

Project document

Contract no. 81016510 (Mandate Agreement for Project Implementation)

Lao Extension for Agriculture Project (LEAP) Phase V

LEAP

Laos Extension For Agriculture Project

Completion Phase
Dec 2012 – Jan 2014

Project Document



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



Farmer Organisations



Agribusiness



Rural Livelihoods

Table of Contents

<i>Executive Summary</i>	<i>1</i>
<i>1. Context</i>	<i>3</i>
1.1. <i>Overview and trends</i>	<i>3</i>
1.2. <i>Problem analysis</i>	<i>3</i>
1.3. <i>Policy Framework</i>	<i>4</i>
1.4. <i>Stakeholder analysis</i>	<i>5</i>
<i>2. Results and Lessons Learned</i>	<i>6</i>
2.1 <i>Results of Phases I to IV</i>	<i>6</i>
2.2 <i>Key issues identified by MTR</i>	<i>8</i>
2.3 <i>Lessons learned</i>	<i>8</i>
<i>3. Objectives and Key Elements</i>	<i>10</i>
3.1 <i>Project goal and objective</i>	<i>10</i>
3.2 <i>Key Elements of the Project</i>	<i>11</i>
3.3 <i>Project duration</i>	<i>14</i>
3.4 <i>Target Province</i>	<i>14</i>
<i>4. Implementation Strategy</i>	<i>14</i>
4.1 <i>The limits of participatory extension</i>	<i>14</i>
4.2 <i>A new paradigm for rural services</i>	<i>14</i>
4.3 <i>The central role of farmer organisations</i>	<i>15</i>
4.4 <i>The role of the private sector</i>	<i>16</i>
4.5 <i>Organisational transition and sustainability</i>	<i>16</i>
<i>5. Organisation and Management</i>	<i>17</i>
5.1 <i>Steering Committee</i>	<i>17</i>
5.2 <i>Implementing responsibility</i>	<i>17</i>
5.3 <i>Financial management</i>	<i>18</i>
<i>6. Resources</i>	<i>18</i>
6.1 <i>Budget Summary</i>	<i>18</i>
6.2 <i>Equipment and facilities</i>	<i>18</i>
6.3 <i>Implementing partners</i>	<i>19</i>
6.4 <i>Advisers and Consultants</i>	<i>19</i>
<i>7. Risk Analysis</i>	<i>20</i>
<i>8. Monitoring and Evaluation</i>	<i>20</i>
<i>Annex 1: LEAP Completion Phase - Logframe</i>	<i>22</i>
<i>Annex 2: NAFES Strategy</i>	<i>26</i>
<i>Annex 3: Mandate of Steering Committee</i>	<i>27</i>
<i>Annex 4: Budget</i>	<i>28</i>
<i>Annex 5: Institutional Setup</i>	<i>30</i>
<i>Annex 6: Terms of Reference for TA Team Leader</i>	<i>32</i>

Acronyms

CHF	Swiss Franc
CLC	Community Learning Centre
CLICK	Coalition for Lao Information, Communication and Knowledge
CMF	Community Managed Facilities
CSR	Corporate Social Responsibility
DAEC	Department for Agricultural Extension and Cooperatives
DAFO	District Agriculture and Forestry Office
DG	Director General
EMRIP	Enhancing Milled Rice Production in Laos
EoP	End of Phase
GES	Government Extension System
GoL	Government of Lao PDR
HRD	Human Resource Development
IFAD	International Fund for Agricultural Development
Lao PDR	Lao People's Democratic Republic
LEA	Lao Extension Approach
LEAP	Laos Extension for Agriculture Project
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Forestry
MNC	Multi-National Corporation
MSE	Micro and Small Enterprise
MT	Master Trainer
NAFES	National Agriculture and Forestry Extension Service
NAFRI	National Agricultural and Forestry Research Institute
NGO	Non-Governmental Organisation
NGPES	National Growth and Poverty Eradication Strategy
NICE	National Information Centre for Extension
NPA	Non-Profit Association
NPD	National project Director
NSEDP	National Social and Economic Development Plan
NTFP	Non-Timber Forest Products
NUDP	Northern Upland Development Programme
NUoL	National University of Laos
PAFO	Provincial Agriculture and Forestry Office
PAR	Participatory Action Research
PPP	Public-Private Partnership
SADU	Sustainable Agro-enterprise Development in the Uplands Project
SAEDA	Sustainable Agric. and Environmental Development Association
SC(M)	Steering Committee (Meeting)
SDC	Swiss Agency for Development and Cooperation
SMS	Subject Matter Specialist
SNV	Netherlands Development Organisation
SWGAB	Sub-Working Group on Agribusiness (under Sector Working Group)
TA	Technical Assistance
TOR	Terms of Reference
TSC	Technical Service Centre
VES	Village Extension System
VEW	Village Extension Worker

Executive Summary

Overview and trends

Laos is a nation of smallholders with 74% of the workforce employed in the agriculture sector. The country is relatively rich in natural resources but poor in human development. The challenge facing the people of Laos is to make use of the country's natural wealth in a way that will boost human capital and eliminate poverty.

Improvements in rural infrastructure and communications have contributed to a massive increase in the production of cash crops. By the end of 2010 more than half a million hectares were planted to export crops.

At the national level, Laos has made impressive progress in poverty reduction, with the poverty rate falling from 46% in 1993 to 22% by 2012. This progress has not been evenly spread across all geographical areas and social groups.

Problem analysis

The development problem that has been addressed by LEAP since the project started in 2001 is the relatively low levels of agricultural productivity and profitability. Better extension services will help farmers improve their productivity and profitability. The specific problems to be addressed in during the completion phase are: a) farmer groups are weak, b) government capacity is vulnerable, c) past achievements have not been fully consolidated.

Policy Framework

The 7th National Social-Economic Development Plan (2011-2015) aims to reduce poverty, ensure food security, promote people's livelihoods, promote commodity production, promote small and medium enterprises, and promote people's participation.

MAF has a new strategy (2011 to 2020) which aims to ensure 'a successful gradual transition from subsistence into commercial smallholder production'. NAFES has its own draft strategy consisting of 4 programs: the government extension system, farmer organisations, smallholder engagement in agribusiness, and an information network for extension

Previous phases

LEAP started in 2001 and has completed 4 phases with a total budget of approximately 11 million. The major outcome has been the Lao Extension Approach (LEA). Over the past 12 years this approach has been piloted, approved, scaled-up and refined. There has also been a significant impact on policy. In many respects the task of organisational development has been completed, and positive lessons have been learned about the benefits that arise from partnerships with other projects, non-profit associations, and the private sector. At the same time, the challenge of capacity building has not always been met in an effective and sustainable manner, partly due to the decentralized management structure and frequent organizational changes.

Objective and Outcomes

The project objective remains the same as in the previous LEAP phases: *To contribute to the development of a decentralised, participatory, pluralistic and sustainable agricultural extension system that is capable of benefiting poorer households and communities, and reaches male and female farmers equally.*

The completion phase consists of 3 components as follows:

1. Operational Completion. Outcome 1 - Existing farmers groups have the competencies and organizational skills to sustain their operations.
2. Organisational Transition. Outcome 2 - The transition from NAFES to DAEC is carried out in a way that DAEC is capable to fulfil its mandate and further improve the service to smallholder farmers.
3. Capitalization of Experience. Outcome 3 - The achievements and lessons from 12 years of LEAP implementation have been compiled, analysed, summarized and shared.

Strategic Considerations

This phase of the project will allow on-going activities to be completed in a manner that strengthens the self-determination of existing farmer groups, while also strengthening the ability of MAF staff and other partners to act as facilitators for further development of services for smallholders. Specifically, the completion phase of LEAP will:

- examine the extent to which the achievements of the project have been institutionalised, and to ensure that the lessons are widely shared. To this end, a number of consultations and studies will be carried out.
- apply the principles of self-determination, transparency and democracy while implementing a range of activities aimed at strengthening farmer organisations, including training, networking and cost-sharing of community infrastructure.
- build new partnerships between rice farmers and millers, and produce a synthesis of the exiting studies which will provide an overview of factors that lead to success or failure of agribusiness partnerships.
- ensure that the transition from NAFES to DAEC is carried out in a way that provides a basis for further improvements in services to smallholders. To this end, the project will support the preparation of both an investment plan and an HR plan.
- contribute to the sector policy dialogue in its role as the Secretariat for the Sub Working Group on Farmers and Agribusiness.

Organisation and Management

A Vice Minister from MAF and the Deputy Country Director of SDC will chair the Project Steering Committee jointly. On the Government side, the project will be implemented by a team at the Department for Agricultural Extension and Cooperatives (DAEC), led by a National Project Director and supported by a Liaison officer. Technical assistance will continue to be provided by Helvetas Swiss Intercooperation. The TA team will consist of a Team Leader and 3 national advisers (already in place), in addition to which a communications adviser will be recruited for the final phase of the project.

Duration and Target areas

The duration of the project will be 14 months from Dec 2013 to Jan 2014. Field activities under Component 1 will be implemented with existing farmers groups in current target Provinces; 5 'hotspots' and 4 Provinces in the South working with EMRIP model. Components 2 and 3 will be at DAEC and National level.

Budget

The total budget for the Completion Phase is CHF 1,386,000. This is broken down into CHF 1,048,715 for operational costs, CHF 337,285.00 for technical assistance.

1. Context

1.1. Overview and trends

Laos is a nation of small farmers, with 74% of the workforce employed in the agriculture sector. The country is relatively rich in natural resources but poor in human development. The challenge facing the people of Laos is to make use of the country's natural wealth in a way that will boost human capital and eliminate poverty.

At the national level, Laos has made impressive progress in poverty reduction over the past two decades, with the poverty rate falling from 46% in 1993 to 22% in 2012. The World Bank has reported that this progress has not been evenly spread across all geographical areas and social groups. Of particular concern is the fact that 37% of children under five remain undernourished despite impressive gains in economic growth.

Small-scale agriculture has always been of central importance to food security in Laos, and there have been impressive improvements in production over the past two decades. Total rice output has increased from about one million tonnes per annum at the beginning of the 90's to over three million tonnes in 2010.

The commercialisation of agriculture is bringing many benefits, although this is associated with certain risks. Improvements in rural infrastructure and communications have contributed to a massive increase in the production of cash crops; by the end of 2010 more than half a million hectares were planted to export crops. The incomes of many farming families have improved, but there has also been an increase in soil erosion, the misuse of pesticides, indebtedness, and a loss of access to traditional foods.

The combination of infrastructure and markets is also bringing smallholders into contact with a much wider range of service providers. Farmers can now get information from a growing number of traders and media sources. Meanwhile, farmer organisations are starting to emerge with the ability to provide basic processing and marketing services to member. Consequently, the role of government extension workers needs to change over the next decade.

1.2. Problem analysis

The development problem that has been addressed by LEAP since the project started in 2001 is the relatively low levels of agricultural productivity and profitability. Sustainable improvements in the productivity and profitability of small farms are seen as a key element in efforts to eradicate rural poverty in Laos. The institutional problem addressed by LEAP has been the weak capacity of extension services; better services will help farmers improve their productivity and profitability.

Over the past decade, significant progress has been made towards solving these problems. With the support of LEAP, there has been a substantial improvement in the methodology and coverage of Government extension services. During the same period, the private sector and civil society have also become more active in providing services to farmers. Much remains to be done, however, to create effective partnerships between different actors and to ensure sustainability of operations. Furthermore, there is growing recognition that other factors – such as land tenure and market regulation - need to be addressed if farmers are to make the best use of the services they receive.

The specific problems to be addressed in during the completion phase of LEAP are as follows:

a) *Farmer groups are weak.* So far, most capacity building has focused on Government, but farmers – particularly those who have been involved in LEAP activities - also need to improve their organizational skills and networks. By improving their bargaining power and collective action, farmers can play a major role in ensuring that future extension services are demand-driven and market engagement is fair to the producer. There is a particular need to improve the participation of women in farmer groups, both as members and leaders.

b) *Government capacity is vulnerable.* Through LEAP, Government extension services have been strengthened across the country, but there are concerns about sustainability. An urgent issue is the on-going organizational transition from the National Agricultural and Forestry Extension Service (NAFES) to the Department of Extension and Agricultural Extension and Cooperatives (DAEC). Support is needed during the transition period to ensure continuity.

c) *Past achievements have not been fully consolidated.* LEAP has produced many guidebooks, case studies and analytical reports, but not everybody has access to the existing materials, and there are some lessons from the past decade have not be adequately discussed or documented. The issues that still require further analysis include: the impact of LEAP efforts to improve the role of women in MAF, the effectiveness of recent modifications to the LEA methodology, and the longer-term lessons for capacity building for rural service delivery. Also required is a synthesis of findings from the completed studies on agribusiness.

1.3 Policy Framework

The 9th National Congress of the Lao People's Revolutionary Party was held in March 2011. The delegates adopted 4 breakthrough approaches: a breakthrough in thinking; a breakthrough in human resources development; a breakthrough in management; and a breakthrough in poverty eradication.

The 7th National Social-Economic Development Plan (2011-2015), includes the following directions: reduce poverty; ensure food security; promote people's livelihoods; promote commodity production; promote small and medium enterprises; and promote people's participation.

The Ministry of Agriculture and Forestry recently prepared a new Strategy for Agricultural Development (2011 to 2020) which aims to ensure *a successful gradual transition from subsistence into commercial smallholder production*. To this end, 'Smallholder farmers will be assisted in the creation and operation of voluntary farmer organizations. Smallholder agricultural production will be market-oriented, linked by farmer groups and contract farming to local traders, agro-processors, and agribusiness enterprises'.

The legal framework for farmer organizations (groups, cooperatives, and associations) has recently been put into place with the promulgation of two Prime Ministerial decrees on Associations (2009) and Cooperatives (2010).

In 2011, the National Agricultural and Forestry Extension Service (NAFES) produced a draft strategy for the period 2011-2020. The new strategy states that the priority groups of clients for NAFES are those who have poorest access to services, including those living in remote and mountainous areas, women and ethnic minorities, and poorer households. A diagram showing details of the draft strategy is given at Annex 2.

The SDC strategy for the Mekong Region 2011-2020 recognises the importance of services for smallholders. Outcome 1 for the Swiss portfolio in the domain of agriculture and food security is: *Smallholder farmers, including ethnic minorities, improve the resilience of their livelihoods through skills and capacities for diversification of products and a secure access to productive means and services.* LEAP is also contributing to Outcome 2: *Smallholder farming families, including ethnic minority groups, have increased their income through improved quality agricultural products and a more effective access to markets.*

1.4. Stakeholder analysis

There are approximately 750,000 rural households in Laos, with at least 150,000 living in conditions of poverty. The women and men that make up these households are the intended clients of agricultural extension services. To date, activities that are directly supported by LEAP have reached about 10% of these clients.

At the national level, the Government agency responsible for coordinating advisory services to farmers is the Department of Agricultural Extension and Cooperatives (DAEC). DAEC was established in August 2012 from former NAFES with a broader mandate including fostering farmers' organisation development and linking small farmers to markets. This Department provides guidance and support to a network of more than 3,500 field staff of the Ministry of Agriculture and Forestry (MAF) based at the Provincial and District level. In recent years, MAF has also been established more than 200 Technical Service Centres at the Kumban (Sub-District) level.

Other branches of MAF that are collaborating with LEAP include the National Agricultural and Forestry Research Institute (NAFRI), and the Women's Advancement Unit in the Office of the Permanent Secretary.

Although civil society is at an early stage of development in Laos, a number of CSOs have been collaborating with LEAP, the most important of which are the Coalition for Lao Information, Communication and Knowledge (CLICK), the Gender Development Group (GDG) and the Sustainable Agriculture and Environment Development Association (SAEDA).

As Secretariat of the Sub-Sector Working Group for Farmers and Agribusiness (SSWGAB), LEAP is also in contact with other Ministries, donors, NGOs, and representatives of the private sector. Engagement with the private sector also takes place in the field, where a large number of rice millers are now forming partnerships with farmer groups.

2. Results and Lessons Learned

2.1 Results of Phases I to IV

The Lao Extension for Agriculture Project was originally approved in December 2001, a few months after the establishment of NAFES. Four phases have been implemented, as summarized in the following table.

<i>Phase</i>	<i>Period (Budget CHF)</i>	<i>Results and Outputs</i>
I	2001 to 2004 (1.8 M)	The 'Pilot Phase' of LEAP saw the development and testing of a participatory extension process in 3 Provinces. At the same time, a team of Master Trainers based at NAFES was receiving on-the-job training and the Basic Tools Handbook was written as a guide for extension workers. The review mission in 2003 has 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. Farmers involved in the LEA process have informed of immediate and certainly impressive increases in production, especially in rice yields and poultry and pig production activities. Rice yields in many instances have doubled and livestock numbers have increased by 40 – 50% along with a decrease in mortality and morbidity rates. This has resulted in improved food security with an increase in sales and disposable income among the production groups within the pilot villages.
II	2005 to 2007 (3.5 M)	During the 'Expansion Phase', the LEA was adopted by MAF, and the Master Trainers started to introduce the approach into 14 other Provinces. A new information centre was constructed at NAFES, LEAP took on the role of Secretariat to the Sub-Sector Working Group on Agribusiness, and increased attention was given to extension materials and communication activities. External review in 2007 found the core achievement, clearly a significant one, is the adoption of LEA as the official government extension strategy. LEAP is therefore one of the very few examples of a real alignment of activities to Government strategies. LEAP has been successfully introduced LEA to all provinces in the country. On the Village Extension System (VES) level, Production Groups are well-accepted among both farmers and

<i>Phase</i>	<i>Period (Budget CHF)</i>	<i>Results and Outputs</i>
		extensionists, and directly benefiting close to 20'000 farmers. Most participating farmers have been able to achieve substantial production increases, showing that both the messages and the mode of delivery have been effective. On the Government Extension System (GES) side, staff has been trained in all Provinces and a significant number of Districts and at least partially apply LEA, either funded by LEAP, other projects or, in a few cases, by GoL. Training curricula as well as tools and processes are available for staff to interact with villagers, leading for the first time in many cases to substantive interaction between groups of farmers and government extensionists. It is therefore now time to move from the first stage to the second stage of LEA extension where the quality issue needs to be addressed. This mainly refers to the core issues of LEA becoming more demand-based, flexible and adapting, as well as giving sufficient attention to poverty, ethnic minorities and gender considerations.
III	2008 (0.8 M)	The 'Alignment Phase' continued support the scaling up of the LEA, while a new phase was being prepared that would align with new MAF policy and structures. LEAP also signed its first partnership agreement with a Non-Profit Association (NPA).
IV	2008 to 2012 (5.0 M)	The 'Refinement Phase' saw the completion of the expansion process and the development of LEA+, which focused to strengthen farmers' organisations, facilitate market linkages, and promote the role of women, further collaboration with NPAs. Impact study was carried out, and support also given to the formulation of the new NAFES strategy (2011 to 2020). The midterm review of Phase IV in 2010 found that LEAP has made significant progress in expanding acceptance, understanding and application of the Lao Extension Approach (LEA). It has continued to roll out LEA to all provinces and the capitalisation of extension experience has been successfully applied within wider learning processes for rural development. The LEAP experience has shown that the challenges of stimulating demand for extension from the village level, and reform within local government services are vast but not insurmountable.

The amounts shown in CHF are the budgeted SDC contribution, with a total of approximately 11 million. Actual expenditure during Phases I to IV was closer to 9 million.

2.2 Key issues identified by MTR

The key issues identified by the midterm review of LEAP in 2010 are

- The context for extension development in Laos has been that of increases in both private sector investment in agriculture, and public investment programmes. These factors have increasingly come to influence and even define the priorities of the government extension service. LEAP has provided a basis for NAFES to engage in these processes, even though the organisation remains weak and extremely reliant on fragmented project financing.
- The impacts of the programme in terms of actual provision of LEA services targeted at responding to the demands of the rural poor have been limited. Government extension services are using a simplified version of LEA, but apart from methodological and financial support, LEAP does not have the capacity to significantly influence the interactions between district officials and villagers. LEAP is far too thinly stretched to exert significant control over these local dynamics.
- LEAP has supported non-profit associations to develop more pluralistic approaches to addressing these challenges. While promising, the limited capacities of these partners have meant that scaling up will be a slow process.
- LEAP has been able to maintain a flexible but principled approach to ensuring that demand-driven and equitable extension has been part of the Lao rural development agenda, even if there are significant pressures toward investments in less equitable and more supply driven commercialisation. LEAP's capitalisation efforts have ensured that there is an active and critical dialogue in Laos about the challenges in adapting policies and programming to a range of pro-poor growth goals that are frequently hard to reconcile.

2.3 Lessons learned

The End of Phase Report produced in August 2012 included the following lessons that have been learned:

Partnerships

- The government extension service has technical skills, but low accountability; Non Profit Associations have narrower technical skill (e.g. organic agriculture), mixed accountability, and require substantial capacity building; Farmer Organisations have the lower technical skill, but the highest accountability - if they adopt good management and transparent systems. There is a need for working with diverse partners to deliver pluralistic services to farmers.
- SADU¹ and LEAP collaboration has revealed clear synergies and complementarities, but stronger institutionalization and strategic alignment is needed to fully coordinate extension and market development.
- LEAP, as a project, has been directing many of the partnership activities, which may have undermined the opportunities to build NAFES' (and PAFES/DAFO) strength in pluralistic extension.

Harmonization and Alignment

¹ SADU – Smallholder Agro-enterprise Development in the Uplands project aims to improve livelihoods of smallholder farmers in the Uplands through improving market chain efficiency which is funded by SDC and implemented by NAFRI/MAF and CIAT.

- Working within NAFES for ten years (and within the SWGAB more recently) has netted significant advantages such as influence on policy and the potential to upscale lessons.
- Even as the national agency for extension, NAFES does not have full authority over PAFO/DAFO, and none over provincial or district spending decisions, thus limited capacity to upscale LEA+ and other lessons learned outside the project context.
- NAFES has showed great commitment and partnership for 1) delivering training service and 2) in developing and disseminating extension tools. For agribusiness and farmer organization development, LEAP was able to develop new approaches but as NAFES lack clear mandate and priorities, could not partner well.

Regulation and Policy vs. Facilitation and Capacitation

- Because of decentralized structure, improving negative sector practices — such as land concessions, international investment projects, market restrictions — requires coalitions beyond the extension system, and direct engagement with the local decision-makers.
- LEAP's work with hot-spots helped address the implementation — policy gap. The bottom-up policy input and peer-to-peer guidelines offer simultaneous influence over decentralized decision-makers and central-level policy makers.
- Skills development, case studies, exposure and joint (PAR) learning, promise more impact on extension services than mandates, policies, and regulations.

Private Sector

- Market engagement tools developed by LEAP show possibilities for coordinating with the private sector to mobilize resources, oversee specific extension activities, and leverage technical expertise.
- Future extension efforts should aim to mobilize private actors where possible and to align these with a demand-driven approach. This will remain a major challenge as the companies with significant resources are bigger and independent from Government extension service (GES) control.
- Micro and Small Enterprises (MSEs) — with often complimentary skills and capacities and an active interest as actors within local value chains — offer a natural and manageable partner for extension.

Replication and Scaling-Up

- Locating LEAP within NAFES should have offered a strategic advantage for up-scaling. However, limitations within the GES — primarily its extremely decentralized structure — minimizes the impact NAFES can have.
- On activities where LEAP has supported strong capacity building, learning, and engendered genuine shifts in accepted extension practice, there is substantial uptake and on-going use of LEAP lessons. This is mostly at the DAFO/PAFES level.
- LEA and LEA+ are methodologies designed around core principles and so inherently easy to up-scale to various situations and over the long-term.

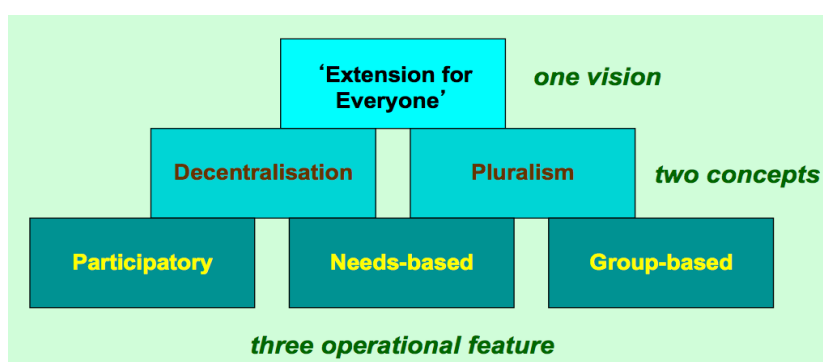
Pluralism of Delivery Modalities

- More balanced allocation of time and resources among GES and non-government actors would allow a project to more fully develop pluralistic extension services.
- LEAP experience shows that NPAs, GES, or private sector all need substantial capacity building before being competent facilitators of self-directed FOs.
- Located at only the central level and partnered mainly with central actors — GES and NPAs — LEAP was isolated from direct farmer engagement. A stronger field presence would significantly improve the quality of work.

Inclusiveness: Gender, Minority Ethnic Groups, Poor Farmers

- The GES does not yet offer equal services to core target groups. LEAP showed that having women in the field, as extension agents, makes the task easier.
- The GES remains dominated by male Lao-Loum members, both as field agents and decision-makers. Only proactive affirmative action with specific employment and performance targets will address this.
- Over 70% of direct LEAP beneficiaries were from ethnic minority groups, but challenges remained in ensuring equality of service because there is a general paucity of methodological understanding of how to better deliver inclusive services.

Since 2005, LEAP has promoted the idea of ‘*Extension for Everyone*’. This inclusive vision has been one of the six principles driving the implementation of the Lao Extension Approach (LEA) for more than 7 years, as illustrated below.



In theory, the LEA is supposed to benefit *all* farmers: rich and poor, men and women, from all ethnic groups, and regardless of literacy and educational level. In practice, it has often been difficult to implement this vision. A major constraint is the low number of women and ethnic minority staff working for MAF. The project has responded by targeting poor communities in the field, and working with the Sub-Committee for the Advancement of Women in the Ministry.

3. Objectives and Key Elements

3.1 Project goal and objective

The development goal of LEAP – in line with GoL priorities – is as follows:

To contribute to a high level of food security, reduced poverty in rural areas, inclusive economic growth, better productivity and profitability of agriculture/forestry through effective extension services.

The project objective remains the same as in the previous LEAP phases:

To contribute to the development of a decentralised, participatory, pluralistic and sustainable agricultural extension system that is capable of benefiting poorer households and communities, and reaches male and female farmers equally.

3.2 Key Elements of the Project

Component 1: Operational Completion Outcome 1. Existing farmers groups have the competencies and organizational skills to sustain their operations. <i>End of Phase (EoP) Indicators:</i> A total of at least 50 farmer groups (30% women or ethnic minority) in at least 7 Provinces have acquired or improved their human, natural, financial, social and/or physical capital to the point where they are able to manage their operations without further support from the project.
Output 1.1 Human and social capital of existing farmer groups has been improved <i>Activities and Operational Indicators:</i> 1.1.1 Participatory planning activities by existing groups (in at least 7 Provinces) 1.1.2 Training and coaching in group management (at least 50 farmer leaders trained) 1.1.3 Group exchanges and networking activities (at least 5 exchange visits between existing groups, and 2 thematic conferences for farmers) 1.1.4 Community learning centres established and operational in at least 2 Provinces.
Output 1.2 Physical and financial capital of existing farmer groups has been improved <i>Activities and Operational Indicators:</i> 1.2.1 Links between farmer groups, sources of inputs (incl. credit) and markets strengthened (at least 100 groups) 1.2.2 Community managed facilities (CMF) planned and installed (at least 10 groups)
Output 1.3 Natural capital of group members has been improved <i>Activities and Operational Indicators:</i> 1.3.1 Farmer-to-farmer training in sustainable farming practices (at least 250 group members trained) 1.3.2 Province-wide information campaigns on pesticides risks and responses managed by farmers (at least 2 Provinces) 1.3.3 District -level farmer consultations on land issues (at least 2 Districts)
Assumptions • All activities will be planned and managed with the participation of existing farmer groups. No new primary groups will be formed during this phase, but links between groups will be enhanced. • All field activities carried out by DAFO will be completed by the end of August 2013. • Field locations will include 5 Provinces in North where LEA+ hotspots have been established and 4 Provinces in South where public-private partnerships have been established

Component 2: Organisational Transition

Outcome 2. The transition from NAFES to DAEC is carried out in a way that DAEC is capable to fulfil its mandate and further improve the service to smallholder farmers.

End of Phase (EoP) Indicators:

DAEC will have available plans, staff and facilities that provides a foundation for another decade of service delivery that is demand-driven and pluralistic

Output 2.1 Plans are in place for the future development of the Department

Activities and Operational Indicators:

- 2.1.1 Support to revision of existing 10-year strategy, and elucidation of structures, functions, job descriptions etc (as required)
- 2.1.2 Preparation of investment plan, describing financial requirements of the Department over next 5 years, including profiles of proposed projects
- 2.1.3 Preparation of HRD plan, including needs and options for in-service training

Output 2.2 The role and activities of the new Department are promoted

Activities and Operational Indicators:

- 2.2.1 PR materials are produced and disseminated, (to include print, TV and website)
- 2.2.2 Cascade training for heads of DAFOs and TSCs in all 17 Provinces, to include new mandate of DAEC, techniques for management of TSCs, and best practices for supporting FOs
- 2.2.3 Support DAEC involvement in planning activities under SamSang policy in 2 Provinces (Oudomxay and Bolikhamxay)

Output 2.3 The operational capacity of the Department is sustained

Activities and Operational Indicators:

- 2.3.1 LEAP assets are officially transferred to DAEC and other partners (vehicles, buildings, equipment and documents)
- 2.3.2 Partnership agreements are signed with NPAs, mass media, development projects and other organisations that will continue to collaborate with DAEC after the completion of LEAP
- 2.2.3 Training sessions and extension materials are provided for field staff in target areas of other projects that will be using the LEA (eg. NUDP)
- 2.3.4 The DAEC role as Secretariat of the Sub-Working Group on Agribusiness is supported

Assumptions

- The implementation of the LEA will be sustained using the regular funds of the Government, and other donor-supported projects.
- Government and donors will consider funding one or more of the proposals that emerge from the DAEC investment planning
- The offices used by the TA Team will be vacated by the end of 2013
- Appointment of DAEC staff is GoL responsibility

Component 3: Capitalization of Experience Outcome 3. The achievements and lessons from 12 years of LEAP implementation have been compiled, analysed, summarized and shared. <i>End of Phase (EoP) Indicators:</i> The GoL and development community in Lao PDR will have full access to case studies, training materials and analytical reports that provide a complete picture of what has been achieved with support of LEAP
Output 3.1 Compilation and dissemination of existing materials <i>Activities and Operational Indicators:</i> 3.1.1 Preparation of media plan for 2013, including identification of all products and responsibilities and partners 3.1.2 Compilation of all extension tools that have been tested under the project 3.1.3 Re-filling of wisdom bags across the country (based on demands from all Provinces and Districts) 3.1.4 Sharing digital materials and promoting discussion through DAEC website, Lao44 and LaoFAB repository
Output 3.2 Documentation and assessment of selected aspects of Phase IV implementation <i>Activities and Operational Indicators:</i> 3.2.1 Study on achievements and lessons learned from LEA+ (as a package incl. participatory extension planning, implementation etc) 3.2.2 Study on achievements and impact of Community Managed Facilities (CMF) 3.2.3 Case study on FO development processes in Khoun District 3.2.4 Study on Commodity Associations (cases, lessons, options) incl. rice millers 3.2.5 Assessment of activities to enhance the role of women in MAF
Output 3.3 Capitalization studies on key issues from the previous 4 phases <i>Activities and Operational Indicators:</i> 3.3.1 Provincial level dialogue / workshops on lessons learned (at least two) 3.3.2 Documentation of 'Changing Lives', showing the human story of LEAP through the eyes of actors at all levels (farmers, extension staff, millers, NPA partners, DAEC staff) 3.3.3 Study on 'Lessons from LEAP' to analyse success and failure in organizational development and capacity building for RAS in Laos 3.3.4 Meta-study on 'Investing in Farmers' to synthesize what has been learned about small farmers and agribusiness (combining lessons from reports on FOs, contract farming, indebtedness, farmer voices etc)
Output 3.4 Formal closing of project <i>Activities and Operational Indicators:</i> 3.4.1 Preparation of package of 'legacy' materials for general distribution 3.4.2 LEAP Completion conference 3.4.3 TV documentary and press articles
Assumptions • All studies will be completed by end of September 2013 • Formal closing will involve high level participation from MAF, SDC and Helvetas

3.3 Project duration

The duration of the project is 14 months. The project will start from December 2013 and end by January 2014.

3.4 Target Province

The project will implement field activities under component 1 in selected existing target provinces; 5 hotspots (Houaphanh, Phongsaly, Xiengkhouang, Oudoumxay and Luangprabang) in the North and 4 Provinces (Salavanh, Savannakhet, Khammouane and Bolikhamxay) working in partnership with the rice millers. Components 2 and 3 will be at DAEC and National level covering the whole country.

4. Implementation Strategy

The Completion Phase of LEAP is a bridge between the past and the future. This is a transition period that connects the delivery-oriented strategy of the past, which was centred on the LEA, and a future strategy that is increasingly pluralistic and demand-driven.

This Phase will allow on-going activities to be completed in a manner that strengthens the self-determination of existing farmer groups, while also strengthening the ability of MAF staff and other partners to act as facilitators for further development of services for smallholders.

4.1 The limits of participatory extension

Over the past decade, the Lao Extension Approach has been introduced to Government staff in all Provinces of the country, it has been implemented in a range of farming systems, and it has directly benefitted many thousands of farmers. Women and men from different ethnic groups, including poorer households, have learned new techniques for crop production and livestock rearing, with the result that they have improved production, income and food security.

In response to the results of external reviews and impact studies, the basic training process has been supplemented with a number of additional activities that are collectively known as 'LEA+'. These activities include strengthening farmer organisations and linking groups to markets. In each case, participatory processes have been applied.

During the final phase of LEAP there is a need to take a closer look at the extent to which the achievements of the project have been institutionalised, and to ensure that the lessons are widely shared. To this end, a number of consultations and studies will be carried out.

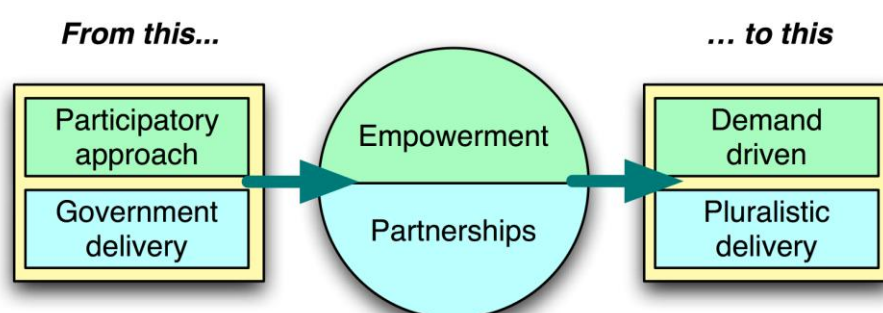
4.2 A new paradigm for rural services

Further improvements in services for smallholders in Laos require far more than some adjustments to the Lao Extension Approach. A new paradigm is needed.

The necessity of a major change in agricultural extension has been recognised in the latest MAF strategy. *“It is envisaged that during the next decade, the private sector and the farmer organizations will play a greater role in providing agricultural services, such as seeds, to a certain extent extension, connectivity with the market opportunities, agro-processing, storage. (MAF Strategy 2011-2020, Paragraph 127)*

In Phase IV, LEAP has played an important role in helping build foundations for the implementation of the new MAF strategy, both in the field and at the national level. The LEAP experience has shown that the new paradigm has two key features: services should be **demand driven** and have **pluralistic delivery**.

During the final phase of LEAP, the project will build on these foundations and continue to promote farmer empowerment, engagement with the private sector, and civil society in service delivery.



4.3 The central role of farmer organisations

Farmer organisations can be a means for both empowerment and partnerships. However, experience in many parts of Asia shows that farmer organisations can also be a means for state control of the rural economy, or a channel for exploitation by big companies. In other words, there is a risk of services becoming command-driven rather than demand-driven.

To address these risks and concerns, MAF has emphasized the principle of self-determination for small-holders. The MAF Agricultural Master Plan 2011-2015 states that farmer organizations will have voluntary membership, with members determining their own rules. Most importantly: *Authorities will not influence the decision making processes, applying the principles of democracy and transparency.*

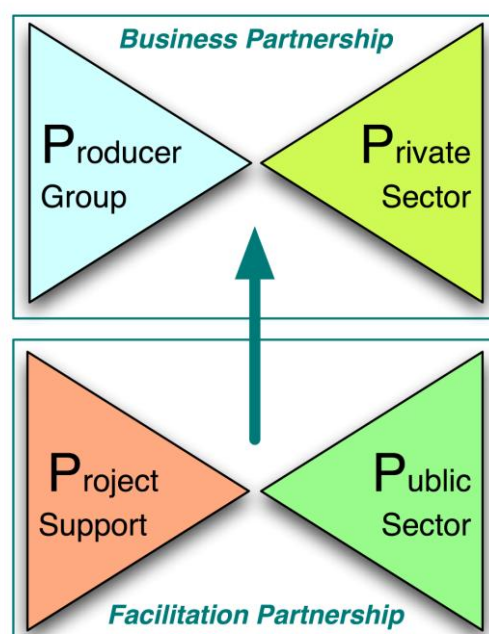
During the final phase of LEAP, the project will apply these principles while implementing a range of activities aimed at strengthening farmer organisations, including training, networking and cost-sharing of community infrastructure. In this context, LEAP will continue to use a livelihoods framework that recognizes the importance of 5 types of capital (human, social, physical, financial and natural) and will promote the role of women as members and leaders of farmer organisations.

4.4 The role of the private sector

Facilitating links between farmer groups and the private sector is an increasingly important role for MAF field staff. LEAP has examined many cases of commercial farming in the past five years, which has helped to identify good and bad practices.

An example of good practice is the model used by the 'Enhancing Milled Rice Production in Laos Project (EMRIP). In a relatively short period of time, a win-win relationship was created in which groups of rice farmers learned new techniques, obtained improved seed, increased production and market access, while rice millers secured reliable supplies of good quality paddy. Farmer training and coordination is done with the involvement of local technicians who receive incentives from the millers. The fact that this partnership is financially beneficial for all parties is expected to ensure sustainability of the arrangement.

In contrast to the EMRIP model, studies carried out by LEAP for the Sub-Working Group on Farmers and Agribusiness (sSWGAB) have identified a number of cases of contract farming in which groups have no bargaining power and members fall into debt.



During the final phase of LEAP, the project will apply the EMRIP model in selected provinces to build new partnerships between rice farmers and millers. The project will contribute to sector policy dialogue in its role as the Secretariat of the SSWG providing critical inputs about the role of smallholder farmers in rural economy. The project will also produce a synthesis of the studies that have been carried out under the SSWG, which will provide an overview of factors that lead to success or failure of agribusiness partnerships.

4.5 Organisational transition and sustainability

LEAP has been the only project to provide organisational support to NAFES throughout the life of the organisation, since it was created in 2001 until it was superseded by DAEC in 2012. In many respects, the task of organisational development has been completed: methodologies have been developed, staffs were trained, operations have been scaled up, and future strategies have been prepared.

Regarding the issue of financial sustainability, it is now assumed that DAEC will continue to depend on multiple sources of funding, with various ODA projects supplementing the Government's own budget. Equally important for sustainability is the issue of human resources, and DAEC still needs to prepare a plan for ensuring that staff numbers and skills will match future demands.

During the final phase of LEAP, the project will help to ensure that the transition from NAFES to DAEC is carried out in a way that provides a basis for future improvements in

services to smallholders. To this end, the project will support the preparation of both an investment plan and an HR plan. Furthermore, partnership agreements will be signed between DAEC and organisations that will continue to provide support to the Department after LEAP comes to an end.

5. Organisation and Management

5.1 Steering Committee

The project will be guided by a Steering Committee chaired jointly by a Vice Minister from the Ministry of Agriculture and Forestry (MAF) and the Deputy Country Director of the Swiss Agency for Development and Cooperation (SDC).

Three meetings of the Steering Committee will take place during the Completion Phase, as follows:

Dec 2012: Review and approve work plans for the final year

Jun 2013: Review progress, including progress with capitalization studies.

Dec 2013: Formal closure of project.

The full mandate of the Steering Committee is included in Annex 3.

5.2 Implementing responsibility

LEAP will continue to be implemented jointly by a branch of the MAF and a partner mandated by SDC to provide technical assistance.

On the Government side, the project will be implemented by the Department for Agricultural Extension and Cooperatives (DAEC), which superseded the National Agricultural and Forestry Extension Service (NAFES) in August 2012. Technical assistance will be provided by HELVETAS Swiss Intercooperation, which came into existence in July 2011 with the merger of former Helvetas and Intercooperation.

Implementation will be managed jointly by a National Project Director (NPD) appointed by DAEC, and a Technical Adviser Team Leader (TA) appointed by HELVETAS Swiss Intercooperation. The NPD will be assisted by a Liaison Officer; this will be a member of the DAEC staff who will work with the Helvetas staff on a day-to-day basis.

The NPD and the TA are expected to have informal meetings every week, and a formal meeting every month. Minutes will be taken of decisions taken at formal meetings, including agreements on work-planning, problem-solving and selection of partners and consultants.

The NPD will make regular reports on project progress to the DG of DAEC, while the TA will make regular reports to the Country Director of HELVETAS Swiss Intercooperation in Laos.

5.3 Financial management

HELVETAS Swiss Intercooperation will have overall responsibility for the management of funds provided by SDC for this Phase. This includes responsibility for disbursements, procurement, contracting and financial reporting.

Funds for activities carried out by DAEC, PAFO and DAFO will be transferred quarterly from HELVETAS Swiss Intercooperation to an account held by DAEC.

The financial contribution of the Lao Government will continue to be in the form of staff salaries and office infrastructure.

The project will be audited in November 2013, following the completion of all field activities and the transfer of all project assets.

6. Resources

6.1 Budget Summary

The total budget for the Completion Phase of LEAP will be 1,386,000.00 CHF, as follows. A complete breakdown of the budget is given in Annex 4.

Components	Cost
<i>Component 1</i>	<i>268,000.00</i>
<i>Component 2</i>	<i>270,400.00</i>
<i>Component 3</i>	<i>348,000.00</i>
<i>Project Administration and Steering</i>	<i>162,285.00</i>
Subtotal	1,048,685.00
<i>TA Cost</i>	<i>337,285.00</i>
Total	1,385,970.00
Rounded Total	1,386,000.00

In phase V, financial contribution from the GoL to implement LEAP will continue to be in the form of staff salaries, office infrastructure and management functions. A rough estimate of the government contribution to LEAP is shown in Annex 4.

6.2 Equipment and facilities

All buildings, vehicles and equipment required for implementation at the National level are already in place. No procurement of new equipment for use by DAEC or Helvetas is planned for this Phase. Similarly, no construction or procurement is anticipated for Government partners at Provincial or District officials.

All items in the project inventory will be transferred to DAEC and other partners, with details to be agreed jointly by SDC and MAF, before the end of the Phase.

Operation and maintenance costs for vehicles and office equipment have been included in the budget, and will be disbursed by HELVETAS Swiss Intercooperation until the project assets have been transferred.

As part of Component 1, the project will share the cost of constructing and installing certain facilities and equipment to be managed by existing farmer groups. These community-managed facilities (CMF) may include meeting rooms, drying or processing equipment, small irrigation works etc. The project contribution to CMF will not exceed CHF 4,000 per village.

6.3 Implementing partners

The key partners for implementing field activities during the previous four phases of LEAP have been Provincial and District Offices of the MAF. Staff of these offices will continue to play an important role in the Completion Phase, particularly with regard to activities under Component 1. Building on the success of partnerships established under Phase IV, MAF extension staff will collaborate with a number of private sector and civil society organisations including rice millers, NPAs and farmer associations.

DAEC will be the key partner in implementing activities under Components 2 and 3. Under the leadership of the National Project Director, staff of the Information and Training Division will be involved in a range of planning and communication activities.

LEAP will collaborate with other projects in training field staff and provision of extension materials, particularly related to the LEA. This collaboration will include the Northern Upland Development Programme (NUDP) and projects funded by IFAD.

The Coalition for Lao Information, Communication and Knowledge (CLICK) will continue to support the project by disseminating extension materials, moderating online discussion, and facilitating the establishment of community learning centres (CLCs).

Other partners in the Completion Phase will include: the National University of Laos (NUoL) and Northern Agriculture and Forestry College (NAFC) which will arrange student practicum on issues related to extension, farmer organisations, and agribusiness; the Netherlands Development Organisation, SNV, which will continue to be a partner for activities with rice farmers and millers; the Sustainable Agriculture and Environment Development Association (SAEDA), which will be involved in information campaigns on the impacts of pesticide use.

6.4 Advisers and Consultants

The HELVETAS Swiss Intercooperation technical assistance team will consist of a Team Leader, two advisers based at DAEC, two advisers in the field, and three supporting staff. In addition, the Helvetas Programme Office in Vientiane will allocate staff-time for supervision and back-stopping. In summary, the responsibilities of the team members will be as follows:

Team Leader (International, full-time, at DAEC): Coordinate with National Project Director, oversee preparation of work-plans and progress reports, specifically guide activities related to farmer organisations and agribusiness, act as secretary to the Sub-Working Group on Agribusiness, organise capitalization studies, supervise other team members and mobilize consultants. The ToR of Team Leader is given in Annex 6.

Community Development Adviser (National, full-time at DAEC): Collaborate with DAEC Liaison Officer, undertake detailed planning and supervision of community-based activities including CMFs and CLCs, monitor partnership agreements.

Agribusiness Liaison Officers (National x2, full-time in field): Collaborate with PAFO and DAFO in target areas, work with rice farmer groups and millers to establish inclusive value chains.

Communications Officer (National / International, part-time at DAEC): Facilitate media planning, editing and layout of print materials, oversee website development, coordinate dissemination.

Support staff (National x3, full-time at DAEC): Office Manager, Finance Officer, Secretary.

The completion phase includes a number of studies, workshops and the preparation of information materials. These activities will require the services of international and national consultants.

7. Risk Analysis

There are very few risks associated with the completion phase of the project. Expected outputs and outcomes are highly predictable due to short duration of the phase, the existing relationships among the partners, and the fact that all activities have been tested in previous phases.

Carried over from previous phases, there are serious concerns about the sustainability of the Lao Extension Approach. This issue will be examined in a study on 'Lessons from LEAP', which will look at how the outputs from the project have been adopted, scaled-up and institutionalized over the past decade, and will identify lessons for DAEC, SDC and other development partners.

Until recently, there has been considerable uncertainty regarding the mandate of NAFES. This has been the cause of delays in the past. However, a major step forward was the approval of a new mandate establishing DAEC on 10th August 2012, which provides impetus to Component 2 of the completion Phase. Details of the DAEC organisational structure are still being worked out, but it is assumed that most NAFES staffs who have been working with LEAP in the past few years will continue to be available until the end of 2013.

8. Monitoring and Evaluation

The National Project Director and the Technical Assistance Team Leader will jointly prepare semi-annual progress reports that are submitted to the Steering Committee. These reports should contain a summary of completed activities, an assessment of achievements, emerging issues that require discussions, a financial report, and a proposed work plan for the following period.

In assessing achievements of the project as a whole, the progress reports will make use of the social inclusion matrix and the logframe monitoring tool that were adopted in the previous two phases.

In the field, the project will continue to apply the procedures for participatory planning and results-based monitoring that were developed during Phase IV. These procedures have made it possible to disburse funds based on achievements.

An external review is not required in this Completion Phase, but studies will be commissioned under Component 3 to assess the impact of approaches used during Phase IV, and to document lessons learned from the entire 12 years of the project.

Annex 1: LEAP Completion Phase - Logframe

Hierarchy of Objectives	Verifiable Indicators	Means of Verification	Assumptions
Development Goal: To contribute to a high level of food security, reduced poverty in rural areas, inclusive economic growth, better productivity and profitability of agriculture/forestry through effective extension services	- Improvements in food production, income and nutrition in accordance with the goals and targets of the National Social Economic Development Plan - Improvements in access to services, participation and empowerment for rural people in remote areas in accordance with the Government's Poverty Reduction Strategy	Agricultural Census LECS and LSIS data	- Rural communities have secure access to productive resources including land and water - Farmers are able to make their own decisions about what to produce, how to produce it, and who to sell it to.
Project Objective: To contribute to the development of a decentralised, participatory, pluralistic and sustainable agricultural extension system that is capable of benefiting poorer households and communities and reaches male and female farmers equally	- A Government policy for provision of services to small holders is in place, including an approved strategy, organisational mandate and financing requirements. - The Lao Extension Approach has been introduced into all 17 Provinces, and supplementary methods (LEA+) have been tested in a range of conditions. - Partnerships have been established with at least 20 private sector and civil society organisations to ensure sustainability of service provision - Production group members include on average of at least 30% women / ethnic minority and 30% poor households as active participants	Capitalization studies Evaluation reports Extension guidelines and tools	- LEA implementation will be funded from Government budget and other donor projects - DAEC continues to be willing to partner with rice millers and NPAs
Outcome 1: Existing farmers groups have the competencies and organizational skills to sustain their operations.	A total of at least 50 existing farmer groups in at least 7 Provinces have acquired or improved their human, natural, financial, social and/or physical capital to the point where they are able to manage their operations without further support from the project.	Project progress reports Evaluation reports	All activities will be planned and managed with the participation of existing farmer groups.
Outcome 2: The transition from NAFES to DAEC is carried out in a way that DAEC is capable to fulfil its mandate and further improve the service to smallholder farmers.	DAEC will have available plans, staff and facilities that provides a foundation for another decade of service delivery that is demand-driven and pluralistic	DAEC documents	Funding for future service delivery will become available.

Hierarchy of Objectives	Verifiable Indicators	Means of Verification	Assumptions
Outcome 3: The achievements and lessons from 12 years of LEAP implementation have been compiled, analysed, summarized and shared.	The GoL and development community in Lao PDR will have full access to case studies, training materials and analytical reports that provide a complete picture of what has been achieved with support of LEAP	Reports, video, guidelines etc available through Lao44, LaoFAB	All studies will be completed by end of September 2013

Outcomes

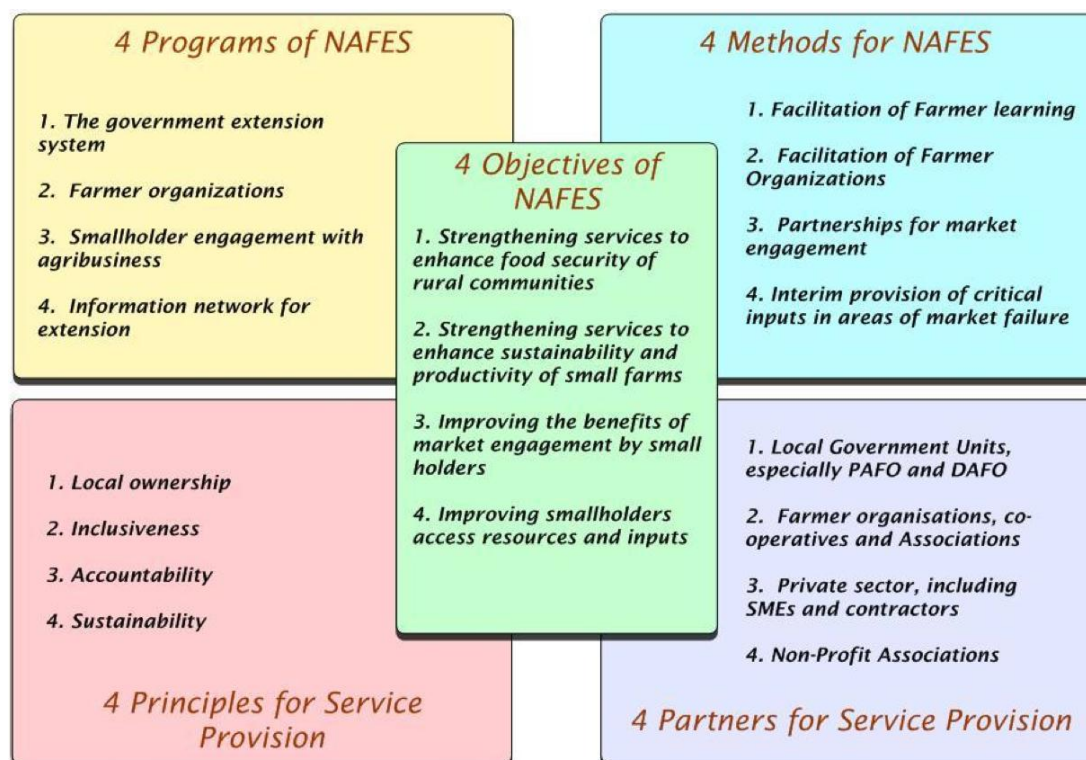
Outcome 1: Existing farmers groups have the competencies and organizational skills to sustain their operations.				
Output 1.1 Human and social capital of existing farmer groups has been improved	1.1.1	Participatory planning activities by existing groups (in at least 7 Provinces)	Progress reports	Farmers are willing to participate in the group activities
	1.1.2	Training and coaching in group management (at least 50 farmer leaders trained)	Interviews with farmers	
	1.1.3	Group exchanges and networking activities (at least 5 exchange visits between existing groups, and 2 thematic conferences for farmers)		
	1.1.4	Community learning centres established and operational in at least 2 Provinces.		
Output 1.2 Physical and financial capital of existing farmer groups has been improved	1.2.1	Links between farmer groups, sources of inputs (incl. credit) and markets strengthened (at least 100 groups)	Progress reports	- Private sector partners provide inputs and services as per signed agreements - CMF funds are used for the approved purpose
	1.2.2	Community managed facilities (CMF) planned and installed (at least 10 groups)	Site visits	
Output 1.3 Natural capital of group members has been improved	1.3.1	Farmer-to-farmer training in sustainable farming practices (at least 250 group members trained)	Progress reports	- F2F training should be done in dry season - Partners are available to support info campaigns - District authorities allow consultations to go ahead
	1.3.2	Province-wide information campaigns on pesticides risks and responses managed by farmers (at least 2 Provinces)	Interviews with farmers	
	1.3.3	District -level farmer consultations on land issues (at least 2 Districts)		
Outcome 2: The transition from NAFES to DAEC is carried out in a way that DAEC is capable to fulfil its mandate and further improve the service to smallholder farmers.				

Output 2.1 Plans are in place for the future development of the Department	2.1.1 Support to revision of existing 10-year strategy, and elucidation of structures, functions, job descriptions etc (as required) 2.1.2 Investment plan prepared, describing financial requirements of the Department over next 5 years, including profiles of proposed projects 2.1.3 Preparation of HRD plan, including needs and options for in-service training	Approved strategy Draft investment and HR plans	Structures and functions at Divisional level and below are agreed by end of 2012.
Output 2.2 The role and activities of the new Department are promoted	2.2.1 PR materials are produced and disseminated, (to include print, TV and website) 2.2.2 Cascade training for heads of DAFOs and TSCs in all 17 Provinces, to include new mandate of DAEC, techniques for management of TSCs, and best practices for supporting FOs 2.2.3 Support DAEC involvement in planning activities under <i>SamSang</i> policy in 2 Provinces (Oudomxay and Bolikmxay)	PR materials Training plan, curriculum	- Content of materials is depended on achievements under 2.1, - GoL staff are available for cascade training during Q1 of 2013
Output 2.3 The operational capacity of the Department is sustained	2.3.1 LEAP assets are officially transferred to DAEC and other partners (vehicles, buildings, equipment and documents) 2.3.2 Partnership agreements are signed with NPAs, mass media, development projects and other organisations that will continue to collaborate with DAEC after the completion of LEAP 2.2.3 Training sessions and extension materials are provided for field staff in target areas of other projects that will be using the LEA (eg. NUDP) 2.3.4 The DAEC role as Secretariat of the Sub-Working Group on Agribusiness is supported until the end of the project	Inventory Signed partnership agreements Progress reports Minutes of SWG meetings	- SDC and MAF agree on disposition of assets - Other projects are willing to fund LEA activities

Outcome 3: The achievements and lessons from 12 years of LEAP implementation have been compiled, analysed, summarized and shared.				
Output 3.1 Compilation and dissemination of existing materials	3.1.1	Preparation of media plan for 2013, including identification of all products and responsibilities and partners	Media plan Site visits Online visits	CLICK will continue to support dissemination of materials
	3.1.2	Compilation of all extension tools that have been tested under the project		
	3.1.3	Re-filling of wisdom bags across the country (based on demands from all Provinces and Districts)		
	3.1.4	Sharing digital materials and promoting discussion through DAEC website, Lao44 and LaoFAB repository		
Output 3.2 Documentation and assessment of selected aspects of Phase IV implementation	3.2.1	Achievements and lessons learned from LEA+ capitalised (as a package incl. participatory extension planning, implementation etc)	Outputs of studies (reports, video, factsheets)	Sufficient data is available to complete the studies
	3.2.2	Study on achievements and impact of Community Managed Facilities (CMF)		
	3.2.3	Case study on FO development processes in Khoun District		
	3.2.4	Study on Commodity Associations (cases, lessons, options) incl. rice millers		
	3.2.5	Assessment of activities to enhance the role of women in MAF		
Output 3.3 Capitalization studies on key issues from the previous 4 phases	3.3.1	Provincial level dialogue / workshops on lessons learned (at least two)	Outputs of studies (reports, video, factsheets) Workshop proceedings	- Suitable consultants can be mobilised - A communication adviser will be appointed to oversee production of reports etc
	3.3.2	Documentation of 'Changing Lives', showing the human story of LEAP through the eyes of actors at all levels (farmers, extension staff, millers, NPA partners, DAEC staff)		
	3.3.3	Study on 'Lessons from LEAP' to analyse success and failure in organisational development and capacity building for RAS in Laos		
	3.3.4	Meta-study on 'Investing in Farmers' to synthesize what has been learned about small farmers and agribusiness (combining lessons from reports on FOs, contract farming, indebtedness, farmer voices etc)		
Output 3.4 Formal closing of project	3.4.1	Preparation of package of 'legacy' materials for general distribution	Extension materials Workshop proceedings Media coverage	Availability of high-level staff from MAF, SDC and Helvetas... at the same time
	3.4.2	LEAP Completion conference		
	3.4.3	TV documentary and press articles		

Annex 2: NAFES Strategy

Summary of the NAFES strategy (2011-2020) prepared with LEAP support



Annex 3: Mandate of Steering Committee

1. The aim of the Steering Committee is to support all measures and actions with regards to LEAP, to oversee the implementation of the project, to draw insights from implementation experience, and to provide strategic guidance.
2. In particular the Steering Committee will:
 - supervise the project activities
 - discuss and approve the yearly plan of operations and the budget for LEAP
 - discuss and approve changes in the project document
 - discuss and decide on any other issue brought to the attention of the SC
 - take up any policy issues that arise from project implementation
 - facilitate contacts to other government or non-government institutions or donors
3. The SCM generally meets twice a year. In view of the short duration of the Completion Phase, the timing and focus of the SC meetings is proposed as follows:
 - Dec 2012: Review and approve work plans for the final year
 - Jun 2013: Review progress, including progress with capitalization studies.
 - Dec 2013: Formal closure of project.
4. The Co-Chairs of the LEAP Steering Committee will be a Vice Minister from the Ministry of Agriculture and Forestry (MAF) and the Deputy Country Director of the Swiss Agency for Development and Cooperation (SDC).
5. The members of the Steering Committee will include the following people:
 - The Director General of DAEC
 - One representative of the MAF, Permanent Secretary Office (PSO)
 - One representative of the Ministry of Planning and Investment (MPI)
 - Two representatives of PAFO (one from North, one from South)
 - The Country Director of Helvetas
 - The National Project Director of LEAP (secretary and resource person)
 - The Team Leader of the Technical Assistance Team
6. The National Project Director and the TA Team Leader are responsible for organising the SC Meetings, including preparation of reports, presentations and minutes.
7. Invitations to the SCM are sent to all members at least 2 weeks before the meeting, together with a draft agenda. Following the meetings, the LEAP office submits to SC members the minutes of the SCM for comments within 10 days after the SCM. SC members have 10 days for their feedback; the final minutes are thus available latest 4 weeks after the SCM.

Annex 4: Budget

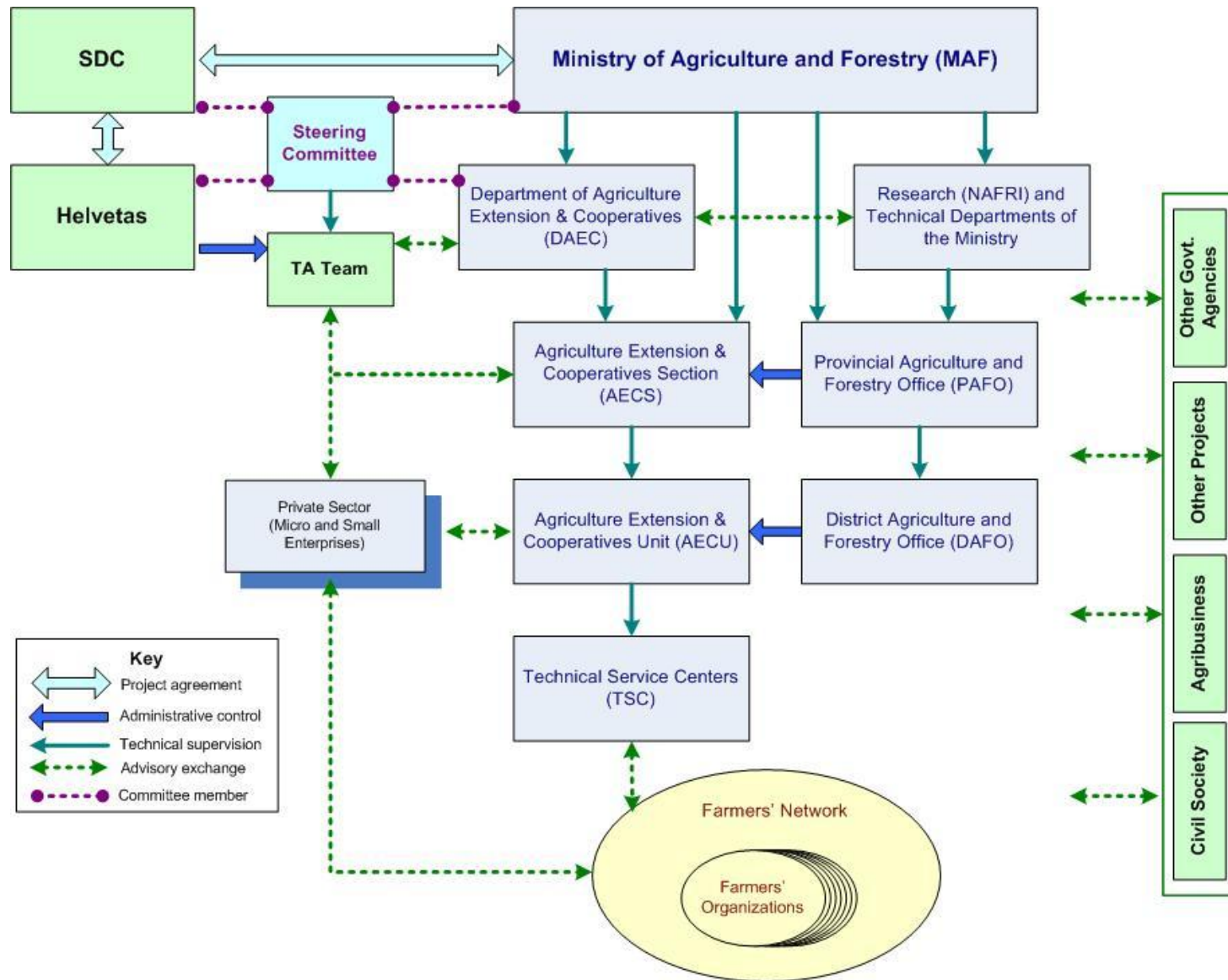
Code	Function/ Designation	in CHF
PART 1:	Services Headquarters [HQ] [short-term]	
1.1	Fees HQ staff of Contractor (SAP-Number: 363 200 2100)	30,100
1.2	Reimbursable costs HQ staff (SAP-Number: 363 200 2100)	6,000
TOTAL Part 1		36,100.00
PART 2:	Local Office [LO] of Contractor	
2.1	Fees local office staff of contractor (SAP-Number: 363 200 2100)	16,625
2.2	Reimbursable costs (SAP-Number: 363 200 2100)	1,900
TOTAL Part 2		18,525.00
PART 3a:	Long-term experts	
3.1	Fees Professionals (expat and national) (SAP-Number: 363 200 2200)	263,560
3.2	Travel expenses of resident expatriates and dependants (SAP-Number: 363 200 2200)	5,000
3.3	Expenses of foreign residence (SAP-Number: 363 200 2200)	14,100
TOTAL Part 3a		282,660.00
PART 3b:	Short-term experts (Consultants)	
3.4	Fees international and national short-term experts (SAP-Number: 363 200 2200)	9,900
3.5	Reimbursable costs (SAP-Number: 363 200 2200)	3,300
TOTAL Part 3b		13,200.00
PART 3c:	Local support	
3.6	Remuneration of national support staff (SAP-Number: 363 200 2200)	72,380
3.7	Reimbursable costs (SAP-Number: 363 200 2200)	1,725
3.8	Total Purchase of equipment for PIU (SAP-Number: 363 200 2300)	2,500
3.9	Total operating costs PIU (SAP-Number: 363 200 2400)	72,480
TOTAL Part 3c		149,085.00
PART 4	Administrated Project funds	
4.1	Investments -Component 1 (SAP-Number: 363 200 2500)	46,000
4.2	Component 1 (SAP-Number: 363 200 2500)	222,000
4.3	Component 2 (SAP-Number: 363 200 2500)	270,400
4.4	Component 3 (SAP-Number: 363 200 2500)	348,000
TOTAL Part 4		886,400.00
GRAND TOTAL		1,385,970
Rounded		1,386,000

Financial contribution from the GoL

In the completion phase of LEAP, the GoL's financial contribution to the implementation of the project will continue to be in the form of the staff salaries, office, infrastructure and management functions. The table below shows an estimation of the government contribution to LEAP completion phase.

Particulars	Unit cost / month (CHF)	No. of Locations	No. of People	No. of Months	Total (CHF)
DAEC Management Staffs	250	1	2	14	7,000.00
DAEC Technical Staffs and Admin	220	1	10	14	30,800.00
Provincial Staffs	180	9	2	14	45,360.00
District Staffs	125	20	2	14	70,000.00
Utility cost at DAEC	300	1		14	4,200.00
Office facilities in Provinces and districts (Utility, maintenance etc)	50	20		14	14,000.00
Total					171,363.00

Annex 5: Institutional Setup





Annex 6: Terms of Reference for TA Team Leader

Technical Assistance Team Leader (TA - TL)

The TA - TL will have the overall responsibility jointly with the National Project Director of DAEC for the implementation of the project and for ensuring high quality and timely completion of all project activities. The TL reports to Helvetas and shall:

- a) Be responsible for correct financial management and administration of project components and activities to be implemented by Helvetas.
- b) Advise DAEC, collaborators and partners on the management of project components and activities for which they are contractually responsible.
- c) Guide and supervise all project employed staff.
- d) Determine the needs for short-term TA by international and local consultants, engage suitable consultants and facilitate and supervise their work.
- e) Engage in a strategic dialogue with DAEC, other organisations and projects, in order to further develop and implement Lao Extension Approach (LEA+) that is both inclusive and pro-poor.
- f) Act as a Secretary for the Sub working group on farmers and agribusiness
- g) Liaise with other projects, build capacity and support organisational transition under Component 2
- h) Collaborate with DAEC, provinces, districts and other partners in organisation capitalisation of experiences under Component 3. Guide and supervise the capitalisation.
- i) Contribute to activities under Component 1 when required particularly to the activities related to strengthening farmers organization and agribusiness
- j) Stay in close contact with the SDC country office with regard to strategic issues, other relevant matters and expansion to other countries within the Region.
- k) Timely production of project work plans and periodic reports for submission to the Government & donor

Federal Department of Foreign Affairs FDFA
SCO Vientiane

Helvetas

Ruth Huber
Regional Director