

**Terms of Reference**  
**Training-the-Trainer Package on**  
**Enhancing Provincial Department of Agriculture Officials' Capacity in**  
**Providing Effective Agriculture Extension Services**  
**In CLMV Countries**

**A. Rationale**

From 1975 to around 1986, Cambodia, Lao PDR, Myanmar and Vietnam strictly enforced Communism (Myanmar called it Totalitarian Socialism) and centrally – planned economies. Agriculture production in these countries was organized following annual plans made by state. There was equal output distribution regardless of worker productivities. Domestic and international trade was highly restricted. As a result, agricultural output stagnated and starvation as well as 'hidden hunger' occurred in several areas. Myanmar, moved down from the biggest rice exporter in the world (before closing the country) to having barely enough rice for its population. Cambodia, the rice bowl of Mekong Basin faced some droughts barely had enough rice and food crop. Vietnam, despite its two rice growing deltas had to import 170,000 ton of rice and 1.1 million tons of food crops annually (Tran, 1994)

Realizing the shortfall of communist economic system, each CLMV country started to reform and to restructure their economies from a centrally-planned and autarkic system to an open and market-oriented one. Vietnam started its reforms in 1986 with the famous "DoiMoi" policy. Cambodia threw out the cooperative and autarkic system following the collapse of Khmer Rouge regime in early 80s but the free market-oriented system was not fully implemented until early 90s after the UN-led election and the installation of elected government and parliament system. For Lao PDR, economic reform began in early 90s and they have been implemented in a much slower pace, and sometimes, on a trial and error basis. Myanmar began its reform under SLORC regime since 1988 in a much slower space and only fully opened up for free-market economy in 2011 under President ThienSien's government.

MI conducted a study on improving agricultural productivity in CLMV countries in early 2013 in collaboration with ADB Institute. The study reveals that to integrate CLMV economy into AEC, government agencies that are involved in improving agriculture productivity have to make transition from being public services providers to a regulator of a private sector involvement in agricultural development and a facilitator of emerging new service providers. At the same time, public agencies should gradually devolving services provided to farmer organizations. Since all CLMV states came from centrally-planned and controlled system, big change is needed in the model of state management in the sector – in the technical and regulatory services provided by the state, in public investments, and in the policies applied to facilitate farmer and agribusiness investment. The production capacity of the farmers is still low and needs improving. The state's assistance should be strengthened based on dialogues and studies in order to define the farmers'

need and their actual self-reliance capacity. Public agencies should change their approach from a top-down central planning modality to a more participatory and inclusive process – including more down-to-earth issues such as proper systems for market access for farmers, transfers of skills and knowledge, and training. Four top priorities issues that require CLMV governments political commitments are: Changing roles of state, strengthening collective action, regulating land use planning and agricultural zoning and regulating economic land concession and contract farming.

**Changing roles of state actors.** A key feature of a socialist approach to economic development is State ownership or control over the means of production and, by implication, decisions concerning that production. A liberal economic approach, by contrast, relies on the participants within the economic system to determine for themselves the type, scope and extent of economic activity. Under such an approach the role of Government focuses primarily upon:

- setting the legal framework within which economic activities take place, including such aspects as taxation, quality standards, weights and measures and licensing;
- providing public goods which are difficult, or impossible, for most individuals to provide or access on their own, including security, roads, research, education, public health and plant and animal quarantine; and
- ensuring compliance of system participants with agreements, contracts and legal standards through investigation, analysis and enforcement.

The underdeveloped legal and regulatory frameworks and limited implementation capacities of government officials in enforcing policies, regulating agreements and enabling agriculture value chains and trade networks remain major barriers to improving agricultural productivity in CLMV countries. This study also found that there is a constant shortage of government officials who are trained and have real practical experiences in promoting modern farming systems and value chain integration. Some of the economic and administrative reforms and restructuring, have either not been implemented or have been rescinded, creating an uncertain environment which deter many investors.

## **B. Goal and Objectives**

The ultimate goal of this capacity building program is to improve capacity of government officials and public business development providers in providing effective and inclusive agriculture extension and business development services to farmers and local SMEs. It is a series of modular training program that emphasis on preparing CLMV government officials in their new roles as effective change agents – facilitator, regulator and coordinator of agricultural productivity programs. The training package should be developed around four

progressive modules and employ three pro-poor approaches: Modern Value Chain Integration and Up-scaling, Participatory Local Economic Development and Effective and Responsive Business Development Service Delivery.

1. Extensionist as facilitator and integrator of knowledge on agricultural development and research break-through
2. Extensionist as regulator of private sector investment and partnership(Promoting Public, Private and Community Partnership in Agriculture Development)
3. Extensionist as coordinator of local economic development programs and services (Participatory Regional and Local Economic Development)
4. Extensionist as products promoter, business researcher of product market and trends (Product Market Intelligence).

### **C. Expected Deliverables**

1. Capacity Development Needs Assessment tools for Project Team to collect field data in 3 project sites including Quang Tri (Vietnam), Khommoune (Lao PDR) and Kayin (Myanmar)
2. Detailed Training curriculum
3. Training-of-Trainer Package for each training module which includes:
  - a. Session plan
  - b. Facilitator notes
  - c. Powerpoints or posters
  - d. Handouts (case study, exercise, learning games, etc)
  - e. Reading materials
4. Twenty local trainers and MI staff trained and have demonstrated ability to localize and deliver each training module.
5. On-line technical assistance for local trainers in localizing training modules
6. Developed strategies for capacity building for each location to suite with their situations

### **D. Scope of Work**

The Mekong Institute is looking for qualified and experienced trainers/curriculum developers to work with MI Rural Development Program team to develop and field test training package covering the four modules.

**Tentative Schedule (To be finalized with selected consultant)**

Date	Key Activities/Milestones	MI Focal point
Sept 2 –3	Receive briefing on the program scope, target group, MI modular training program approach and orientation to MI training packages	Tess, Jacqueline, Aryuwath, Dutta
Sept 4-13	Prepare the data collection tools; guide questions for missing data	Consultant
15-25/8/13	Field data collection	EWEC Project team
Sept 4 – 13	Develop Detailed Curriculum and training modules	Tess
Sept 16	Present draft curriculum and training modules to Program team	RD, EWEC
Sept 17 – 27	Develop ToT training packages, materials and handouts	Tess
Sept 30 – Oct 11	Conduct Training-the-Trainer on the use of training packages	Aryuwath, Tess and six EWEC field staff six RD staff and 9 local trainers
Oct 14 – 16	Revise, refine and complete the training packages	
Nov	Workshop to localize the training packages by inviting experts from each country to attend to review the package and modify to fit with the selected crops and locality	RD staff and EWEC
Nov - Dec	On-line technical assistance to local trainers	

#### E. Required Qualifications

1. Graduate Degree in Agriculture, Sustainable Development, Adult Education, Public Administration, Organizational Management or related fields
2. Over 10 years proven experiences in capacity development design and development, training of trainers and participatory-centered education
3. Have extensive experience in leading and or provide training/conduct research on agricultural extension, participatory capacity building approach, equitable and inclusive economic development or related fields
4. Demonstrated knowledge of and experience in developing modular training program curriculum which comprises three progressive levels of skill acquisition.
5. Have extensive experiences in provide training to public officials
6. Experience in working with program/project in the Mekong sub-region – a big advantage.

Interested parties please submit your CV and a brief description of your experience in providing consultancy service on capacity development need assessment and capacity development program and your current consultancy rate to Mr. Aryuwath Pratumsa at [aryuwath@mekonginstitute.org](mailto:aryuwath@mekonginstitute.org) and cc natchaya@mekonginstitute.org by September 19, 2013.