silibounyo              | Dpty. Head, PAFO Champasak                 |
| Mr. Vilavong Vannalath              | Head, PAFES, Champasak                     |
| Mr. Viengxay Sipaphone              | Dpty. Head, PAFES Champasak                |
| Mr. Phetdavanh Vongkhamso           | Coordinator, PAFES Champasak               |
| Mr. Atkeo                           | Vice Governor, Phonethong District         |
| Mr. Noupay Boutsaseng               | Coordinator, Dpty head, DAFO Phonethong    |
| Mr. Phouangphet Souvannamethy       | DAFO staff (LEAP), Phonethong District     |
| Ms. Somkhit Chanthamath             | DAFO staff (LEAP), Phonethong District     |
| Ms. Khamphoun Manikan               | DAFO staff (LEAP), Phonethong District     |
| Mr. Bouali Khamkham                 | Dpty. PAFO, Salavanh                       |
| Mr. Kiphachanh Posali               | Coordinator, Dpty. PAFES, Salavanh         |
| Mr. Khamphane                       | Head of Cooperation Section, PAFO Salavanh |
| Ms. Bouachanh Thongchaleun          | Staff, PAFES Salavanh                      |
| Mr. Somlith Vongvichit              | Head, DAFO Khongsadone                     |
| Mr. Thanousone Sounthala            | Coordinator, Dpty Head DAFO Khongsadone    |
| Mr. Souphanh Chansamoud             | DAFO staff (LEAP), DAFO Khongsadone        |
| Mr. Somphong Padichit               | Head, PAFO Luangphabang                    |
| Mr. Vanthong Ngeuamboupha           | Dpty. Head, PAFES Luangphabang             |
| Mr. Thongphout Sayyavanh            | PAFES staff, PAFES Luangphabang            |
| Mr. Vanpheng Kanoutham              | Head, DAFO Nambak                          |
| Mr. Ounheune Phangsanoukhongchaleun | Dpty. Head, DAFO Nambak                    |
| Mr. Singkham Sisouphanh             | LEAP Coordinator, DAFO Nambak              |
| Mr. Maysone Phanthachit             | Extension staff (LEAP), DAFO Nambak        |
| Mr. Sipha                           | Extension staff (LEAP), DAFO Nambak        |
| Mr. Somany                          | Extension staff (LEAP), DAFO Nambak        |
| Mr. Bounchanh Thirasack             | LEAP Coordinator, Dpty. Head, DAFO Pak Ou  |
| Mr. Sounthone Sidaphone             | LEAP Coordinator, DAFO Pak Ou              |
| Mr. Ketkeo Phoummalangsy            | Extension staff (LEAP), DAFO Pak Ou        |
| Mr. Amphay Sisamone                 | Extension staff (LEAP), DAFO Pak Ou        |

### Annex 3: Logical Framework of LEAP Phase II

| Narrative Summary                                                                                                                                                    | Implicit elements and prerequisites | Objectively verifiable indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Sources of verification                                                                                                                                                                                                                                     | Important assumptions                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Development Goal</b>                                                                                                                                              | -                                   | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                                                                                                                                                                                                           | -                                                                                                                                                                                                                                                                                                                               |
| To achieve food security, alleviate poverty in rural areas and improve the livelihood of Lao farmers through an effective agricultural extension system              | -                                   | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                                                                                                                                                                                                           | -                                                                                                                                                                                                                                                                                                                               |
| <b>Goal of the project</b>                                                                                                                                           |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                 |
| To support the development of a decentralised, participatory, pluralistic and sustainable agricultural extension system that reaches male and female farmers equally | -                                   | <ul style="list-style-type: none"> <li>Officially endorsed agric. extension system is operational in at least one district of all 18 provinces and in all or several districts of at least 5 provinces by December 2007.</li> <li>At least 70% of trained FSEW's and PAFES staff are satisfied with training and coaching received, and FSEW's are receiving a satisfactory level of support from SMS's by December 2007.</li> <li>At least 70% of production group members believe support received from GES/VES has a measurable and significant added value to their livelihoods by December 2005.</li> <li>Production group members include on average of at least 30% women and 20% poor households as active participants by December 2007.</li> <li>VES has become an independently sustaining element of the national extension system, and is self-replicating across the district, throughout the phase.</li> </ul> | <ul style="list-style-type: none"> <li>LEAP reports and-NAFES Reports</li> <li>Result of opinion poll, LEAP reports</li> <li>SIFT Results, consolidated in NAFES monitoring</li> <li>NAFES monitoring</li> <li>NAFES monitoring and LEAP reports</li> </ul> | <ul style="list-style-type: none"> <li>Farmers have access to productive resources such as land, credits, inputs, markets</li> <li>The agricultural policy in the Lao PDR sets a favourable framework for farmers</li> <li>The overall economic situation does not negatively influence rural development in Lao PDR</li> </ul> |

| Narrative Summary                                                                                                                                                                                                              | Implicit elements and prerequisites                                                                                                                                                                                                                                                                                                                                                                        | Objectively verifiable indicators                                                                                                                                                                                                                                                                                                                                                                                                                                           | Sources of verification                                                                                                         | Important assumptions                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objectives of the project                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                 |                                                                                                                                                                                                                                                                                              |
| <b>A: To assist MAF and NAFES in strategically planning sustainable national extension services, in conformity to the Lao PDR Strategic Vision for the Agricultural Sector and the National Poverty Eradication Program</b>    |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                 |                                                                                                                                                                                                                                                                                              |
| A1. The national strategy for agricultural extension is developed and provides a framework (goal/mission, contents, guiding principals, institutional structure) applied by all stakeholders involved in the extension system. | <ul style="list-style-type: none"> <li>The strategy defines appropriate mechanisms that ensure sustainability of the agricultural extension system</li> <li>The strategy is demand based and includes social equity/inclusiveness (e.g. gender, ethnicity)</li> <li>The strategy aims to reach also geographically and economically disadvantaged villages with a majority of ethnic minorities</li> </ul> | <ul style="list-style-type: none"> <li>Multi-stakeholder consensus is reached on an extension strategy (through Extension Platform) by mid-2005, and endorsed by MAF by December 2005.</li> <li>The Strategy is fully adopted in at least one district of all 18 provinces, and in several or all districts of 5 provinces, as well as on at least five international donor supported programmes, by December 2007.</li> </ul>                                              | <ul style="list-style-type: none"> <li>Minutes of platform meetings</li> <li>Document from MAF</li> <li>LEAP reports</li> </ul> | <ul style="list-style-type: none"> <li>There is strong commitment of MAF for the extension strategy</li> <li>MAF obliges donors with agricultural extension projects to apply the national extension system</li> <li>MAF's Target for gender equity according to NGPES is defined</li> </ul> |
| A2. Joint GOL-donor Extension Platform is established and serves as a forum for exchanging experiences and for coordinating various activities related to agriculture extension.                                               | <ul style="list-style-type: none"> <li>Cabinet Office of MAF is chairing the platform</li> <li>TOR, rules and procedures for the platform and its secretariat are developed jointly with the stakeholders</li> <li>NAFES takes its role as a coordinator for all the projects in extension and assigns two to three qualified staff to the platform secretariat</li> </ul>                                 | <ul style="list-style-type: none"> <li>Multi-stakeholder Extension Platform established with necessary thematic working groups and concrete activity plan for the first year, by March 2005.</li> <li>Outcomes of at least four (4) thematic / topic-specific workshops are being translated into action at field level, by December 2006.</li> <li>Other donors contribute a minimum of \$5,000 in 2005; \$25,000 in 2006 and \$50,000 in 2007 to the Platform.</li> </ul> | <ul style="list-style-type: none"> <li>Minutes of platform meetings</li> <li>LEAP Report</li> <li>LEAP accounts</li> </ul>      | <ul style="list-style-type: none"> <li>Stakeholders involved are open for collaboration and committed</li> </ul>                                                                                                                                                                             |
| A3. To complete the Extension Platform, a Knowledge Management System including vertically and horizontally linkages among stakeholders is initiated                                                                           | <ul style="list-style-type: none"> <li>Extension staff as well as other stakeholders are willing to use this medium for their information, and experience sharing</li> <li>The platform Secretariat will manage the information processing</li> </ul>                                                                                                                                                      | <ul style="list-style-type: none"> <li>NAFES / LEAP developed an easily assessable (also to PAFO / DAFO) and effective knowledge management System (KMS) with a steady growing number of subscribers, and an ability to disseminate Specific Actionable Recommendations (SAR), by June 2006.</li> </ul>                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Documented concept</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Necessary facilities on selected PAFO/DAFO levels are provided</li> <li>Other stakeholders start to contribute to the KM-budget</li> </ul>                                                                                                            |

| Narrative Summary                                                                                                                                                                                                   | Implicit elements and prerequisites                                                                                                                                                                                       | Objectively verifiable indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Sources of verification                                                                           | Important assumptions                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Training for all with the platform related staff has taken place</li> </ul>                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                   |                                                                                                                                                                                |
| <b>B: To assist MAF and NAFES in effectively supporting sustainable national extension services</b>                                                                                                                 |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                   |                                                                                                                                                                                |
| B1. Strategic planning and management capacity of NAFES staff is enhanced                                                                                                                                           | <ul style="list-style-type: none"> <li>• Availability of qualified staff (core group)</li> <li>• Training budget</li> <li>• Clear roles for the organisation with approved roles and responsibilities of NAFES</li> </ul> | <ul style="list-style-type: none"> <li>• (Strategic) Planning and Management tools handbook (incl. guidelines, institutions, rules, regulations), developed and tested by June 2006.</li> <li>• All NAFES unit heads trained in tools handbook use (e.g. ToR's, staff assessment sheets, monitoring and controlling), and handbook officially introduced into NAFES by June 2007.</li> <li>• Long term HRD plan for all staff levels developed and in place by December 2005 (incl. training magnitude and funding requirements).</li> </ul> | <ul style="list-style-type: none"> <li>• Training Reports</li> <li>• Documented plan</li> </ul>   | <ul style="list-style-type: none"> <li>• Ownership to change management in within NAFES</li> </ul>                                                                             |
| B2. The action plan for up-scaling the national extension strategy and system is developed, implemented, monitored and adjusted                                                                                     | <ul style="list-style-type: none"> <li>• Budget commitment to implement in additional provinces provided by other donors and NAFES</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>• National extension strategy up scaling plan finalised and agreed by all stakeholders by June 2005</li> <li>• System and procedures for monitoring, reviewing, adjusting strategy implementation (well documented), in place by January 2006.</li> </ul>                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Approved action plan</li> <li>• NAFES reports</li> </ul> | <ul style="list-style-type: none"> <li>• Budget commitment by other donors and NAFES to implement in additional provinces.</li> </ul>                                          |
| B3. A social equity action plan for the agricultural extension system is developed, approved, implemented and monitored to enable equal access of both men and women as well as ethnic groups to extension services | <ul style="list-style-type: none"> <li>• NAFES is influencing MAF in staff recruitment</li> <li>• Clear gender sensitive guidelines for recruitment</li> </ul>                                                            | <ul style="list-style-type: none"> <li>• Agric. Extension social equity objectives and plans approved and implemented as part of extension strategy in January 2006.</li> <li>• At least one DAFO staff per district is female and one is from and ethnic minority; and at least 30% of VEW's and production group members are women.</li> </ul>                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Staff lists</li> </ul>                                   | <ul style="list-style-type: none"> <li>• MAF support gender balance for new recruitment</li> <li>• Availability of qualified/graduate female and from ethnic groups</li> </ul> |

| <b>B: To assist MAF and NAFES in effectively supporting sustainable national extension services (continued)</b>                                 |                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                          |                                                                                                                                                   |
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| B4. The organisational structure is operational for effective and sustainable implementation of the national extension system and strategy.     | <ul style="list-style-type: none"> <li>• Willingness of MAF to adjust the structure on district, provincial and national level</li> <li>• Availability of qualified staff (core group)</li> <li>• Support from all institutions within MAF is needed</li> </ul>                            | <ul style="list-style-type: none"> <li>• NAFES, PAFES / DAFO core group completed proposal for structural reorganisation of the National extension service, by December 2005.</li> <li>• MAF agreement on revised organisational charts, and job descriptions (village, district, province and national) obtained by December 2005.</li> </ul>                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• PAFES/DAFO-restructuring proposal</li> <li>• Job descriptions for NAFES, CETDU, MT, PAFES, FSEW, VEW</li> </ul> | <ul style="list-style-type: none"> <li>• MAF decides to implement the necessary structural changes</li> </ul>                                     |
| B5. Research/Extension linkages are defined and institutionalised based on concrete cases which benefit to research, extension and farmers      | <ul style="list-style-type: none"> <li>• In NAFES and NAFRI a joint group is established, responsible for the elaboration and implementation of the guidelines for collaboration</li> <li>• NAFES and NAFRI are ready to share their resources (e.g. library, journal, website)</li> </ul> | <ul style="list-style-type: none"> <li>• Joint activities (Research – Extension – Farmers); 2 or 3 documented cases of demand led research or concrete PTD (Participatory Technology Development) activities each year of the phase</li> <li>• Collaboration results are published in joint NAFRI/NAFES publications on a regular basis</li> <li>• Platform KMS and annual provincial level experience-sharing workshops effectively improve flow of information/ joint experiences between research organisations and NAFES by end of 2006</li> </ul> | <ul style="list-style-type: none"> <li>• Articles, leaflets, videos etc. about research results</li> <li>• Platform minutes</li> </ul>                   | <ul style="list-style-type: none"> <li>• Willingness of research institutions and NAFES to collaborate and to implement the guidelines</li> </ul> |
| B6. Linkages and collaboration with education institutions are developed to integrate extension methodology in the curricula of basic trainings |                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>• Based on a MoU between NAFES and university faculty of agric. and the agric. colleges, a fixed number of students get training in extension systems and methodologies each year; and at least one lecturer per year, from these institutions participates in the learning process of CETDU, and at least one PAFES staff / MT acts as a guest lecturer on extension methodologies in an educational institute, by the end of 2006.</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>• Reports about internships</li> <li>• LEAP-report</li> </ul>                                                     | <ul style="list-style-type: none"> <li>• Interest of education institutions to collaborate</li> </ul>                                             |
| B7. A system to sustainably finance the Lao extension service is approved and implemented                                                       | <ul style="list-style-type: none"> <li>• Mixed GoL-donor financing</li> <li>• Different systems should be tested</li> </ul>                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Mixed GOL / donor / private sector financing systems tested by establishing district and provincial – level budget standards, by Dec.2007, after introducing guidelines and procedures for this by June 2006.</li> <li>• Various new financing possibilities are developed and tested in selected districts and provinces throughout</li> </ul>                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Corresponding documents</li> <li>• LEAP-report</li> </ul>                                                       | <ul style="list-style-type: none"> <li>• GoL and donors are committed and allocate necessary resources</li> </ul>                                 |

|                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                       |                                                                                                                                                                             |
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|                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | the phase, and workable options scaled up (e.g. mandate system; funding extension services for public uses through villages development funds; facilitating VEW business orientations and options, etc.).                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• LEAP-report on documented models</li> <li>•</li> </ul>                                                                                                       |                                                                                                                                                                             |
| <b>C: To support NAFES and CETDU in developing a sustainable cascade training system for effective, participatory, gender balanced extension services in Lao PDR</b>                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                       |                                                                                                                                                                             |
| C1. The cascade training system for the introduction and the continuation of the extension system is elaborated and implemented.                                                                       | <ul style="list-style-type: none"> <li>• The training system has to be developed by CETDU/LEAP. Therefore they need qualified staff</li> <li>• Needs assessments are done by DAFO staff on village level and by PAFES on district level</li> <li>• Women needs are taken into account in the training methodology</li> <li>• Experienced VEW can be contracted as trainers for other villages</li> </ul>                                                          | <ul style="list-style-type: none"> <li>• Cascade training system (incl. methods, materials and curricula) fully elaborated and approved by early 2005.</li> <li>• Annual TNA of PAFES / DAFO and VEW's result in curricula revision for MT, PAFES / FSEW, VEW and village authorities.</li> <li>• At least ten days refresher training given to PAFES and DAFO staff on an annual basis, starting in the year (same 12 month period) after the basic training, by 2005.</li> </ul> | <ul style="list-style-type: none"> <li>• CETDU/ NAFES documentation</li> <li>• Training needs assessments in the provinces, districts and villages</li> <li>• CETDU/ PAFO Progress Reports</li> </ul> | <ul style="list-style-type: none"> <li>• Extension system is approved by the government</li> <li>• Other donors accept the system and are willing to support it.</li> </ul> |
| C2. A sufficient number of Master trainers is able to train and coach the PAFES staff in extension and training methodology as well as in the corresponding planning, monitoring and evaluation skills | <ul style="list-style-type: none"> <li>• Master trainers are CETDU staff or staff of other NAFES divisions, PAFES and projects and dispose of a strong technical background as well as experience in extension and training</li> <li>• Curriculum for training of MT is elaborated and tested</li> <li>• LEAP assures necessary external training inputs</li> <li>• NAFES undertakes the necessary steps to introduce a certification procedure for MT</li> </ul> | <ul style="list-style-type: none"> <li>• At least 18 qualified Master Trainers, including 4 female MT, passing their trainer assessment test, are available by Dec. 2005.</li> <li>• At least 70% of PAFES staff satisfied or very satisfied, and confident about their training by the end of 2005.</li> </ul>                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• List of Master Trainer</li> <li>• Result of opinion poll</li> </ul>                                                                                          | <ul style="list-style-type: none"> <li>• Extension system is approved by the government</li> <li>• Other donors accept the system and are willing to support it.</li> </ul> |

| <b>C: To support NAFES and CETDU in developing a sustainable cascade training system for effective, participatory, gender balanced extension services in Lao PD (continued)R</b>                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                       |                                                                                                                                                                       |
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| C3 PAFES staff working within the extension system are trained in extension and training methodology as well as in the corresponding planning, monitoring and evaluation skills. They are able to train and coach FSEW in these subjects mentioned above.                                     | <ul style="list-style-type: none"> <li>• PAFES staff and SMS are available on the provincial level</li> <li>• An assessment of PAFES staff is carried out by CETDU</li> <li>• The recruitment of female PAFES staff is supported by PAFO heads</li> <li>• TORs for PAFES and SMS are clearly defined</li> <li>• Planning, monitoring and evaluation tools are elaborated and tested</li> </ul> | <ul style="list-style-type: none"> <li>• At least 4 trained PAFES staff with at least 1 female are able to pass the trainer assessment test in each province where the national extension system has been fully introduced, by Dec. 2007. (assessment criteria include at least 70% of DAFO staff trainees (FSEW) satisfied or very satisfied with the training).</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>• List of PAFES staff</li> <li>• Result of opinion poll</li> </ul>             | <ul style="list-style-type: none"> <li>• Provincial level approves the system</li> <li>• The other donors accept the system and are willing to support it.</li> </ul> |
| C4. For expanding the system within a province, MT are coaching PAFES staff to train FSEW of new districts in extension and training methodology as well as in the corresponding planning, monitoring and evaluation skills and to enable them to successfully introduce VES at village level | <ul style="list-style-type: none"> <li>• DAFO staff are available on district level (At least 1 qualified FSEW per 10 villages)</li> <li>• PAFES staff assesses the FSEW after training</li> <li>• The recruitment of female DAFO staff is supported by DAFO heads</li> <li>• Planning, monitoring and evaluation tools are available</li> </ul>                                               | <ul style="list-style-type: none"> <li>• At least 6 FSEW trained per district which has introduced the new system, and are receiving routine refresher training, by December 2007.</li> <li>• By December 2007 at least 70% of group members report that as a direct result of services received from FSEW staff, new skills and improvement resulting from their learning projects and other inputs of the FSEW's have been important for them.</li> </ul> | <ul style="list-style-type: none"> <li>• Training reports on PAFES level</li> <li>• Result of opinion poll</li> </ul> |                                                                                                                                                                       |

| <b>D: To support NAFES and CETDU in adjusting and refining the NAFES extension service mechanism while implementing it in pilot villages / district / provinces</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                              |                                                                                                                                            |
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| D1. Effective and sustainable (affordable) models of village/community based extension are continuously adapted, improved and tested for country-wide dissemination | <ul style="list-style-type: none"> <li>The extension System is implemented by LEAP in 13 districts of the following 5 provinces CPS (3), SRV (3), LPB (3), SBL (2), XK (2)</li> <li>For example in (a) upland locations with traditional cultures and extensive farming practices, where private sector actors and actions are limited and, (b) lower land / more accessible locations with intensive agricultural systems, where private sector synergies can be developed.</li> </ul> | <ul style="list-style-type: none"> <li>At least two examples of adapted extension methods and approaches tested at village level and documented in LEAP pilot areas each year, from 2006 onwards and learnings are clearly built into annual operational plans by end of 2007.</li> <li>VES plans are integrated into / coordinated with Village Development Plans (VDP) wherever this practice has become established, throughout the phase.</li> <li>Adoption rate of innovations promoted through agricultural extension in pilot villages is steadily increasing over time.</li> </ul> | <ul style="list-style-type: none"> <li>LEAP and PAFES Reports</li> <li>Survey in a sample of the pilot villages</li> </ul>   | <ul style="list-style-type: none"> <li>Provincial, district and village authorities understand and support the extension system</li> </ul> |
| D2. Women and men have equal access to extension services. Access is also guaranteed to poor farmers                                                                | <ul style="list-style-type: none"> <li>Issues accessible to poor farmers are chosen as learning projects</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Each production group has on average 30% women membership and includes 2 poor households, throughout the phase.</li> <li>At least one approach specifically tested to help poorer farmers, and one approach specifically designed to help poor target villages is successful each year, by end of 2005.</li> </ul>                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>List of participants</li> <li>LEAP/ CETDU Report</li> </ul>                           |                                                                                                                                            |
| D3 Villagers are satisfied with the VES and the quality of services received from the VEW                                                                           | <ul style="list-style-type: none"> <li>VEW is socially and technically competent</li> <li>Job description of VEW is well defined</li> <li>Willingness to acknowledge the VEW (material and non-material compensation)</li> </ul>                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>VEW's have sufficient skills and training leave – behind materials to successfully implement at least one learning project per village each year, and at least 70% of these VEW's are satisfied with and motivated by the confirmation they received from the villagers themselves</li> </ul>                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Interviews with selected VEWs and opinion poll among participating farmers</li> </ul> |                                                                                                                                            |

| <b><i>D: To support NAFES and CETDU in adjusting and refining the NAFES extension service mechanism while implementing it in pilot villages / district / provinces (continued)</i></b> |                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                               |  |
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| D4 Extensionists at village, district and provincial level realise that they are able to provide good services.                                                                        | <ul style="list-style-type: none"> <li>Initial training and coaching of CETDU is of high quality</li> <li>Training needs assessments are regularly done on all levels</li> <li>Suitable arrangements for timely and adequate supply of the whole set of inputs and services near to the village</li> <li>Job descriptions on each level (village, district, province) are elaborated</li> </ul> | <ul style="list-style-type: none"> <li>At least 70% of VEW's, FSEW's and PAFES staff are satisfied with (a) the advice and training they are receiving, and (b) the advice and training they are giving, by end 2007</li> </ul>                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Result of opinion poll</li> </ul>                                      |  |
| D5 Research/extension linkages are defined and institutionalised based on concrete cases which benefit all three partners; farmers, researchers and extensionists.                     | <ul style="list-style-type: none"> <li>Extensionists and researchers are willing to work and learn together</li> </ul>                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>NAFRI and PAFES / DAFO implement and record at least one joint on – farm technical innovation in each pilot province each year throughout the phase.</li> <li>NAFRI and PAFES / DAFO hold annual meetings / workshops in each province to exchange new findings and discuss interesting issues, and publish a joint NAFRI / PAFES annual newsletter, throughout the phase</li> </ul> | <ul style="list-style-type: none"> <li>NAFRI and NAFES Reports</li> </ul>                                     |  |
| D6 Apart from production related issues, learning projects address also economic, marketing, post harvesting and organisational questions and the access to inputs                     | <ul style="list-style-type: none"> <li>Training on all levels has to be given for these issues</li> <li>links to other projects and commercial actors are necessary</li> <li>Credit schemes are accessible</li> <li>Market information is available</li> </ul>                                                                                                                                  | <ul style="list-style-type: none"> <li>80% extensionists pass an annual assessment on where and how to access market information, input supply, credit, etc. by the end of 2006.</li> </ul>                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>PAFES and FSEW assessment and documentation (see C3 and C4)</li> </ul> |  |

## Annex 4: TORs for TAs and consultants

| Position                                                     | Months                    | Year 1 | Year 2 | Year 3 |
|--------------------------------------------------------------|---------------------------|--------|--------|--------|
| <b>International Technical Advisors</b>                      |                           |        |        |        |
| Institutional Development Specialist / CTA                   | 36                        |        |        |        |
| Training and Human Resources Development Specialist / TA     | 36                        |        |        |        |
| <b>International consultants</b>                             | <b>Number of missions</b> |        |        |        |
| Ext. Methods Specialist/PTD/ Backstopping                    | 6                         |        |        |        |
| Management tools specialist (elaboration of tools, training) | 2                         |        |        |        |
| Knowledge Management –ICT                                    | 2                         |        |        |        |
| Planning next phase                                          | 1                         |        |        |        |
| <b>National/Regional Consultants</b>                         |                           |        |        |        |
| Marketing specialist                                         | 4                         |        |        |        |
| PTD, farmer led research specialist                          | 4                         |        |        |        |
| Facilitation trainer                                         | 1                         |        |        |        |
| Diverse, depending on specific needs                         | 3                         |        |        |        |

**Terms of references of the Institutional Development Specialist / Chief Technical Advisor**

The CTA bears the overall responsibility for the implementation of the project activities and for ensuring the timely completion and quality of activities jointly with the National Project Director. The CTA reports to Helvetas and to the Steering Committee:

- stay in close contact with the Chairman of the Steering Committee in order to ensure that the exploratory efforts run smoothly, particularly with regard to institutional and regulatory problems that arise during the project implementation.
- assist NAFES to further develop the national strategy for agricultural extension and the corresponding guidelines to be applied by all stakeholders involved in the extension system.
- train and coach the Platform Secretariat in building up an and running the Extension Platform and the Knowledge Management System.
- proactively search for and maintain contact with other donor agencies running or contemplating running programs and projects with an extension component and persuade them to actively participate in the platform.
- assist the core group within NAFES to develop the necessary planning and management tools and a long term HRD plan.
- assist the core group to introduce these tools and to train NAFES staff in using them for their daily work.
- assist NAFES to develop and introduce the necessary organisational structures and the corresponding job description for effective and sustainable implementation of the national extension system.

- h) assist NAFES to elaborate, implement and monitor the action plan for scaling up the national extension system and the action plan for social equity within the extension system.
- i) assist NAFES and NAFRI to actively improve the linkages between Extension and Research.
- j) facilitate and supervise the technical assistance from abroad.
- k) arrange for backstopping missions and keep ongoing communication with the backstopping agency.
- l) assist with procurement under the project.
- m) manage the projects' finances and arrange for timely audit.
- n) assist with the reporting requirements of the Steering Committee and Helvetas.

### ***Training and Human Resources Development Specialist***

The training and human resources development specialist will assist the CETDU Coordinator in ensuring the timely completion and quality of the activities entrusted to the approach and training system development component. He/she reports to the CTA. He/she shall:

- a. assist CETDU to further develop the framework and schedule for the cascade training system.
- b. assist the national staff in adjusting, refining and testing methods, materials and curricula.
- c. assist in training the trainers at CETDU, PAFES and DAFO level.
- d. assist in organising training for PAFES and DAFO.
- e. assist CETDU to develop and implement an effective quality control which assesses the professional competencies of the extension staff.
- f. assist the Knowledge Management System in collecting available curricula and training materials developed at different levels.
- g. assist CETDU and agricultural education institutions (university and colleges) to introduce an up-to-date extension curriculum in the basic training
- h. assist NAFES to develop and implement an adequate certification procedure for experienced Master Trainers, PAFES and DAFO staff
- i. assist CETDU to test and introduce promising PTD and demand led research experiments.
- j. assist in development, testing and introduction of basic economics training for extensionists and the corresponding economic tools, which can be used on farm level.

For the selection of the CTA and TA the following criteria are to be considered:

- Relevant University degree
- Relevant work experience, preferably in Lao PDR or other Asian countries
- Strong capability in strategic planning and management
- Excellent communication / facilitation skills, high social competence and good team spirit
- Proven project management experience and strong organisational skills
- Computer skills and very good spoken / written English; working knowledge of Lao preferable
- At least one of the members of the TA team should be female.

Annex 5 Budget

Annex 6 Scaling-up

Annex 7 Running cost per district

Annex 8 LEAP Steering Committee mode of operations