

HOA BINH PROVINCIAL PEOPLES COMMITTEE

**HOA BINH PROVINCIAL EXTENSION
STRATEGY TO 2015**

Hoa Binh August 2007

Table of contents

Introduction. Significance and legal base of Hoa Binh provincial extension strategy	4
Significance of Hoa Binh provincial extension strategy.....	4
Legal base to develop Hoa Binh provincial extension strategy	5
Part I. Trends of extension in developing countries and Vietnam	7
1.1. Historical development of extension of developing countries.....	7
1.2. Main factors influencing on Vietnamese extension.....	8
1.3. Main trends in extension.....	9
Part II. Analysis of strengths, weaknesses, opportunities and challenges in Hoa Binh extension	11
2.1. General introduction about extension in Hoa Binh.....	11
2.2. Assessment of Hoa Binh extension.....	11
2.2.1. Achievements of Hoa Binh extension.....	12
2.2.2. Limitations of Hoa Binh extension:.....	13
2.3. Consolidation of strengths, weaknesses, opportunities and threats of Hoa Binh extension ...	13
2.4. Trends of Hoa Binh extension in coming years.....	15
Part III. Starting points, visions, objectives and strategic strategy of Hoa Binh provincial extension till 2015	17
3.1. Starting points	17
3.2. Vission	17
3.3. Strategic objectives	17
3.3.1. General objectives.....	17
3.3.2. Specific objectives:	18
3.4. Extension approaches.....	18
3.5. Main strategic solutions for Hoa Binh	19
3.5.1. Strengthening and completing extension organizations in Hoa Binh.....	19
3.5.1.1. Strengthening and completing extension organizations in Hoa Binh :.....	19
3.5.1.2. Promote establishment & development of other extension organization	19
3.5.2. Build capacity for extension staffs at all different level	19
3.5.3. Develop appropriate and effective mechanism and policies.....	19
3.5.4. Renovate extension	20
3.5.5. Establish extension monitoring and evaluation system	20
3.5.6. Strengthen collaboration in extension and socialize extension.....	20
3.5.7. Increase finance for extension	20
3.5.8. Government management on extension.....	21
Part IV. Prioritised programmes to achieve extension objectives	22
4.1. Programme 1: Complete extension organizational structure from provincial to district, commune and village levels.....	22
4.1.1. Objectives:	22
4.1.2. Main activities of the programme:.....	24
4.1.2.1. Strengthen government extension system:.....	24
4.1.2.2. Strengthen other types of extension:.....	26
4.2. Programme 2: Capacity building for extensionists at all levels.....	26
4.2.1. Objectives:	26
4.2.2. Main activities of the programme:.....	27
4.2.2.1. Capacity building for commune and village extensionists	27

4.2.2.2. Capacity building for district extensionists.....	27
4.2.2.3. Capacity building for provincial extensionists	28
4.2.2.4. Improve quality of extension training units	28
4.3. Programme 3: Develop extension policies/mechanisms.....	28
4.3.1. Objectives:	28
4.3.2. Main activities of the programme:.....	29
4.3.2.1. Develop operational mechanism of extension service delivery based on contracts: .	29
4.3.2.2. Mechanism on making labor contracts with short term employees.....	29
4.3.2.3. Mechanism to encourage establishment of extension organizations and interest groups.....	29
4.3.2.4. Prioritize extension for the poor, ethnic groups.....	30
4.3.2.5. Attract investment in extension activities	30
4.3.2.6. Policies on supports to enterprises, households to develop trademarks for their products.....	30
4.4. Programme 4: Develop extension quality standards to monitor and evaluate extension activities	31
4.4.1. Objectives:	31
4.4.2. Main activities of the programme	31
4.4.2.1. Finalize and manage Training quality standards (TQS).	31
4.4.2.2. Quality standards of establishing demonstration models.....	31
4.4.2.3. Management and application of quality standards.....	31
4.5. Programme 5: Renovation of extension contents & approaches/methods.....	32
4.5.1. Objectives of the programme:.....	32
4.5.2. Activities of the programme	32
4.5.2.1. Renovate extension contents.....	32
4.5.2.2. Renovate extension methods.....	32
4.6. Programme 6: Study, pilot and develop extension packages and extension policies	33
4.6.1. Objectives of the programme:.....	33
4.6.2. Main activities of the programme:.....	33
4.6.2.1. Need assessment about extension services for target groups in Hoa Binh.....	33
4.6.2.2. Pilot new extension packages	33
4.6.2.3. Propose new extension policies or adjustment of existing policies.....	33
Part V. Organizing implementation of Hoa Binh provincial extension strategy	35
5.1. Role and responsibilities of stakeholders in Hoa Binh	35
5.1.1. Provincial Peoples Committee:.....	35
5.1.2. Department of Agriculture and Rural Development.....	35
5.1.3. Other provincial departments.....	35
5.1.4. District Peoples Committee	36
5.2. Responsibilities in each prioritized programmes	36
5.3. Schedule of implementation of Hoa Binh provincial extension strategy	37
5.4. Cost estimation for implementation of Hoa Binh extension strategy	37
Conclusion	38
Reference documents:.....	39

Introduction. Significance and legal base of Hoa Binh provincial extension strategy

Significance of Hoa Binh provincial extension strategy

Vietnamese renovation trends and international economic integration require all regions and sectors to have long-term development orientation, take use of local resources as well as catch up external development opportunities. Hoa Binh extension cannot be out of these trends.

In the recent years, extension play an important role in development of Hoa Binh economy. There have been gradual changes in concept/thinking and action of extension, *from* looking at extension as transfer technologies *to* seeing a wider mandate for extension, that also includes farmer mobilization, organization and education, *from* looking at extension as national government service *to* seeing extension as a set of functions, to be performed by a variety of players, at different levels.

Although there have been considerable development steps, provincial extension should be further developed so that it can respond to increasing needs from farmers, economic development in general and agriculture & rural development. With such context, it is a 'need' to draw a clear extension strategy from now to 2015. Development of provincial extension strategy will bring following benefits for Hoa Binh economic management and development:

- Extension strategy will be one of important solution to implement PPC's decisions and other decisions on agriculture and rural development;
- Extension strategy will be key base for stakeholders to develop annual, quarter extension plan and organize implementation as well as monitor extension activities;
- Extension strategy is a tool for collaboration amongst organizations, projects and individuals in extension;
- Extension strategy create conditions to attract resources from national or international donors for provincial extension activities.

Legal base to develop Hoa Binh provincial extension strategy

Important legal bases to define vision, objectives and solutions for Hoa Binh provincial extension strategy:

- Decree 56/2005/ND- CP, 26/4/2005;
- Circular 60/2005/TT/BNN on 10/10/2005 by MARD guiding decree 56;
- MARD' orientations for extension 2006-2010;
- Socio-economic development orientations for Hoa Binh 2001 -2010;
- Orientations for agriculture and rural development in Hoa Binh 2001 – 2010;
- Hoa Binh Party's resolution XIII, 2000 – 2005;
- Hoa Binh Party's resolution XIV, 2005.- 2010;
- Provincial Party's Resolution No 14 – NQ/TU July 2007 on development of agricultural economy till 2010 and visions to 2015.

Main contents of Hoa Binh provincial extension strategy and main definitions used in the strategy

Main contents of “Hoa Binh provincial extension strategy till 2015” include the following parts:

- *Introduction:* Introduction and legal base of Hoa Binh extension strategy.
- *Part I:* Trends of extension in developing countries and Vietnam
- *Part II:* Analysis of strengths, weaknesses, opportunities and challenges in Hoa Binh extension
- *Part III:* Starting points, visions, objectives and strategic strategy of Hoa Binh provincial extension till 2015
- *Part IV:* Prioritized programs to achieve extension objectives
- *Part V:* Implementation of Hoa Binh provincial extensions strategy
- *Conclusions*

Some **definitions** which are used in this strategy include:

- **Extension:** include extension activities in agriculture, animal husbandry, forestry, processing, agriculture-forestry product storage and rural jobs;
- **Clients:** include farmers, households, workers – forest state enterprises, farm owners, enterprises, cooperatives, producer group in agriculture-forestry production, processing,

storage and rural activities (called producers); other target group benefit extension services such as community, extension staff at different levels, commune staff, village staff, other staff...

- ***Extension service provision contract:*** Contract about extension services such as consultancy, training, technology transfer, demonstration models, workshop, study tour...

Part I. Trends of extension in developing countries and Vietnam

Hoà Binh provincial extension strategy should consider trends of extension as well as experiences from other countries, especially the developing ones which have similar conditions to Vietnam about extension. This part of the strategy will analyze important issues related to development of extension in those countries. Main contents of this part include:

- Brief history about extension of developing countries;
- Main factors influencing on Vietnamese extension;
- Main trends in extension;

1.1. Historical development of extension of developing countries

The development of extension in developing countries including Vietnam has differed from country to country. Despite of variations, it is possible to identify a general sequence of four periods:

- *Colonial agriculture*

In this period, experimental stations were established with the focus of attention that was usually export of crops such as rubber, tea, cotton, sugar, etc. Technical advice was provided to plantation managers and land owners. Assistance to poor farmers who grew subsistence crops was rare, except in times of crisis in agricultural development.

- *Diverse top-down extension*

After independence, commodity-based extension services emerged from the remnants of the colonial system, with production targets and extension activities established as part of 5-year development plans. In addition, various schemes were initiated to meet the needs of small farmers, with support from foreign donors.

- *Unified top-down extension*

During the 1970s and 1980s, the training and visit system (T&V) was introduced by World Bank. Existing organizations were merged into a single national service. Regular messages were delivered to groups of farmers, promoting the adoption of green revolution technologies.

- *Diverse bottom-up extension.*

When World Bank funding came to the other model, the T&V system collapsed in many countries, leaving behind the patchwork of programs and projects funded from various other sources. With limitation of central planning, combined with a growing concern for sustainability and equity of extension, ‘participatory’ approaches (‘bottom up’) are becoming very important and replacing

top-down approaches which existed before. Need based extension approaches with many involved stakeholders have been developing widely in extension of development countries in the coming years.

Based on extension methods, historical development of extension include four core extension kinds:

- ***Technology transfer:*** Technology transfer was used widely in colonial agriculture period, and in 1970s-1980s when T&V system was launched in many development countries. This system operated in “top-down” approach, provided general recommendations for farmers to follow.
- ***Advisory services:*** Government or private extension organization serve the interests of farmers via technical advice delivery. This kind is also supported by donors, NGOs which assist extension.
- ***Human resource development:*** This kind focuses on capacity building, creates good conditions for farmers to participate in training courses and encourage them to apply acquired knowledge.
- ***Promotion of self extension service delivery:*** include methods such as “learning by doing”, farmer to farmer exchange. Knowledge and skills are acquired via exchanging and sharing process between farmers. The examples for this kind of extension are: Participatory technology development (PTD); Farmer Field School (FFS); Rapid Rural Appraisal (RRA) .

1.2. Main factors influencing on Vietnamese extension

New trends of extension in developing countries and Vietnam com are influenced by economic, socio-politic and technology factors. There are 8 following factors which influence on changes in extension:

- Global economic integration and free trade;
- Development of market economy in agriculture ;
- Increase of grassroots democracy and participation ;
- Public administration reform, decentralized management;
- More concern on environment and biological system;
- Poverty reduction;
- Sustainable development;
- Development of information technology and bio-technology

1.3. Main trends in extension

Searching history of extension development with the above influencing factors, extension has the following trends:

- *“Wider” role of extension*

Traditional extension focus on “technology transfer”. This created an extension system with ‘top down’ approach and ‘being passive’ of communities. Nowadays, the role of extension is widened, focusing HRD, build farmers’ capacity in term of organization, management and problem solving. Extension not only includes activities related to agriculture or forestry but also other aspects of rural development.

- *Decentralized extension system*

Self-reliance and creativeness of grassroots extension system are more and more encouraged in order to respond quickly various needs of farmers.

National extension will focus on strategy, development policies and coordination of fields.

- *More participation of private economic sector in extension activities*

Beside state extension system, participation of other economic sector will be much more. Households, farm owners... are ready to “pay” extension services provided by various service providers (market interrelation).

- *Diversified extension system*

In order to take use of various resources in rural development, extension are ‘socialized’ with participation of many institutions, associations, and economic players.

- *Client oriented and service oriented*

Because of ‘Wider’ role, extension system has to provide service to different target clients leads to increase in target clients.

To create effectiveness and efficiency in extension, there should be classification of target clients, identification of needs. Based on needs of each kind of target clients, extension products and methods are designed.

- *Application of information technology*

Rapid development of information technology has been creating opportunities for extension. Information sharing via internet, distance training courses, 'virtual garden or farm' ... is creating effectiveness of extension activities.

- *'Participatory' extension*

One-directional extension approach is rapidly replaced by participatory approach in order to increase capacity of farmers in control and solving of their problems.

Analyzing, problem - solving tools have been developed to encourage participation of farmers with an aim to develop farmers' capacity.

- *Collaboration of extension activities*

Establishment and development of diversified extension system with participation of various organizations and individual require collaboration and general orientation. General orientation for extension and coordination of extension will avoid unnecessary overlapping.

Part II. Analysis of strengths, weaknesses, opportunities and challenges in Hoa Binh extension

This part will mention extension development in Hoa Binh in the past time and consolidate strengths, weaknesses, opportunities and challenges of extension and provide some notices for Hoa Binh extension in the coming years.

2.1. General introduction about extension in Hoa Binh

Hoa Binh is a mountainous province with natural areas of 466.254 ha. Forestry area is 233.429 ha, accounting for 50%. Provincial population is 800,000 people, mainly living in rural areas (approximately 86%). Value of agriculture-forestry products and fisheries in recent years covers 50% of total local value.

With location at the door of Northern West region, close to Hanoi capital and other lowland provinces and owning Hoa Binh hydro power plant and advantageous eco-biological regions, Hoa Binh have many benefits on agriculture forestry economic development.

On 13th November 1996, PPC issued decision 753 QD/UB on combining agriculture extension centre and forestry extension centre into agriculture-forestry extension centre under DARD. In all districts, there are district extension stations under DPCs. In Hoa Binh city, Centre on economic promotion has not only extension tasks but also industry and trade promotion. At communal level, following Provincial People Council and PPC's decision in 2003, commune extensionists are recruited in all 214 communes throughout province.

Now, there are 342 staff in formal extension system in which 18 people at provincial level, 110 at district level, 214 at communal level. As for qualification, 75% provincial and district extension staff graduated colleges and universities. At communal level, 24.4% graduated colleges and universities, 75.6% graduated vocational schools.

2.2. Assessment of Hoa Binh extension

For almost 15 years, extension system from provincial to district, commune level has got attention by Provincial Party and PPC, direct management by DARD, DPCs and technical management by NAEC, collaboration of other departments, support from organizations and individuals. Extension has been contributing in livelihood improvement, income increase and poverty reduction. In addition, extension also help agriculture-forestry to transform to farming – mass production style so that market needs and processing industry's needs are responded

2.2.1. Achievements of Hoa Binh extension

- There has been an increase in number of extension staff and extension system in Hoa Binh province has been developed from provincial level to commune level. Extension staffs are very young with good educational level and enthusiastic; with regular capacity building programs, their capacity can basically respond to their tasks.
- Production advice is conducted regularly based on DARD, PPC/DPC's guidance. Planning and solutions are proposed actively. Extension staff provided guidance, technology transfer which contributed in plant-animal structure changes and encourage farmers to apply new technology in agriculture-forestry.
- Extension established well demonstration models which created preconditions for implementation of key agriculture development programs, provided technologies for farmers, increased productivity. Especially, those generated key farmers who became models for others to follow.
- Communication, propaganda have been conducted effectively with positive changes in contents and quality. The ways of extension message delivery are diversified, in line with reality and respond to needs of local farmers. In addition, there are improvement in term of number and qualification of extension collaborators who introduce good experience, new technology and good business models to farmers and improve farmers' knowledge and promote technology advance in production.
- Trainings also have got high effectiveness in term of capacity building for extensionist but also farmers. Those contributed to effective land use, cost effectiveness and increased productivity in agriculture-forestry production.
- Extension workshops, seminars also help to disseminate results of demonstration and production models. They contributed to application of technology advances in mass production and increased productivity, yields and value of core agriculture forestry products.
- Strengthen socialization of extension: Many stakeholders support and participate in extension activities, that makes extension diversified in term of collaboration and investment resources.
- With establishment of extension clubs, interest groups, competition..., extension created useful platform for farmers
- Besides, extension also proactively involved in poverty reduction, establishment of demonstration models for the poor... so that the knowledge gaps in production level and income could be shortened.

2.2.2. Limitations of Hoa Binh extension:

- About capacity of extensionists: Although government extension system was formulated 10 years ago, trainings for extensionists haven't been conducted regularly. Meanwhile, extensionists have a lot of work but they are lack of good working conditions. Therefore, quality and effectiveness of extension programs are affected.
- Production advices: Some of extensionists, especially at commune level are so young that they are inexperienced in providing production advices to Commune People Committees to develop production plan for each period.
- Voluntary extension system has good achievement but the number of extension club is so small. Some extension clubs in remote areas have low efficiency because of limited budget.
- Establishment of demonstration models: no focus, few advanced technologies are applied
- In trainings, new effective teaching methods haven't been applied regularly. Therefore little knowledge was transferred and exchanged.
- Propaganda, communication: not flexible in term of ways of extension message delivery.; number of publications is few.
- Socialization of extension hasn't become local movement, there are still few voluntary extension organizations.

Reasons of the above limitations are:

- Capacity of extensionists from provincial to district, local levels are not good. Most of extensionists haven't passed any formal trainings on their profession. They are still weak in term of extension methods and skills
- Investment in extension is limited, especially investment in training, communication. Extension plans are allocated late, that affects on establishment and implementation of models.
- Working facilities haven't been appropriate to requirement of extension activities

2.3. Consolidation of strengths, weaknesses, opportunities and threats of Hoa Binh extension

With the above analysis, S, W, O and T of Hoa Binh extension will be consolidated as follows:

<p>Strengths:</p> <ul style="list-style-type: none"> - Extension has 15 year experience with many achievements; - Extension policies are available; - Extension staffs are basically trained in university, college, etc.; - Capacity of extensionists is improved partly; - Extension system from provincial to commune level is formed; - Training strategy in extension is available; - Extension methods/approaches are being changed in positively way; - Collaborate with many stakeholders involving in extension; - PAEAC is established 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Government and various involved department continue to prioritize extension; • Production is more and more developed, extension needs are increasing; • There are supports by international projects, organizations; • Information system and infrastructure is more and more developed; • Government has just promulgated new policy on extension; • Extension continues to be socialized with participation of many economic actors; • Many new training and technology transfer methods will be applied • Public administration reform is done
<p>Weaknesses:</p> <ul style="list-style-type: none"> - Capacity of staffs is limited, especially capacity of commune extensionists; - Village extension network has not been established; - Extension for remote areas, the poor is limited; - Gender inequality still exists in extension; - Extension just focuses on technology transfer; - Top down extension activities still exist; - Market information delivery is limited; - Limited collaboration amongst stakeholders in extension 	<p>Threats:</p> <ul style="list-style-type: none"> • Requirement of market/clients is higher ; • Awareness of farmers is still limited; ‘agreeing’ customs of local farmers still exists. Farmers just produce for their own consumption; • Industrialization is slow; • Land management is not clear; land policies on production zones are not clear; • Production environment in the upland and infrastructure are limited; • Many poor farmers in the uplands, the remote areas. Percentage of poor households is high • Provincial budget is limited; • Influence of Vietnam’s accession to WTO • National extension strategy is not available yet;

With analyzed S, W, O and T, Hoa Binh extension needs a strategy to take use of strengths, explore opportunities, limit weaknesses and pass threats. In particular, extension in Hoa Binh should:

- Follow Party and Government guidance, provincial orientation, especially master plans; collaborate with other departments, organizations and all levels to provide services to remote communes;
- Strengthen government organizations especially commune and village extensionists. Develop extension clubs and other extension organizations. Build capacity for extensionists ;
- Pay attention to farmers' demand. Develop ecological production regions so that competitive advantages are used and appropriate technologies are transferred in order to increase effectiveness, create mass production zones which respond to demands on the market;
- Change methods of establishing demonstration models, training methods. Regularly improve extension communication;
- Explore international opportunities, attract participation of many economic actors in Hoa Binh extension

2.4. Trends of Hoa Binh extension in coming years

Based on analysis of environment, SWOT of Hoa Binh extension, it can be concluded that there are some trends of Hoa Binh extension in coming years::

<i>From...</i>	<i>To...</i>
Looking at extension as national government service	Seeing extension as a set of functions, to be performed by a variety of players, at different levels.
Looking at extension to transfer technologies	Seeing a wider mandate for extension, that also includes farmer mobilization, organization and education
Looking at extension as a distinct, separate institution	Seeing a coherent, comprehensive knowledge system for the generation, transfer and uptake of knowledge and technology, that includes the farmers, research, extension and education.
Using a linear, sequential and one-directional model of technology transfer from people who know to the others who don't know	A more realistic, cyclical and dynamic model of information exchange and knowledge dissemination whereby farmers, researchers, educators and extensionists are all engaged in the generation of new knowledge, and in its transfer, and in its use
Designing projects from a teaching perspective, and budgeting for teaching efforts	Develop a learning mode in training programs, engaging all major stakeholders.
Less explore and apply information	Application of information technologies in

technology for rural development	projects to link research institutes, extension managers, farmer organizations and others to each other and to the rest of the world.
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Part III. Starting points, visions, objectives and strategic strategy of Hoa Binh provincial extension till 2015

3.1. Starting points

- Hoa Binh provincial extension strategy should serve provincial socio-economic development based on socio-economic development targets which were approved in Party Resolution XIV in modern, advance, sustainable and feasible way;
- Extension should respond to needs of clients, especially who are poor farmers or the ones living in remote difficult areas and mass production farmers;
- Extension activities should be diversified in term of contents, methods and approaches.
- Extension should be feasible, effective and suitable to groups of clients and ecological regions. Extension activities should be easily done and disseminated.
- Extension should attract internal and external resources and be socialized;
- Extension should be implemented by economic contract to increase responsibility and effectiveness.

3.2. Vision

In the globalization and economic integration process, with Vietnamese accession to WTO, Hoa Binh provincial extension strategy should express all **key contents of extension decree 56/2005/ND-CP**, socio-economic development plan of Hoa Binh province in the period of 2006-2010, agriculture and rural development plan of Hoa Binh province in the period of 2005-1010 and Party Resolution XIV.

In particular, Hoa Binh extension in coming years should prioritize **completing extension system, developing appropriate policy and building capacity for extension staffs so that they can respond to needs of clients (mainly farmers) via extension service contract** with an aim to generate jobs, increase income for farmers, alleviate poverty especially for farmers in remote and difficult areas and large/market-oriented production farmers, help to change crop structures, produce materials for processing industry, ensure food security, develop agriculture and rural areas in the modern, advance, competitive and sustainable way (Hoa Binh Party Resolution XIV)

3.3. Strategic objectives

3.3.1. General objectives

Hoa Binh extension is to respond of needs of groups of clients, raise awareness on policy, law, improve technical knowledge and skills, business management skills and provide market

information for producers; contribute to generate jobs and increase income, alleviate poverty for producers, promote agricultural and rural development in modernization and industrialization way; complete extension system and human resources from provincial to district, commune and village level; develop appropriate extension policies which attract resources from organization or individuals nation-wide and world wide; prioritize difficult communes and women headed households and ethnic minority households who are in difficult conditions.

3.3.2. Specific objectives:

- Build capacity for farmers about policies, laws and global integration aspects which will influence on provincial agriculture, market development in the province;
- Transfer knowledge on technology, production procedures, modern management, business development which are suitable to farmers, especially the ones in ethnic minority groups in difficult and remote areas;
- Develop human resources, increase and improve capacity for producer and provincial extension staffs. Provide extension training for 30% of farmers (till 2010) and 50% of farmers (till 2015), build capacity 100% commune and village extensionists every years and provide refresh training for 20% provincial and district extension staffs;
- Contribute to generate jobs and income, alleviate poverty. 3-5% of poor households are out of poverty each years. Contribute to change economic structure in agriculture and rural areas in modern, advance and sustainable manner;
- Combine agriculture production development and establishment of material zones for processing industry and rural development; pay attention on material zones for sugar production, fruit processing, tea processing and other special foods;
- Mobilize every resources in the province, take use of all resources from extension related organizations and individuals in and out of the province.

3.4. Extension approaches

Change from one way, top-down extension to multi-way information exchange, need based extension, producer centered and participatory extension. Some of main approaches are:

- Sustainable livelihood approach (SLA)
- Participatory curriculum development (PCD)
- Participatory Rural Appraisal (PRA)
- Participatory technology development(PTD)
- Training of trainers (TOT)
- Learner centered teaching methods (LCTM)
- Program coordination
- Farmer to farmer approaches (FTF)
- Farmer Field School (IPM)

- Invest more in consultation service, promote extension for upland, ethnic minorities, women who are in difficulties

3.5. Main strategic solutions for Hoa Binh

3.5.1. Strengthening and completing extension organizations in Hoa Binh

3.5.1.1. Strengthening and completing extension organizations in Hoa Binh :

Implementing Government guidelines, Hoa Binh provincial extension system will be organized at 4 levels as follows:

- Improve qualification of provincial extension centre
- Strengthen and improve qualification of district extension stations
- Strengthen and improve qualification of commune extensionists
- Develop Village extension networks. Develop extension clubs and interest groups

3.5.1.2. Promote establishment & development of other extension organization

- According to decree 56/2005/ND-CP and circular 60/2005/TT/BNN by MARD, other extension organizations comprise of political, socio-political, economic ones, social, professional, scientific, education and training organizations, associations and private extension organizations which are doing extension;
- Hoa Binh province encourage all economic actors, organizations and individual to organize and implement extension activities in its province. The province will create the most favorable conditions to develop such extension organization.

3.5.2. Build capacity for extension staffs at all different level

- Focus on capacity building for extension staff at all level. In particular, prioritize training for commune and village extensionists
- Pay attention in improvement of skills, practical knowledge, accountability and attitudes of commune and village extensionists
- Provide facilitation skills for provincial and district staff to facilitate workshops, demonstration models and extension evaluation events
- Provide training, refreshment training and update knowledge and information for extension staff at all levels, especially provincial and district extensionists.

3.5.3. Develop appropriate and effective mechanism and policies

- Develop effective and diversified (but not heavy) organizational structure. Permanent staffs will be core personnel who will collaborate with short term staff. Administration reform should be applied in the way that number of indirect staffs should be reduced, number of direct ones should be increased, results based payment should applied.

- Develop mechanism on capacity building and compensation for extension staffs.
- Develop mechanism on prioritizing poor farmers, , ethnic minorities, farmers who live in remote and difficult areas and mainstreaming gender issues.
- Develop mechanism on attracting all economic actors, organizations and individuals to invest and operate in extension
- Develop brand name for main products

3.5.4. Renovate extension

- Focus on improvement of extension approaches and methods and contents.
- Change target groups of extension: pay attention in extension for farmers in the uplands, ethnic minorities, women and mass production farmers.

3.5.5. Establish extension monitoring and evaluation system

- Develop extension quality standards
- Manage implementation of extension quality standards.
- Organize annual review, monitoring and reporting

3.5.6. Strengthen collaboration in extension and socialize extension

- Increase collaboration with national and international extension organizations.
- Organize sharing and exchange workshop and learn experiences from partners in or out of the country
- Increase multi-way and multi discipline collaboration

3.5.7. Increase finance for extension

- Province and district ensure finance for common activities and programs/ projects which are approved by province, district
- Funding from central level is allocated through program/projects which are approved by MARD
- Finance extension from Central Ministries and Departments are managed by provincial sub Departments
- Funds from NGOs
- Funds from organizations and donors.
- Contributions from farmers and from economic contracts
- From other resources which are not illegal
- Manage and use effectively funding resources for extension. Ensure allowances for commune and village extensionists

3.5.8. Government management on extension

PPC manages all organizations working in extension and all extension activities in the province. PPC assigns DARD to conduct state management tasks in extension in the province. DARD will provide annual report and be responsible for extension results with PPC

Part IV. Prioritized programs to achieve extension objectives

4.1. Program 1: Complete extension organizational structure from provincial to district, commune and village levels

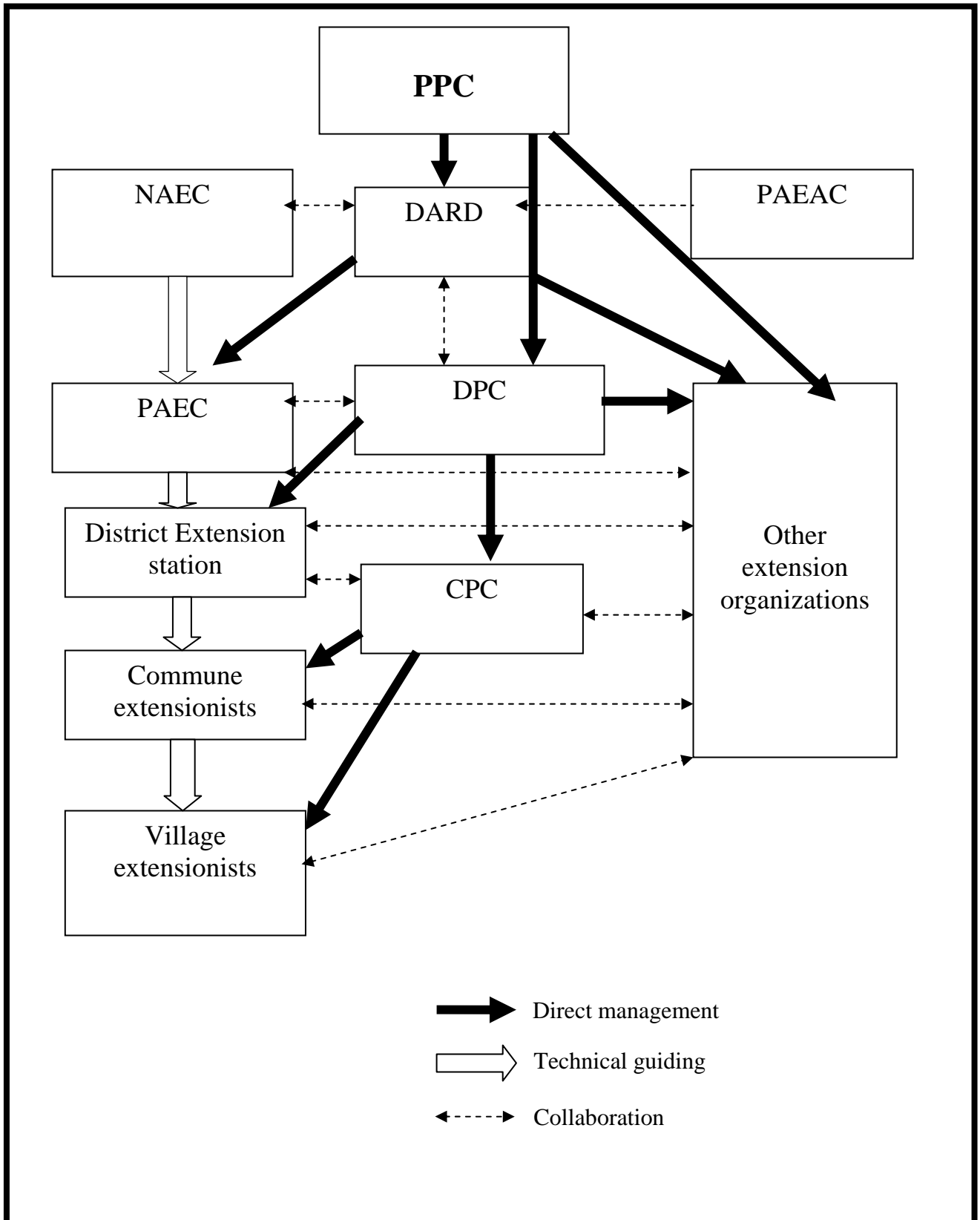
Party Resolution XIV state that in order to develop agriculture in sustainable and intensive way in which agriculture cropping is linked with processing and marketing, “**organizational structure of extension from provincial to grassroots levels should be strengthened**”. Therefore, strengthening organizational system is the first prioritized task.

4.1.1. Objectives:

- Strengthen provincial extension system including government extension system and other extension. Government extension system has 4 levels: province, district, commune and village.
- Name and define types of extension organizations.
- Define function and tasks of types of extension organizations
- Define number of permanent staffs, their criteria and compensation
- Define operation mechanism for each type of organization

The follows is description of Hoa Binh extension system:

Hoa Binh extension system



4.1.2. Main activities of the program:

4.1.2.1. Strengthen government extension system:

4.1.2.1.1. Strengthen and increase quality of provincial extension centre

- Name of extension organization at provincial level: **Hoa Binh Provincial Extension Centre**
- Function and tasks will be decided by PPC with the following orientation:

Functions :

Provincial extension centre (PAEC) is professional organization which is a legal body having stamp and its own account. PAEC is under DARD, implementing extension activities and under technical guidance by NAEC

Tasks:

- Support DARD to develop legal documents on extension which are approved by PPC.
- Develop long term plans, annual plans to implement extension programs which are approved by MARD.
- Provide guidance on extension activities for districts and extension-related organizations/individuals in the province.
- Sign and implement collaboration and service delivery contracts
- Implement programs which are allocated by PPC and DARD
- Manage, use assets, labor and resources according to regulations

Organizational structure:

Organizational structure is finalized with the following orientations:

- Allocate number of staffs with functions and tasks. Number of permanent staffs should be 20-25, in which number of indirect staffs cover 10-15%
- 80% of extension staffs should graduate universities, colleges. They are also experienced and enthusiastic staffs. There are appropriate balance among staffs in Plantation, Animal Husbandry, Forestry, Economy, Market information and Rural Development.
- Provincial Extension Centre are able to **make short term employment contract** and responsible for operation costs and salary for short term staffs

4.1.2.1.2. Strengthen and increase quality of district extension stations

Name of extension organizations at district level: **District Provincial Extension stations**

Function and tasks will be decided by PPC. They are professional organizations which are legal bodies with their own stamp and account.

Tasks should focus on training and technology transfer, information update and technical advice for commune and village.

Organize implementation of extension activities based on economic contracts and principles of decentralized managements. Provide technical guiding for commune extensionists

Number of permanent extension staffs in each station should be sufficient, (norm: 0,5- 1 district extension staff/1000 households). Ensure quality of service delivery based on regulations and orientations Besides permanent extension staffs, **Extension stations can make contract with short term staff and will be responsible for employment cost.**

4.1.2.1.3. Strengthen and increase quality of commune extension networks

Commune extensionists are decided by DPC based on **annual contract**. There should be **2 commune extensionists per commune**. In remote and large areas, there can be three commune extensionists per commune. Commune extensionists will be proposed by CPC and approved by DPC. After 2010, model with three commune extensionists per commune can be done.

From now to 2010, there is one commune extensionist in normal commune and two in very difficult communes, ATK communes (67 communes), totally 281 commune extensionists. Until 2015, there are two commune extensionists per commune, totally 428 commune extensionists

Commune extensionists should graduate **high school, college and universities** with **two faculties: techniques** (plantation, animal husbandry, forestry) **and economics**. For remote and difficult communes, if there are no one who graduated the expected level, the communes can collaborate with youth volunteer programs or other officers who work in remote areas. **Commune extensionists can be the people who have other commune positions**. Percentage of commune extensionists who graduate college, universities should be 30% (2010) and 50% (2015). Allowance for commune extensionists should be 100% of government's minimum salary (weigh 1) (at present 450,000 VND, and in 2008, 550,000 VND) for commune extensionists with college, university educational level, 70% of government minimum salary for commune extensionists with high school educational level . Therefore, cost for commune extensionists is estimated at 1.8 billion VND per year (2010) and 2.5 billion dong (2015).

4.1.2.1.4. Establish Village extension network and encourage voluntary extension at village level.

There haven't been **village extension network**. It is a need to have one village extensionists per village:

- From now to 2010, each districts, select 50% communes which have demand and necessary conditions and develop village extension networks. There will be approximately 900 village extensionists
- Since 2011 – 2015, village extension networks will be increased and strengthened with 2000 village extensionists

Village extensionists **don't need to have high school educational level or higher, but they should be key farmers who are good producers, enthusiastic, responsible and understand the local production and trusted by villagers, they can be village head or secretary.** There should be financial support from government and contribution from villagers. If the financial support is 100,000 VND/head/month, total budget for VEN is 1.08 billion dong/year in 2010 and 2.4 billion dong/year in 2015. If the financial support is 50,000 VND/head/month, total budget for VEN is 500 million dong/year in 2010 and 1.2 billion dong/year in 2015. Village extensionists will have 1 or 3-year contracts based on their performance.

Voluntary extension will be encouraged to be developed. In the process of economic development, groups are formulated. They together study and exchange with each other and forms different kind of interest groups: groups on fruit tree plantation, bee keeping, aquaculture, cattle raising, goat , tea processing, timber processing, flower plantation, handicraft, etc. Therefore, province encourage and create favorable conditions to develop such groups. Until 2010, there will be 150 extension clubs and 200 interest groups. Until 2015, there will be more than 400 extension clubs and 500 interest groups. When extension clubs and interest groups are established, the support is 500,000 VND/extension clubs and 200,000 VND/interest group.

4.1.2.2. Strengthen other types of extension:

The article 12, chapter III of decree 56 states that: **To encourage, and create conditions for, political organizations, socio-political organizations, economic organizations, social organizations, socio-professional organizations, scientific organizations, education and training organizations, professional associations as well as domestic and foreign organizations and individuals to set up agricultural and/or fishery promotion organizations .**

In fact, those organizations with their tasks contributed in extension achievement in the province. Therefore, the province will encourage and create condition for them and issue policies to attract organization/individual to set up extension organization at local level, district and provincial level.

4.2. Program 2: Capacity building for extensionists at all levels

To achieve socio-economic targets mentioned in provincial party resolution XIV, one of solutions is **“Capacity building for human resource in the province, prioritize training for staff who is living in the province or belongs to ethnic minority group or is technical staff. Make the poor access to new technology, etc.”** Therefore, capacity building for extensionists is crucial for human resource development in the province.

4.2.1. Objectives:

- Annually, 100% village and commune extensionists are trained and updated with information about new technology, related policies and market information.
- Build capacity for district and provincial trainers in which focus on teaching/training methods, communication and facilitation skills.

- Improve technical knowledge and extension methods for provincial, district staffs. Provide English course level C for 10-15% provincial extension staffs.
- Strengthen qualify of extension training units.

4.2.2. Main activities of the program:

4.2.2.1. Capacity building for commune and village extensionists

- Annually, district extension stations make plans to provide trainings for commune and village extensionists twice per year. Trainings can be organized at the beginning of the crop or after harvesting or based on real demands. Training contents depend on specific needs of each ecological regions and each kind of production. Duration of each course can be 3-5 days.
- Annually, provincial extension centre make training plans and provide technical trainings once per year for 10% village extensionists and 20% commune extensionists. Training contents depends on demands of each regions. Training duration can be 7-10 days per course. Provide computer training for commune and village extensionists who work in the place where they have communication means
- In addition, collaborate mass organizations (Farmer Association, women union, veteran association, etc.) to provide trainings.
- Each year, district extension stations can organize visits to good production models in their districts or in the province..
- Produce and distribute technical materials such as leaflets, brochures, video tapes, broadcasts on technical knowledge and market information...
- Develop INTERNET sites for extension clubs in communes where e-communication network is available..

4.2.2.2. Capacity building for district extensionists

With the role of trainers for commune and village extensionists, district extensionists should have good technical knowledge and communication skills, teaching/training skills to well organize workshop, trainings and demonstration models. In order to have good extensionists at district level, the follows should be done:

- Review capacity/quality of existing district extensionists and make capacity building plans so that district extensionists can respond to needs of clients.
- District extensionists should be annually provided with refreshment trainings or knowledge update courses. They should also be trained with facilitation, communication skills to organize trainings, workshops and demonstration models
- Review capacity of district extensionists and send them to the province, central level for refreshment trainings on: technologies, management, advisory, marketing, communication skills, training skills, etc.
- Organize study tour, exchange visits in or outside the province for district extensionists. Provide them with English courses

- Link with universities, research institutions and international projects to learn their experiences .

4.2.2.3. Capacity building for provincial extensionists

Provincial extension centre is leading organization in extension of Hoa Binh province. They should have extensionists who are good at professions and skillful in planning, project management, training material development, etc. At present, Provincial Extension Centre basically fulfills their tasks. But to respond to new context, their capacity should be strengthened. The following items should be done:

- Review capacity/quality of existing provincial extensionists and make capacity building plans. Each year, send 15-20% provincial extensionists to short refreshment trainings; or send 5-10% (1-2 persons) to intensive courses at central level or in national or international universities/research institutions, the intensive courses can last from 3 months to two years.
- Regularly training for provincial extensionists on the new knowledge , especially market information or development forecast
- Provide English and computer courses for provincial staffs. Organize intensive English courses for 10-15% of staffs (2-3 people)
- Create chances for provincial extensionists to join study tour, exchange visits, workshop within or outside the country
- Collaborate with technology development centre, international organizations
- Develop collaboration mechanism with other organizations to coordinate effectively extension activities

4.2.2.4. Improve quality of extension training units

- Provide good training equipments and facilities for training rooms in provincial extension centre.
- District extension stations collaborate with vocational centre to improve quality of training for extensionists
- In long term, PPC should assign Technical high school to provide trainings for commune and village extensionists.

4.3. Program 3: Develop extension policies/mechanisms

4.3.1. Objectives:

- Develop appropriate policies which are in line with process of renovation of economic management mechanisms, market principles and Vietnam accession to WTO.

- Develop policies to promote activeness and creativity of extension staffs and organizations in the province.
- Develop policies to attract organizations, individuals to invest in provincial extension
- Develop policies for the poor, ethnic groups, farmers in remote and poor areas, ATK areas and gender mainstreaming..
- All the policies should be in line with socio-economic development and political tasks of the province.
- Develop policies to support trademark development for agriculture-forestry products.

4.3.2. Main activities of the program:

4.3.2.1. Develop operational mechanism of extension service delivery based on contracts:

To improve quality and effectiveness of extension, extension services by government extension organization should be delivered based on economic contracts:

- For government budget, extension centre/stations sign contract for each activity (training, establishment of models, study tour, workshops...) with the organizations providing fund such as NAEC, DARD, DPC, etc. The contracts will be settled and paid based on regulated criteria.
- CPC signed annual contracts with commune extensionists. Monthly performance assessments will be base for payment and contract continuity.
- With farm owners, market oriented producers and clients, government extension organizations can sign the contract based on their needs and extensionists will be paid based on service quality and current laws.

4.3.2.2. Mechanism on making labor contracts with short term employees

Provincial extension centre and district extension stations can sign short term labor contracts according to current laws. Labor contracts can be made with newly graduates or retired staffs and good and experienced producers to conduct economic contracts signed between those extension organizations and their clients.

Provincial extension centre and district extension stations should be responsible for payments to short-term employees. They should also report to their higher level.

4.3.2.3. Mechanism to encourage establishment of extension organizations and interest groups

To promote establishment extension organizations, the province will do the follows:

- PPC encourages all organizations/individuals belonging to all economic sectors inside or outside the country to establish extension organizations and implement extension activities in the province.
- Those organizations/individuals will be:
 - Permitted by **PPC** if those are foreigners' ones. Permitted by **DPC** there are no foreigner in those.
 - Create conditions in term of place for operational office.
 - Prioritized to implement service delivery contracts of which budget comes from government

4.3.2.4. Prioritize extension for the poor, ethnic groups

- Increase finance for trainings, develop appropriate models for the poor, women and ethnic groups in poor areas
- Increase input subsidy for demonstration models (maximum 80%)
- 2 commune extensionists per commune and village extensionists for 50% villages to 2010 and 100% to 2015
- Allowance of commune extensionist is equal to minimum salary of the government if they graduated college or higher. Allowance of 80% commune extensionist is equal to minimum salary of the government if they graduated high school.
- Provide initial support for clubs and interest groups when they are just established
- All organizations, individuals who invested voluntarily in extension for the poor in poor areas will be prioritized in receiving government funded projects and input supply contracts

4.3.2.5. Attract investment in extension activities .

The province will have policies to attract all resources of national and international organizations to invest in extension services in Hoa Binh province:

- For organizations, apply 4.3.2.3;
- Village extensionists are provided with trainings, visits, extension materials;
- Commune extensionists are provided with trainings, visits and they will be considered to become commune or district cadres if their performance are good at least in 3 years;
- Provincial and district extension staffs who voluntarily do extension in uplands, poor areas will received additional allowance of 30%-40% of their current salary. If their serving time in uplands, remote areas is more than 2 years and they fulfill well their tasks, salary increase, awards, promotions for them will be considered.

4.3.2.6. Policies on supports to enterprises, households to develop trademarks for their products

- Province assigns functional department such as Department of Technology, Trade and tourism department, etc. to support enterprises, households to develop trademarks for good

quality products such as oranges in Cao Phong, tea in Mai Chau, apricot in Da Bac, etc.

- Province supports partly budget to develop and introduce special products to international market and register trademarks;
- Province create favor conditions for enterprises, households to advertise and market their projects on the international markets

4.4. Program 4: Develop extension quality standards to monitor and evaluate extension activities

At present, there will be two important contents which need quality standards. Those are training and set up of models.

4.4.1. Objectives:

- To evaluate extension activities in systematic way;
- To identify quality of organizations/individuals in extensions ;
- Improve quality and effectiveness of extension activities.

4.4.2. Main activities of the program

4.4.2.1. Finalize and manage Training quality standards (TQS).

TQS has just developed, this will be management tools to monitor and evaluate trainings in extension. Therefore, the province issue decision on application of TQS in the province. In the application process, TQS will be improved and adapted to real context.

4.4.2.2. Quality standards of establishing demonstration models.

When developing these standards, the following things should be noticed:

- The necessity and suitability of the models (why);
- Effectiveness;
- Applicability (easy to do, simple or complicated);
- Feasibility;
- Participations of farmers and stakeholders

4.4.2.3. Management and application of quality standards

- DARD will issue quality standards and manage quality of all extension activities in the province;
- All extension activities will be assessed in written based on quality standards;
- Contract payments will be based on assessment results;

- There are annual reports on quality of extension activities.

4.5. Program 5: Renovation of extension contents & approaches/methods

4.5.1. Objectives of the program:

- Identify appropriate extension contents by identifying needs of target groups and clients;
- Select appropriate, effective and economical extension methods;
- Pilot and consolidate new methods

4.5.2. Activities of the program

4.5.2.1. Renovate extension contents

Contents of activities such as propaganda, trainings, demonstration models, workshops, advisory, etc. should be changed to respond to needs of clients in the certain periods in the certain regions. Three groups of clients should be paid attention: poor farmers who produce to improve livelihood and reduce poverty; farmers who have large production to supply in the market; government and extension at different levels.

- Propaganda: select appropriate information and deliver information to clients effectively. Pay attention in market information, new technology and production management
- Trainings: Contents of training should be developed from the needs of clients. Contents should follow agreed contracts/orders or should be developed with participation of farmers. In addition, contents should depend on training periods. Training contents should not developed in top down approach. Pay attention in guidelines on production with new varieties or new breeds, high technologies, production management, business management, processing, marketing, organic and safe products, marketing and trademark promotion...
- Establishment of demonstration models: select appropriate demonstration models to ecological regions, groups of clients. Demonstration models should have possibility for dissemination. Provincial orientations and clients' demand should be well studied when developing demonstration models.
- Combine advisory and technical service. Advice clients what should do or should not do. But clients are the final decision makers.

4.5.2.2. Renovate extension methods

Renovating extension methods is very important to improve effectiveness. Right selection of extension methods will help to achieve objective of extension activities. Beside applying participatory, two way approaches, LCTM, farmer to farmer method, etc., combination of different

good methods/approaches will bring more effectiveness. At present, there are some combined, effective methods as follows:

- Workshop, group discussion;
- Study tours;
- Farmer Field School;
- Demonstration;
- Developing leaflets, handbook;
- Video tapes and broadcast...
- Implement programs/projects.

4.6. Program 6: Study, pilot and develop extension packages and extension policies

One of trends in extension Hoa Binh is need based service delivery. With specific condition of Hoa Binh, it is necessary to conduct studies, piloting to develop appropriate extension packages and revise extension policies. This program is very important for extension development in the next strategic periods.

4.6.1. Objectives of the program:

- Study, pilot and develop extension packages which are appropriate to target groups in Hoa Binh;
- Based on pilots, propose extension policies.

4.6.2. Main activities of the program:

4.6.2.1. Need assessment about extension services for target groups in Hoa Binh.

Using projects/programs' resources or research budget in extension, provincial extension organizations conduct need assessment about extension services for target groups, especially the rich. Based on results, develop extension packages.

4.6.2.2. Pilot new extension packages

Based on need assessment results, pilot new extension packages for farmers. In piloting process, lessons learnt should be drawn.

4.6.2.3. Propose new extension policies or adjustment of existing policies

After studying the needs and piloting extension packages, related extension organizations, especially provincial extension centre will make proposal on extension policies to promote effective extension packages.

Part V. Organizing implementation of Hoa Binh provincial extension strategy

5.1. Role and responsibilities of stakeholders in Hoa Binh

5.1.1. Provincial Peoples Committee:

Provincial People Committee is responsible for state management of overall extension work in Hoa Binh:

- Decide and issue provincial extension strategy;
- Decide establishment of extension system in the province and regulate functions and tasks of government extension organizations at all levels from the provincial level down;
- Decide policies and mechanism for extension implementation in the province;
- Decide operational permission for extension organizations which are set up by foreigners
- Decide and approve provincial target extension programs
- Ensure budget for extension and ensure effectiveness of fund use, projects, programs in extension which are approved by the province.

5.1.2. Department of Agriculture and Rural Development

DARD support PPC in state management of extension activities:

- Propose PPC to issue extension policies, guidelines ;
- Develop long term and annual extension programs/projects and submit for PPC's approval;
- Develop collaboration mechanism in extension amongst departments, with district ;
- Collaborate and coordinate extension programs and approve annual extension plan;
- Appraise set-up documents of other extension organizations and report to PPC or inform DPC for approval;
- Provide technical guidance to district extension stations;
- Manage and use effectively extension budgets;

Provincial Agriculture Extension Centre, a professional organization under DARD, implements all extension activities which are in plans/programs approved by PPC and DARD. PAEC also provides technical guidance for district and local extension.

5.1.3. Other provincial departments

- DPI in collaboration with DARD to develop long term and annual extension plans and submit to PPC for approval;
- Department of Finance developed detailed budget plans for extension strategy;

- Other departments including DoHA, Technology Department, DoNRE and others will collaborate with DARD to implement well this strategy.

5.1.4. District Peoples Committee

- Conduct state management of overall extension work in their districts;
- Make long term and annual plans on extension in their district;
- Guide implementation of extension project and programs in their district;
- Monitor and evaluate results of extension activities and report to PPC;
- Decide operational permission for voluntary extension organizations which are set up by Vietnamese organizations or individuals;
- Decide annual contracts with CPC;
- Ensure budget for extension activities which are approved by PPC and DPC.

CPC: will be responsible for organization and management of extension activities in their commune. CPC manages commune extensionists and village extensionists who work in their commune.

All organizations and individuals working in extension in Hoa Binh should follow all decisions and policies of the province.

5.2. Responsibilities in each prioritized programs

Six prioritized programs are allocated as follows:

<i>Prioritized program</i>	<i>Responsible organizations</i>	<i>Involved Stakeholders</i>
Program 1: Complete extension organizational structure	DARD	<ul style="list-style-type: none"> • DOHA, Department of Finance • PAEC; • Rural development department • DPCs
Program 2: Capacity building for extensionists at all levels	PAEC	<ul style="list-style-type: none"> • Department of Finance, DPI • PAEC; • District extension stations; • Technical High school
Program 3: Develop extension policies/mechanisms	DARD	<ul style="list-style-type: none"> • Department of finance, department of technology • PAEC; • Rural development department
Program 4: Develop extension quality standards to monitor and evaluate extension	DARD	<ul style="list-style-type: none"> • PAEC; • Rural development department

activities		
Program 5: Renovation of extension contents & approaches/methods	PAEC	<ul style="list-style-type: none"> • PAEC; • District extension stations; • Technical High school
Program 6: Study, pilot and develop extension packages and extension policies	PAEC	<ul style="list-style-type: none"> • PAEC; • District extension stations; • Technical High school

5.3. Schedule of implementation of Hoa Binh provincial extension strategy

	2008	2009	2010	2011	2012	2013	2014	2015
Program 1								
Program 2								
Program 3								
Program 4								
Program 5								
Program 6								

5.4. Cost estimation for implementation of Hoa Binh extension strategy

<i>Programs</i>	<i>2008-2010</i>	<i>2011-2015</i>	<i>Total</i>
Program 1	14 billion dong	31 billion dong	45 billion dong
Program 2	11.8 billion dong	23.4 billion dong	35.2 billion dong
Program 3	17.8 billion dong	29 billion dong	46.8 billion dong
Program 4		2 billion dong	2 billion dong
Program 5	3 billion dong	5 billion dong	8 billion dong
Program 6	3 billion dong	5 billion dong	8 billion dong
Total	49.6 billion dong	95.4 billion dong	145 billion dong

Total estimated budget for implementation of provincial extension strategy is 145 billion dong. In the period of 2008-2010, that is 49.6 billion dong which means 16.5 billion dong per year. In the period of 2011-2015, that is 95.4 billion dong which means 19,08 billion dong per year.

In which:

- Government budget (central, provincial, district level): 100 billion dong, covering 69%
- Fund from NGOs, projects, individuals: 38 billion dong, covering 26,2%
- Contribution from farmers in economic contracts: 7 billion dong, accounting for 4,8%.

Conclusion

Successful implementation of Hoa Binh provincial extension strategy 2008 – 2015 will bring **socio-economic impacts**. In particular:

- Capacity building for farmers, especially awareness/understanding about law, policies on agriculture and rural development, advantages and difficulties in production with Vietnam accession to WTO.
- There are additional 214 commune extensionists (2 per commune) and 2000 village extensionists (one per village)
- Capacity building for extensionists at all levels
- 1/3 of provincial extensionists are provided with intensive courses and they have good knowledge, good English skills and good competence to work with international experts
- Contribute to change province's crop structures
- Reduce poverty rate – 3-5% per year
- Develop new products and promote trademarks of local products in national and international markets

This extension strategy will be important base to implement long and short term extension plans.

DARD is assigned to coordinate with other departments, districts in proposing extension system, extension policies and guidelines based on prioritized programs mentioned in the strategy.

Based on assigned tasks, DPC organize and guide implementation of the strategy.

In the process of implementation, reviews should be organized to analyze, discuss and propose PPC/DARD adjustments.

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