

No.

Japan International Cooperation Agency (JICA)

Ministry of Agriculture and Forestry (MAF)

Lao PDR

**THE BASIC STUDY
FOR
THE FOREST MANAGEMENT AND
COMMUNITY SUPPORT PROJECT
IN
LAO PDR

DATA BOOK 2**

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NIPPON KOEI CO., LTD.

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FINAL REPORT

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Training Needs Assessment of the Target PAFOs and DAFOs

1. Background and Objectives of the Study

1.1. Background of the Study

The Basic Study for the Forest Management and Community Support Project has started its work in March 2004 in accordance with the contract with Japan International Cooperation Agency (JICA). The principle objective of the basic study is to gather information / data related to the study area as well as the organizations (as defined in the contract document) so that the Forest Management and Community Support Project (FORCOM) can define the target / focus of the project by using the data gathered by the basic study.

The basic study will produce the following information by the end of the study.

- a. Socio-economic condition of the eight (8) candidate villages
- b. Village profiles of the eight (8) candidate villages
- c. Customary use of lands and natural resources in the eight (8) candidate villages
- d. Market condition of agricultural and non-timber forest products in the six (6) provinces and the eight (8) candidate villages
- e. Present land use and vegetation cover of 10 provinces in the northern region and the four (4) priority villages
- f. Inventory of the staff of National Agriculture and Forestry Extension Service (NAFES), Provincial Agricultural and Forestry Offices (PAFOs) and District Agriculture and Forestry Offices (DAFOs) of six (6) provinces
- g. Training needs of PAFO staff of the six (6) provinces and DAFO staff of four (4) districts which have jurisdiction over the candidate villages
- h. Inventory of on-going and implemented training courses / modules
- i. Inventory of available trainers / resource persons and materials for training

This study report describes the results of activities that the Agriculture and Forestry Extension Specialist carried out through the study period to clarify the items of f) and g) in the aforementioned list.

1.2 Objectives of the Study

The main objectives of the study are to assess the present capacity of PAFOs and DAFOs as well as the training needs of the staff of those offices so as to draft a human resource development framework and training curriculums based on the results of the study. Specifically, the study aims:

- to analyze problems / issues in performing their duties and roles;
- to identify possible and priority areas for capacity enhancement of each organization;
- to identify training courses that the staffs of PAFOs and DAFOs have ever attended
- to assess the training needs of the staff

2. Scope of the Study

2.1 Coverage of the Study

This study targets the following offices.

- a. NAFES (for making an inventory of the staff)
- b. PAFO: PAFOs in six (6) provinces, such as Vientiane, Luangprabang, Xayaboury, Huaphanh, Luangnamtha, and Bokeo
- c. DAFO DAFOs in four (4) districts, such as Viengkham, Nang, Pakseng (in Luangprabang) and Xayaboury (in Xayaboury)

2.2 Components of the Study

The study consists of the following components.

- a. Interview to Director / Deputy Director of the offices
- b. One-day workshops (for PAFO) / half-day workshops (for DAFO) with managerial staff of the offices
- c. Questionnaire survey to the staff of PAFOs / DAFOs
- d. Inventory of the staff of NAFES, PAFOs and DAFOs

2.3 Schedule of the Study

The field work was undertaken between April 22 and May 20, 2004. The work schedule is presented in **Table 1**, and summarized as follows:

Work Schedule	
Date	PAFO/DAFO visited/to be visited
April 22-33, 2004	PAFO Luangnamtha
April 26-27, 2004	PAFO Bokeo
April 29-30, 2004	PAFO Vientiane
May 03-04, 2004	PAFO Huaphanh
May 06-07, 2004	PAFO Luangprabang
May 10, 2004	DAFO Pakseng
May 11, 2004	DAFO Nang
May 13, 2004	DAFO Viengkham
May 17-18, 2004	PAFO Saybury
May 18-19, 2004	DAFO Xayaboury

2.4 Methodology

(1) Interview to Director (Head) / Deputy Director (Head) of PAFO and DAFO

This aims to determine existing skills and experience of the staff of PAFOs and DAFOs by a structured interview to a director or a deputy director of the office. The interview focuses on, but not limited to, identifying the present performance / knowledge level of the office in the fields necessary for the agriculture and forestry extension service. This provides general

ideas of gaps in required skills and knowledge of the office. A questionnaire form used for the interview is shown in **Attachment-1**.

(2) Workshop at PAFO / DAFO

An one-day workshop was organized at each PAFO with the participation of managerial staff of the office, while a half-day workshop with either all the staff (at three (3) DAFOs in Luangprabang) or the only managerial staff of the office (at Xayaboury DAFO in Xayaboury Province) was undertaken at DAFO level. The workshop aims to clarify the following items through discussions with participants.

- Roles / duties of the office and each section under the office
- Problems and issues on extension work
- Weaknesses of the organization (only for PAFOs)
- Needed training or capacity building activities

A brief outline of the workshop is presented in **Attachment-2**.

(3) Questionnaire survey

The survey aims to clarify the gaps between roles / duties that the staff is supposed to perform and training experience as well as educational attainment of the staff. Specifically, the following are included in the questionnaire.

- Main duties and/or tasks of the staff
- Education attainment and past training experience
- Self-assessment of competence / capability to comply with the present roles
- Subjective training needs in meeting operational goals / fulfilling responsibilities
- Necessary training for the sections to fulfill the respective responsibilities (only for managerial staff)

A set of questionnaires, which is attached to this document in **Attachement-3**, was prepared and distributed to as many staff as possible in the targeted PAFOs and DAFOs after translating the questionnaires into Laotian language. An orientation meeting with informants were organized at each office so that they could easily understand the implication of questions. In addition, the study team has had one surveyor stay at each office for several days to provide guidance to informants as well as to follow up the collection.

(4) Inventory of the staff

A list of the staff was also collected at each office when the interview to directors was undertaken. In addition, duties and responsibilities of the office were also gathered in some PAFOs and DAFOs.

3. Results of the Study

3.1 Overall View of Agricultural and Forestry Extension System

3.1.1 Institutional Framework

The National Agriculture and Forestry Extension Service (NAFES) was established in June 2001 in accordance with the national policy (Agriculture Vision in 1999) to be a responsible organization of the Ministry of Agriculture and Forestry (MAF) for the implementation of agriculture and forestry extension services at national level.

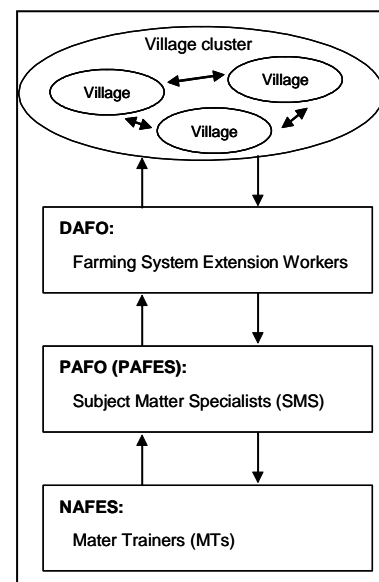
In line with the national strategy, the agriculture and forestry extension section (PAFES) was also established in PAFO in 2001 as a section in charge of the extension service at provincial level. Since then, PAFES has been the responsible organization for all the matters related to agriculture and forestry extension (planning, implementation, training, community organization, information dissemination, establishment of networks, etc.) in its jurisdiction. Although the PAFES is a main player for the extension service, other technical sections still have important roles in extension work since PAFES needs technical and human resource supports from other technical sections (or Subject Matter Specialists (SMSs)) to provide effective extension services to farmers.

At district level, the District Agriculture and Forestry Office (DAFO) is responsible for all the activities related to agriculture and forestry matters in the responsible district, although the office has been encountering a plenty of difficulties in performing their duties.

3.1.2 Extension System

Prior to the establishment of NAFES as well as PAFES, there was no integrated extension system in place. The extension activities had been implemented through donor assisted projects.

Since 2001 when NAFES was established, the Laos Extension for Agriculture Project: LEAP (formally called as Pilot Extension Project: PEP) funded by Swiss Agency for Development and Cooperation (SDC) has been assisting NAFES in establishing an agriculture and forestry extension system in the country. The system that LEAP has developed is a cascade training and coaching system where NAFES (Master Trainers: MTs) trains PAFO / PAFES (Subject Matter Specialists: SMSs) who in turn trains DAFO (Farming Systems Extension Workers: FSEWs) on technical skills as well as extension methodology. Thence, FSEWs would train Village Extension Workers (VEWs) who in turn train other farmers in villages.



Accordingly, the Government of Lao PDR (GOL) is planning to promote the extension system developed by LEAP as a main extension system of the country in near future.

3.1.3 Roles and Duties

The duties and responsibilities of the offices (NAFES, PAFO and DAFO) are defined by the following MAF's Provisions. At provincial and district levels, each PAFO or DAFO can revise the roles and functions of the office based on the situation of the respective areas, although the office needs to have MAF's approval on the revision.

- No. 0685/MAF.01: Roles and Functions of NAFES (2001)
- No. 1928/MAF.99: Roles and Functions of PAFO (1999)
- No. 0172/MAF.02: Roles and Functions of PAFES (2002)
- No. 1929/MAF.99: Roles and Functions of DAFO (1999)

The duties and roles of the offices (NAFES, PAFO, PAFES and DAFO) defined by the aforementioned provisions are summarized as follows:

NAFES

- a. to implement the agriculture and forestry extension and dissemination in accordance with agriculture and forestry strategic guidelines and development plans;
- b. to study and elaborate regulations, provisions, and policies with regard to agriculture and forestry extension;
- c. to transfer and disseminate results / outputs of the agriculture and forestry research to farmers to improve productivity and at the same time to feed back farmer's comments and suggestions to research institutions;
- d. to organize training for provincial and district extension staff, village extension workers, and farmers to upgrade their knowledge and capability in adopting appropriately new technologies;
- e. to timely deliver and disseminate information related to the production techniques in each season through several types of media and by organizing study visits or establishing demonstration farms;
- f. to formulate an agriculture and forestry extension strategy based on the potentials of each region and the agriculture and forestry development plans set by MAF;
- g. to establish an agriculture and forest extension network;
- h. to upgrade the capability of the staff and implement the policies; and
- i. to cooperate / coordinate with foreign countries and international organizations.

PAFO

- a. to publicize and disseminate, supervise, guide and facilitate the implementation of agriculture and forestry strategic plans;
- b. to collect and provide agricultural and forestry information to promote economic investments on agriculture, livestock and fishery, irrigation and forestry development;
- c. to research and study the measures / means of food production and formulate a strategy for the promotion of agricultural and forestry production;
- d. to disseminate techniques of plant and animal breeding;
- e. to coordinate with other sectors in establishing and supporting agriculture and forestry production groups, water users groups or associations;
- f. to supervise and facilitate the conservation of natural resources;
- g. to construct and manage small and medium scale irrigation systems;
- h. to research and develop policies and regulations to reduce sifting cultivation, illegal logging and exploitation of forestry resources,

- i. to encourage and facilitate the implementation of tree planting and protect all types of existing natural forests from further exploitation;
- j. to encourage and support the operation of schools, service centers, stations, and projects assigned by MAF.

PAFES

- a. to develop and implement agriculture and forestry extension works in accordance with the agriculture and forestry strategic and development plans;
- b. to elaborate agriculture and forestry extension strategic plans and projects based on the local conditions;
- c. to organize short and long term training courses, technical seminars and workshops, experience and information exchange meetings for extension staff;
- d. to coordinate with other sectors in establishing agriculture and forestry production groups, water users groups or associations;
- e. to widely publish and disseminate agriculture and forestry technical information to farmers by means of manuals, radio and television programs, publicity boards, field visit and training, etc.;
- f. to establish extension network for agriculture and forestry production and provide technical services to farmers focusing on targeting production areas for commodity production;
- g. to actively cooperate with organizations and projects dealing with the extension works in the local area;
- h. to establish networks for agricultural and forest production which could be connected with household agro-processing, handicraft and processing factories;
- i. to collect, compile agriculture and forestry production data and information in each season, as well as information related to production organizations, marketing, prices of agriculture and forest products in the area.

DAFO:

- a. to develop and implement plans, programs, projects, instructions and regulations issued by MAF and/or PAFO;
- b. to conduct surveys on agriculture and forestry, socio-economic data collection to create a data base or statistic for agricultural and forestry production planning in the responsible district;
- c. to manage the use of agricultural and forest lands in accordance with laws and regulations;
- d. to provide extension support and technical services in the fields of agriculture, animal husbandry, aquaculture, veterinary, irrigation and forestry to production units / farmers;
- e. to support and instruct farmers in organizing their production and increase the productivity by using intensive farming systems, new high yield crops and animal genetic resources;
- f. to conduct regular inspection for protecting, preventing, and solving pathologic cases of animals, fishes and crops;
- g. to transfer / hand over the existing irrigation facilities to farmer's group for full management and use and support farmer's initiatives in constructing simple irrigation schemes;
- h. to organize, direct and command concrete measures for reducing illegal logging and shifting cultivation; and
- i. to create favorable conditions for the agricultural and forestry production as well as business entities to operate their activities.

(3) Staffing

A total of 162 staff, which include 19 contractual staff and 2 staff who are taking study leave, belongs to the central office (NAFES) at present, while the number of staff in the provincial offices (PAFOs) ranges from 88 to 216. The staffs in the district offices (DAFOs) are not more than 20, except DAFO Xayaboury which has more or less 50 staff at present. The lists of the staff of each office are tabulated in **Attachment-4**, and summarized as follows:

Staff Composition of NAFES

Executive & Admn	Planning	Technical	Forest & refo	Soil & crops	Livestock & fishery	Shifting cultivation	Lao-ADB	Rural dev.	Others <1	Total
20	8	21	13	8	33	12	7	19	21	162

Note: The "Others" consist of the staffs who are contractual and in study leave.

Sources: NAFES

Staff Composition of PAFOs and DAFOs

PAFO	Admn	Crops	Livestock	Forestry	Irrigation	Meteo	Extension	Projects/ Stations	Others <1	Total
Luangnamtha	16	6	13	16	10	3	16	8	n.a.	88
Bokeo	18	8	6	14	20	2	8	12	2	90
Huaphanh	15	13	6	17	11	7	12	22	n.a.	103
Vientiane	23	10	13	45	26	7	20	72	n.a.	216
Luangprabang	24	7	11	16	11	10	36	55	11	181
Xayaboury	25	11	7	23	18	5	9	52	0	150

DAFO	Executive	Admn	Crops	Livestock	Forestry	Irrigation	Others <1	Total
Pakesng	3	2	3	2	3	0	0	13
Nane	2	0	4	3	5	2	0	16
Viengkham	2	3	3	4	3	1	0	16
Xayaboury	2	10	9	9	17	3	0	50

Note: <1: The "Others" are composed of the staffs who take study leave and have no information about his/her section.

Sources: 6 PAFOs and 4 DAFOs

Most of the staff of PAFOs are allocated to four (4) technical sections and one (1) administration section. It is the only PAFES in Luangprabang PAFO that has the largest number of staff among the sections. In the large PAFOs, such as Luangprabang, Vientiane and Xayaboury, a number of staffs are also allocated to on-going projects as well as stations/centers under their jurisdiction.

(4) Educational Background

As shown in the following table, the majority of the staff are categorized as diploma holders (either medium or high diploma) although there are some staff who have higher decrees (Bsc, Msc or Ph. D) especially in NAFES, Vientiane PAFO and Luangprabang PAFO.

Educational Level of Staff

Offices	Ph.D / Master		Bachelor		Diploma/ Technical		Vocational / Secondary		Others / Unknown <1		Total	
	No.	(%)	No.	(%)	No.	(%)	No.	(%)	No.	(%)	No.	(%)
NAFES	12	(7)	26	(16)	101	(62)	14	(9)	9	(6)	162	(100)
Luangnamtha	0	(0)	5	(6)	47	(53)	7	(8)	29	(33)	88	(100)
Bokeo	2	(2)	4	(4)	67	(74)	6	(7)	11	(12)	90	(100)
Huaphanh	2	(2)	4	(4)	70	(68)	12	(12)	15	(14)	103	(100)
Vientiane	3	(1)	30	(14)	98	(45)	8	(4)	77	(36)	216	(100)
Luangprabang	3	(2)	9	(5)	96	(53)	25	(14)	48	(27)	181	(100)
Xayaboury	0	(0)	10	(7)	105	(70)	25	(17)	10	(7)	150	(100)
Subtotal	10	(1)	62	(7)	483	(58)	83	(10)	190	(23)	828	(100)

Offices	Ph.D / Master		Bachelor		Diploma/ Technical		Vocational / Secondary		Others / Unknown <1		Total	
	No.	(%)	No.	(%)	No.	(%)	No.	(%)	No.	(%)	No.	(%)
Pakesng	0	(0)	0	(0)	11	(85)	2	(15)	0	(0)	13	(100)
Nane	0	(0)	1	(6)	10	(63)	5	(31)	0	(0)	16	(100)
Viengkham	0	(0)	0	(0)	10	(67)	5	(33)	0	(0)	15	(100)
Xayaboury	0	(0)	2	(4)	32	(64)	13	(26)	3	(6)	50	(100)
Subtotal	0	(0)	3	(3)	63	(67)	25	(27)	3	(3)	94	(100)

Note: <1: Unknown includes the staffs who did not submit the questionnaire or answer his / her educational attainment.

Sources: PAFOs of 6 provinces and DAFOs of 4 districts, TNA Questionnaire survey

Likewise, the majority of the staff of the DAFOs are diploma holders. Only three (3) persons have a bachelor degree among 94 staffs in total.

3.2 Interviews to Directors of the Office

The study team requested directors of the PAFOs and heads of the DAFOs to evaluate the level of capability / performance of the staff in accordance with the questionnaire composed of 73 questions as shown in **Attachment-1**. The informants assessed the capability of the staff or the office following the 5-point system. The results of self-assessment are tabulated in **Table 2**.

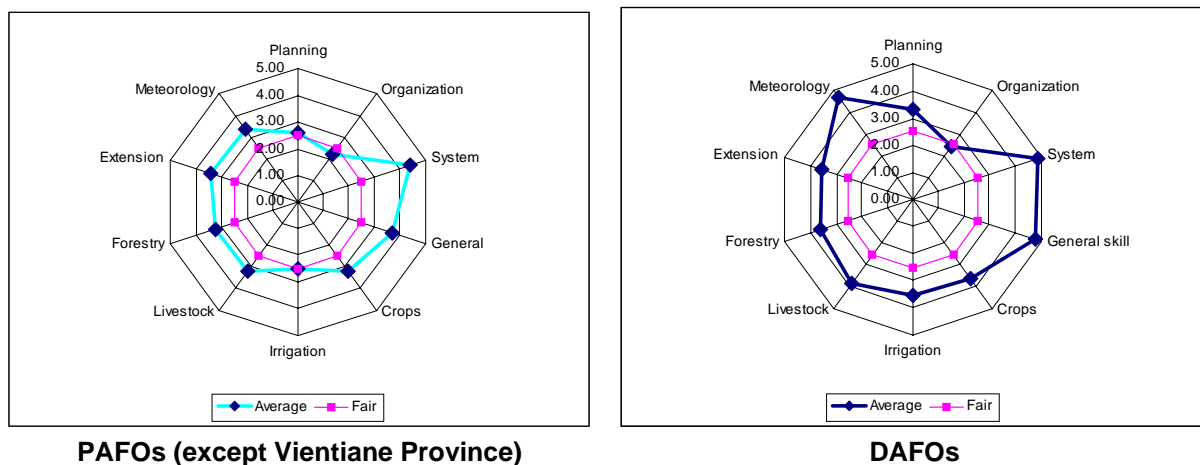
<u>Rating Point</u>	<u>Indication</u>
1	Very satisfied
2	Satisfied
3	Need some improvement
4	Dissatisfied
5	None

Based on the self-assessment by the informants, the study team initially evaluated the capabilities of the office analyzing the following items.

<u>Core area</u>	<u>Sub-area</u>
1. Planning	1 Identification of problems and issues in the area / sector
	2 Making strategies based on the identified problems
	3 Formulation of a strategic plan considering available budget as well as resources
	4 Preparation of a 5-year strategic plan
	5 Monitoring and evaluation system to review the accomplishment
2. Organization	6 Staff's understanding of their roles and responsibilities
	7 Respective terms of references of each section
	8 Coordinate between / among sections
3. Systems	9 Guideline/manual for planning
	10 Guideline / manual for extension staff
	11 Guideline / manual for implementation of projects
	12 Guideline / manual for monitoring and evaluation of project activities
4. General skill	13 Computer skill
	14 English skill
5. Crops	15 Farming practice of lowland rice farming
	16 Seed multiplication
	17a Soil management
	17b Inter-cropping / Sloping agriculture (only for DAFO)
	18 Farming practice of upland crops (upland rice, field crops, vegetables)
	19 Farming practice of fruit / industrial trees
	20 Pest and disease management (including IPM)
	21 Post-harvesting of rice
	22 Post-harvest / value-adding of other crops

- 6. Irrigation
 - 23 Identification of potential of water resources / Estimation of water requirement
 - 24 Planning of irrigation projects
 - 25 Designing of irrigation system
 - 26 Supervision of construction works
 - 27 Operation and maintenance of facilities
 - 28 Beneficiaries' involvement
- 7. Livestock
 - 29 Reproduction
 - 30 Vaccination
 - 31 Raising and fattening
 - 32 Forage production / Animal feeding
 - 33a Breeding
 - 33b Fingerling production
 - 33c Fish raising
- 8. Forestry
 - 34 Formulation of a land use / forest management plan
 - 35 Understanding of Forestry law
 - 36 Land allocation
 - 37 Community forestry
 - 38 Seed management
 - 39 Nursery operation / Production of seedlings
 - 40 Plantation establishment
 - 41 Tending / silvicultural treatment
 - 42 Harvesting
 - 43a NTFP characteristics
 - 43b Agroforestry
- 9. Extension
 - 44 Processing of NTFPs / handicrafts
 - 45 Problem identification
 - 46 Participatory planning
 - 47 Coordination with other agencies
 - 48 Development of linkages with private sectors
 - 49 General understanding of agricultural crops
 - 50 General understanding of fruits / industrial trees
 - 51 General understanding of irrigation
 - 52 General understanding of livestock
 - 53 General understanding of forestry / NTFPs
 - 54 Coordination with research section / NAFRI, etc
- 10. Meteorology
 - 55 Data collection of meteorological data
 - 56 Data processing
 - 57 Prediction of any possible event

The results of the assessment are illustrated in **Figure 1**, and its summary is shown below.

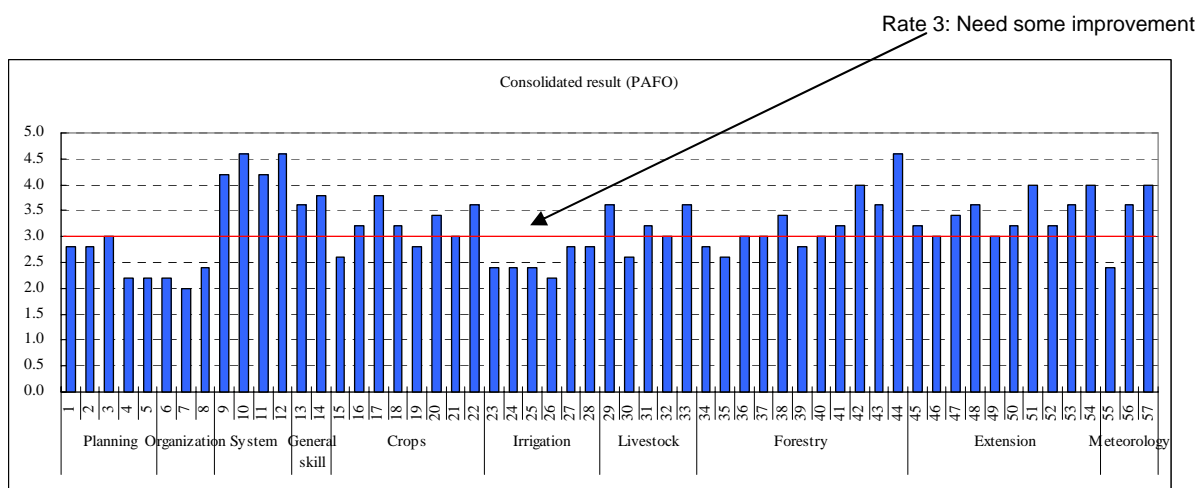


Note: Score 5.0 signifies the highest level of gap.

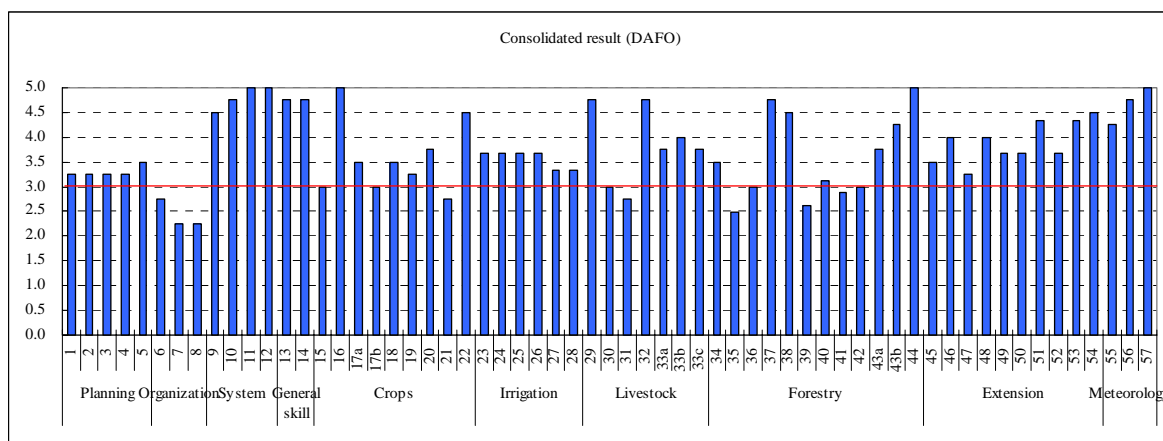
Directors of PAFOs showed their dissatisfaction with the systems in the office, which should have helped the staff to perform their duties. Besides, general skills (i.e., English and computer skills) and other technical skills except irrigation were also rated as “need improvement”. On the other hand, they are satisfied with the capability in planning (and the strategic plan itself) and the organizational structure, such as understanding of duties and roles, coordination between / among sections, etc.

The extent of gaps in the capability of DAFOs is more significant than that of PAFOs, although the general trend in the results is similar to each other. The informants of the DAFOs scored higher point (higher gap) to “systems”, “general skills” and “technical skills on meteorology” among others.

The following drawings could show more details about gaps in the capability / performance level of the offices in each technical field.



PAFOs (except Vientiane Province)



DAFOs

The following inferences can be drawn from the results of the self-analyses.

- a. Directors of PAFOs are generally satisfied with the strategic plan although they feel that there is difficulty in formulating the plan, while heads of DAFO admitted that the plan as well as skills in planning needed to be strengthened.
- b. In general, English and computer skills of the staff are limited in both organizations (PAFO and DAFO) especially in the latter.
- c. Both organizations are faced with the problem that there is no practical / usable guideline / manual for planning, project management, and for work management.
- d. There is a tendency that the staff are confident in technical fields that they had worked or studied in a collage before, such as, lowland rice farming (item 15), farming practice of fruits (items 19), post-harvest of rice (item 21), vaccination (item 30), forestry law (item 34), land allocation (item 35), and nursery operation (item 39).
- e. On the other hand, the informants admitted that the staff needed more training on the fields or concepts which are still new to them, such as seed multiplication (item 16), soil management (item 17), processing (item 22), reproduction (item 29), breeding (item 33), management of NTFPs (item 43), etc.
- f. The linkage with other agencies as well as the private sector (NGOs, private firms, etc.) has seldom been established so far. It has also been rare that the PAFOs / DAFOs coordinate with the research sector (NAFRI or others) to solve the problems.

3.3 Results of the Workshops

As described in Section 2.4, the managerial staff of the offices discussed in the workshop (i) Role / duties of the office and each section, (ii) Problems and issues on extension work, (iii) Weaknesses and strengths of the organization, and (iv) Suggested training courses or capacity building activities.

3.3.1 Participants

A total of 108 participants attended in the workshops conducted in the six (6) PAFOs and four (4) DAFOs. The lists of participants of each workshop are shown in **Table 3**, and summarized as follows:

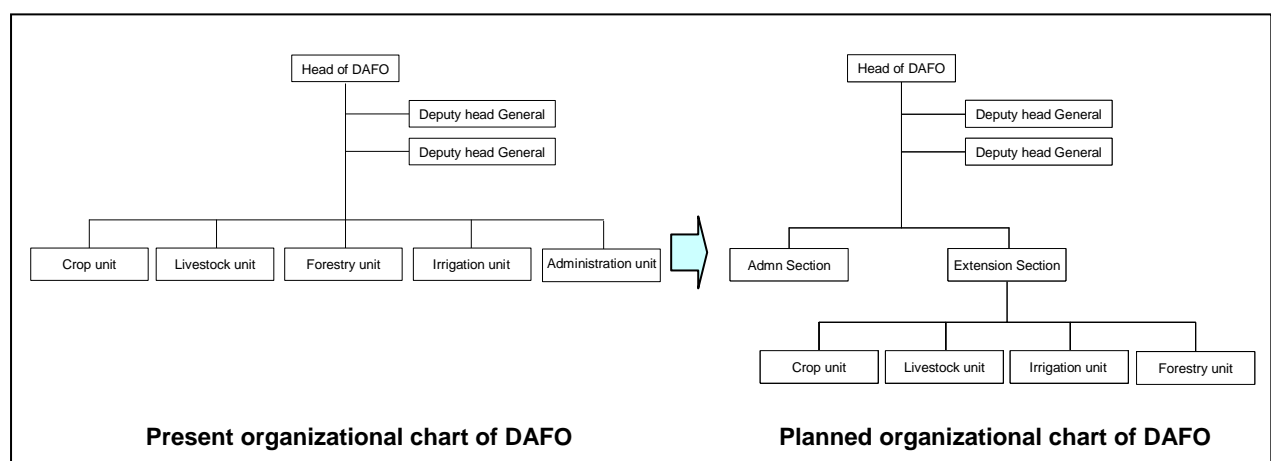
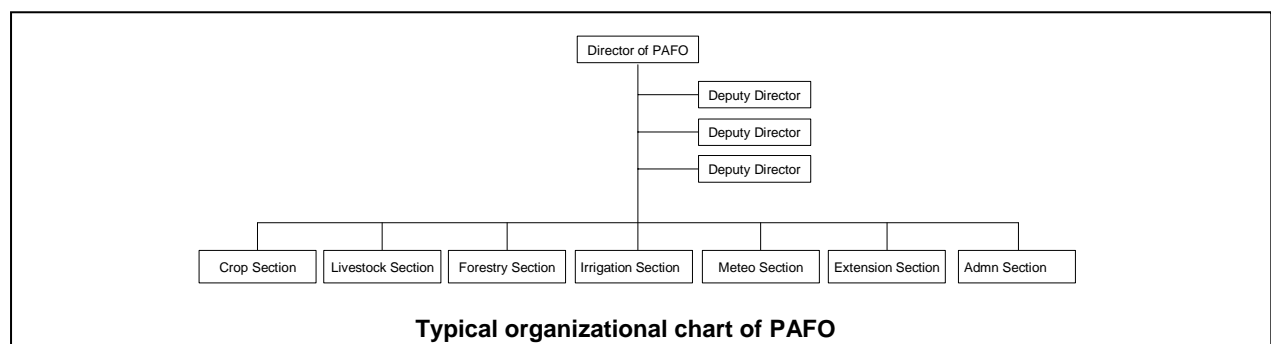
No. of Participants	
PAFO/DAFO	No. of participants
PAFO Luangnamtha	10 persons
PAFO Bokeo	11 persons
PAFO Vientiane	16 persons
PAFO Huaphanh	11 persons
PAFO Luangprabang	13 persons
PAFO Xayaboury	11 persons
DAFO Pakseng	6 persons
DAFO Nane	15 persons
DAFO Viengkham	8 persons
DAFO Xayaboury	7 persons

3.3.2 Results

The results of the workshop in each office are compiled in **Attachment-5**, while general features of the PAFOs and DAFOs are given in the following sub-sections.

(1) Organizational Chart and Duties / Roles of the office

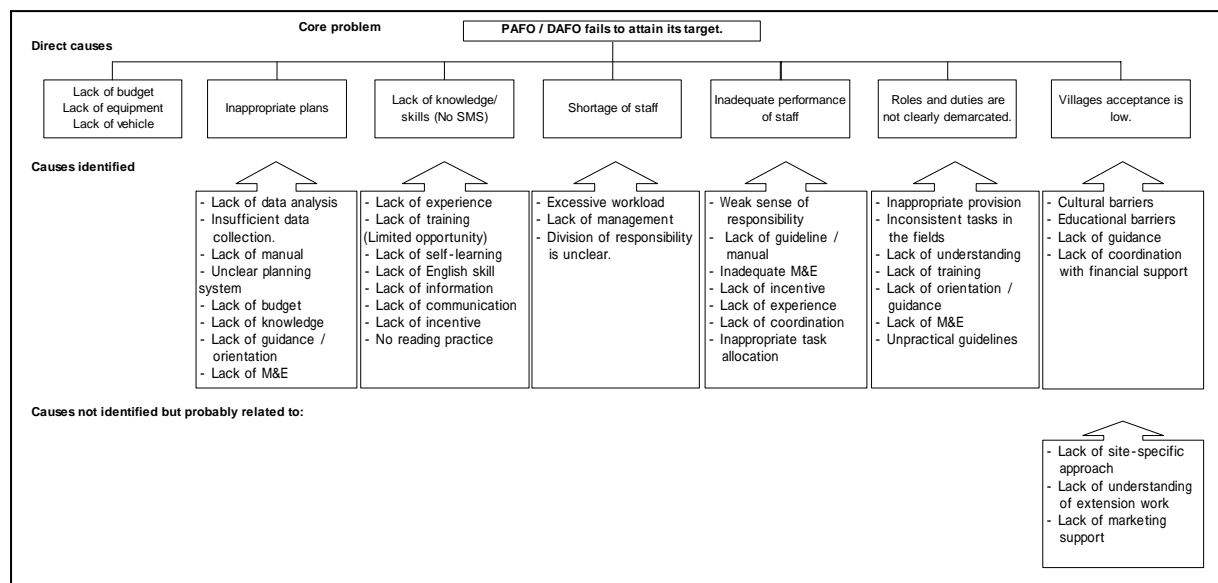
Organizational structures of the offices (PAFOs and DAFOs) are almost similar to one another. In case of PAFO, it has six (6) technical sections and one (1) administrative section under the supervision of one (1) director and one (1) to three (3) deputy director/s of the office. Likewise, DAFO has five (5) technical sections and one (1) administration section under the supervision of one head and one (1) to two (2) deputy head/s. According to some heads of the DAFOs and the personal unit of PAFO Luangprabang, they are planning to reform the organizational structure of DAFO from the 6-section structure into the 2-section structure. In the near future, DAFO will be composed of i) administration section and ii) extension section which consists of four (4) technical units (i.e., agriculture, irrigation, forestry, and livestock).



In almost all the workshops, the participants pointed out that the roles and responsibilities between the sections / units were not clearly divided, especially between PAFES and other technical sections.

(2) Problem Analysis

Based on the results of discussions in the problem analysis, the issues / problems that the PAFOs / DAFOs encounters can be illustrated as follows:



Summarized Problem Tree of PAFO

a. Core problem

In almost all the sessions, “the office (PAFO / DAFO) can not achieve its targets” or “the office can not comply with its tasks” was selected as the core problem for problem analysis of the organization.

b. Direct causes

Participants of the workshops identified six (6) to nine (9) direct causes of the core problem, which include:

- i) Lack of budget
- ii) Lack of equipment
- iii) Lack of staff
- iv) Lack of capabilities / knowledge
- v) Poor accessibility / Lack of vehicles
- vi) Inadequate performance of staff
- vii) Inappropriate plans
- viii) Coordination between / among sections is not good.
- ix) Tasks and duties are not clearly divided among sections.
- x) Low villager’s acceptance
- xi) Weak law enforcement

There is no doubt that physical constraints (lacks of budget, equipment, staff and vehicles) have made their work quite difficult. In particular, the situation of DAFO was severer / worsen than that of PAFO. The issues on the staff, such as lack of capabilities and lack of experience, were also identified as direct causes in all the sessions. Besides,

the quality of plans, performance of the staff and acceptance of extension work were also considered as direct causes of the core problem.

c. Root causes

In further discussions, participants clarified the following root causes that could result in the direct causes.

- i) Capability of the staff:
 - lack of training due to lack of opportunities
 - lack of self-learning due to time limitation, limited English skill, limited information written in Laotian and limited reading practice

- ii) Quality of plan
 - inadequate data collection and analysis due to lack of knowledge, time limitation, and lack of manual for data gathering and analysis
 - improper planning and lack of M&E due to lack of knowledge, lack of guidelines, and lack of experience

- iii) Performance of the staff
 - weak sense of responsibility due to lack of salary (incentive), lack of M&E and lack of guidance
 - limited coordination among the sections due to unclear division of tasks, inadequate understanding, and lack of guidance
 - lack of acceptance due to improper attitude of the staff, lack of understanding of extension work, lack of coordination with market as well as financial schemes, and lack of consideration of marketing
 - lack of knowledge and experience due to lack of training

- iv) Low acceptance of extension work
 - existence of barriers in villages (language, educational barriers)
 - lack of guidance provided to villages
 - lack of coordination with financial schemes

It seems that managerial staffs of the PAFOs and DAFOs could fairly perceive the situation of the organizations. It is noted that, however, many of them just pointed out that the causes of “low villagers’ acceptance” were on the villager’s side, for instance, “there is a language barrier” or “the educational level of villagers is very low”. It is only one DAFO (Xayaboury) that identified “lack of coordination with the district commerce office and Agricultural Promotion Bank (APB)” as one of the causes of ineffective extension work.

This tendency indicates that there is a gap between their understanding of the extension work and what the extension work should be. Their stance is still to merely provide information / materials rather than to solve problems together with farmers. It is also assumed that the situation that many staff have little experience in analytical thinking

(e.g., problem identification, problem analysis, strategic thinking, etc.) as well as working with community might make the extension work inflexible / ineffective.

(3) Analysis of the Organization

This session was only done in the workshops at the PAFOs. Participants discussed the weaknesses and strengths of the organization in the session. The following weaknesses were identified commonly in the six (6) PAFOs.

- a. The PAFOs have strategic plans (10-year, 5-year and annual plans) prepared in 2001, but the plans are not adequate or practical due to improper planning. At the same time, the logistic support is also too short to attain its target.
- b. There are decrees / provisions with regard to planning, M&E and work procedure, but practical or detailed guidelines / manuals to support those decrees or provisions are limited. The lack of systems coupled with the lack of staff's capability causes the improper planning and inadequate monitoring & management of the accomplishment. This finding can be supported by the result in Sub-section 3.3.
- c. Although the organizational structure was established and the respective duties of the sections were also defined, the tasks of the staff in the field are not same with what written in the document.
- d. The capabilities and responsibility of the staff, in many cases, are insufficient to perform the respective duties / tasks. The causes of limited capabilities are:
 - lack of training (in both short-term and long-term);
 - lack of self-learning due to low English skill, limited sources of information and time limitation;
 - lack of experience
 - lack of incentive (salary)

(4) Training Courses Suggested by the Participants

As shown in **Attachment-5**, participants suggested more than 20 training courses in each session. The suggestions ranged from general skills (such as English and computer) to technical skills / knowledge of each sector. **Table 4** shows the list of suggested courses and results of scoring based on the priority given by the participants. The training courses that obtained high ranking are listed below.

Suggested Training Courses		
Sector	PAFOs	DAFOs
Common / General	1. Administrative management 1. Planning (strategic planning) 3. Computer skill 3. M&E and reporting system 5. Project management 5. English skill	1. Planning (strategic planning) 2. Administrative management 3. Computer skill 3. M&E and reporting system 5. Project management 5. English skill

Sector	PAFOs	DAFOs
Agriculture, Forestry & Extension	1. Extension system and techniques 2. Participatory development 3. Pest & disease management 4. Sloping agriculture 4. Land suitability & management 6. Forest mgnt and conservation 6. Market information and survey 6. Preparation of grafts (fruit) 6. Seed management (forest trees)	1. Farming practice of lowland rice 1. Preparation of grafts (fruit) 1. Sloping agriculture 4. Extension system and techniques 4. Land use planning and allocation 6. Farming practice of upland crops 6. Mapping (incl. use of GIS)
Livestock	1. Veterinary service (for diseases) 2. Fingerling production 3. Livestock management 3. Animal breeding 3. Animal feed production	1. Veterinary service (for diseases) 2. Animal breeding 3. Livestock management 3. Fingerling production 3. Poultry raising
Irrigation	1. Use of AutoCAD 2. Preparation of a study 3. O&M / transfer of systems	1. Use of AutoCAD 1. Preparation of a study 1. O&M / transfer of systems
Meteorologu	1. Data analysis 2. Data collection	None

Although there were some regional trends in the suggestions, the aggregated results of both organizations are almost similar as shown in the above table.

3.4 Questionnaire Survey to the Staff

3.4.1 Recovery Rate and Data Processing

A total of 755 questionnaires was collected from the six (6) PAFOs and four (4) DAFOs. The recovery rate against all the questionnaires distributed is about 82 %. The breakdown of the recovery rate is shown below.

PAFO/DAFO	No. of Questionnaires recovered			Recovery rate <1	
	Permanent	Contractual	Total	For permanent	For all
PAFO					
Luangnamtha	51	12	63	67%	72%
Bokeo	59	22	81	92%	90%
Huaphanah	81	9	90	86%	87%
Vientiane	144	21	165	74%	76%
Luangprabang	107	35	142	75%	78%
Xayaboury	93	29	122	82 %	81%
DAFO					
Pakseng	10	1	11	83%	85%
Nane	16	0	16	100%	100%
Viengkham	16	0	16	100%	100%
Xayaboury	41	7	48	85%	96%
Total	620	134	754	80%	82%

Note: The number of contractual staff working in the office could not be identified in Luangnamtha, Bokeo, Vientiane and Luangprabang provinces. Hence, the recovery rates were estimated assuming the contractual staffs who submitted the questionnaire form were all of the contractual staff in the offices.

All the questionnaires recovered from the six (6) PAFOs and four (4) DAFOs have been processed into a database format. Data sheets prepared are attached to this report in **Attachment-6**.

3.4.2 Assessment of the Databases

(1) Number of Training Courses Attended

Based on the databases prepared, an assessment on the past training courses that the respondents have attended was made. **Table 5** shows the composition of the staff in the office based on the number of training courses that he/she has attended so far. The following table is its summary.

Results of Grouping of the Staffs based on the Number of Training Courses Attended

PAFO	No. of respondents	Group 1 (None)	Group 2 (1 time)	Group 3 (2 times)	Group 4 (3 times)	Group 5 (4 times)	Group 6 (5 times)
PAFO							
Luangnamtha	63	28 (44%)	11 (18%)	8 (13%)	5 (8 %)	4 (6 %)	7 (11%)
Bokeo	81	26 (32%)	17 (21%)	14 (17%)	8 (10%)	3 (4 %)	13 (16%)
Vientiane	165	61 (37%)	27 (16%)	28 (17%)	15 (9 %)	15 (9%)	19 (12%)
Huaphanh	90	37 (41%)	21 (23%)	13 (14%)	15 (17%)	2 (2%)	2 (2 %)
Luangprabang	142	49 (35%)	22 (15%)	26 (18%)	15 (10%)	10 (7%)	20 (14%)
Xayaboury	122	75 (61%)	15 (12%)	12 (10%)	7 (6%)	5 (4%)	8 (7%)
Sub-total	663	276 (42%)	113 (17%)	101 (15%)	65 (10%)	39 (6 %)	69 (10%)
DAFO							
Pakseng	11	5 (46%)	3 (27%)	3 (27%)	0 (0 %)	0 (0 %)	0 (0 %)
Nane	16	1 (6 %)	1 (6 %)	5 (31%)	2 (13%)	5 (31%)	2 (13%)
Viengkham	16	8 (50%)	6 (38%)	2 (13%)	0 (0 %)	0 (0 %)	0 (0 %)
Xayaboury	48	19 (40%)	14 (29%)	4 (8%)	6 (13%)	4 (8%)	1 (2%)
Sub-total	91	29 (32%)	24 (26%)	14 (15%)	8 (9%)	9 (10%)	3 (3%)
Total	754	305 (40%)	137 (18%)	115 (15%)	73 (10%)	48 (6%)	73 (10%)

The majority of the staffs of the offices except Nane DAFO can be grouped into those who have had no training or only one training course. In Nane DAFO, it is only two (2) persons who are grouped into those groups owing to continuous assistance of the SIDA project. Out of 47 training courses that the staff of Nane DAFO has attended, about 30 courses were organized by SIDA.

About 20 % of the staffs of four PAFOs (Luangnamtha, Bokeo, Vientiane and Luangprabang) have attended four or five training courses, while the opportunities of the staffs of PAFOs of Huaphanh and Xayaboury and those of three DAFOs (Pakseng, Viengkham and Xayaboury) seem to be limited. In particular, the situation of Pakseng and Viengkham is quite severe as shown in the above table.

(2) Types of Training Courses undertaken

The databases showed that the staffs have participated more or less 1,100 training courses. Training courses were classified into nine (9) categories or 57 sub-categories based on the type of training. The following categories and sub-categories were used for grouping.

Categories and Sub-categories used for Classification

Category	Sub-category
General	Computer, Language, Others
Management	Management/administration, Accounting, Political, Project management, Statistics and data collection, Data and document management, Report writing, Others
Agriculture	Crops and general agriculture, Fruits/tree crops, Pest and disease control, Land and soil management, Rice production, Sloping agriculture, Phyto-sanitation, Agricultural development, Mushroom culture, Others
Extension	Extension methods / training, Rural financing / micro credit, Participatory / community development, Rural development, Marketing, Other technical extension
Forestry	Forestry law / regulations, Forest and resource management, Forestry inventory / survey, Community forestry, Protection and conservation, Land use and mapping, Seeds and seedling management, Reforestation / plantation establishment, Watershed management, Silvicultural practice, Others
Irrigation	General irrigation techniques, Survey and design, O&M and water management, Irrigation development, Supervision of construction works, Computer (AutoCADO, etc.), Pump irrigation, Others
Livestock	General matters, Fishery development, Animal raising, Animal feed / forage production, Veterinary, Meat inspection, Others
Others	Drug control, Gender, Environment, Others

The results of classification are tabulated in **Table 6**, and summarized as follows:

Type of Training Courses undertaken

Category	PAFO						DAFO				Total
	LMT	BKO	VTE	HPN	LPB	XYB	PKS	NAN	VNK	XYB	Total
General	8	18	38	2	44	5	0	3	0	5	124
Management	10	31	38	20	59	17	3	11	3	2	194
Agriculture	14	22	58	19	33	14	1	10	2	13	186
Extension	16	22	26	12	37	14	4	6	0	8	145
Forestry	11	19	28	28	35	21	1	8	0	13	161
Irrigation	10	10	39	10	13	20	0	2	2	11	117
Livestock	18	9	32	8	20	17	0	5	3	8	120
Meteo	4	5	9	0	3	4	0	0	0	1	26
Others	2	4	15	12	14	8	0	2	0	0	57
Total	93	140	283	111	259	120	9	47	10	61	1,130
No. of respondents	63	81	165	90	142	122	11	16	16	48	749
Training per staff	1.5	1.7	1.7	1.2	1.8	1.0	0.8	2.9	0.6	1.3	1.5

In general, the number of training courses is too limited to enhance the capability of all the staff of the office, especially in Pakseng and Viengkham DAFOs. The data supports the statement in the former subsection, that is, the staff of Nane DAFO has had more opportunities to attend training than the other PAFOs / DAFOs.

Among nine (9) categories, frequency of “Management” and “Agriculture” are highest, followed by “Forestry”, “Extension”. “General matters” and “Livestock”.

(3) Gaps in Capability

Many of respondents feel a kind of dissatisfaction with their performance in comparison with the duties / responsibilities defined. The following shows the percentage of the respondents who feel the gap between the capabilities and duties.

Self-analysis on the gap between duties and capabilities

	Very Satisfied	Satisfied / no gap	Bit inadequate	Inadequate / poor	Very poor	No answer
PAFO						
Luangnamtha	0 % (0)	14 % (9)	79 % (50)	3 % (2)	0 % (0)	3 % (2)
Bokeo	0 % (0)	10 % (8)	73 % (59)	9 % (7)	1 % (1)	7 % (6)
Vientiane	1 % (1)	17 % (28)	73 % (120)	4 % (6)	1 % (1)	5 % (9)
Huaphanah	0 % (0)	10 % (9)	84 % (76)	2 % (2)	0 % (0)	3 % (3)
Luangprabang	1 % (1)	13 % (18)	71 % (101)	6 % (9)	1 % (1)	8 % (12)
Xayaboury	0 % (0)	17 % (21)	78 % (95)	1 % (1)	0 % (0)	4 % (5)
Subtotal	0 % (2)	14 % (93)	76 % (501)	4 % (27)	0 % (3)	6 % (37)
DAFO						
Pakseng	0 % (0)	18 % (2)	64 % (7)	18 % (2)	0 % (0)	0 % (0)
Nane	0 % (0)	0 % (0)	94 % (15)	6 % (1)	0 % (0)	0 % (0)
Viengkham	0 % (0)	0 % (0)	94 % (15)	6 % (1)	0 % (0)	0 % (0)
Xayaboury	0 % (0)	8 % (4)	85 % (41)	2 % (1)	0 % (0)	4 % (2)
Subtota;	0 % (0)	7 % (6)	86 % (78)	5 % (5)	0 % (0)	2 % (2)
Total of the Offices	0 % (2)	13 % (99)	77 % (579)	4 % (32)	0 % (3)	5 % (39)

Note: Figures in brackets indicate the number of respondents.

More than 80% of respondents (614 respondents) judged that they lacked capability / knowledge for complying with the respective duties. The respondents also identified necessary skills / capabilities to be strengthened for them to comply with their duties / tasks. The suggested skills / capabilities were almost similar with the results of the workshop.

4. Framework for Human Resource Development Program

Based on the results of the surveys, the study team drafted a framework for human resource development program for the PAFOs and DAFOs. As a first step, the training needs were identified for the extension workers (PAFES and technical units of DAFO) as well as for the other sections of PAFO. After the assessment of training needs, a framework for human resource development was drafted for each group of the staff.

4.1 Training Needs

(1) Training Needs of PAFES and DAFO

The following are the gaps that the study team identified as weaknesses in capabilities / skills for PAFES / DAFO to perform its roles and tasks. In this assessment, the extension workers in DAFO were assumed as “generalists / community developers”, while those of PAFES were regarded as “coordinators / community developers” rather than “specialists”.

- a. General
 - i) Work planning and management
 - ii) Data collection and analysis
 - iii) Project cycle management (Planning, Implementation, M&E)
 - iv) Financial management (only DAFO)
 - v) English (only PAFES)
 - vi) Computer skill (only PAFES)

- b. Field Work
 - i) Understanding of extension work (concept, objective, mission, goal)
 - ii) Skills of extension work
 - Problem identification
 - Needs assessment
 - Training of trainers
 - Participatory methods / communication skills
 - Community organization
 - Networking
 - iii) General technical skills on agriculture and forestry
 - Rice production
 - Upland crops
 - Sloping agriculture and land management
 - Land allocation
 - Fruits / industrial crops (including propagation of planting materials)
 - Livestock raising and veterinary
 - Fish culture
 - Marketing information gathering
 - Livelihood options suitable for the site condition
 - Rural credit / management

Based on the gaps identified, training courses required for enhancing capacity of the extension workers are long-listed as shown in **Table 7**. The long-listed training courses were further evaluated for prioritization based on the following viewpoints.

- a. Relevance of training courses to the daily work of the staff (Relevance)
- b. Effectiveness of training courses on the respective tasks (Impact)
- c. Consistency of training courses with the activities of FORCOM (Consistency)
- d. Willingness of the staff to have training based on the results of surveys (Acceptance)

The results of prioritization are also presented in **Table 7** and summarized as follows:

Long-listed Training Courses for Extension Workers			
Category	Training course	Target group	Priority
Management	a. Administration management	Managerial staff (of PAFES & DAFO)	Medium-High
	b. Project cycle management	Managerial staff (of PAFES & DAFO)	High
	c. Planning and data collection	Managerial staff (of PAFES & DAFO)	High
	d. English language	Managerial staff (of PAFES & DAFO)	Medium-High
	e. Computer skill	Managerial staff (of PAFES & DAFO)	Medium-High
	f. Financial management	Managerial staff of DAFO	Medium
Technical (extension)	a. Extension system	Technical staff (of PAFES & DAFO)	High
	b. Extension techniques (problem identification, needs assessment, TOT, communication skill, community organization, networking)	Technical staff (of PAFES & DAFO)	High
(agriculture)	c. Agriculture techniques (rice farming, upland crops, sloping agriculture, fruits)	Technical staff (of PAFES & DAFO)	Medium-High
(forestry)	d. Forestry techniques (land allocation, NTFPs)	Technical staff (of PAFES & DAFO)	Medium
(livestock)	e. Livestock techniques (livestock raising, fishery, vaccination)	Technical staff (of PAFES & DAFO)	Medium-High
(community development)	f. Others (marketing, rural credit, community development)	Technical staff (of PAFES & DAFO)	Medium-High

(2) Training Needs of the Other Sections of PAFO

The gaps in capability of PAFO were identified assuming the staffs of technical sections of PAFO except PAFES are supposed to perform as subject matter specialists (SMSs).

- a. General
 - i) Planning (strategic plan and work plan)
 - ii) Data collection and analysis
 - iii) Administration management
 - iv) Document management
 - v) English
 - vi) Computer
 - vii) Project cycle management
 - viii) Financial management
 - ix) Socio-economic survey and data analysis
 - x) Human resource development and management
- b. Technical matters
 - i) Agriculture
 - Seed multiplication

- Soil management and improvement
 - Upland crop production and sloping agriculture
 - Pest and disease control (including IPM)
 - Propagation of planting materials of fruits and tree crops
 - Plant quarantine / phyto-sanitation (for border PAFOs)
 - Agroforestry management
- ii) Irrigation
- O&M of irrigation systems (transfer of irrigation systems)
 - Designing and survey
 - Supervision and inspection of construction works
- iii) Livestock
- Breeding
 - Livestock raising and feeding
 - Veterinary service (vaccination and diagnostics of diseases)
 - Fingerling production
 - Fish culture
 - Animal quarantine (for border PAFOs)
- iv) Forestry
- Land use planning and mapping (including use GIS)
 - Land allocation
 - Forest inventory and use of equipment
 - Community forestry
 - Seed management
 - Sustainable forest management
 - Silvicultural practice
 - Forest fire protection (mainly for Xayaboury)
 - Reforestation
 - NTFPs management
- v) Meteorology
- Data collection and analysis

Likewise, the training courses needed for improvement of the capacity of PAFO are listed and prioritized in **Table 7**. The following table shows its summary.

Long-listed Training Courses for the staff of PAFO

Category	Training course	Target group	Priority
Management	a. Planning and data collection	Managerial staff of sections	High
	b. Administration management	Managerial staff of sections	Medium-High
	c. Document management	Managerial staff of sections and admn	Medium
	d. English language	Technical staff	Medium-High
	e. Computer skill	Technical staff	Medium-High
	f. Project cycle management	Managerial staff of sections	High
	g. Human resource development	Managerial staff of sections	Medium-High
	h. Financial management	Staff of Planning section	Medium
Technical (Agriculture)	a. Seed multiplication (rice)	Staff of crop section and research center	Medium-High
	b. Soil management	Staff of crop section	Medium-High
	c. Upland farming & sloping agriculture	Staff of crop section	High
	d. Pest and disease control	Staff of crop section	Medium-High
	e. Propagation of planting materials	Staff of crop section	High
	f. Plant quarantine / phyto-sanitation	Staff of crop section	Medium-High
	g. Agroforestry	Staff of crop section	Medium-High

Category	Training course	Target group	Priority
(Livestock)	a. Breeding (improvement of variety)	Staff of livestock section	Medium-High
	b. Livestock raising	Staff of livestock section	High
	c. Veterinary service and diagnostics	Staff of livestock section	High
	d. Fingerling production	Staff of livestock section	High
	e. Fish culture	Staff of livestock section	Medium-High
	f. Animal quarantine	Staff of livestock section	Medium-High
(Forestry)	a. Land use planning and mapping	Staff of forestry section	High
	b. Land allocation procedure	Staff of forestry section	Medium-High
	c. Forestry inventory	Staff of forestry section	Medium
	d. Community forestry	Staff of forestry section	Medium-High
	e. Seed management	Staff of forestry section	Medium
	f. Sustainable forest management	Staff of forestry section	High
	g. Silvicultural practice	Staff of forestry section	Medium
	h. Forest fire protection	Staff of forestry section (for Xayaboury)	Medium-High
	i. Reforestation	Staff of forestry section	Medium
	j. NTFP management	Staff of forestry section	Medium-High
(Irrigation)	a. Development planning	Staff of irrigation section	High
	b. O&M of irrigation system	Staff of irrigation section	Medium-High
	c. Transfer of irrigation system	Staff of irrigation section	Medium-High
	d. Supervision and inspection of construction	Staff of irrigation section	Medium-High
	e. Designing in computer	Staff of irrigation section	Medium
(Meteorology)	1. Data collection and processing	Staff of meteorology section	Medium-High

4.2 Framework for Human Resource Development Program

(1) Basic Concepts

The following concepts were taken into account in formulating a framework for human resource development program for extension workers as well as SMSs of the target PAFOs / DAFOs.

- a. The goal of the capacity enhancement should be in line with the national strategy on the agricultural and forestry extension service, in which the staff of DAFO / PAFES should have the capability to work as Farming System Extension Workers (generalists) and those of PAFO should function as SMSs.
- b. Capacity building should be continuous and systematic under a clear vision of what the trainee should be after training. (Needless to say, the vision should be shared by both sides of training providers and receivers.) It is considered that a comprehensive approach is more effective in enhancing the capability of staff. Therefore, several types of training, such as short-term training, long-term training or studying, on-the-job training, etc., should be bought in training curriculums.
- c. The level of trainees' acceptance should be taken into account before preparation of training curriculums. In short, the curriculums should be fitted to his / her daily work and concerns. The results of the workshops and questionnaire survey will give some ideas on this matter.
- d. A principal goal of human resource development program is to grow capable staffs who could be the core of the extension work on technologies / techniques demonstrated in the model sites to other villages. Secondary, the program also aims to strengthen / enhance the capability of the target PAFOs and DAFOs so that the offices could perform their duties and tasks satisfyingly.

- e. It is also important to provide trained staffs a venue where they can practice the trained techniques / skills.
- f. The curriculums should be realistic and reasonable considering available human resources in the country as well as time and budgetary limitation of the project. In addition, the curriculums should take a balance of theory and practice so that trainees can acquire genuine skills.

(2) Framework

Based on the training needs of the PAFOs and DAFOs, the study team drafted a framework for human resource development program following the basic concepts stated in the aforementioned section.

Drafted Framework for Human Resource Development Program

a. for Extension workers

Name of Course	Target	Objective	Skills to be transferred	Duration	Methodology
Training for Extension Workers - Basic course 1 -	Technical staff of DAFO and PAFES	to provide necessary knowledge and skills to work as extension workers	Extension system Training of trainers Problem identification Needs assessment Participatory method Community organization	Weakly course for 3months	Lecture and field exercise training
Training for Extension Workers - Basic course 2 -	Technical staff of DAFO and PAFES	to provide basic skills on agriculture and forestry sector	Rice production Upland farming Fruit tree production NTFP management Livestock raising Veterinary service Fish culture Rural financial management Other site specific matters	Weakly course for 3months (Curriculum depends on the situation of sites.)	Lecture and field hands-on training

b. for Subject Matter Specialists

Name of Course	Target	Objective	Skills to be transferred	Duration	Methodology
Training for SMS - Upland farming -	Technical staff of PAFO (crop & extension sections)	to strengthen technical skills / knowledge as SMSs	Sloping agriculture Upland development Fruit tree promotion Pest and disease control Marketing	1 or 2-week course for 6 months	Lecture and hands-on / exercise training in research / training center
Training for SMS - Livestock -	Technical staff of PAFO (livestock & extension sections)	to strengthen technical skills / knowledge as SMSs	Livestock raising Vaccination Major diseases Marketing	1 or 2-week course for 6 months	Lecture and hands-on / exercise training in research / training center
Training for SMS - Fishery -	Technical staff of PAFO (livestock & extension sections)	to strengthen technical skills / knowledge as SMSs	Fish culture Fingerling production Disease management Marketing	1 or 2-week course for 6 months	Lecture and hands-on / exercise training in research / training center
Training for SMS - Community development -	Technical staff of PAFO (crop and extension sections)	to strengthen technical skills / knowledge as SMSs	Community development Rural credit Animal banking Conflict solving	1 or 2-week course for 6 months	Lecture and field practice (OJT) in the fields
Training for SMS - Forestry -	Technical staff of PAFO (Forestry and extension sections)	to strengthen technical skills / knowledge as SMSs	Land use planning Mapping Forest & resource management Monitoring and evaluation	1 or 2-week course for 6 months	Lecture and field practice (OJT) in the fields

c. for Management

Name of Course	Target	Objective	Skills to be transferred	Duration	Methodology
Training for Project Manager	Managerial staff of DAFO and PAFO	to improve project management skills of key staffs	Project cycle management (Planning and M&E) Reporting Financial management	1 ~ 2 years	Lecture (basic) On-the-job training

d. Optional training for improvement

Name of Course	Target	Objective	Skills to be transferred	Duration	Methodology
Training for Managers	Managerial staff of PAFO	to strengthen analytical / strategic thinking	Resource management Rural development Agricultural development	1 ~ 2 years	Scholarship for study abroad
Training on Administration & Management	Staff of PAFO	to improve the management of office and data	Document management Work management Work planning Monitoring and evaluation	6 months	Lecture (basic) and OJT
Training on Computer skill	Staff of PAFO	to improve documentation and data management and processing	Use of MS Word Use of MS Excel	3~6 months	Lecture and exercise
Training on English skill	Staff of PAFO	to improve information gathering as well as communication skills	English skill	3~6 months	Lecture and exercise

Tables and Figures

Table 1 Work Schedule

Mo	Date	No	Work Items
March	30	1	Leave Narita for Bangkok
	31	2	Move to Vientiane
April	1	3	Meeting with FORCOM Experts
	2	4	Preparation of Inception report
	3	5	Preparation of Inception report, Meeting with local consultant for village survey
	4	6	Holiday
	5	7	Inception meeting at Luangprabang
	6	8	Discussion with local consults
	7	9	Pre-test at B. Pondong, Back to Vientiane
	8	10	Arrangement of TNA survey
	9	11	Arrangement of TNA survey
	10	12	Preparation of TNA questionnaire
	11	13	Holiday
	12	14	Preparation of TNA questionnaire
	13	15	Lao New Year (Preparation of interview forms)
	14	16	Lao New Year (Preparation of interview forms)
	15	17	Lao New Year (Preparation of formats for a database)
	16	18	Translation of TNA questionnaire into Laotian language
	17	19	Preparation of workshop design
	18	20	Holiday (Preparation of workshop design)
	19	21	Finalization of TNA questionnaire
	20	22	Reproduction of TNA questionnaire
	21	23	Meeting w/ LEAP
	22	24	Move to LuangNamtha, Interview to PAFO head
	23	25	Workshop at PAFO
	24	26	Back to Vientiane (inputting data)
	25	27	Holiday (inputting data)
	26	28	Move to Bokeo, Interview to PAFO head
	27	29	Workshop at PAFO
	28	30	Back to Vientiane
	29	31	Move to Vientiane province, Interview to PAFO head
	30	32	Workshop at PAFO
May	1	33	Holiday (inputting data)
	2	34	Holiday (inputting data)
	3	35	Move to Huaphanh, Interview to PAFO Head
	4	36	Workshop at PAFO
	5	37	Move to Luangprabang
	6	38	Interview to PAFO head
	7	39	Workshop at PAFO
	8	40	Meeting with FORCOM Experts
	9	41	Holiday (inputting data)
	10	42	Workshop at DAFO (Pakseng), Interview to DAFO head (Pakseng)
	11	43	Move to Nang, Workshop at DAFO (Nang), Interview to DAFO head (Nang)
	12	44	Move to Viengkham
	13	45	Workshop at DAFO (Viengkham), Interview to DAFO head (Viengkham)
	14	46	Move to Luangprabang
	15	47	Move to Vientiane and back to Luangprabang
	16	48	Meeting with FORCOM Experts
	17	49	Workshop at PAFO Xayaboury,
	18	50	Interview to PAFO Head, Interview to DAFO Head (Xayaboury)
	19	51	Workshop at DAFO (Xayaboury)
	20	52	Back to Vientiane
	21	53	Data arrangement
	22	54	Data arrangement
	23	55	Holiday (data arrangement)
	24	56	Report writing
	25	57	Report writing
	26	58	Report writing
	27	59	Report writing
	28	60	Report writing
	29	61	Report writing
	30	62	Move to Luangprabang
	31	63	Meeting with and reporting the progress to FORCOM Experts
June	1	64	Reporting the progress to JICA Vientiane Office and JICA Experts
	2	65	Leave for Narita via Bangkok
	3	66	

Table 2 Results of Interviews to DGs/DDGs of PAFOs

Respondents:

Luannamtha: Mr. Somchane, Deputy Director General of PAFO
 Bokeo: Mr. Khamxone, Deputy Director General of PAFO
 Vientiane
 Huaphanh Mr. Somchith, Director General of PAFO and Mr. Angkhan, Deputy Director General of PAFO
 Luangprabang Mr. Somphong PRADICHIT, Director General of PAFO
 Xayaboury Mr. Khongsy VONGSY, Deputy Director General of PAFO, Mr. Sommeuk SAYNATHY, Deputy Director General of PAFO

Date of interview:

22-Apr-04
 26-Apr-04
 3-May-04
 6-May-04
 17-May-04

Level of satisfaction:

1= Very satisfied
 2= Satisfied
 3= Need some improvement
 4= Dissatisfied
 5= No

T-2

Questions	Luangnamtha	Bokeo	Vientiane	Huaphanh	Luangprabang	Xayaboury	Average	
A. General	1 Do you think the extension work on agriculture and forestry sector in your area is working well?	3	3	N.A.	3	3	3.0	
B. Planning	2 Do you think your staff / your office have enough capabilities / experience on the following matters?							
	(1) Identification of problems and issues in the area / sectors	3	3	N.A.	3	2	3	2.8
	(2) Making strategies based on the identified problems	3	3	N.A.	3	2	3	2.8
	(3) Formulation of a strategic plan considering available budget as well as resources	3	3	N.A.	3	3	3	3.0
	3 Have your staff/ office prepared before a 5-year strategic plan for your responsible areas?	2	2	N.A.	2	3	2	2.2
	4 Have your staff attended any training / orientation for the formulation of the strategic plan?	3	3	N.A.	2	5	2	3.0
C. Organization structure	5 Does your office have a monitoring and evaluation system to review the accomplishment?	2	2	N.A.	2	3	2	2.2
	6 Does your office use GIS?	5	5	N.A.	3	5	5	4.6
	7 Do you think all of your staff clearly understand their roles and responsibilities?	2	2	N.A.	2	2	3	2.2
	8 Does each section of your office have the respective terms of references?	2	3	N.A.	2	1	2	2.0
C. Organization structure	9 Does each section of our office coordinate well each other?	2	2	N.A.	2	3	3	2.4
	10 Are those terms of references in the written form?	3	2	N.A.	2	1	2	2.0
D. System	11 Does your office have any guideline/manual for planning?	5	3	N.A.	5	5	3	4.2
	12 Does you office have any guideline / manual for the attitude as extension staff?	5	5	N.A.	5	3	5	4.6
	13 Does you office have any guideline / manual for implementation of projects?	5	4	N.A.	5	2	5	4.2
	14 Does you office have any guideline / manual for monitoring and evaluation of project activities?	5	5	N.A.	5	5	3	4.6
	15 Does your office have a human development system?	2	2	N.A.	3	3	2	2.4
	16 Does your office conduct a performance review of the staff?	2	2	N.A.	2	3	2	2.2
	17 Do you think your staff have enough opportunities to attend training?	5	4	N.A.	2	2	3	3.2
E. Staff	18 Does your office sufficient number of staff comparing with your roles / tasks?	3	5	N.A.	3	3	3	3.4
	19 (If no), which parts / sections are insufficient?	n.a.				Agri, Live	Agr, Met, Liv	
(general)	20 Do your staff have a computer operation skill?	5	3	N.A.	3	3	4	3.6
	21 Do your staff have a communication skill in English?	4	4	N.A.	4	3	4	3.8
	22 Do your staff have knowledge / skills of community participatory planning?	3	3	N.A.	3	3	4	3.2
(Agri/crops)	23 Which matters do you think the staff of the agriculture & crops sections have sufficient skills?							
	(1) Farming practice of lowland rice farming	3	2	N.A.	2	3	3	2.6
	(2) Seed multiplication	3	3	N.A.	4	3	3	3.2
	(3) Soil management	3	4	N.A.	4	4	4	3.8
	(4) Farming practice of upland crops (upland rice, field crops, vegetables)	3	3	N.A.	3	4	3	3.2
	(5) Farming practice of fruit / industrial trees	3	3	N.A.	3	2	3	2.8
	(6) Pest and disease management (including IPM)	3	5	N.A.	3	3	3	3.4
	(7) Post-harvesting of rice	3	4	N.A.	3	3	2	3.0
(8) Post-harvest / value-adding of other crops	3	4	N.A.	4	2	5	3.6	
(irrigation)	24 Which matters do you think the staff of the irrigation section of your office have sufficient skills?							
	(1) Identification of potential of water resources / Estimation of water requirement	3	2	N.A.	2	2	3	2.4
	(3) Planning of irrigation project	3	2	N.A.	2	2	3	2.4
	(4) Designing of irrigation system	3	2	N.A.	2	2	3	2.4
	(5) Supervision of construction work	2	2	N.A.	2	2	3	2.2
	(6) Operation and maintenance of facilities	2	3	N.A.	3	3	3	2.8
	(7) Beneficiaries' involvement	3	3	N.A.	3	2	3	2.8

Table 2 Results of Interviews to DGs/DDGs of PAFOs

Respondents:

Luannamtha: Mr. Somchane, Deputy Director General of PAFO
 Bokeo: Mr. Khamxone, Deputy Director General of PAFO
 Vientiane
 Huaphanh Mr. Somchith, Director General of PAFO and Mr. Angkhan, Deputy Director General of PAFO
 Luangprabang Mr. Somphong PRADICHIT, Director General of PAFO
 Xayaboury Mr. Khongsy VONGSY, Deputy Director General of PAFO, Mr. Sommeuk SAYNATHY, Deputy Director General of PAFO

Date of interview:

22-Apr-04
 26-Apr-04
 3-May-04
 6-May-04
 17-May-04

Level of satisfaction:

1= Very satisfied
 2= Satisfied
 3= Need some improvement
 4= Dissatisfied
 5= No

Questions	Luangnamtha	Bokeo	Vientiane	Huaphanh	Luangprabang	Xayaboury	Average
(Livestock)	25 Which matters do you think the staff of the livestock section of your office have sufficient skills?						
(1) Reproduction	3	5	N.A.	4	3	3	3.6
(2) Vaccination	2	2	N.A.	3	3	3	2.6
(3) Raising and fattening	3	3	N.A.	5	2	3	3.2
(4) Forage production / Animal feeding	3	3	N.A.	3	2	4	3.0
(5) Daily production	3	5	N.A.	5	5	5	4.6
(6) Processing	4	5	N.A.	5	5	5	4.8
(7) Breeding	5	3	N.A.	4	3	3	3.6
(Forestry)	26 Which matters do you think the staff of the forestry section of your office have sufficient skills?						
(1) Formulation of land use / forest management plan	3	3	N.A.	3	2	3	2.8
(2) Forestry law	3	2	N.A.	3	2	3	2.6
(3) Land allocation	3	3	N.A.	5	2	2	3.0
(4) Community forestry	3	3	N.A.	3	2	4	3.0
(5) Seed management	3	4	N.A.	4	3	3	3.4
(6) Nursery operation / Production of seedlings	3	2	N.A.	3	3	3	2.8
(7) Plantation establishment	3	3	N.A.	3	3	3	3.0
(8) Tending / silvicultural treatment	3	4	N.A.	3	3	3	3.2
(9) Harvesting	3	4	N.A.	5	5	3	4.0
(10) NTFP characteristics	3	3	N.A.	5	3	4	3.6
(11) processing of NTFPs / handicrafts	3	5	N.A.	5	5	5	4.6
(Extension)	27 Which matters do you think the staff of the extension section of your office have sufficient skills?						
(1) Problem identification	3	4	N.A.	3	3	3	3.2
(2) Participatory planning	3	3	N.A.	2	3	4	3.0
(3) Coordination with other sections	2	2	N.A.	2	3	3	2.4
(4) Coordination with other agencies	2	3	N.A.	5	3	4	3.4
(5) Development of linkages with private sectors	3	3	N.A.	3	4	5	3.6
(6) General understanding of agricultural crops	2	3	N.A.	3	3	4	3.0
(7) General understanding of fruits / industrial trees	3	3	N.A.	3	3	4	3.2
(8) General understanding of irrigation	3	5	N.A.	3	5	4	4.0
(9) General understanding of livestock	2	3	N.A.	4	3	4	3.2
(10) General understanding of forestry / NTFPs	3	3	N.A.	5	3	4	3.6
(11) Coordination with research section / NAFRI, etc	2	5	N.A.	4	4	5	4.0
(Meteo)	28 Which matters do you think the staff of the meteorology section of your office have sufficient skills?						
(1) Data collection of meteorological data	2	2	N.A.	2	2	4	2.4
(2) Data processing	3	3	N.A.	5	2	5	3.6
(3) Prediction of any possible event	3	4	N.A.	4	4	5	4.0
(4) Coordination with other sections	2	4	N.A.	4	3	4	3.4
F. Coordination	29 Has your office ever coordinated with private firms / NGOs in supporting communities?						
	2	2	N.A.	3	2		2.3
G. Reporting	30 Has your office prepared / submitted a report / proposals to foreign donors?						
	3	3	N.A.	3	3		3.0

Table 2 Results of Interviews to DGs/DDGs of DAFOs

Respondents:

Pakseng Mr. Phonxay, Director of DAFO and Mr. Vongsone, Deputy Director of DAFO
 Nane Mr. sivone KHAMCHANE, Director of DAFO and Mr. Phane DOUANGCHANE, Deputy Director of DAFO
 Viengkham Mr. Hounpheng KHANTHALY, Deputy Director of DAFO
 Xayaboury Mr. Bounthay SITHEP, Director of DAFO and Mr. Somban SIHANOU, Deputy Director of DAFO

Date of interview:

10-May-04
 11-May-04
 13-May-04
 17-May-04

Level of satisfaction:

1= Very satisfied
 2= Satisfied
 3= Need some improvement
 4= Dissatisfied
 5= No

Questions	Pakseng	Nane	Viengkham	Xayaboury	Average
A. General	1	1	1	1	3.0
B. Planning	2 Do you think your staff / your office have enough capabilities / experience on the following matters?				
	(1) Identification of problems and issues in the area / sectors				
	(2) Making strategies based on the identified problems				
	(3) Formulation of a strategic plan considering available budget as well as resources				
	3 Have your staff/ office prepared before a 5-year strategic plan for your responsible areas?				
	4 Have your staff attended any training / orientation for the formulation of the strategic plan?				
	5 Does your office have a monitoring and evaluation system to review the accomplishment?				
C. Organization structure	6 Does your office use GIS?				
	7 Do you think all of your staff clearly understand their roles and responsibilities?				
	8 Does each section of your office have the respective terms of references?				
	9 Does each section of our office coordinate well each other?				
D. System	10 Are those terms of references in the written form?				
	11 Does your office have any guideline/manual for planning?				
	12 Does you office have any guideline / manual for the attitude as extension staff?				
	13 Does you office have any guideline / manual for implementation of projects?				
	14 Does you office have any guideline / manual for monitoring and evaluation of project activities?				
	15 Does your office have a human development system?				
	16 Does your office conduct a performance review of the staff?				
E. Staff (general)	17 Do you think your staff have enough opportunities to attend training?				
	18 Does your office sufficient number of staff comparing with your roles / tasks?				
	19 (If no), which parts / sections are insufficient?				
	20 Do your staff have a computer operation skill?				
(Agri/crops)	21 Do your staff have a communication skill in English?				
	22 Do your staff have knowledge / skills of community participatory planning?				
	23 Which matters do you think the staff of the agriculture & crops sections have sufficient skills?				
	(1) Farming practice of lowland rice farming				
	(2) Seed multiplication				
	(3) Soil management				
	(4) Farming practice of upland crops (upland rice, field crops, vegetables)				
	(5) Farming practice of fruit / industrial trees				
	(6) Intercropping / Sloping agriculture				
	(7) Pest and disease management (including IPM)				
(irrigation)	(8) Post-harvesting of rice				
	(9) Post-harvest / value-adding of other crops				
	24 Which matters do you think the staff of the irrigation section of your office have sufficient skills?				
	(1) Identification of potential of water resources / Estimation of water requirement				
	(3) Planning of irrigation project				
	(4) Designing of irrigation system				
	(5) Supervision of construction work				
	(6) Operation and maintenance of facilities				
(7) Beneficiaries' involvement					

Table 2 Results of Interviews to DGs/DDGs of DAFOs

Respondents:

Pakseng Mr. Phonxay, Director of DAFO and Mr. Vongsone, Deputy Director of DAFO
 Nane Mr. sivone KHAMCHANE, Director of DAFO and Mr. Phane DOUANGCHANE, Deputy Director of DAFO
 Viengkham Mr. Hounpheng KHANTHALY, Deputy Director of DAFO
 Xayaboury Mr. Bounthay SITHEP, Director of DAFO and Mr. Somban SIHANOU, Deputy Director of DAFO

Date of interview:

10-May-04
 11-May-04
 13-May-04
 17-May-04

Level of satisfaction:

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 4= Dissatisfied
 5= No

T - 5

Questions		Pakseng	Nane	Viengkham	Xayaboury	Average
(Livestock)	25 Which matters do you think the staff of the livestock section of your office have sufficient skills?					
	(1) Reproduction	5	4	5	5	4.8
	(2) Vaccination	3	3	3	3	3.0
	(3) Raising and fattening	3	3	2	3	2.8
	(4) Forage production / Animal feeding	5	4	5	5	4.8
	(5) Daily production	5	5	5	5	5.0
	(6) Processing	5	5	5	5	5.0
	(7) Breeding	3	4	5	3	3.8
	(8) Fingerling production	5	3	5	3	4.0
	(9) Fish raising	4	3	5	3	3.8
(Forestry)	26 Which matters do you think the staff of the forestry section of your office have sufficient skills?					
	(1) Formulation of land use / forest management plan	3	5	3	3	3.5
	(2) Forestry law	3	2	3	2	2.5
	(3) Land allocation	3	3	3	3	3.0
	(4) Community forestry	5	5	5	4	4.8
	(5) Seed management	5	5	3	5	4.5
	(6) Nursery operation / Production of seedlings	4	2	2.5	2	2.6
	(7) Plantation establishment	4	3	2.5	3	3.1
	(8) Tending / silvicultural treatment	3	3	2.5	3	2.9
	(9) Harvesting	3	3	3	3	3.0
	(10) NTFP characteristics	5	4	3	3	3.8
	(11) Agroforestry	3	5	5	4	4.3
	(12) processing of NTFPs / handicrafts	5	5	5	5	5.0
(Extension)	27 Which matters do you think the staff of the extension section of your office have sufficient skills?					
	(1) Problem identification	4	4	3	3	3.5
	(2) Participatory planning	4	3	5	4	4.0
	(3) Coordination with other sections	2	2	2	2	2.0
	(4) Coordination with other agencies	5	2	3	3	3.3
	(5) Development of linkages with private sectors	5	3	5	3	4.0
	(6) General understanding of agricultural crops	3	4	4	n.a.	3.7
	(7) General understanding of fruits / industrial trees	3	4	4	n.a.	3.7
	(8) General understanding of irrigation	5	4	4	n.a.	4.3
	(9) General understanding of livestock	3	4	4	n.a.	3.7
	(10) General understanding of forestry / NTFPs	5	4	4	n.a.	4.3
	(11) Coordination with research section / NAFRI, etc	5	3	5	5	4.5
(Meteo)	28 Which matters do you think the staff of the meteorology section of your office have sufficient skills?					
	(1) Data collection of meteorological data	4	3	5	5	4.3
	(2) Data processing	5	5	4	5	4.8
	(3) Prediction of any possible event	5	5	5	5	5.0
	(4) Coordination with other sections	5	5	5	5	5.0
F. Coordination	29 Has your office ever coordinated with private firms / NGOs in supporting communities?	5	3	4	3	3.8
G. Reporting	30 Has your office prepared / submitted a report / proposals to foreign donors?	5	5	4	3	4.3

Table 3 List of Attendants in the Workshops**(1) Luangnamtha PAFO**

Date: April 23, 2004

Place: Provincial Agricultural and Forestry Office of Luangnamtha Province

Name	Office / Section	Position
1. Mr. Somchan	PAFO	Deputy head of PAFO
2. Mr. Somkeo Baunsak	Agriculture section	Head of section
3. Mr. Sonchit	Meteorology section	Deputy head of section
4. Mr. Doungdi	Mechanical unit in Admin	Head of unit
5. Mr. Suphavanh	Livestock and fishery section	Head of section
6. Mr. Sonexay OUDON	Irrigation section	Head of section
7. Mr. Sounthon OUNTHALA	Extension section	Deputy head of section
8. Mr. Sonekham PHAMISAY	Lao-IRRI research center	Head of center
9. Mr. Phanit	Lao-IRRI research center	Deputy head of center
10. Mr. Sosingphone	Irrigation section	Deputy head of section

(2) Bokeo PAFO

Date: April 27, 2004

Place: Provincial Agricultural and Forestry Office of Bokeo Province

Name	Office / Section	Position
1. Mr. Khammanh CHANTHAKEO	Cabinet office	Head of office
2. Mr. Laine CHANTHAVONG	Meteorology section	Head of section
3. Mr. Somjai VINGPANYA	Extension section	Head of section
4. Mr. Kheuanphet VONGCHANH	Irrigation section	Head of section
5. Mr. Khammy PHILAPHONE	Livestock section	Deputy head of section
6. Mr. Amphanh LEUANGSAVONH	Extension section	Deputy head of section
7. Ms. Mounli KEOPANYA	Agriculture section	Deputy head of section
8. Mr. Kongkham PHOMVILAI	Forestry section	Deputy head of section
9. Ms. Manivone Bounthavy	Cabinet office	Deputy head of section
10. Mr. Sibounheung PHANTULUCK	Forestry section	Head of section
11. Mr. Somsanith ONECHANH	Cabinet office	Deputy head of section

(3) Vientiane PAFO

Date: April 30, 2004

Place: Provincial Agricultural and Forestry Office of Vientiane Province

Name	Office / Section	Position
1. Mr. Khonsavan SIACKSONE	Irrigation section	Head of section
2. Mr. Phettavisay SILIPONG	Upland project	Deputy Project Director
3. Mr. Pounsavat FONGSINOUNE	Forestry section	Deputy head of section
4. Mr. Thonglor KHAMVONGSA	Upland project	Project Director
5. Mr. Sompeng KEOMAHAVONG	CMI Project	Project Director
6. Mr. Sithaheng THONGSAVANH	Extension section	Head of section
7. Mr. Phouvieng SOUTHAMAVONG	Livestock section	Staff
8. Mr. Vongphachane BALAVONG	Namgum Development Pjt	Project Director
9. Mr. Bounthai XAYSANAVONGPHET	Meteorology section	Head of section
10. Mr. Bounthai THAVONESOUK	Extension section	Deputy head of section
11. Mr. Bounkham INTACHACK	Forestry section	Head of section
12. Mr. Somdy NATHANONGSY	CMI Project	Deputy Project Director
13. Mr. Saleupsack	Meteorology section	Deputy head of section
14. Ms. Vanhdy VONGXAY	Agriculture section	Staff
15. Mr. Sombath VONGLATSAMY	Agriculture section	Staff
16. Mr. Khamphan SANEST	Cabinet section	Head of section

Table 3 List of Attendants in the Workshops**(4) Huaphanh PAFO**

Date: May 4, 2004

Place: Provincial Agricultural and Forestry Office of Huaphanh Province

Name	Office / Section	Position
1. Mr. Khamphanh PHUMANYVONG	Extension section	Head of office
2. Mr. Khammay THAMMAXAY	CMI Project	Deputy Project Director
3. Mr. Bounma PHANOANYA	Irrigation section	Head of section
4. Mr. Mayphao BANVIDONE	Agriculture section	Head of section
5. Mr. Mayphieng MALACHITH	Agriculture section	Deputy head of section
6. Mr. Sorsavanh BANKHAMMY	NIWMAP (Administration)	Project Director
7. Mr. Bodda BOUNTHANOM	Livestock section	Head of section
8. Mr. Bounphone BOUDPHACHANH	Forestry section	Deputy head of section
9. Mr. Phonsan VICLAYPHENG	Forestry section	Head of section
10. Mr. Phanthone PHONGSENGKEO	Administration section	Head of section
11. Mr. Kham on THIPHAVONG	Meteorology section	Head of section

(5) Luangprabang PAFO

Date: May 7, 2004

Place: Provincial Agricultural and Forestry Office of Luangprabang Province

Name	Office / Section	Position
1. Mr. Anounsack KATTIGNALATH	Irrigation section	Deputy head of section
2. Mr. Sengpasit THONGSAMUT	Livestock section	Deputy Project Director
3. Mr. Bounphan PANGNA	Meteorology section	Head of section
4. Mr. Humphhan SISOMPHONE	Agriculture section	Deputy head of section
5. Mr. Pheng BOUNPHANIT	Irrigation section	Head of section
6. Mr. Bouathong	Agriculture section	Head of section
7. Mr. Xaygnaphone LASY		Head of section
8. Mr. Khanthavine SULIGAN	Extension section	Deputy head of section
9. Mr. Bounpheng SUTISITHY	Planning unit (Administration)	Head of unit
10. Mr. Chansennan	Meteorology section	Deputy head of section
11. Mr. Onideth SOUSAVATH	Extension section	Head of section
12. Mr. Sihanuvong	Forestry section	Head of section
13. Mr. Kaisone NONGKHANPHENG	Extension section	Head of unit

(6) Xayaboury PAFO

Date: May , 2004

Place: Provincial Agricultural and Forestry Office of Sayabury Province

Name	Office / Section	Position
1. Mr. Bounliab SICHAMPA	Agriculture section	Deputy head of section
2. Mr. Khamphout PHOUMMAKEO	Livestock section	Head of section
3. Mr. Bounlay KHAMPHOUMI	Extension section	Head of section
4. Mr. Khamphout INTHAVONG	Agriculture section	Head of section
5. Mr. Khanmnh CHANTHAPONGSY	Forestry section	Head of section
6. Mr. Souvanny JOUANGTHAIVY	Agriculture section	Deputy head of section
7. Mr. Phetsamone PHOUTHAVONE	Extension section	Deputy head of section
8. Mr. Somchit CHANTHAVONG	Irrigation section	Head of section
9. Mr. Bouaphan CHANTHAVONG	Administration section	Deputy head of section
10. Mr. Oukam KEOVILAY	Meteorology section	Head of section
11. Mr. Bounhom SIDUANGCHANE	Extension section	Staff

Table 3 List of Attendants in the Workshops**(7) Pakseng DAFO**

Date: May 10, 2004

Place: District Agricultural and Forestry Office of Pakseng District

Name	Unit	Position
1. Mr. Phonxay VANNADETH	Cabinet	Director
2. Mr. Sisamouth PHONGSAVATH	Cabinet	Deppty director
3. Mr. Phouthone	Livestock unit	
4. Mr. Mitsaya	Forestry unit	
5. Mr. Phonphet SIONECHANE	Administration section	Unit head
6. Ms. Seng AMPHONE	Administration section	

(8) Nane DAFO

Date: May 11, 2004

Place: District Agricultural and Forestry Office of Nane District

Name	Office / Section	Position
1. Mr. Sivone KHAMCHANE	Cabinet	Director
2. Mr. Phane DOUANGCHANE	Cabinet	Deppty director
3. Mr. Bounpeng SENGMANY	Forestry unit	Unit head
4. Mr. Keusong KENG	Irrigation unit	Unit head
5. Mr. Bualy KHANTHAPASEUTH	Forestry unit	Technician
6. Mr. Bounthin PHONEMANY	Agriculture unit	Unit head
7. Mr. Bounphet PHANETHAVONG	Agriculture unit	Technician
8. Mr. Chanthavy VONGTHONGSAY	Forestry unit	Technician
9. Mr. Chanhma TEESAVATH	Forestry unit	Technician
10. Ms. Phettavone VANNAPHA	Forestry unit	Technician
11. Mr. Vanthong BOUNYONG	Livestock unit	Unit head
12. Ms. Latsamy VONGMANICHANE	Administration unit	Technician
13. Mr. Bounthan PHONEMANY	Livestock unit	Technician
14. Mr. Thongkhoun CHANSANGA	Irrigation unit	Technician
15. Mr. Thongvanh KEOKENCHANH	Administration unit	Unit head

(9) Viengkham DAFO

Date: May 13, 2004

Place: District Agricultural and Forestry Office of Viengkham District

Name	Office / Section	Position
1. Mr. Siphon MISOUK	Cabinet / Irrigation unit	Deputy director / Unit head
2. Mr. Bouathong XAYAVONG	Cabinet	Deputy director
3. Mr. Chanthasack PHATHANE	Livestock unit	
4. Mr. Bounmy THAMMAVONG	Administration unit	
5. Ms. Dongchant VONGSAVANH	Administration unit	
6. Mr. Sivone SONMANY	Forestry unit	
7. Mr. Somveopphet DOVANG PASEUTH	Agriculture unit	
8. Ms. Amphay THAVONGSY	Agriculture unit	

(10) Xayaboury DAFO

Date: May 19, 2004

Place: District Agricultural and Forestry Office of Sayabury District

Name	Office / Section	Position
1. Mr. Vivonh HEUANGLITH	Irrigation	Unit head
2. Mr. Thongsa LINTHENSY	Irrigation	Deputy head of unit
3. Mr. Khamhak SYLAPHONE	Administration	Unit head
4. Mr. Sengchanh PHANOUDETH	Forestry	Unit head
5. Mr. Phonesavanh KHAMONE	Agriculture	Unit head
6. Mr. Somban SIHANOU		Deputy director
7. Mr. Khamtan	Forestry	Deputy head of unit

Table 4 (1) Summary Results of Prioritization of Suggested Training Courses (PAFO)

Training courses	LMT	BKO <1	VTE	HPN	LPB	XYB	Total
1. General / Common / Administration							
Accounting and financial management				1	1		2
Administrative management	2	1	2	2	1	2	10
Computer skill	1	1	2	2	1	2	9
Data collection and analysis		1	2				3
Document management (including data / information management)		1		1	1	1	4
English skill	1	1	2	1	1	1	7
Exchange program / Study tours	1		1				2
Human resource development and management		1		1	2		4
Planning for strategic / annual work plans	1	1	2	2	2	2	10
Project analysis and planning					1	2	3
Project management (PCM)	2	1		1	1	2	7
Proper protocol						2	2
Report writing / Preparation of project plans / proposal		1		1	2	2	6
Reporting system and M&E	1	1	2	1	2	2	9
2. Agriculture, Forestry and Extension							
Agorofrestry / intercropping	1		1				2
Check and control of timbers and NTFPs						1	1
Community development	1		2				3
Community forestry	1		2				3
Conflict solution					1		1
Cultural practices of fruit trees		1					1
Extension system and techniques (including TOT)	2	1	1	2	2	1	9
Farming practice of upland crops	1					1	2
Forest (resource) management and conservation	2	1		1		1	5
Forest entomology					2		2
Forest inventory and forest management		1	2	1		1	5
Forest production / logging		1					1
Fund development / raising at villages (Micro credit)	1				1	1	3
Integrated farming system						1	1
Land use planning and land allocation	1	1		2		1	5
Land suitability and soil management	1	1	1	1	2		6
Livelihood development		1		1			2
Management of food processing industry						1	1
Management of NTFPs		1		1			2
Management of wood processing industry			1	2			3
Marketing survey and information system		1	2	2			5
Participatory development (including survey methods)	1		2	1	2	2	8
Pest and disease management (including use of chemicals and others)	1	1	2		1	2	7
Plant quarantine (or management of quarantine posts)	2		2				4
Post harvest of rice	1						1
Preparation of planting materials (fruit trees)				2	2	1	5
Problem analysis		1				2	3
Processing of vegetables				2		1	3
Seed management (forestry)			2	1	2		5
Seed multiplication and management (crops)					1	1	2
Silvicultural practice		1	1	2			4
Sloping agriculture	1	1	1	2		1	6
Technical training on general aspects of agriculture and forestry sectors					1		1
Use of GIS and Mapping				2	1		3
Use of GPS	1	1		1			3
Watershed management		1			2		3
3. Livestock and Fishery							
Animal breeding	1			2		1	4
Animal feed production and quality improvement	1			2		1	4
Animal genetics	1						1
Animal quarantine management	1						1
Brood stock management (fish)	1				1		2
Fingerling production techniques	2		1	2		1	6
Fish farm / pond management	1						1
Laboratory services	1				2		3
Livestock management	1	1	2				4
Meat inspection			1				1
Reproduction (including artificial insemination)		1				1	2
Rural financial management						1	1
Veterinary service (disease diagnostics and control)	1	1	1	2	2	1	8
4. Irrigation							
Data collection and analysis (by computer)				1		2	3
Measurement of soil compactness in supervision of construction works	2						2
O&M / transfer of irrigation systems		1	2	2		2	7
Study preparation for irrigation development including project analysis	1	1	2	2	2		8
Supervision of construction works (by computer)					1	1	2
Survey and design of project		1		1			2
Use of Auto CAD	1		2	2	2	2	9
Use of soft desk (mapping software)	1				1		2
5. Meteorology							
Agricultural meteorology						1	1
Data analysis	2	1	2	2	2		9
Data collection	2		2	2		2	8
Forecast of any events		1					1

Remark: The training courses identified as the priority ones (up to 3rd priority) were given two (2) points, others courses were given one (1) point.

Note: <1: In the workshop at the Bokeo PAFO, the participants was not able to prioritize the training courses due to time limitation.

Table 4 (2) Summary Results of Prioritization of Suggested Training Courses (DAFO)

Training courses	Pakseng	Nane	Viengkham	Xayaboury	Total
1. General / Common / Administration					
Accounting and financial management		1	2		3
Administrative management		2	2	2	6
Computer skill		2	2	1	5
Data collection and analysis			2		2
Document management (including data / information management)				1	1
English skill		1	2	1	4
Planning for strategic / annual work plans	2	2	2	1	7
Project management (PCM)	2			2	4
Report writing / Preparation of project plans / proposal		2			2
Reporting system and M&E		1	2	2	5
Data analysis (for meteorological data)		1			1
Data collection (for meteorological data)	2	1			3
2. Agriculture, Forestry and Extension					
Agorofrestry / intercropping	2				2
Community forestry		1	1		2
Conservation of mother trees		1			1
Extension system and techniques (including TOT)		1	2	2	5
Farming practice of lowland rice	2	2	2		6
Farming practice of upland crops	2	2			4
Forest (resource) management and conservation				1	1
Forest fire protection				2	2
Forest inventory and forest management				1	1
Fund development / raising at villages (Micro credit)	1				1
Land use planning and land allocation	2	1	2		5
Land suitability and soil management		1		1	2
Management of NTFPs				1	1
Mushroom culture	1		1		2
Participatory development (including survey methods)	1				1
Pest and disease management (including use of chemicals and others)		1		1	2
Preparation of planting materials (fruit trees)	2	1	2	1	6
Processing of farm products				2	2
Seed management (forestry)	1			1	2
Seedling production / nursery operation		1			1
Sloping agriculture	2	2	1	1	6
Survey and rehabilitation of burned area				2	2
Use of GIS and Mapping		2	2		4
3. Livestock and Fishery					
Animal breeding	2	1		1	4
Animal feed production and quality improvement	1	1			2
Fingerling production techniques	2	1	1		4
Fish farm / pond management				1	1
Frog culture		2			2
Laboratory services		2			2
Livestock management	1			2	3
Meat inspection		1			1
Poultry raising			2	1	3
Hog raising			2		2
Veterinary service (disease diagnostics and control)	2	2		2	6
4. Irrigation					
O&M / transfer of irrigation systems		2		2	4
Study preparation for irrigation development including project analysis		1	2	1	4
Use of Auto CAD		2	2		4
Use of survey instruments	2		1		3

Remark: The training courses identified as the priority ones (up to 3rd priority) were given two (2) points, others courses were given one (1) point.

Table 6 Number of Training Courses that the Staffs of PAFOs and DAFOs have attended

Category	Sub-category	PAFOs							DAFOs					Total
		LMT	BKO	VTE	HPN	LPB	XYB	Subtotal	PKG	NAN	VKM	XYB	Subtotal	
General	Computer	3	8	12	1	21	2	47	0	2	0	2	4	51
	Language	5	10	18	1	20	3	57	0	1	0	2	3	60
	Others	0	0	8	0	4	0	12	0	0	0	1	1	13
	Sub-total	8	18	38	2	45	5	116	0	3	0	5	8	124
Management	Management	5	4	2	5	13	7	36	0	7	1	1	9	45
	Accounting	1	4	11	2	5	0	23	0	1	0	0	1	24
	Political	0	6	3	0	5	0	14	1	0	1	0	2	16
	Project management	2	15	15	10	17	5	64	1	2	0	0	3	67
	Statistics and data collection	0	0	4	0	1	2	7	1	1	0	1	3	10
	Data and document management	0	1	2	0	10	1	14	0	0	0	0	0	14
	Reporting	2	1	1	2	8	2	16	0	0	1	0	1	17
	Others	0	0	0	1	0	0	1	0	0	0	0	0	1
	Sub-total	10	31	38	20	59	17	175	3	11	3	2	19	194
Agriculture	Crops and general agriculture	1	1	15	0	1	5	23	0	2	0	0	2	25
	Fruit / tree crops	2	2	6	7	6	3	26	1	3	2	7	13	39
	Pest and disease control	2	1	7	0	4	1	15	0	0	0	0	0	15
	Land and soil management	2	3	3	2	0	0	10	0	0	0	1	1	11
	Rice production	5	5	12	8	16	4	50	0	3	0	4	7	57
	Sloping agriculture	0	8	7	1	2	0	18	0	2	0	0	2	20
	Phyto-sanitation	1	0	0	0	0	0	1	0	0	0	0	0	1
	Agricultural development	1	0	2	1	1	1	6	0	0	0	0	0	6
	Mushroom	0	2	1	0	2	0	5	0	0	0	1	1	6
	Others	0	0	5	0	1	0	6	0	0	0	0	0	6
Sub-total	14	22	58	19	33	14	160	1	10	2	13	26	186	
Extension	Extension methods / training	8	10	9	5	17	6	55	1	3	0	3	7	62
	Credit	0	2	0	0	3	0	5	0	0	0	0	0	5
	Participatory / community dev	6	5	14	5	13	4	47	3	2	0	4	9	56
	Rural development	0	3	3	0	3	3	12	0	0	0	0	0	12
	Marketing	0	0	0	1	0	0	1	0	0	0	0	0	1
	Others	2	2	0	1	1	1	7	0	1	0	1	2	9
	Sub-total	16	22	26	12	37	14	127	4	6	0	8	18	145
Forestry	Forestry law / regulations	0	0	1	0	0	0	1	0	0	0	0	0	1
	Forest / resource management	1	0	5	3	4	4	17	0	2	0	2	4	21
	Forestry inventory / survey	2	0	7	4	1	0	14	0	0	0	0	0	14
	Community forestry	0	2	3	3	2	1	11	0	0	0	0	0	11
	Protection / conservation	0	4	2	2	2	6	16	0	0	0	7	7	23
	Land use and mapping	1	2	0	9	10	4	26	1	4	0	1	6	32
	Seed / seedling management	1	7	2	3	1	0	14	0	2	0	1	3	17
	Reforestation / plantation dev.	5	4	3	3	12	4	31	0	0	0	0	0	31
	Watershed management	0	0	5	1	1	2	9	0	0	0	1	1	10
	Sivicultural practice	1	0	0	0	0	0	1	0	0	0	0	0	1
	Others	0	0	0	0	2	0	2	0	0	0	1	1	3
Sub-total	11	19	28	28	35	21	140	1	8	0	13	21	161	
Irrigation	General	0	0	3	1	1	0	5	0	0	0	0	0	5
	Survey & design	7	2	1	3	1	0	14	0	0	0	2	2	16
	O&M and water management	1	2	16	1	3	2	25	0	2	1	0	3	28
	Irrigation development	1	1	9	1	6	11	29	0	0	0	3	3	32
	Supervision of construction	1	0	6	1	1	7	16	0	0	0	6	6	22
	Computer (esp for designing)	0	4	0	2	0	0	6	0	0	0	0	0	6
	Pump irrigation	0	1	2	1	1	0	5	0	0	1	0	1	6
	Others	0	0	2	0	0	0	2	0	0	0	0	0	2
	Sub-total	10	10	39	10	13	20	102	0	2	2	11	15	117
Livestock	General	0	1	0	1	0	2	4	0	1	2	0	3	7
	Fishery development	7	2	12	3	5	4	33	0	2	0	2	4	37
	Animal raising	8	0	6	0	7	5	26	0	0	0	6	6	32
	Animal feed / forage production	0	0	7	1	1	1	10	0	1	0	0	1	11
	Veterinary	3	4	6	3	7	3	26	0	1	1	0	2	28
	Meat inspection	0	2	1	0	0	1	4	0	0	0	0	0	4
	Others	0	0	0	0	0	1	1	0	0	0	0	0	1
	Sub-total	18	9	32	8	20	17	104	0	5	3	8	16	120
Meteo	4	5	9	0	3	4	25	0	0	0	1	1	26	
Others	Drug control	0	3	0	3	0	3	9	0	0	0	0	0	9
	Gender	1	0	8	1	6	4	20	0	1	0	0	1	21
	Environment	0	0	4	1	0	0	5	0	1	0	0	1	6
	Others	1	1	3	7	8	1	21	0	0	0	0	0	21
	Sub-total	2	4	15	12	14	8	55	0	2	0	0	2	57
Total		93	140	283	111	259	120	1,004	9	47	10	61	126	1,130

Table 7 Long Lists of Training Courses by the Office

A. Extension Workers

Items	Relevance <1	Impact <2	Consistency	Acceptance	Priority
1 PAFES					
1.1 Management					
(1) Administrative management	M (3)	M-H (4)	L-M (2)	H (5)	M-H (14)
(2) Project cycle management	H (5)	H (5)	H (5)	H (5)	H (20)
(3) Planning and data collectio & analysis	H (5)	H (5)	M (3)	M-H (4)	H (18)
(4) English language	M-H (4)	H (5)	M (3)	H (5)	M-H (17)
(5) Computer skill	M-H (4)	H (5)	M (3)	H (5)	M-H (17)
(6) Financial management	L-M (2)	M (3)	L-M (2)	M-H (4)	M (11)
1.2 Technical training					
(1) Extension system	H (5)	H (5)	H (5)	H (5)	H (20)
(2) Extension techniques	H (5)	H (5)	H (5)	H (5)	H (20)
(3) Agriculture techniques	M (3)	L-M (2)	M-H (4)	M-H (4)	M (13)
(4) Forestry techniques	M (3)	M (3)	M (3)	M-H (4)	M (13)
(5) Livestock techniques	L-M (2)	L-M (2)	M-H (4)	M-H (4)	M (12)
(6) Others	M (3)	M-H (4)	M-H (4)	M (3)	M-H (14)
2 DAFO					
2.1 Management					
(1) Administration management	H (5)	M-H (4)	L-M (2)	H (5)	M-H (16)
(2) Project cycle management	H (5)	M-H (4)	H (5)	H (5)	H (19)
(3) Planning and data collectio & analysis	H (5)	H (5)	M - H (4)	M-H (4)	H (18)
(4) English language	L-M (2)	L-M (2)	M (3)	H (5)	M (12)
(5) Computer skill	L-M (2)	L-M (2)	M (3)	H (5)	M (12)
(6) Financial management	M-H (4)	M-H (4)	L-M (2)	M (3)	M (13)
2.2 Technical training					
(1) Extension system	H (5)	H (5)	H (5)	H (5)	H (20)
(2) Extension techniques	H (5)	H (5)	H (5)	H (5)	H (20)
(3) Agriculture techniques	H (5)	M - H (4)	M-H (4)	H (5)	H (18)
(4) Forestry techniques	H (5)	M - H (4)	M (3)	M-H (4)	M-H (16)
(5) Livestock techniques	H (5)	M - H (4)	M-H (4)	H (5)	H (18)
(6) Others	H (5)	H (5)	M-H (4)	L-M (2)	M-H (16)

Note: <1: "Relevance" means the relevance of training courses to the daily work / tasks of the staff.

<2: "Impact" is to be judged by the effectiveness of the training on the respective works.

<3: "Consistency" is based on the consistency of training with project activities of FORCOM.

<4: "Acceptance" is judged by the willingness of the staff based on the results of questionnaire survey as well as workshop.

Table 7 Long Lists of Training Courses by the Office

B. Subject Matter Specialists (PAFO)

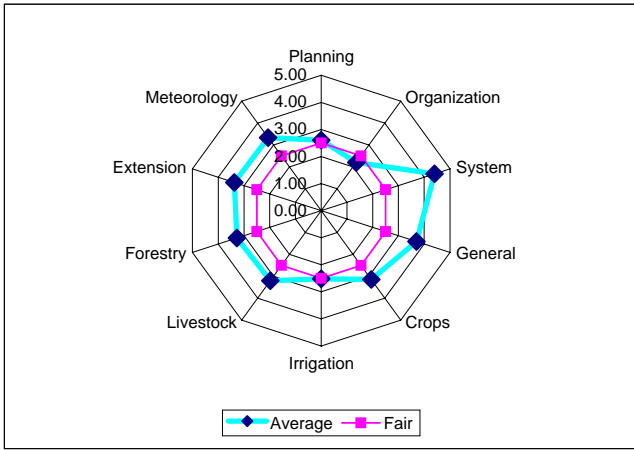
Items	Relevance <1	Impact <2	Consistency	Acceptance	Priority
1 Management					
(1) Planning and data collectio & analysis	H (5)	H (5)	M (3)	H (5)	H (18)
(2) Administrative management	H (5)	M-H (4)	L (1)	H (5)	M-H (16)
(3) Document management	M-H (4)	M-H (4)	L (1)	M-H (4)	M (13)
(4) English language	M-H (4)	H (5)	M (3)	H (5)	M-H (17)
(5) Computer skill	M-H (4)	H (5)	M (3)	H (5)	M-H (17)
(6) Project cycle management	H (5)	H (5)	H (5)	H (5)	H (20)
(7) Human resource development	M-H (4)	M-H (4)	M-H (4)	M (3)	M-H (15)
(8) Financial management	M-H (4)	M-H (4)	L (1)	M-H (4)	M (13)
2 Technical training					
2.1 Agriculture					
(1) Seed multiplication	M-H (4)	M-H (4)	M (3)	M-H (4)	M-H (15)
(2) Soil management	M (3)	M (3)	M-H (4)	M-H (4)	M-H (14)
(3) Upland farming & sloping agriculture	H (5)	M-H (4)	H (5)	M-H (4)	H (18)
(4) Pest and disease control	M-H (4)	M-H (4)	M (3)	M-H (4)	M-H (15)
(5) Propagation of planting materials	H (5)	H (5)	H (5)	M-H (4)	H (19)
(6) Plant quarantine / phyto-sanitation	H (5)	H (5)	L (1)	M-H (4)	M-H (15)
(7) Agroforestry	M-H (4)	M-H (4)	M-H (4)	M (3)	M-H (15)
2.2 Livestock					
(1) Breeding (Improvement of variety)	M-H (4)	M-H (4)	M (3)	M-H (4)	M-H (15)
(2) Livestock raising	H (5)	M-H (4)	H (5)	M-H (4)	H (18)
(3) Veterinary service and diagnostics	H (5)	H (5)	H (5)	H (5)	H (20)
(4) Fingerling production	H (5)	H (5)	M-H (4)	H (5)	H (19)
(5) Fish culture	M-H (4)	M-H (4)	H (5)	M-H (4)	M-H (17)
(6) Animal quarantine	M-H (4)	H (5)	L (1)	M-H (4)	M-H (14)
2.3 Forestry					
(1) Land use planning and mapping	H (5)	H (5)	M-H (4)	H (5)	H (19)
(2) Land allocation procedure	H (5)	M-H (4)	M-H (4)	M (3)	M-H (16)
(3) Forestry inventory	M (3)	M-H (4)	L-M (2)	M-H (4)	M (13)
(4) Community forestry	M-H (4)	H (5)	M-H (4)	M (3)	M-H (16)
(5) Seed management	M-H (4)	M (3)	L-M (2)	M-H (4)	M (13)
(6) Sustainable forest management	H (5)	H (5)	M-H (4)	M-H (4)	H (18)
(7) Silvicultural	M-H (4)	M-H (4)	L-M (2)	M (3)	M (13)
(8) Forest fire protection (for Xayaboury)	M-H (4)	H (5)	L-M (2)	H (5)	M-H (16)
(9) Reformatation	M (3)	M-H (4)	L-M (2)	M-H (4)	M (13)
(10) NTFP management	M (3)	H (5)	H (5)	M-H (4)	M-H (17)
2.4 Irrigation					
(1) Development planning	H (5)	H (5)	M-H (4)	M-H (4)	H (18)
(2) O&M of irrigation system	H (5)	H (5)	L-M (2)	H (5)	M-H (17)
(3) Transfer of irrigation system	H (5)	H (5)	L-M (2)	H (5)	M-H (17)
(4) Supervision and inspection of construction	H (5)	M-H (4)	L (1)	M-H (4)	M-H (14)
(5) Design in computer	M-H (4)	M (3)	L (1)	H (5)	M (13)
2.5 Meteorology					
(1) Data collection and processing	H (5)	H (5)	L (1)	H (5)	M-H (16)

Note: <1: "Relevance" means the relevance of training courses to the daily work / tasks of the staff.

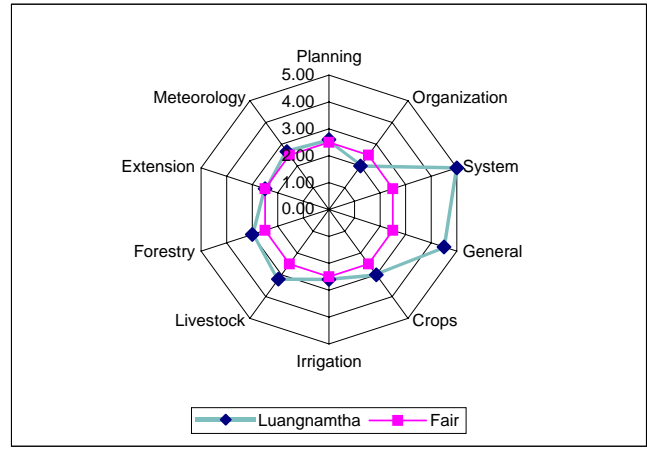
<2: "Impact" is to be judged by the effectiveness of the training on the respective works.

<3: "Consistency" is based on the consistency of training with project activities of FORCOM.

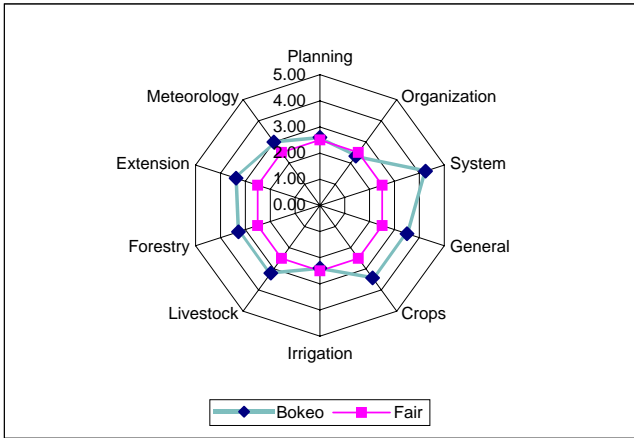
<4: "Acceptance" is judged by the willingness of the staff based on the results of questionnaire survey as well as workshop.



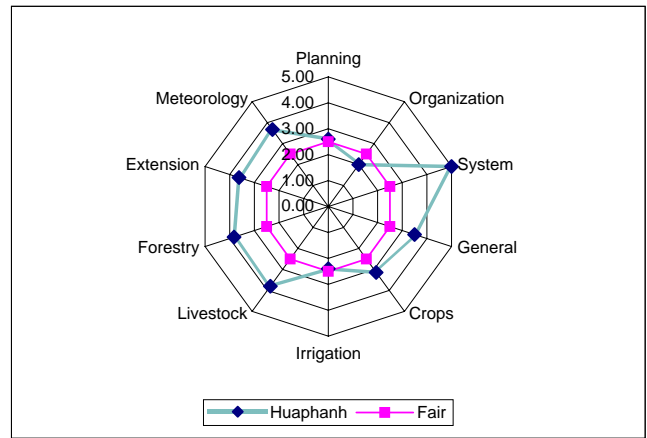
Average of 5 PAFOs



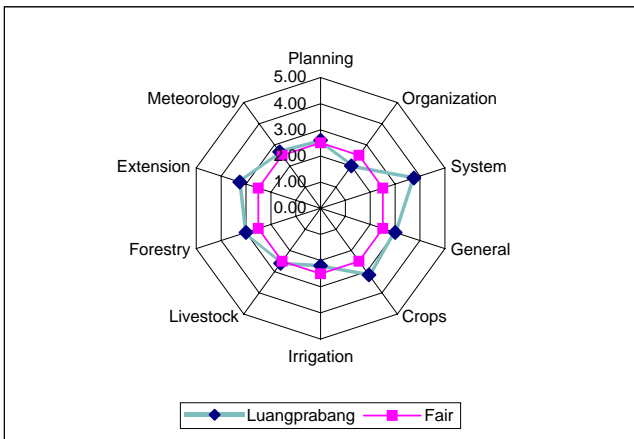
Luangnamtha PAFO



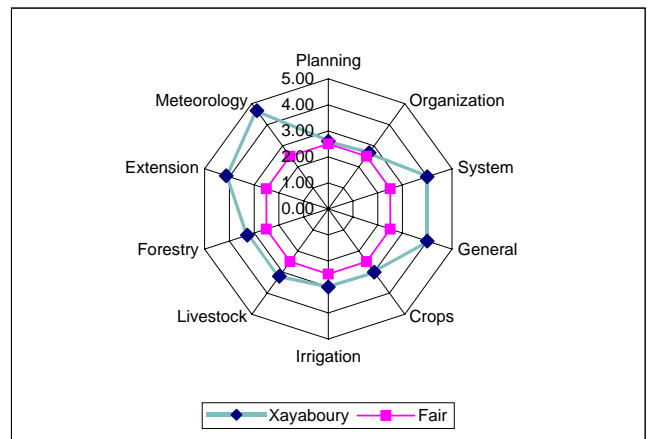
Bokeo PAFO



Houaphanh PAFO



Luangprabang PAFO

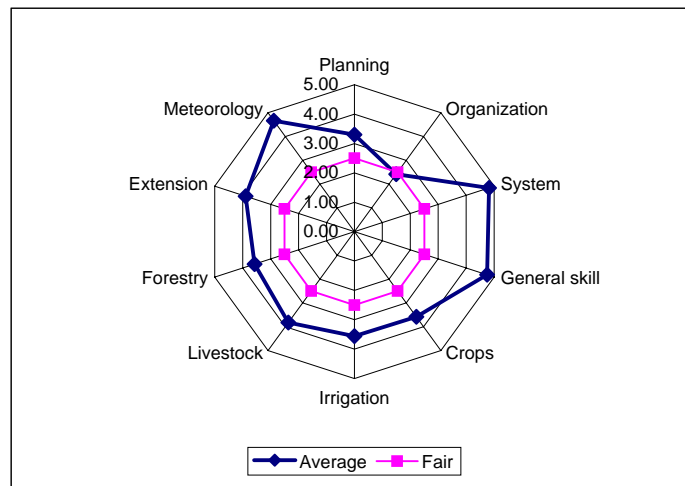
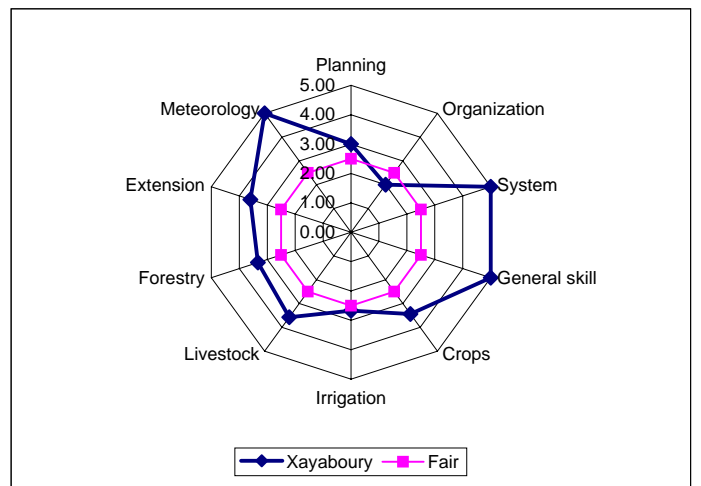
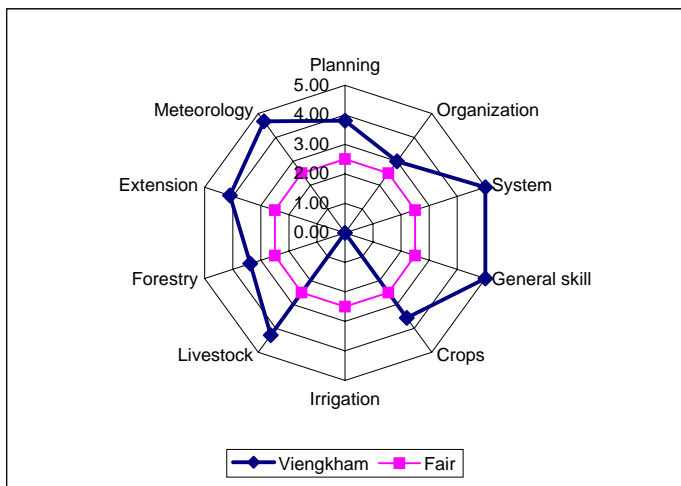
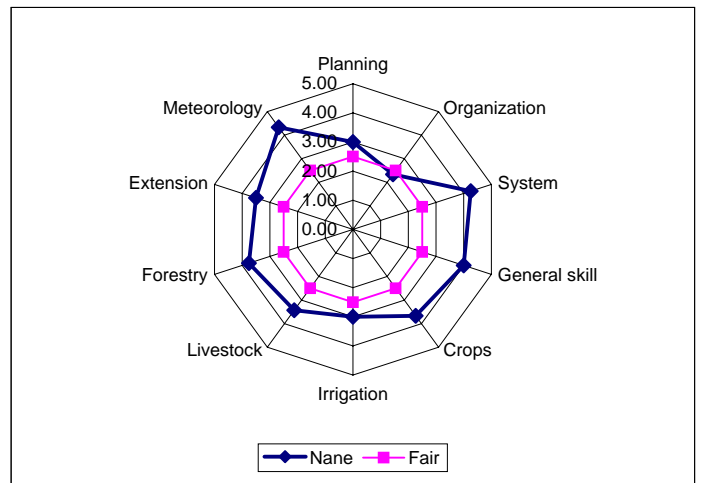
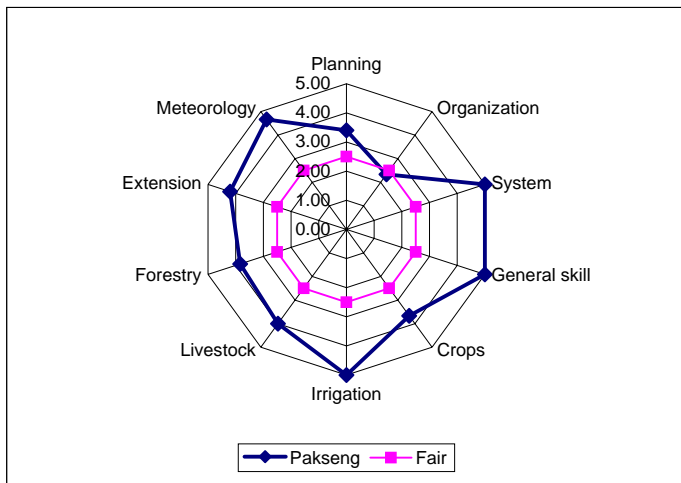


Xayaboury PAFO

Remarks:

Score:	Level of satisfaction
1	Very satisfied
2	Satisfied
3	Need improvement
4	Dissatisfied
5	Not exist

Figure 1 (1) Results of Self-Assessment by Director General / Deputy Director General of PAFOs



Remarks:

Score:	Level of satisfaction
1	Very satisfied
2	Satisfied
3	Need improvement
4	Dissatisfied
5	Not exist

Figure 1 (2) Results of Self-Assessment by Director General / Deputy Director General of DAFOs

Attachment - 1

**Interview (Questionnaire)
Form to DG / DDG**

Attachment - 1: Checklist / Questionnaire to the head of the Office

Name of Office:
Name of respondent:

Level of satisfaction:

1= Very satisfied 3= Need some improvement
2= Satisfied 4= Dissatisfied

Items	Yes / No	Level of satisfaction			
		1	2	3	4
A. General	1 Do you think the extension work on agriculture and forestry sector in your area is working well?				
B. Planning	2 Do you think your staff / your office have enough capabilities / experience on the following matters?				
	(1) Identification of problems and issues in the area / sectors				
	(2) Making strategies based on the identified problems				
	(3) Formulation of a strategic plan considering available budget as well as resources				
	3 Have your staff/ office prepared before a 5-year strategic plan for your responsible areas?				
	4 Have your staff attended any training / orientation for the formulation of the strategic plan?				
C. Organization structure	5 Does your office have a monitoring and evaluation system to review the accomplishment?				
	6 Does your office use GIS?				
	7 Do you think all of your staff clearly understand their roles and responsibilities?				
	8 Does each section of your office have the respective terms of references?				
D. System	9 Does each section of our office coordinate well each other?				
	10 Are those terms of references in the written form?				
	11 Does your office have any guideline/manual for planning?				
	12 Does you office have any guideline / manual for the attitude as extension staff?				
	13 Does you office have any guideline / manual for implementation of projects?				
	14 Does you office have any guideline / manual for monitoring and evaluation of project activities?				
	15 Does your office have a human development system?				
E. Staff	16 Does your office conduct a performance review of the staff?				
	17 Do you think your staff have enough opportunities to attend training?				
	18 Does your office sufficient number of staff comparing with your roles / tasks?				
(general)	19 (If no), which parts / sections are insufficient?				
	20 Do your staff have a computer operation skill?				
	21 Do your staff have a communication skill in English?				
(Agri/crops)	22 Do your staff have knowledge / skills of community participatory planning?				
	23 Which matters do you think the staff of the agriculture & crops sections have sufficient skills?				
	(1) Farming practice of lowland rice farming				
	(2) Seed multiplication				
	(3) Soil management				
	(4) Farming practice of upland crops (upland rice, field crops, vegetables)				
	(5) Farming practice of fruit / industrial trees				
	(6) Pest and disease management (including IPM)				
(7) Post-harvesting of rice					
(irrigation)	(8) Post-harvest / value-adding of other crops				
	24 Which matters do you think the staff of the irrigation section of your office have sufficient skills?				
	(1) Identification of potential of water resources / Estimation of water requirement				
	(3) Planning of irrigation project				
	(4) Designing of irrigation system				
	(5) Supervision of construction work				
	(6) Operation and maintenance of facilities				
(7) Beneficiaries' involvement					

Attachment - 1: Checklist / Questionnaire to the head of the Office

Name of Office:
Name of respondent:

Level of satisfaction:

1= Very satisfied

2= Satisfied

3= Need some improvement

4= Dissatisfied

Items		Yes / No	Level of satisfaction			
			1	2	3	4
(Livestock)	25 Which matters do you think the staff of the livestock section of your office have sufficient skills?					
	(1) Reproduction					
	(2) Vaccination					
	(3) Raising and fattening					
	(4) Forage production / Animal feeding					
	(5) Daily production					
	(6) Processing					
	(7) Breeding					
(Forestry)	26 Which matters do you think the staff of the forestry section of your office have sufficient skills?					
	(1) Formulation of land use / forest management plan					
	(2) Forestry law					
	(3) Land allocation					
	(4) Community forestry					
	(5) Seed management					
	(6) Nursery operation / Production of seedlings					
	(7) Plantation establishment					
	(8) Tending / silvicultural treatment					
	(9) Harvesting					
	(10) NTFP characteristics					
	(11) processing of NTFPs / handicrafts					
(Extension)	27 Which matters do you think the staff of the extension section of your office have sufficient skills?					
	(1) Problem identification					
	(2) Participatory planning					
	(3) Coordination with other sections					
	(4) Coordination with other agencies					
	(5) Development of linkages with private sectors					
	(6) General understanding of agricultural crops					
	(7) General understanding of fruits / industrial trees					
	(8) General understanding of irrigation					
	(9) General understanding of livestock					
	(10) General understanding of forestry / NTFPs					
	(11) Coordination with research section / NAFRI, etc					
(Meteo)	28 Which matters do you think the staff of the meteorology section of your office have sufficient skills?					
	(1) Data collection of meteorological data					
	(2) Data processing					
	(3) Prediction of any possible event					
	(4) Coordination with other sections					
F. Coordination	29 Has your office ever coordinated with private firms / NGOs in supporting communities?					
G. Reporting	30 Has your office prepared and submitted a report / proposals to foreign donors?					

What do you think are the major causes that make your extension work ineffective?:

What kinds of interventions do you thin are needed for improving your extension work?:

Attachment - 2

**Outline of the Workshop
with Managerial Staff of
PAFO / DAFO**

Outline of the Workshop

1. Objectives

The main objective of the workshop is to identify the areas / fields to be improved in building the capacity of the staff of the office (PAFO / DAFO) so as to make the extension work more effective. Specifically, the following will be clarified through the discussions:

- Roles / duties of the office and each section under the office
- Problems and issues on the extension work
- Weaknesses of the organization
- Needed training or capacity building activities

2. Participants

The workshop will be done with the participation of the head or deputy head of the office and section chiefs of each section under the office.

3. Agenda

The following are the provisional agenda of the proposed workshop.

<u>Time</u>	<u>Activities</u>
08:45-09:00	Introduction
09:00-09:15	Making an organizational chart of the office
09:15-09:50	Roles / Tasks of the organization and each section under the organization
09:50-10:00	Short break
10:00-12:00	Problem analysis on extension activities (PCM method)
12:00-13:30	Lunch break
13:30-15:30	Analysis of strengths and weaknesses of the organization (IOM Method)
15:30-16:30	Identification of needed training to reinforce the organization
16:30-17:00	Wrap-up session

Themes the major sessions are summarized as follows:

- 1) Making an organizational chart: An organizational chart of the office will be prepared by using cards by participants.
- 2) Roles / Tasks of organization: Roles and responsibilities of the office itself and each section under the office will be enumerated by the participants.
- 3) Problem analysis: Participants will discuss issues / problems on the extension work. The major causes and those root causes will be identified through the discussion.
- 4) Analysis of organization: Participants will discuss strengths and weaknesses of the office. This session aims to enable participants to assess their organization seeing what they have and what they don't have

based on the viewpoints of strategy, system, organizational structure, and staff.

- 5) Identification of needed training: Based on the results of the aforementioned sessions, participants will discuss what kinds / types of capacity building activities will be needed for improving the situation.

4. Basic rules of the discussion

Brainstorming is basic principle to be used in the discussion. To easily share / exchange opinions among participants, the opinions will be written in a card and put on a board to show it to everybody. Furthermore, the following rules will be employed in the workshop.

- Opinions should be written in cards.
- One opinion / comment should be filled in one card.
- No one can criticize other person's opinion / comment.
- All opinions will be pasted on a board.

5. Outputs expected

- Organizational chart with roles and available resources
- Problem trees in extension work
- Strengths and weaknesses of the organization
- List of needed training / capacity building activities

Attachment - 3

**Questionnaire Form for
Training Needs Survey**

Training Needs Survey

This survey aims to guide the Forest Management and Community Support Project (FORCOM), which is being undertaken by both Japanese and Laotian governments, in formulating a training program to strengthen the capabilities of you / your organization so as to fulfill your respective responsibilities. Therefore, your proper and careful answers will greatly help us to identify training needs to be addressed and define a training program to enhance your/your organization's capabilities to attain your organizations mission.

It is noted that all data are confidential. The questionnaires will not be used by / presented to others to assess your skill level. They will be kept strictly confidential and disclosed only to the JICA Basic Study Team and FORCOM.

The entire training needs assessment shall cover six (6) provinces and four (4) districts and be completed within 20~25 days. Therefore, we have to recover all the questionnaires as soon as we can. We understand that completing this questionnaire will take 30-50 minutes of your precious time, but we really hope your would understand and cooperate with the survey.

Your honest answer and kind assistance will be highly appreciated.

Yoji MIZUGUCHI
Agriculture & Forestry Extension Specialist
JICA Basic Study Team

Please write your name and office that you belong to.

Name: _____

Your office: PAFO DAFO

Name of Province/District: _____

Section A: Yourself

1. Office/Section/Unit: (Please mention the section that you belong.)

Section: _____

2. Position and Title: (Please mention your position and title.)

1) Position: _____ 2) Title: _____

3. Is your post full-time, part-time or contract-base? (Please check a box.)

1) Full-time 2) Part-time 3) Contract-base

If part-time, please enter the number of hours per week *Please enter number*

4. Which category best describes the type of your job? (you can answer more than one if it applies.)

a. Management & supervision	b. Administrative affairs	c. Public relations
d. Planning	f. Statistic	g. Legal counseling
h. Human development	i. Policy research/making	j. Designing
k. Project implementation, monitoring and evaluation	l. Training	m. Research & development
n. Extension	o. Technical support to DAFO	p. Others _____

5. If you categorize yourself as technical staff, what is your specialty?

a. Crops (especially rice)	b. Crops (for others)	c. Irrigation
d. Livestock	f. Fishery	g. Forestry
h. Meteorology	i. Community organization	j. Fruit/industrial trees/NTFPs
k. Rural finance	l. Marketing	j. Natural resource management

6. How long have you been working in your office and also at your present post?

1) in the office _____ yrs 2) At present post _____ yrs

7. Educational Attainment (Please describe your educational background below.)

1) Doctor's degree , 2) Master's degree , 3) Bachelor's degree ,
 4) Technical school/collage , 5) High school graduate , 6) Others _____

If Technical school level, major in _____ Year of graduation: _____
 If Bachelor's degree, major in: _____ Year of graduation: _____
 If Master's degree, major in: _____ Year of completion: _____
 If Doctor's degree, major in: _____ Year of completion: _____

13. How do you assess your skills / capabilities to comply with your duties/ responsibilities?

- 1) More than enough 2) Just enough 3) Bit inadequate 4) Poor 5) Very poor

If your answer is the one between 3) and 5), please describe which skills / capabilities you need to strengthen (at most five (5) matters) and the duties related to the skills / capabilities.

Skills/Capabilities needed	Related duties/tasks

14. Please identify 5 major training courses, workshops and/or orientations you have participated before and how those courses produced effect on your work?

Topic/title of training / workshops/orientations	Executing organization	Date and Year	Duration of training	Effect on work

15. How do you assess your generic competence listed below? (Please check a box.)

1. Outstanding 2. Satisfactory 3. Fair 4. Poor
- a. Time management & punctuality
 - b. Setting goals and Standards
 - c. Listening and organization
 - d. Getting unbiased information
 - e. Delivering clear information
 - f. Training and coaching
 - g. Disciplining and consulting
 - h. Identifying and solving problems
 - i. Making decision
 - j. Analytical and/or strategic thinking

Section B: About your office and working environment

16. Do you feel your roles, responsibilities and targets have been clarified and communicated by your supervisors?

- 1) Yes
- 2) No

17(1). (If Yes) Do you think those matches with your qualifications and abilities?

- 1) too difficult
- 2) bit difficult
- 3) just match
- 4) bit easy
- 5) my qualification too high for the present work

17(2). (If No) How do you cope up with the undefined tasks and duties?

18. Please list below the three most important competencies that the staff in your office / section are supposed to have in performing the mandatory work. Please list in order of need (the most needed first, and so on).

1. _____

2. _____

3. _____

19. Please identify the three most necessary competencies of your office / section to be strengthened for the provision of better services to villagers / beneficiaries. Please list in order of need (the most needed first, and so on).

1. _____

2. _____

3. _____

20. What do you think are the major constraints of your office/section in supporting the performance of the staff?

1. _____

2. _____

3. _____

4. _____

21. What kinds of strategies do you think are effective in solving above problems?
 Please RANK the following strategies (from 1:most important to 9: least important, please do not check same number twice).

	1.	2.	3.	4.	5.	6.	7.	8.	9.
1. Increase of number of staff									
2. Enhancing capabilities of staff									
3. Enhancing information system									
4. Clarifying vision & objective of the office									
5. Focusing the work more on the priority area									
6. Improving physical facilities/equipment									
7. Enhancing monitoring & evaluation system of activities									
8. Bettering financial status for operation									
9. Improving compensation for employees									

Example

	1.	2.	3.	4.	5.	6.	7.	8.	9.
A									
B									
C									
D									
E									
F									
G									
H									
I									

Section C: Training

22. Please identify any training that would help you in meeting the operational goals of your office/section. Please list in order of need (the most needed first, and so on).

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

23. Do you think you need to have new knowledge / skills for your office’s work?

- 1) Yes
- 2) No

If your answer is “Yes” in the above question, please list below the new knowledge / skills required for your work. Also please describe how you are going to apply the new knowledge / skills to your work.

New knowledge / skills	How to apply the new knowledge/skills to your work

24. Which benefits do you expect to obtain from training? Please RANK the following benefits (from 1:most important to 5: least important, and do not check same number twice).

1. most 2. 3. 4. 5. least

1. Acquired skills
2. Attained knowledge
3. Increased awareness and motivation
4. Strengthened self-confidence
5. Gained financial compensation and status

25. Which methods do you think more effective for training? Please RANK the following methods (from 1:most important to 5: least important, and do not check same number twice).

1. most 2. 3. 4. 5. least

1. On-the-job training
2. Conventional workshop / seminars / lectures
3. Formal education (Studying abroad)
4. Continuous coaching by supervisors/colleagues
5. Cross visit / exchange program

26. Which of the following resources and materials would you use for training? (Please check either YES or NO).

Yes No

1. Self-study training materials
2. Advisor / Trainer / Specialist
3. Technical guides / manuals
4. Special interest group discussions
5. Literature and academic research

27. Which months are the most convenient periods for you to have training?

Please indicate approximate dates by a line, e.g.

--	--	--

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

28. General Comments

Thank you very much for your cooperation!!

Section D: For Managerial Staff only

29. Please list below the most effective training courses that the staff of your office/section have attended for the work of your office. Also please describe how the training courses listed are effective on the work.

Effective training courses	Effect on the work
1.	
2.	
3.	
4.	
5.	

30. Do you think the staff of your office/section need have more training?

1) Yes

2) No

If your answer is "Yes" in the above question, please list below the needed training courses for the staff of your office/section and describe how the courses will improve the work of your office. Also please indicate the urgency of the training in accordance with the following ratings: 1=most urgent, 2=rather urgent, 3=not much.

Training courses	Effect on the work	Urgency
1.		
2.		
3.		
4.		
5.		

31. If you have any on-going assistance / projects that contain a training component of your staff, please list below the project and type of training that your staff can have.

Projects / support	Type of training /workshop / seminar that you can have	Frequency
1.		
2.		
3.		

32. What do you believe are the major causes for poor extension activities?

(1) About your office

	1. Severe	2. Rather	3. Fair	4. Slight	5. No
a. Unclear tasks / responsibilities among sections					
b. Poor coordination among sections					
c. Poor coordination with research activity					
d. Lack of skilled staff					
e. Too much duties / shortage of staff					
f. Improper guidance/training from upper level					
g. Lack of transportation means					
h. Lack of operational fund					
i. Low incentive for staff					

(2) About your PAFO or DAFO

	1. Severe	2. Rather	3. Fair	4. Slight	5. No
a. Unclear tasks / responsibilities among sections					
b. Poor coordination among sections					
c. Poor coordination with research activity					
d. Lack of skilled staff					
e. Too much duties / shortage of staff					
f. Improper guidance/training from upper level					
g. Lack of transportation means					
h. Lack of operational fund					
i. Low incentive for staff					

33. Based on the above assessment, what kinds of training do you think can work for making the extension services more effective? Please RANK the following activities (from 1:most important to 7: least important, please do not check same number twice).

(1) for your office

Training/Workshop needed	1.most	2	3	4	5	6	7. least
a. Orientation on work responsibilities							
b. Development of working mechanism							
c. Problem identification at the field & feedback							
d. Technical training on each specific matter							
e. Formulation of annual work plan							
f. Monitoring and evaluation of activities							
g. Others (specify)							

(2) for your PAFO or DAFO

Training/Workshop needed	1.most	2	3	4	5	6	7. least
a. Orientation on work responsibilities							
b. Development of working mechanism							
c. Problem identification at the field & feedback							
d. Technical training on each specific matter							
e. Formulation of annual work plan							
f. Monitoring and evaluation of activities							
g. Others (specify)							

Thanks again for your kind cooperation!!

Attachment - 4

**Lists of the Staffs of
NAFES, 6 PAFOs and 4
DAFOs**

Attachement-4 (1): List of the Staff of NAFES

Name of Office:

NAFES

 Date of data update:

2004/6/18

No.	Section/Department	Name	Position/ Responsibilities	Sex	Age	Legth of work (yr)	Education	Major	Year (graduate)
1	Executive board	Vannakone Phommasathit	Director of NAFES	M	54	17	MSc	Agriculture	1986
2	Executive board	Dr. Phet Phomphiphak	Deputy Director	M	43	9	PhD	Wood Processing	1994
3	Executive board	Dr. Tian Vannasouk	Deputy Director	M	50	9	MSc	Veterinary	1994
4	Executive board	Dr. Somneuk Thilasak	Deputy Director	M	n.a.	n.a.	PhD	n.a.	n.a.
5	Executive board	Buonthong Xaisyda	Deputy Director	M	47	28	Diploma	Forestry	1975
6	Executive board	Lathsanivong Amalathithada		M	50	22	Diploma	Agriculture	1981
7	Executive board	Vilakone Volasane		M	48	15	Diploma	Irrigation	1988
8	Administration	Vilayphone Volaphim	Chief of Admin. Dept.	F	43	7	Diploma	Veterinary	1996
9	Administration	Houmkeo Indathep	Deputy Chief of Admin. Dept.	M	48	25	BSc	Bio-chemistry	1978
10	Administration	Khamphane Nanthavong	Deputy Chief of Admin. Dept.	M	45	17	BSc	Forestry	1986
11	Administration	Phonesavanh Sipaseuth	Deputy Chief of Admin. Dept.	F	38	12	BSc	Agriculture	1991
12	Administration	Bouaphanh Chitaphong	Technician	M	44	21	Techn	Fish farming	1982
13	Administration	Keo SengAloun	Technician	M	43	11	BSc	Forestry	1992
14	Administration	Sithong Phimmany	Technician	F	39	18	Techn	Forestry	1985
15	Administration	Phouvieng Xaiyaphet	Technician	F	37	18	Techn	Kindergarten	1985
16	Administration	Phetsamone Soulivong	Technician	F	35	12	BSc	Biology	1991
17	Administration	Both Xaida	Technician	M	60	37	Vocat.	n.a.	1966
18	Administration	Khounmany Souphimdala	Technician	F	44	21	Techn.	Communication	1982
19	Administration	Somphou Thongsavanh	Technician	M	n.a.	n.a.	Techn.	Agriculture	n.a.
20	Administration	Ard Silavong	Technician	M	47	31	Diplom.	Agriculture	1972
21	Planning & Coop	Pheng Souvanthong	Chief of Planning Dept.	M	n.a.	n.a.	n.a.	n.a.	n.a.
22	Planning & Coop	Nhoungthong Sihanath	Deputy Chief	M	48	4	MSc	Agriculture	1999
23	Planning & Coop	Khambay Khamsana	Technician	M	59	34	Diploma	Pedagogy	1969
24	Planning & Coop	Thongsavath Boupha	Deputy Chief	F	58	6	MSc	Business	1997
25	Planning & Coop	Khamdy Boutsamay	Technician	F	39	12	Diploma	Agriculture	1991
26	Planning & Coop	Saleumsak Heuangsak	Technician	M	45	21	Techn	Meat processing	1982
27	Planning & Coop	Sypaphai Xaisongkham	Technician	M	33	7	Diploma	Forestry	1996
28	Planning & Coop	Banthom Thepsombath	Technician	M	45	11	MSc	Soil	1992
29	Technical	Sibounea Vatthanakhamphanh	Chief	M	46	25	Diploma	Irrigation	1978
30	Technical	Somxay Sisanon	Deputy Chief	M	44	10	MSc	Rural Development	1993
31	Technical	Sysay Phomsavang	Deputy Chief	M	49	14	Diploma	Forestry	1989
32	Technical	Soukhin Keomanivanh	Technician	M	47	18	Techn	Fish farming	1985
33	Technical	Chitpasong Chalath	Technician	M	44	15	BSc	Forest economic	1988
34	Technical	Niphonxay Latanamala	Technician	M	30	5	BSc	Electricity	1998
35	Technical	Khamla Keovichit	Technician	M	33	11	Diploma	Electricity	1992
36	Technical	Somboun Vongphet	Technician	M	29	7	Diploma	Road construction	1996
37	Technical	Viengsak Phompaseutsy	Technician	M	44	9	BSc	Nature	1994
38	Technical	Bounggam Boulom	Technician	M	35	9	Vocat.	Information	1994
39	Technical	Thidphachanh Inthilith	Technician	M	26	2	BSc.	Agriculture	2001
40	Technical	Khamkhio Vervongsoth	Technician	M	45	6	BSc.	Agriculture	1997
41	Technical	Kethsana Xayyaseng	Technician	M	n.a.	n.a.	Diplom.	Irrigation	n.a.
42	Technical	Khampheuy Bandasak	Technician of WB Project	M	44	4	MSc	Irrigation	1999
43	Technical	Manachith Bounsouvath	Technician	F	43	18	Techn.	Livestock	1985
44	Technical	Oudomsak Vilayhak	Technician	M	54	19	Techn.	Forestry	1984
45	Technical	Chanehom Xayyaseng	Technician of WB Project	M	48	14	BSc.	Agriculture	1989
46	Technical	Khamban Chanthavong	Technician	M	57	27	Techn.	Agriculture	1976
47	Technical	Somchit Senluangsouk	Technician	F	38	11	Techn	Horticulture	1992
48	Technical	Manivane Moukda	Technician of WB Project	M	27	2	Diplom	Telecommunicaton	2001
49	Technical	Boungkham Inthalaphet	Technician	M	40	17	Techn	forestry	1986
50	Forest Plantat & refo	Sikhambad Mittalay	Technician of KR2 Project	M	n.a.	n.a.	n.a.	n.a.	n.a.
51	Forest Plantat & refo	Vilayhak Somsoulivong	Chief f	M	40	3	MSc	Rural development	2000
52	Forest Plantat & refo	Sengdeuane Phuangphidok	Technician	M	41	13	Diploma	Forestry	1990
53	Forest Plantat & refo	Somchanh Vongpanya	Technician	M	44	15	BSc	Forest economic	1988
54	Forest Plantat & refo	Khamhou Sengdavong	Technician	F	39	9	Diploma	Forestry	1994
55	Forest Plantat & refo	Boungxou Sovanh	Technician	M	37	10	Diploma	Forestry	1993
56	Forest Plantat & refo	Somsy Xaysana	Technician	F	41	17	Techn	Agriculture	1986
57	Forest Plantat & refo	Oun Inthasane	Technician	M	43	18	Techn	Forestry	1985
58	Forest Plantat & refo	Manisy Sihalath	Technician	F	31	12	Techn	Forestry	1991
59	Forest Plantat & refo	Phouthasak Phaphong	Technician	M	24	3	Diploma	Forestry	2000
60	Forest Plantat & refo	Bounmixay Kuangmanivanh	Technician	M	51	17	BSc	Forest economic	1986
61	Forest Plantat & refo	Bounthavy Phanhouvong	Technician	M	48	14	Diploma	Forestry	1989
62	Forest Plantat & refo	Boungkong Sounthavysack	Technician	M	57	19	Vocat.	Planning	1984

Attachement-4 (1): List of the Staff of NAFES

Name of Office:

NAFES

 Date of data update:

2004/6/18

No.	Section/Department	Name	Position/ Responsibilities	Sex	Age	Legth of work (yr)	Education	Major	Year (graduate)
63	Soil & Crop extension	Bounphavanh Kanyavong	Chief	M	54	20	Diploma	Horticulture	1983
64	Soil & Crop extension	Phousith Phoumavong	Technician	M	38	4	Diploma	Plant protection	1999
65	Soil & Crop extension	Somphone Noivong	Technician	M	39	5	Diploma	Plant protection	1998
66	Soil & Crop extension	Sengthong Phuangkhamvang	Technician	M	45	22	Techn	Horticulture	1981
67	Soil & Crop extension	Kengkham Bouphanivet	Technician	M	46	24	Techn	Horticulture	1979
68	Soil & Crop extension	Vilaiphone Sengsavang	Technician	F	31	10	Techn	Accounting	1993
69	Soil & Crop extension	Buathong Choumsy	Technician	M	28	5	Diplom.	Agriculture	1998
70	Soil & Crop extension	Kham Nilavong	Technician	M	26	2	BSc.	Agriculture	2001
71	Livestock & Fishery	Kaysone Inhsixiangmay	Chief	M	54	19	n.a.	Meterinary	1984
72	Livestock & Fishery	Viengxay Photakoun	Technician	M	41	12	BSc	Livestock	1991
73	Livestock & Fishery	Soulat Onsouthichak	Technician	M	58	6	Diploma	Livestock	1997
74	Livestock & Fishery	Bounmy Chanthalangsy	Technician	M	43	23	Vocat.	Livestock	1980
75	Livestock & Fishery	Khemphone Phommachanh	Technician	M	43	6	Diploma	Livestock	1997
76	Livestock & Fishery	Pany Keopanya	Technician	F	47	25	Techn	Livestock	1978
77	Livestock & Fishery	Boualy Sengdala	Technician	M	48	8	Diploma	Livestock	1995
78	Livestock & Fishery	Keosantisouk Xaykhamvong	Technician	M	36	5	Techn	Livestock	1998
79	Livestock & Fishery	Ounkham Khammeunsot	Technician	M	45	20	Techn	Livestock	1983
80	Livestock & Fishery	Bounpany	Technician	M	48	2	Techn	Livestock	2001
81	Livestock & Fishery	Phaythoun Sisombat	Technician	F	31	13	Techn	Livestock	1990
82	Livestock & Fishery	Phengphanh Phanthavong	Technician	F	34	7	Diploma	Livestock	1996
83	Livestock & Fishery	Boumleum Sensouk	Technician	M	46	25	Techn	Livestock	1978
84	Livestock & Fishery	Bounseng Phompida	Technician	M	32	7	Techn	Livestock	1996
85	Livestock & Fishery	Somkhuane Vannavong	Technician	F	45	22	Techn	Fish farming	1981
86	Livestock & Fishery	Chansy Bounnhong	Technician	F	44	21	Techn	Livestock	1982
87	Livestock & Fishery	Khamkao Phetxomphou	Technician	M	40	17	Techn	Livestock	1986
88	Livestock & Fishery	Sipheth Inthavong	Technician	M	48	25	Techn	Livestock	1978
89	Livestock & Fishery	Vilaykhoun Sounthonvong	Technician	M	40	19	Techn	Fish farming	1984
90	Livestock & Fishery	Sopha Phomasy	Technician	F	40	19	Techn	Accounting	1984
91	Livestock & Fishery	Phonthong Thamavong	Technician	M	32	7	Techn	Livestock	1996
92	Livestock & Fishery	Chitaphong Saisongkham	Technician	M	32	4	Techn	Livestock	1999
93	Livestock & Fishery	Khamdoi Thonglai	Technician	M	49	6	Vocat.	Livestock	1997
94	Livestock & Fishery	Vilavong Vannachleun	Technician	M	50	22	Vocat.	Livestock	1981
95	Livestock & Fishery	Khampane Keovongxay	Technician	M	62	18	Vocat.	Livestock	1985
96	Livestock & Fishery	Boun Bounsavat	Technician	M	58	18	Vocat.	Livestock	1985
97	Livestock & Fishery	Phomphanh Inthavong	Technician	M	69	n.a.	Vocat.	n.a.	n.a.
98	Livestock & Fishery	Sengkeo Manihak	Technician	M	48	12	BSc.	Fish Raising	1991
99	Livestock & Fishery	Soulisak Phavong	Technician	M	n.a.	n.a.	n.a.	n.a.	n.a.
100	Livestock & Fishery	Phathakhone Khanthamixay	Technician	M	35	5	Diplom.	Livestock	1998
101	Livestock & Fishery	Khamlah Douangpaseuth	Technician	M	51	2	Techn.	Livestock	2001
102	Livestock & Fishery	Somchanh Somphachith	Technician	M	29	8	Vocat.	Driver	1995
103	Livestock & Fishery	Heun Vilaychith	Technician	M	n.a.	n.a.	Techn.	Fish Raising	n.a.
104	Shifting cultivation	Boualy Phameuang	Chief	M	43	15	BSc	Forestry	1988
105	Shifting cultivation	Yangli Xayluxang	Technician	M	51	22	Techn	Forestry	1981
106	Shifting cultivation	Khanxay xayavong	Technician	M	37	7	Diploma	Forestry	1996
107	Shifting cultivation	Vithoubandith Chansina	Technician	M	34	7	Diploma	Horticulture	1996
108	Shifting cultivation	Thongsavanh Phanthavong	Technician	M	39	6	Diploma	Livestock	1997
109	Shifting cultivation	Bounheuang Heulaochongkua	Technician	M	47	19	Diploma	Horticulture	1984
110	Shifting cultivation	Bounmy Sivongxay	Technician	M	34	7	Techn	forestry	1996
111	Shifting cultivation	Khambay Vixounnalath	Technician	M	34	12	Techn	horticulture	1991
112	Shifting cultivation	Bounthay Phongsisouk	Technician	M	42	13	Diploma	forestry	1990
113	Shifting cultivation	Bounhom Sounthala	Technician	M	50	10	Diploma	forestry	1993
114	Shifting cultivation	Outhong Phonsavanh	Technician	M	41	17	Vocat.	Accounting	1986
115	Shifting cultivation	Bounkham Inthalaphet	Technician	M	40	17	Techn.	Forestry	1986
116	Lao-ADB tree planting	Saly Singsavanh	Technician	M	41	14	Diploma	forestry	1989
117	Lao-ADB tree planting	Khampha Phosavang	Technician	M	44	14	BSc	forestry	1989
118	Lao-ADB tree planting	Sisavath Hommala	Technician	M	38	9	Diploma	forestry	1994
119	Lao-ADB tree planting	Palamy Lasaphon	Technician	F	39	14	BSc	forestry	1989
120	Lao-ADB tree planting	Somvath Inthalath	Technician	M	40	12	Diploma	forestry	1991
121	Lao-ADB tree planting	Thatsomphone Veopaseuth	Technician	M	43	10	BSc	forestry	1993
122	Lao-ADB tree planting	Latsouda Vannoulak	Technician	F	26	5	Techn	accounting	1998

Attachement-4 (1): List of the Staff of NAFES

Name of Office:

NAFES

 Date of data update:

2004/6/18

No.	Section/Department	Name	Position/ Responsibilities	Sex	Age	Legth of work (yr)	Education	Major	Year (graduate)
123	Rural development	Bounchinh Sidavong	Technician	M	58	33	Diploma	horticulture	1970
124	Rural development	Bounlang XaysaAth	Technician	M	51	18	Diploma	econonmic	1985
125	Rural development	Somphanh	Technician	M	45	19	Diploma	agriculture	1984
126	Rural development	Bounnong Anoukoun	Technician	M	44	19	Diploma	horticulture	1984
127	Rural development	Bounlam Khonsavanh	Technician	M	48	19	Diploma	agriculture	1984
128	Rural development	Bouaphanh Sengphachanh	Technician	F	42	17	Diploma	agriculture	1986
129	Rural development	Khamsavath Somdy?	Technician	F	48	14	Diploma	horticulture	1989
130	Rural development	Phayboun Luangphiboune	Technician	M	39	18	Techn	forestry	1985
131	Rural development	Keophet Kasixongdeth	Technician	M	51	4	Diploma	horticulture	1999
132	Rural development	Luxi Yoloyialong	Technician	M	35	6	Diploma	horticulture	1997
133	Rural development	Bounheuang Sihavong	Technician	M	47	8	Diploma	irrigation	1995
134	Rural development	Khamkhit Sithisak	Technician	M	43	14	Diploma	agriculture	1989
135	Rural development	Kongchay Khamvisone	Technician	M	34	6	Diploma	horticulture	1997
136	Rural development	Khammouane Oulaythong	Technician	M	50	19	Techn	planning	1984
137	Rural development	Thanongxay Loyiapao	Technician	M	29	4	Techn	livestock	1999
138	Rural development	Sommak Chandavong	Technician	M	40	18	Vocat.	driver	1985
139	Rural development	Khamtom Vanthanouvong	Technician	M	24	6	MSc	Agriculture	1997
140	Rural development	Viengkoun Paphathsalang	Technician	M	42	15	BSc.	Forestry	1988
141	Rural development	Dr. Hadsadong	Team Leader of Project	M	60	28	PhD.	Plant Raising	1975
142	<i>On-leave for training</i>	Phokhalasy Alounsavath	Technician	M	40	15	Techn	Forestry	1988
143	<i>On-leave for training</i>	Saksy Inthichak	Technician	M	<i>n.a.</i>	8	Techn	Agriculture	1995
144	Contractual staff	Khamphouvieng Phouysombath	Technician	M	31	3	BSc	Forestry	2000
145	Contractual staff	Vilaxon Phimmalath	Technician	M	24	2	Techn	Agriculture	2001
146	Contractual staff	Thongsavath Vongxay	Technician	M	31	4	Techn	Livestock	1999
147	Contractual staff	Ammany Phimmasone	Technician	F	24	<i>n.a.</i>	Diplom	Forestry	<i>n.a.</i>
148	Contractual staff	Khampouth Chanthavong	Technician	F	26	2	BSc	Literature	2001
149	Contractual staff	Anousak Mixaykhoun	Technician	M	29	2	BSc	Forestry	2001
150	Contractual staff	Vilayvone Sivongxay	Technician	F	24	4	Diplom	Forestry	1999
151	Contractual staff	Khampheuy Chanthavong	Technician	M	26	2	BSc	Literature	2001
152	Contractual staff	Nivane Sivilay	Technician	M	27	2	BSc	Forestry	2001
153	Contractual staff	Chanthalay Southammavong	Technician	F	26	3	Techn	Livestock	2000
154	Contractual staff	Outhoumphone Thongthavixay	Technician	M	24	2	Techn	Agriculture	2001
155	Contractual staff	Thevane Amphonevilay	Driver	M	24	<i>n.a.</i>	Vocat.	<i>n.a.</i>	<i>n.a.</i>
156	Contractual staff	Manisone Khambua	Assistant of Admin.	F	27	4	<i>n.a.</i>	Accounting	1999
157	Contractual staff	Vongsone Aphayyalath	Assistant of Admin.	F	28	<i>n.a.</i>	Vocat.	Accounting	<i>n.a.</i>
158	Contractual staff	Vanmay	Guardman	M	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
159	Contractual staff	Chanthala Xayyavong	Assistant of Admin.	F	39	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
160	Contractual staff	Buangeun	Housekeeper	F	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
161	Contractual staff	Bounthong	Guardman	M	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
162	Contractual staff	Sonechay Vannaxay	Technician	F	26	<i>n.a.</i>	Techn	Irrigation	<i>n.a.</i>

Attachement-4 (2): List of the Staff of PAFO Luangnamtha

Name of Office: **PAFO Lunagnamtha**
 Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
1	Admn (PAFO)	Thongsai HAKVANHNAPHENG	Director	M	59	n.a.	n.a.	n.a.
2	Admn (PAFO)	Khammuan LOHKAMJEUA	Deputy Director	M	48	n.a.	n.a.	n.a.
3	Admn (PAFO)	Somchanh MIDUANGCHANH	Deputy Director	M	52	n.a.	n.a.	n.a.
4	Admin	Duangde KALIKHAM	Head of section	M	44	24	Diploma	Agriculture mechanic
5	Admin	Sonphet OUNTHALA	Deputy Head of section	M	30	3	Diploma	Irrigation
6	Admin	Dong	Staff	F	40	22	n.a.	n.a.
7	Admin	Inkham HUKVANNAPHANG	Technical staff	F	44	18	Vocational	Typing
8	Admin	Sengla SIKUNNAM	Computer Staff	F	42	25	n.a.	n.a.
9	Admin	Bouasavanh	Financial staff	M	37	14	n.a.	Accounting
10	Admin	Chansy KHIMMAHONG	Incoming-outgoing journey	F	n.a.	6	Vocational	n.a.
11	Admin	Khamfeuan KINGSADA	Typing	M	53	n.a.	n.a.	n.a.
12	Admin	Khamsouk PHUNVISAI	n.a.	M	48	n.a.	n.a.	n.a.
13	Admin	Thouang NAMVONGSA	n.a.	M	44	n.a.	n.a.	n.a.
14	Admin	Xaysongkam PHIMMASONE	n.a.	M	42	n.a.	n.a.	n.a.
15	Admin	Thongxay ATPASOUK	n.a.	M	36	n.a.	n.a.	n.a.
16	Admin	Vilasak VONGXAYALAT	n.a.	M	33	n.a.	n.a.	n.a.
17	Crop	Som KEOBOUNSAK	Head of section	M	44	12	Diploma	Cropping
18	Crop	Padith CHANTHANOUVONG	Deputy head	M	32	7	Diploma	Cropping
19	Crop	Mrs.Loun MANIVAN	Technical staff	F	38	2	Diploma	Cropping
20	Crop	Chanthone DOYSIPASERT	Technical staff	M	42	2	Diploma	Cropping
21	Crop	Aasy	Technical staff	M	n.a.	1.5	Diploma	Cropping
22	Crop	Bouaphanh NAMMAVONG	n.a.	M	30	n.a.	n.a.	n.a.
23	Livestock	Suphavanh KEOVILAI	Head of section	M	36	5	Bachelor	Veterinarian
24	Livestock	Mrs.Bouathong INTHONGXAI	Deputy head	F	38	21	Diploma	Livestock and fishery
25	Livestock	Khammerng SIPASERT	Technical staff	M	51	21	Diploma	Livestock and fishery
26	Livestock	Chamnakhone PHAICHIT	Technical staff	F	33	4	Diploma	Cropping
27	Livestock	Xaiveuly BIAHUA	Technical staff	M	29	9	Bachelor	Agriculture
28	Livestock	Bouakham NAMMAVONG	Technical staff	M	33	2	Diploma	Livestock and fishery
29	Livestock	Phonephachan KEOVILAI	Technical staff	M	30	3	Bachelor	Livestock and fishery
30	Livestock	Semon CHAMSAVAT	Technical staff	F	n.a.	n.a.	Bachelor	Livestock and fishery
31	Livestock	Somsanith KEOMANIVONG	Technical staff	M	n.a.	1	Diploma	Livestock
32	Livestock	Mithuna VANNANYUT	Technical staff	M	n.a.	2	Diploma	Livestock
33	Livestock	Kunthong KEOVILAICHIT	Technical staff	M	n.a.	2	Vocational	n.a.
34	Livestock	Xaysavat KAMMAVONG	Technical staff	M	n.a.	n.a.	Vocational	n.a.
35	Livestock	Vanxay SUOHANNASAK	n.a.	M	27	n.a.	n.a.	n.a.
36	Forestry	Phetsavanh SEPHANDON	Technical staff	F	33	13	Diploma	General Forestry
37	Forestry	Khammy THAMMAVONG	Technical staff	M	32	8	Diploma	General Forestry
38	Forestry	Viengxai SOHSENGIN	Technical staff	M	30	3	Diploma	Forestry
39	Forestry	Phothisak PHAPHUAMPHANG	Technical staff	M	30	5	Diploma	Forestry management
40	Forestry	Kongchan BOUNMICHITPHANYONG	Technical staff	F	25	4	Diploma	Forestry
41	Forestry	Singphone LUANGLEUXAY	Technical staff	M	n.a.	2	Diploma	General Forestry
42	Forestry	Lithphone LETTHANA	Technical staff	M	n.a.	2	Diploma	General Forestry
43	Forestry	Nohkeo SOHSENGIN	n.a.	M	46	n.a.	n.a.	n.a.
44	Forestry	Sitan	n.a.	M	40	n.a.	n.a.	n.a.
45	Forestry	Lerng LOHVANKHAM	n.a.	M	40	n.a.	n.a.	n.a.
46	Forestry	Khammerng DENGMAHY	n.a.	M	37	n.a.	n.a.	n.a.
47	Forestry	Sothvixay PHOULAVONG	n.a.	M	36	n.a.	n.a.	n.a.
48	Forestry	Tuy KNIGMALA	n.a.	M	35	n.a.	n.a.	n.a.
49	Forestry	Nunkeo XAPAKDY	n.a.	M	39	n.a.	n.a.	n.a.
50	Forestry	Phimkeo THAMLASIN	n.a.	M	35	n.a.	n.a.	n.a.
51	Forestry	Souksan PHONPADITH	n.a.	M	32	n.a.	n.a.	n.a.
52	Irrigation	Sonexay UDOM	Head of section	M	34	11	Diploma	Irrigation
53	Irrigation	Khamphou VOHLASAN	Deputy head	M	35	12	Diploma	Irrigation
54	Irrigation	Sohsingphone LEUANGLINYASAK	Deputy head	M	n.a.	13	Diploma	Irrigation
55	Irrigation	Chansai BOUNXAITHIP	Technical staff	M	48	21	Diploma	Irrigation
56	Irrigation	Bounmy PHONPASERT	Technical staff	M	38	15	Vocational	Irrigation
57	Irrigation	Bouavanh CHANTHAPADIT	Technical staff	F	33	11	Diploma	Irrigation
58	Irrigation	Thongsone VILAIPHONE	Technical staff	M	32	8	Diploma	Irrigation
59	Irrigation	Phetsavanh MIDUANGCHAN	Technical staff	M	26	3	Diploma	Irrigation
60	Irrigation	Vila PHUTSAVAT	Technical staff	M	n.a.	1	Diploma	Geography
61	Irrigation	Phetmany SOHSENGVANH	n.a.	M	46	n.a.	n.a.	n.a.

Attachement-4 (2): List of the Staff of PAFO Luangnamtha

Name of Office: **PAFO Lunagnamtha**
 Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
62	Meteo	Som SIHATHEP	Head of section	M	46	23	Bachelor	Meteorology
63	Meteo	Somchit VILAI	Deputy head	M	28	11	<i>n.a.</i>	Meteorology
64	Meteo	Khamphou SIHATHEP	Technical staff	M	27	2	Diploma	Meteorology
65	Extension	Khampheng PHANAVAN	Head of section	M	42	3	Diploma	Livestock and fishery
66	Extension	Phanhthachone SUVANNAPHONXAY	Deputy head	M	33	2	Diploma	irrigation design
67	Extension	Sunthone UNTHALA	Deputy head	M	32	3	Vocational	Forestry
68	Extension	Chay PHANDY	Head of Unit	M	37	20	Diploma	Forestry
69	Extension	Boukong DUANGVONGSA	Technical staff	M	55	3	Diploma	Livestock and Veterinary
70	Extension	Ku LOHVANKEO	Deputy head	M	42	<i>n.a.</i>	Diploma	Forestry
71	Extension	Bouaing NYOTKUNTHONG	Technical staff	M	47	4	Diploma	Agriculture and forestry
72	Extension	Manida SANSUTHAM	Technical staff	F	33	7	Diploma	Agriculture school
73	Extension	Singkeo PHOMMACHAN	Technical staff	M	32	2	Vocational	Forestry
74	Extension	Chanphang KEODUANGCHAN	Technical staff	F	28	6	Diploma	Agriculture
75	Extension	Khamphanh INTHADASY	Technical staff	M	34	<i>n.a.</i>	Diploma	Livestock
76	Extension	Chansanom SAMSANNAM	Technical staff	M	29	1	Diploma	Architecture
77	Extension	Hom SENGLA	Technical staff	M	44	3	Diploma	Agriculture (Nabong)
78	Extension	Saykham UDTHACHAK	Technical staff	M	26	3	Diploma	Agriculture (Nabong)
79	Extension	Bounthone SISAVANH	Technical staff	M	<i>n.a.</i>	16	Diploma	Forestry
80	Extension	Mrs.Sotthamaly SISAVAT	Technical staff	F	25	4	Diploma	Agriculture
81	Lao-IRRI	Songkam BANLEUSAK	Technical staff	M	35	12	Diploma	Agriculture school
82	Lao-IRRI	Ngeum SINGKALUK	Technical staff	M	26	2	Diploma	Cropping
83	Lao-IRRI	Mrs.Phouthone AONKEO	Technical staff	F	25	3	Diploma	Cropping
84	Lao-IRRI	Suthikone SOHSOMLA	Technical staff	M	<i>n.a.</i>	1	Diploma	Cropping
85	Lao-IRRI	Sonekham PHAMIXAY	<i>n.a.</i>	M	38	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
86	Lao-IRRI	Manith SENGTHONGHAK	<i>n.a.</i>	M	29	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
87	Lao-IRRI	Viengmany MANY	<i>n.a.</i>	F	28	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
88	Lao-IRRI	Viengkham KHIANVISAK	<i>n.a.</i>	F	28	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>

Attachment-4 (3): List of the Staff of PAFO Bokeo

Name of Office: **PAFO Bokeo**
 Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
1	Admin	Mr. khemphet SATI	Director of PAFO	M	49	5	Diploma	Finance
2	Admin	Mr. khamxone KEOPASEUT	Deputy Director of PAFO	M	42	13	Bachelor	Irrigation
3	Admin	Mr. Khammanh CHANTHAKEO	Head of section	M	45	9	Master	Forestry science
4	Admin	Mrs. Manivone BOUNTHAVY	Deputy head of section	F	34	6	Diploma	Forestry
5	Admin	Mr. Somsanith ONECHANH	Deputy head of section	M	33	3	Bachelor	Chemistry
6	Admin	Mr. Viengkeo TAMMAVONG	desk officer	M	37	1	Bachelor	Faculty of forestry
7	Admin	Mr. Amone KAMLATHANOM	desk officer	M	37	8	Diploma	Forestry
8	Admin	Mr. Mainoy VIDAVON	desk officer	M	40	6	Diploma	General forestry
9	Admin	Mr. Khampheng JAIYASAK	desk officer	M	32	2	Diploma	Forestry
10	Admin	Mr. Phonsai SISAVAT	Technical staff	M	28	4	Diploma	Accounting-finance
11	Admin	Mr. Oune HOMDUANGCHAI	Contract staff	M	38	1.2	n.a.	n.a.
12	Admin	Mr. Srisongkham KOMMANIVANH	Deputy Director of PAFO	M	45	n.a.	n.a.	n.a.
13	Admin	Mr. Amnad PHEWVANNA	Director of state company	M	44	n.a.	n.a.	n.a.
14	Admin	Miss. Souphaphone SITHIPHONE	Contract staff	F	23	3	Diploma	Accounting
15	Admin	Mr. Khemphet SOUKSOMKHAM	Contract staff	M	34	n.a.	Others	Accounting
16	Admin	Miss. Vienglai THONGBANH	Contract staff	F	23	3	Diploma	Accounting-finance
17	Admin	Miss. Chommani	Contract staff	F	22	1	Diploma	Cropping
18	Admin	Miss. Seokham VILAI SANH	Contract staff	F	23	n.a.	n.a.	n.a.
19	Agriculture	Mr. Palami XONBOUTASAN	Head of section	M	35	5	Diploma	Cropping
20	Agriculture	Mrs. Mounli KEOPANYA	Deputy head of section	F	40	19	Diploma	Agriculture
21	Agriculture	Mr. Chanpheng INTAVONG	Technical staff	M	29	1.5	Diploma	Livestock-fishery
22	Agriculture	Miss. Chanti PHOMMACHAK	Technical staff	F	35	3	Diploma	Cropping
23	Agriculture	Mr. Bounkone SIXONGFA	Technical staff	M	31	2	Diploma	Agriculture
24	Agriculture	Mr. Chitaphong SILIPANYA	Contract staff	M	25	0.5	Diploma	Agriculture
25	Agriculture	Mr. Chanpheng INTACHAK	Contract staff	M	22	0.5	Diploma	Cropping
26	Agriculture	Mr. Siphone VONGPASEAD	Technical staff	M	26	4	Diploma	Cropping
27	Livestock	Mr. Bouaii PHOMMACHAK	Head of section	M	37	7	Diploma	Cropping
28	Livestock	Mr. khammy PHILAPHONE	Deputy head of section	M	36	4	Diploma	Forestry
29	Livestock	Mrs. Phouvieng SAINAPHA	Technical staff	F	29	4	Diploma	Agriculture
30	Livestock	Mr. Bounpone PHOMMALAD	Technical staff	M	31	1	Diploma	Livestock-fishery
31	Livestock	Mrs. Khonsavanh SAIYALAD	Contract staff	F	23	1	Diploma	Livestock-fishery
32	Livestock	Mr. Ai	Contract staff	M	28	n.a.	n.a.	n.a.
33	Forestry	Mr. Sibounheung PHANTULUCK	Head of section	M	40	13	Diploma	Forestry
34	Forestry	Mr. Kongkham PHOMVILAI	Deputy head of section	M	43	7	Diploma	Forestry
35	Forestry	Mr. Chanpheng LOMISAY	Technical staff	M	42	3	Diploma	Forestry
36	Forestry	Mr. Inthanom SAYVITHOUN	Technical staff	M	41	3	Diploma	General forestry
37	Forestry	Mr. Chansamone HOMDUANGCHAI	Technical staff	M	36	14	Diploma	General forestry
38	Forestry	Mr. Phouvieng PHONSAI	Technical staff	M	34	5	Diploma	Forestry
39	Forestry	Mrs. Sengthong CHAIYASUPHA	Technical staff	F	33	2	Diploma	General forestry
40	Forestry	Mr. Sombath BOUNMASENG	Technical staff	M	33	8	Diploma	Forestry
41	Forestry	Mr. Dakhom VILAI VANH	Technical staff	M	26	4	Diploma	Forestry
42	Forestry	Mr. Pone VONGSAWAD	Technical staff	M	24	1	Diploma	General forestry
43	Forestry	Mr. Bounmi CHANTHAVONG	Technical staff	M	36	1	Diploma	Forestry
44	Forestry	Mr. Eadsi LOUANGLATH	Technical staff	M	38	13	Diploma	Forestry
45	Forestry	Mr. Bounsi PHOMMACHANH	Technical staff	M	30	6	Diploma	General forestry
46	Forestry	Mr. Somsai THIPPHAVANH	Technical staff	M	34	1	Diploma	General forestry
47	Irrigation	Mr. Kheuanphet VONGCHANH	Head of section	M	40	15	Diploma	Irrigation
48	Irrigation	Mr. Bouali KHATIYA	Deputy head of section	M	38	10	Diploma	Irrigation
49	Irrigation	Mr. Khamvilai VONGSA	Technical staff	M	35	13	Diploma	Irrigation
50	Irrigation	Mr. Somphamith SENE SAI	Technical staff	M	32	8	Diploma	Irrigation
51	Irrigation	Mr. Siviengkham CHANSAWANG	Technical staff	M	29	5	Diploma	Irrigation
52	Irrigation	Mr. Bounpone OUDOMPHONH	Technical staff	M	39	2	Diploma	Irrigation
53	Irrigation	Mr. Bounliep OUDYASAI	Technical staff	M	34	1	Diploma	Irrigation
54	Irrigation	Mr. Thongchanh PHENGPHOMCHANH	Technical staff	M	33	12	Diploma	Irrigation
55	Irrigation	Mr. Khambang PHACHOMPHONH	Technical staff	M	28	6	Diploma	Irrigation
56	Irrigation	Mr. Phonsavan OUDOMLIT	Technical staff	M	26	5	Diploma	Irrigation
57	Irrigation	Mr. Thongkham	Technical staff	M	27	3	Diploma	Irrigation
58	Irrigation	Mr. Thadsakhon CHANTHASOMP BONH	Contract staff	M	25	2	Diploma	Irrigation
59	Irrigation	Mr. Somphet ANANTAKOUN	Contract staff	M	26	1	Diploma	Irrigation
60	Irrigation	Mrs. Kongkeo INTASENH	Contract staff	F	25	4	Vocational	n.a.
61	Irrigation	Mr. Phongsavanh AMPHAISAVANH	Contract staff	M	22	1	Vocational	n.a.
62	Irrigation	Mr. Sisawad INTAVONG	Contract staff	M	22	1	Diploma	Meteorology
63	Irrigation	Mr. Sisouphanh VILAI SAK	Contract staff	M	22	2	Vocational	n.a.
64	Irrigation	Mr. Viengthong SENGHOY	Contract staff	M	n.a.	0.3	Vocational	n.a.
65	Irrigation	Mr. Yangleng VANGMA	Technical staff	M	29	n.a.	n.a.	n.a.
66	Irrigation	Mrs. Souphalak PHONSAONA	Contract staff	F	24	4	Diploma	Accounting

Attachment-4 (3): List of the Staff of PAFO Bokeo

Name of Office:

PAFO Bokeo

 Date of data update:

2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
67	Meteo	Mr. La one CHANTHAVONG	Head of section	M	40	17	Doctor	Architecture
68	Meteo	Mr. Sompaseut SENGMANI	Technical staff	M	29	9	Diploma	Meteorology
69	Extension	Mr. Somjai VONGPANYA	Head of section	M	40	2	Diploma	Forestry science
70	Extension	Mr. Amphanh LEUANGSAVONH	Deputy head of section	M	32	1	Diploma	General forestry
71	Extension	Mr. Phonkeo SATI	Technical staff	M	32	1	Diploma	Forestry
72	Extension	Mr. Humpeng PHONSAI	Technical staff	M	31	1	Diploma	Cropping
73	Extension	Mr. Khemsouk PHEWLA	Technical staff	M	28	1	Diploma	Livestock-fishery
74	Extension	Miss. Thongchanh CHANTHALAVONGSAI	Technical staff	F	27	2	Diploma	Cropping
75	Extension	Mr. Vongsawanh	Technical staff	M	37	3	Diploma	Forestry
76	Extension	Mr. Houmphanh DOUANGVILAI	Technical staff	M	42	15	Diploma	Economy and finance
77	Tonpheung center	Mr. Bounphoph VONGKHAMCHANH	Director of center	M	37	3	Bachelor	Land allocation
78	Tonpheung center	Mr. Khamtan KOUMPHONH	Deputy Director center	M	58	n.a.	Diploma	Architecture
79	Tonpheung center	Mr. Chanthachone OUDOMSOUK	Technical staff	M	28	0.2	Diploma	Crop and soil analysis
80	Tonpheung center	Mrs. Vanhni	Technical staff	F	30	n.a.	Diploma	Livestock-fishery
81	Tonpheung center	Mr. Sengphet VONNAPHONH	Technical staff	M	33	0.5	Diploma	Forestry
82	Tonpheung center	Mr. Khamsao SENGPANE	Technical staff	M	30	13	n.a.	None
83	Tonpheung center	Mr. Khonpasit KIDSALADE	Contract staff	M	23	n.a.	Diploma	Forestry
84	Tonpheung center	Mr. Visai VONNACHOMCHANH	Contract staff	M	25	3	Diploma	Forestry
85	Tonpheung center	Mr. Inpanh VILAISANH	Contract staff	M	24	1	Vocational	Agriculture
86	Tonpheung center	Mr. Khamheng KUMPHONH	Contract staff	M	24	1	Diploma	Cropping
87	Tonpheung center	Mr. Sauey CHITAKOUN	Technical staff	M	65	n.a.	n.a.	n.a.
88	Tonpheung center	Miss. Sengchanh CHITAKOUN	Technical staff	F	44	n.a.	n.a.	n.a.
89	n.a.	Mr. Songkane OUNANAN	Contract staff	M	25	n.a.	n.a.	n.a.
90	n.a.	Mr. Phanousit KITIMANOULAK	Contract staff	M	24	n.a.	n.a.	n.a.

Attachment-4 (4): List of the Staff of PAFO Vientiane

Name of Office: **PAFO Vientiane**
Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
1	Admin	Mr. Bounoum DOUANGPHACHANH		M	n.a.	n.a.	n.a.	n.a.
2	Admin	Mr. Phonvilay XAYMOUNKHAM		M	n.a.	n.a.	n.a.	n.a.
3	Admin	Mr. Bouaphanh KONDAVONG		M	n.a.	n.a.	n.a.	n.a.
4	Admin	Mr. Saysamone PHOTHISATH		M	n.a.	n.a.	n.a.	n.a.
5	Admin	Mr. Phouvong LATSAVONG		M	n.a.	n.a.	n.a.	n.a.
6	Admin	Mr. Kongkham INPHAYALATH	Deputy Head	M	n.a.	21	Diploma	Irrigation
7	Admin	Mr. Khoumphayvanh KONGSAVATDY		M	n.a.	n.a.	n.a.	n.a.
8	Admin	Mr. Somphet PHENGBOUPHA	Head of planning	M	n.a.	n.a.	Bachelor	Economy
9	Admin	Mr. Vinavong VONGSENGTHONG	Technician	M	n.a.	2	Diploma	Finance
10	Admin	Mr. Oubonh HIENPHASOUK	Technician	M	n.a.	6	Bachelor	Economy
11	Admin	Mr. Khamphanh SANETH	Technician	M	n.a.	1	Bachelor	Forestry
12	Admin	Mr. Bounnou INTHAPATTHA		M	n.a.	n.a.	n.a.	n.a.
13	Admin	Mr. Bounpheng BANKHAMPHONG	Head of finance	M	n.a.	15	Diploma	Commerce
14	Admin	Mr. Vilakone VONGSIPASOM	Technician	M	n.a.	1	Diploma	Account
15	Admin	Mr. Thongkhoun SISOMPPOU	Technician	M	n.a.	24	Diploma	n.a.
16	Admin	Mr. Khammo PHOMMAVONGSA	Technician	M	n.a.	5	Diploma	Agriculture
17	Admin	Ms. Souliphone VILAYTHONG	Secretary	F	n.a.	7	Diploma	Forestry
18	Admin	Ms. Khamsing KEOPANYA		F	n.a.	n.a.	n.a.	n.a.
19	Admin	Ms. Phoutsady VONGLATSAMY		F	n.a.	n.a.	n.a.	n.a.
20	Admin	Ms. Oukham VORABOUTH		F	n.a.	n.a.	n.a.	n.a.
21	Admin	Ms. Kounkham GNOTGNING	Assistance	F	n.a.	n.a.	Diploma	Agriculture
22	Admin	Ms. Manichanh XAYACHAK		F	n.a.	2	n.a.	Accountant
23	Admin	Mr. Vanhkhamb KEOBOUNHIENG	Disseminator	M	n.a.	4	Diploma	Journalist
24	Livestock	Mr. Soumkham SOUTHAMMAVONG	Head of section	M	n.a.	18	Bachelor	Animal Feed
25	Livestock	Mr. Sinouane CHANTHAVONG	Deputy Head	M	n.a.	16	Bachelor	Livestock
26	Livestock	Mr. Saythong PHIMBAO		M	n.a.	n.a.	n.a.	n.a.
27	Livestock	Mr. Phanthala PHONGSA	Technician	M	n.a.	11	Diploma	n.a.
28	Livestock	Mr. Bounkhouang CHANTHAKONGSENG		M	n.a.	n.a.	n.a.	n.a.
29	Livestock	Mr. Phouvieng SOUTHAMMAVONG	Technician	M	n.a.	21	Diploma	n.a.
30	Livestock	Mr. Oudome XAYASANE		M	n.a.	n.a.	n.a.	n.a.
31	Livestock	Ms. Sisouda VIXAYALATH	Technician	F	n.a.	3	Others	Livestock
32	Livestock	Mr. Vankham KEOPHIMPHONE	Deputy Head of station	M	n.a.	2	Diploma	Livestock
33	Livestock	Mr. Nouanthong SAVONGXAY	Technician	M	n.a.	1	Bachelor	Livestock
34	Livestock	Mr. Khambao SIHALATH	Deputy Head of station	M	n.a.	3	Diploma	Livestock
35	Livestock	Mr. Oudom DOUANGXAYASANE	Deputy Head of station	M	n.a.	20	Diploma	Livestock
36	Livestock	Mr. Vixay VANHEUANG	Technician	M	n.a.	12	Diploma	Livestock
37	Agriculture	Mr. Vongsy VONGDONXAY		M	n.a.	n.a.	n.a.	n.a.
38	Agriculture	Mr. Sombath VONGLATSAMY	Technician	M	n.a.	7	Bachelor	Agriculture
39	Agriculture	Mr. Khamphay PHOMMACHANH	Deputy Head	M	n.a.	15	Bachelor	Agriculture
40	Agriculture	Mr. Sithone SIDAVONG	Technician	M	n.a.	n.a.	Bachelor	n.a.
41	Agriculture	Mr. Chantay CHANTHAVONG	Technician	M	n.a.	n.a.	Diploma	Agriculture
42	Agriculture	Ms. Leokham NOUANSABAB	Technician	F	n.a.	1	Diploma	n.a.
43	Agriculture	Ms. Khamseuth SOUTHAMMAVONG	Technician	F	n.a.	3	Diploma	Agriculture
44	Agriculture	Ms. Khamsene OLABOUN	Technician	F	n.a.	8	Diploma	Agriculture
45	Agriculture	Mr. Ketsana SENESOULINTHA		M	n.a.	n.a.	n.a.	Agriculture
46	Agriculture	Ms. Khoutamy KEOMOUNMANY		F	n.a.	2	Diploma	Agriculture
47	Irrigation	Mr. Thonglome MATTHOUVONG	Technician	M	n.a.	18	Diploma	Irrigation
48	Irrigation	Mr. Bounthiane OUNDALA		M	n.a.	n.a.	n.a.	n.a.
49	Irrigation	Ms. Khanamany INPHAYALATH	Technician	F	n.a.	n.a.	Diploma	Irrigation
50	Irrigation	Mr. Khamphet CHANSAVATH	Head of irrigation project	M	n.a.	24	Bachelor	Irrigation
51	Irrigation	Mr. Khen VIXAYALAY	Technician	M	n.a.	9	Diploma	Irrigation
52	Irrigation	Mr. Boualay XAYASAK	Technician	M	n.a.	2	Bachelor	Irrigation
53	Irrigation	Mr. Sengthong SIPASEUT	Technician	M	n.a.	8	Bachelor	Rural development
54	Irrigation	Mr. Khonsavanh SIAKKHASONE	Head of section	M	n.a.	8	Bachelor	Irrigation
55	Irrigation	Mr. Keounheuan KHAMKHOSY	Technician	M	n.a.	5	Bachelor	Electricity
56	Irrigation	Mr. Boumma PHOMMATHEP		M	n.a.	n.a.	n.a.	n.a.
57	Irrigation	Mr. Khankham SENSOUINTHA	Technician	M	n.a.	8	n.a.	Irrigation
58	Irrigation	Mr. Savatdy PHOMMACHANH	Technician	M	n.a.	8	n.a.	n.a.
59	Irrigation	Mr. Lom PHANVONGSA	Head of unit	M	n.a.	6	Diploma	n.a.
60	Irrigation	Mr. Souksavanh XAYSANAVONGPHET	Technician	M	n.a.	4	Diploma	Irrigation
61	Irrigation	Mr. Khampane SONTHAVY	Technician	M	n.a.	5	Vocational	Irrigation
62	Irrigation	Mr. Sengmany LOUANGSY	Technician	M	n.a.	1	Diploma	Construction
63	Irrigation	Mr. Phayphachonh SOUVANNAVONG	Technician	M	n.a.	12	Diploma	Electronic
64	Irrigation	Ms. Keokhoumny XAYSANA	Administration	F	n.a.	7	Others	Account, computer
65	Irrigation	Ms. Kheuvan SAMPOUNTY	Technician	F	n.a.	7	Diploma	Irrigation
66	Irrigation	Mr. Khamphay THEPHAVONG	Technician	M	n.a.	2	Bachelor	Agriculture machinery
67	Irrigation	Ms. Viengkeo PHONGSANIT	Technician	F	n.a.	1.5	Diploma	Irrigation
68	Irrigation	Mr. Oudone PHOMMANY	Technician	M	n.a.	1	Bachelor	Irrigation
69	Irrigation	Mr. Heuangkeo INTHAVONG	Technician	M	n.a.	1.5	Master	Irrigation
70	Irrigation	Mr. Xayaphone KEOMAHAVONG	Technician	M	n.a.	7	Diploma	Teacher
71	Irrigation	Mr. Souksavanh XAYSANAVONG	Technician	M	n.a.	9	Diploma	Irrigation
72	Irrigation	Ms. Khanamany KATIYALATH	Head of administration	F	n.a.	13	Bachelor	Irrigation

Attachment-4 (4): List of the Staff of PAFO Vientiane

Name of Office:	PAFO Vientiane
Date of data update:	2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
73	Forestry	Mr. Phouvanh THONVILAY	Head of unit	M	n.a.	2	n.a.	Forestry
74	Forestry	Mr. Soubanh PHOUCHING		M	n.a.	n.a.	n.a.	n.a.
75	Forestry	Mr. Phounsavath FONGSINOUANE	Deputy Head of section	M	n.a.	4	Bachelor	Forestry
76	Forestry	Mr. Sisavat LOUANGSY	Deputy Head of section	M	n.a.	19	Bachelor	Forestry
77	Forestry	Mr. Somchanh CHANTHILATH	Head of unit	M	n.a.	n.a.	Others	Forestry
78	Forestry	Mr. Viengkhanh SIHALATH	Technician	M	n.a.	7	n.a.	Forestry
79	Forestry	Mr. Keopaseuth VONGDOUANGCHANH	Technician	M	n.a.	3	n.a.	Forestry
80	Forestry	Mr. Sommay KASYOUDOM	Deputy Head of unit	M	n.a.	8	Bachelor	Forestry
81	Forestry	Mr. Soubanh SOUTHAMMAVONG	Technician	M	n.a.	6	n.a.	Forestry
82	Forestry	Mr. Chansouk SOUVANNAPHOUMY	Technician	M	n.a.	2	n.a.	Forestry
83	Forestry	Mr. Khamphay VILAYHEUANG		M	n.a.	n.a.	n.a.	n.a.
84	Forestry	Mr. Ouheuane KEOPHOMMA		M	n.a.	n.a.	n.a.	n.a.
85	Forestry	Mr. Phouvanh INTHASAN	Deputy Head of unit	M	n.a.	15	Bachelor	Forestry
86	Forestry	Mr. Sithanonsay BOUNXAYTHIP		M	n.a.	n.a.	n.a.	n.a.
87	Forestry	Mr. Siamphay SIXOMSIEUN		M	n.a.	n.a.	n.a.	n.a.
88	Forestry	Mr. Bounthaly SENGSOULITH	Technician	M	n.a.	n.a.	Diploma	n.a.
89	Forestry	Ms. Somkhit PHANTHAVONG	Technician	F	n.a.	n.a.	n.a.	Forestry
90	Forestry	Mr. Soulidet KEOVILAYHONG	Deputy Head of unit	M	n.a.	5	Bachelor	Forestry
91	Forestry	Mr. Daomany KHIEMVIXAY	Technician	M	n.a.	2	Diploma	Forestry
92	Forestry	Mr. Vilaphanh THAVONSOUK	Technician	M	n.a.	n.a.	n.a.	Forestry
93	Forestry	Mr. Hom LOMOUANGKHAM	Head of unit	M	n.a.	n.a.	n.a.	Forestry
94	Forestry	Mr. Sounthone KEOVONGSOUTH	Head of unit	M	n.a.	n.a.	n.a.	Forestry
95	Forestry	Mr. Ounkham KHAOPHANH	Deputy Head of unit	M	n.a.	6	n.a.	Forestry
96	Forestry	Mr. Nokham SOMCHANMANIVONG	Technician	M	n.a.	6	n.a.	Forestry
97	Forestry	Mr. Phonxay BOUTKOUSONH		M	n.a.	n.a.	n.a.	n.a.
98	Forestry	Ms. Leokham VATTASO	Technician	F	n.a.	18	Diploma	n.a.
99	Forestry	Mr. Bounthong SOUTHAMMAVONG	Technician	M	n.a.	32	Vocational	n.a.
100	Forestry	Mr. Chandome SOUKANMALANGSY		M	n.a.	n.a.	n.a.	n.a.
101	Forestry	Mr. Hongkham PHOTHISAT		M	n.a.	n.a.	n.a.	n.a.
102	Forestry	Mr. Khounthala KHAMMANIVONG	Technician	M	n.a.	9	n.a.	Forestry
103	Forestry	Mr. Phoumy KHOUNNASENE		M	n.a.	n.a.	n.a.	n.a.
104	Forestry	Mr. Khemphet CHALIYATHAM	Technician	M	n.a.	19	Diploma	n.a.
105	Forestry	Mr. Bouakeo	Technician	M	n.a.	6	Diploma	Forestry
106	Forestry	Mr. Phanthala SAMOUNTY	Technician	M	n.a.	8	Diploma	Forestry
107	Forestry	Mr. Thongsang CHANTHAVONG		M	n.a.	n.a.	n.a.	n.a.
108	Forestry	Mr. Chanpheng MOUNTIVONG	Head of unit	M	n.a.	1	Diploma	Forestry
109	Forestry	Ms. Somsanouk PHITSALATH	Secretary	F	n.a.	n.a.	n.a.	Forestry
110	Forestry	Mr. Phoukindavanh SIPASEUTH		M	n.a.	n.a.	n.a.	n.a.
111	Forestry	Ms. Bounnene VONGDEUANE	Technician	F	n.a.	6	n.a.	n.a.
112	Forestry	Mr. Phonxay CHANTHAVIXAY		M	n.a.	n.a.	n.a.	n.a.
113	Forestry	Mr. Sengmany SIAKKHASONE		M	n.a.	n.a.	n.a.	n.a.
114	Forestry	Mr. Somneuk SAMOUNTY	Technician	M	n.a.	n.a.	n.a.	Forestry
115	Forestry	Ms. Khankeo KEONOUCHANH		F	n.a.	n.a.	n.a.	n.a.
116	Forestry	Mr. Lamphou SENESOULINTHA	Technician	M	n.a.	6	Diploma	Forestry
117	Forestry	Mr. Thongsoun PHIMMASONE	Technician	M	n.a.	14	n.a.	Forestry
118	Meteo	Mr. Khamseng VONGPHACHANH	Technician	M	n.a.	17	Diploma	Meteorology
119	Meteo	Mr. Douangkham PHOXAY	Technician	M	n.a.	20	Diploma	Meteorology
120	Meteo	Mr. Bounthai XAYSANAVONGPHET	Head of section	M	n.a.	n.a.	Diploma	Meteorology
121	Meteo	Mr. Saleumkham NOUANSAVANH	Deputy Head of section	M	n.a.	30	Others	n.a.
122	Meteo	Mr. Latdalay PATHOUMMAVONG	Technician	M	n.a.	8	Diploma	Meteorology
123	Meteo	Mr. Khanthanom PHOMSOUVANH	Technician	M	n.a.	23	n.a.	Meteorology
124	Meteo	Mr. Khonsamak CHANTHAVONGSA	Technician	M	n.a.	4	Diploma	Meteorology
125	Extension	Mr. Khamphang CHANTHANOME	Technician	M	n.a.	4	Diploma	n.a.
126	Extension	Mr. Bounthai THAVONESOUK	Deputy Head of section	M	n.a.	2	Master	Forestry
127	Extension	Mr. Sithaheng THONGSAVANH	Head of extension service	M	n.a.	10 months	Bachelor	Agro- economic
128	Extension	Mr. Lamphone KHAMMOUNHEUANG	Technician	M	n.a.	23	Bachelor	Agriculture
129	Extension	Mr. Im LOUANGKHOTH	Technician	M	n.a.	7	Diploma	Forestry
130	Extension	Mr. Phaysane THAMMABANVANG	Technician	M	n.a.	14	Diploma	Agriculture
131	Extension	Mr. Khamvane VONGNALATH	Deputy Head of Project	M	n.a.	1	Diploma	Agriculture
132	Extension	Mr. Vixay KEOMAHAVONG	Deputy Head	M	n.a.	10	Diploma	Teacher of agriculture
133	Extension	Mr. Bounsy BANDASAK	Deputy Head	M	n.a.	2	Bachelor	Irrigation
134	Extension	Mr. Soukvisay KEOMANY	Technician	M	n.a.	9	Diploma	Veterinary
135	Extension	Mr. Chanthone SONMANY	Technician	M	n.a.	8	Diploma	Veterinary
136	Extension	Ms. Khanxay SENGVILAY	Technician	M	n.a.	6	Diploma	Forestry
137	Extension	Ms. Phetsathaphone SOUTHAMMAVONG	Head of administration	F	n.a.	2	Diploma	English
138	Extension	Mr. Sengphet THONGSAVANH	Technician	M	n.a.	6	Diploma	Agriculture
139	Extension	Ms. Pavi SINIPHANTHONG	Secretary	F	n.a.	1	Diploma	Agriculture
140	Extension	Ms. Kongmany PANGNATHIP	Accountant	F	n.a.	7	Diploma	Finance
141	Extension	Mr. Khamsing KEOPANYA	Deputy head of Project	M	n.a.	2	Diploma	Commerce
142	Extension	Ms. Baieo PHETVIXAY	Technician	F	n.a.	4	Diploma	Agriculture
143	Extension	Ms. Nongkhan SOMCHANMAVONG	Technician	F	n.a.	1	Diploma	Agriculture
144	Extension	Mr. Phouvongxay SOUTHAMMAVONG	Technician	M	n.a.	1	Bachelor	Management

Attachment-4 (4): List of the Staff of PAFO Vientiane

Name of Office:	PAFO Vientiane
Date of data update:	2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
145	CMI	Mr. Sompheng KEOMAHAVONG	Project coordinator	M	n.a.	n.a.	Bachelor	n.a.
146	CMI	Mr. Bounmy VANNAVONG	Deputy head project	M	n.a.	7	Bachelor	Irrigation
147	CMI	Mr. Kesone LOUANGXAY	Technician	M	n.a.	4	Diploma	Agriculture
148	CMI	Mr. Siveun SENTHAVISOUK	Technician	M	n.a.	2	Diploma	Agriculture
149	CMI	Mr. Vannakone SENGCHANTHAVONG	Technician	M	n.a.	7	Diploma	Communication
150	CMI	Mr. Ketsana SENGTHONG	Technician	M	n.a.	7	n.a.	Communication
151	CMI	Mr. Somdy NATTHANONGSY	Technician	M	n.a.	7	Diploma	Agriculture
152	CMI	Ms. Bouadam PHITSALATH	Technician	F	n.a.	16	n.a.	Finance
153	CMI	Mr. Thanongsak VONGSAKDA	Technician	M	n.a.	7	Diploma	Agriculture machinery
154	CMI	Mr. Vilat LATSAVONG	Technician	M	n.a.	7	Diploma	Irrigation
155	CMI	Ms. Oudomxay KEOPHILAVANH	Technician	F	n.a.	2	Diploma	Finance
156	DMIP	Mr. Vongsomphone NILAVANH	Technician	M	n.a.	9	n.a.	Irrigation
157	DMIP	Mr. Sounthone SALIPHOTH		M	n.a.	n.a.	n.a.	n.a.
158	DMIP	Mr. Pasatphone CHALEUNSOUK		M	n.a.	n.a.	n.a.	n.a.
159	DMIP	Ms. Keooudone SISOMSIEUN	Technician	F	n.a.	11	Diploma	Agriculture
160	DMIP	Mr. Thongphoune PHANTHAVONG		M	n.a.	n.a.	n.a.	n.a.
161	DMIP	Mr. Mixay MATTHOUVONG	Technician	M	n.a.	7	Diploma	Finance
162	DMIP	Ms. Soyoulane PHANNOLATH		F	n.a.	n.a.	n.a.	n.a.
163	DMIP	Mr. Chansone VOLASINH	Deputy Head of Project	M	n.a.	3	n.a.	n.a.
164	Upland Project	Mr. Thonglo KHAMVONGSA	Head of station	M	n.a.	n.a.	Bachelor	Agriculture
165	Upland Project	Ms. Kayson SOPHAPMIXAY	Head of administration	F	n.a.	10	Diploma	Agriculture
166	Upland Project	Mr. Bounngang VONGVILAXAY	Head of technician	M	n.a.	9	Diploma	Agriculture
167	Upland Project	Ms. Chansamone VONGXAY		F	n.a.	3	Master	Agriculture
168	Upland Project	Ms. Thongvanh THONGSAVANH	Technician	F	n.a.	2	Diploma	Agriculture
169	Highland Pjt	Mr. Koulap SOULIGNO		M	n.a.	n.a.	n.a.	n.a.
170	Highland Pjt	Mr. Phouvong BOUNSOU		M	n.a.	n.a.	n.a.	n.a.
171	Highland Pjt	Mr. Phetthavy XAYSILIPHONG		M	n.a.	n.a.	n.a.	n.a.
172	Highland Pjt	Mr. Khamsing SIHALATH	Technician	M	n.a.	6 months	Diploma	Irrigation
173	Highland Pjt	Mr. Bounlouai VONGXAY	Head of project	M	n.a.	8	Diploma	Forestry
174	Highland Pjt	Mr. Phonvilay PHIMMASONE		M	n.a.	n.a.	n.a.	n.a.
175	Highland Pjt	Mr. Maniphone SOULIVONG	Head of unit	M	n.a.	6	Diploma	Livestock and Fishery
176	Highland Pjt	Ms. Manivone PHIMMASONE	Accountant	F	n.a.	10	Diploma	Account-finance
177	Highland Pjt	Mr. Phouva MANIPAKONE	Head of unit	M	n.a.	9	Diploma	Agriculture
178	Highland Pjt	Mr. Khammany LEUTVILAYVONG	Administration	M	n.a.	11	Diploma	Account-finance
179	Highland Pjt	Mr. Sengsouliga KHENNALATH	Technician	M	n.a.	n.a.	Diploma	Agriculture
180	Highland Pjt	Ms. Naly SIHACHAK	Technician	F	n.a.	3	Diploma	Agriculture
181	Prov. Develop. Station	Mr. Khamla VONGSIPASOME		M	n.a.	n.a.	n.a.	n.a.
182	Prov. Develop. Station	Mr. Kabkeo SIVIENGXAY		M	n.a.	n.a.	n.a.	n.a.
183	Prov. Develop. Station	Ms. Vandy VONGXAY	Technician	F	n.a.	4	Diploma	Agriculture
184	Prov. Develop. Station	Mr. Bounnam XAYAVONG	Deputy Head	M	n.a.	4	Diploma	Machinery
185	Prov. Develop. Station	Mr. Khamleu KIOPHANMAHA	Technician	M	n.a.	19	Diploma	Machinery
186	Prov. Develop. Station	Ms. Khonsavanh CHANTHALANGSY	Accountant	F	n.a.	9	Diploma	Account-finance
187	Prov. Develop. Station	Ms. Thongkham KHOUNPHONH	Technician	F	n.a.	5	Diploma	Agriculture
188	Prov. Develop. Station	Ms. Ketkeo SOMCHANMAVONG	Technician	F	n.a.	5	Diploma	Agriculture
189	Prov. Develop. Station	Mr. Xayasith SIVILAY	Technician	M	n.a.	3	Diploma	Agriculture
190	Prov. Develop. Station	Mr. Siphandone CHANTHAVONG	Technician	M	n.a.	18	Diploma	n.a.
191	Prov. Develop. Station	Ms. Khamsa PHIMMASONE	Technician	F	n.a.	15	n.a.	n.a.
192	Prov. Develop. Station	Mr. Khanthaly SOUTHAMMAVONG	Technician	M	n.a.	2	Diploma	n.a.
193	Prov. Develop. Station	Mr. Khamphong PHIOPHONGPHANE	Technician	M	n.a.	4	Diploma	Agriculture
194	Namngeum Fishery Pjt	Mr. Vongphachanh BALAVONG	Head of Project	M	n.a.	21	Bachelor	Livestock
195	Namngeum Fishery Pjt	Mr. Khanthong CHANMANY	Head of office	M	n.a.	12	Diploma	Livestock
196	Namngeum Fishery Pjt	Mr. Khamlene PHANKHAM	Deputy Head	M	n.a.	29	Diploma	Livestock
197	Namngeum Fishery Pjt	Ms. Bounthone SIBOUAVANH	Technician	F	n.a.	12	Diploma	Livestock and fishery
198	Namngeum Fishery Pjt	Mr. Oudome SOUVANNAHONG	Technician	M	n.a.	4	Diploma	Livestock and fishery
199	Namngeum Fishery Pjt	Mr. Khankeo SIHALATH	Technician	M	n.a.	12	n.a.	n.a.
200	Namngeum Fishery Pjt	Mr. Keo INSIXIENGMAY		M	n.a.	23	Vocational	n.a.
201	Namngeum Fishery Pjt	Ms. Vansy VONGSAHALATH		F	n.a.	n.a.	n.a.	n.a.
202	Namngeum Fishery Pjt	Mr. Bounnong PHINTHAVONG	Head of technician	M	n.a.	21	Vocational	n.a.
203	Namngeum Fishery Pjt	Mr. Somvandy CHANTHAVONG	Deputy Head	M	n.a.	2	Diploma	Agriculture
204	Namngeum Fishery Pjt	Ms. Dokkeo KHAMMOUNGKHOUN	Technician	F	n.a.	n.a.	Diploma	Livestock
205	Tanepiao Project	Mr. Khamphiou VISAPRA		M	n.a.	n.a.	n.a.	n.a.
206	Tanepiao Project	Mr. Khammany KHAMPHOUMY		M	n.a.	n.a.	n.a.	n.a.
207	Tanepiao Project	Mr. Bouasy SOUTHAMMAVONG		M	n.a.	n.a.	n.a.	n.a.
208	Tanepiao Project	Mr. Bountham THAMMASATH	Technician	M	n.a.	7	Diploma	Irrigation
209	Tanepiao Project	Mr. Bounkong SOUTHAMMAVONG	Technician	M	n.a.	n.a.	Diploma	Irrigation
210	Tanepiao Project	Mr. Khimsamay		M	n.a.	n.a.	n.a.	n.a.
211	Tanepiao Project	Ms. Keuavanh SAMOUNTY	Finance	F	n.a.	3	Diploma	n.a.
212	Tanepiao Project	Mr. Bounkong KOUNAVONG		M	n.a.	n.a.	n.a.	n.a.
213	Lao-Singapore Project	Mr. Ounpheng SAYNILATH		M	n.a.	n.a.	n.a.	n.a.
214	Lao-Singapore Project	Mr. Bounvanh PHENGPHOMMACHANH		M	n.a.	n.a.	n.a.	n.a.
215	Lao-Singapore Project	Mr. Tiangkham SENGSOULICHANH		M	n.a.	n.a.	n.a.	n.a.
216	Lao-Singapore Project	Mr. Khamphone LOVANKHAM		M	n.a.	n.a.	n.a.	n.a.

Attachment-4 (5) List of the Staff of PAFO Huaphanh

Name of Office:

PAFO Huaphanh

Date of data update:

2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
1	Admn (PAFO)	Somchith SOMVANTHA	Director	M	53	n.a.	Others	Forestry
2	Admn (PAFO)	Angkhan KEOBOUAKHAM	Deputy Director	M	43	21	Diploma	Livestock and fishery
3	Admn (PAFO)	Somchanh PHENGPHAXAY	Deputy Director	M	54	37	Vocational	High school
4	Admn (Finance)	Sivisay PHOMMAHA	Finance	M	40	n.a.	Diploma	Accounting and finance
5	Admn (Planning)	Phonsan VILAYMENG	Chief of Section	M	31	6	Master	Rural Development
6	Admn (Finance)	Theleth PHONLAMNGEUN	Chief of Unit	M	54	28	Diploma	Finance
7	Admn	Khampian SIHAN	Driver	M	40	20	Others	Secondary school
8	Admn	Phanthone PHONGSENGKEO	Chief of Office	M	53	3	Diploma	Administration
9	Admn	Pouangvanh MYVONGSA	Typing	F	27	n.a.	Diploma	Typing, Computer
10	Admn	Vanhphone SISOMHAK	Typing	F	38	13	Others	Secondary school
11	Admn	Ne HUOANGKHAMPHENG	Typing	F	26	4	Others	Secondary school
12	Admn	Khampiw SIVONGPHANH	Contract Staff	F	n.a.	0.7	Vocational	High school
13	Admn	Sutta KHAMVONGXAY	Contract Staff	F	n.a.	0.6	Diploma	Teacher College
14	Admn (Planning)	Vilayphong VONGKHAMPAE	Deputy Chief of Unit	M	31	n.a.	n.a.	n.a.
15	Admn (Organization)	Khammy EKHOMPHONE	Chief of Unit	M	47	n.a.	n.a.	n.a.
16	Admn (NIWMAP Project)	Sorsavanh BANKHAMMY	Director	M	30	n.a.	n.a.	n.a.
17	Agriculture	Mayphao BANVIDONE	Chief of Section	M	51	27	Diploma	General Agriculture
18	Agriculture	Mayphieng MALACHITH	Deputy Chief	M	40	17	Diploma	Agriculture
19	Agriculture	Bouathong PHENGSOBOMBAT	Technical Staff	M	47	15	Diploma	Agriculture
20	Agriculture	Khamthone KEOPASERT	Technical Staff	M	47	1	Diploma	Agriculture
21	Agriculture (Sopbao Station)	Khamdeng NATHONG	Chief of Station	M	38	1	Diploma	Livestock
22	Agriculture	Khampheng MUNMOUANGSAM	Technical Staff	M	30	7	Master	Agriculture
23	Agriculture	Viengsam KHAMPHONSAY	Technical Staff	M	44	3	Diploma	Agriculture
24	Agriculture	Lithasone BAYJALIN	Technical Staff	M	27	4	Diploma	Agriculture
25	Agriculture (Sopbao Station)	Tuy TAYPHOT	Technical Staff	M	30	7	Diploma	Agriculture
26	Agriculture	Bouahom	Driver	M	46	14	Others	Driver and Mechanic
27	Agriculture	Lounthong SYVONGPHANH	Technical Staff	F	35	13	Diploma	Agriculture
28	Agriculture	Kongmany PHOMMALI	Contract Staff	M	n.a.	0.6	n.a.	Business Administration
29	Agriculture	Phonekham BOUALAPHANH	Technical Staff	M	n.a.	15	Diploma	Agriculture
30	Agriculture	Kayphet PHODTHAVONG	Contract Staff	F	n.a.	1	Diploma	Agriculture
31	Agriculture	Vanhphone INTHAVONG	Contract Staff	F	n.a.	4	Diploma	Agriculture
32	Livestock	Bodda BOUNTHANOM	Chief of Section	M	37	7	Diploma	n.a.
33	Livestock	Leja SAWBENU	Deputy Chief	M	26	2	Diploma	Livestock-fishery
34	Livestock (VAMFABC)	Phouangsavanh PHOMMALY	Technical Staff	M	34	4	Diploma	Livestock-fishery
35	Livestock (VAMFABC)	Chantha PHIMLAIVONG	Director	M	54	0.7	Vocational	High school
36	Livestock (Muangkone RDP)	Sathian VANNASOUK	Director	M	44	19	Bachelor	General Livestock
37	Livestock	Vonekham	Technical Staff	M	47	4	Diploma	Livestock and Veterinary
38	Livestock (Sopbao Station)	Chanday CHANTHAVONG	Deputy Chief	M	34	1	Diploma	Livestock and Fishery
39	Livestock (VAMFABC)	Sithone SINLOUANGTHA	Deputy Chief	M	50	20	Vocational	High school
40	Livestock (VAMFABC)	Nicknoy DIDPANYA	Technical Staff	M	26	n.a.	Diploma	Livestock
41	Livestock	Sitheuang SENGAUKEO	Technical Staff	M	n.a.	1	Diploma	Livestock-fishery
42	Livestock (Statistics)	Bounom PHOMVANH	Technical Staff	M	34	n.a.	n.a.	n.a.
43	Livestock Section	Phonsavanh SAVATDY	Technical Staff	M	28	n.a.	n.a.	n.a.
44	Livestock (VAMFABC)	Lenthong SITHAVONG	Driver	M	39	n.a.	n.a.	n.a.
45	Livestock (VAMFABC)	Vansy VILAYPHONE	Technical Staff	F	25	n.a.	n.a.	n.a.
46	Forestry	Xiengkhone THUMMALA	Chief of Section	M	43	5	Diploma	Dongkhamxang
47	Forestry	Iyako KANDASUK	Deputy Chief	M	32	7	Diploma	Forestry
48	Forestry	Bounphone BOUDPHACHANH	Deputy Chief	M	33	6	Diploma	General Forestry
49	Forestry (Technical Unit)	Phommy SENGPASOUK	Chief of Unit	M	42	18	Diploma	General Forestry
50	Forestry (Technical Unit)	Bounum SOUTHAMMAVONG	Deputy Chief of Unit	M	38	12	Diploma	General Forestry
51	Forestry (Technical Unit)	Bounpone PHOMVONGSAY	Technical Staff	M	37	3	Diploma	Forestry
52	Forestry (Technical Unit)	Komkham SISOMHAK	Technical Staff	M	36	12	Diploma	Forestry
53	Forestry (Technical Unit)	Khamtoy PHOMMATHONG	Technical Staff	M	34	19	Diploma	General Forestry
54	Forestry (Technical Unit)	Visone PHONMYSAY	Technical Staff	M	30	8	Diploma	Forestry
55	Forestry (Technical Unit)	Khamphone KILAVONG	Technical Staff	M	38	23	Diploma	General Forestry
56	Forestry (Nemet Phoulury ICDP)	Phouvang SISOMHAK	Project Director	M	41	11	Vocational	High school
57	Forestry (Technical Unit)	Soutvisay SAYSONGKHAM	Technical Staff	M	31	5	Diploma	Forestry
58	Forestry (Technical Unit)	Khammany VISISOMBAT	Technical Staff	M	29	5	Diploma	Forestry
59	Forestry	Yark VAWBOUNKUANG	Driver	M	49	13	Others	Secondary school
60	Forestry (Technical Unit)	Pork PATHUMPHONE	Technical Staff	F	39	14	Diploma	General Forestry
61	Forestry (Technical Unit)	Bounsavanh CHANSOUK	Contract Staff	F	n.a.	2	Bachelor	Forestry
62	Forestry (Technical Unit)	Kalasin SAYYASENG	Contract Staff	M	n.a.	2	Diploma	Forestry
63	Forestry (Technical Unit)	Sodta KEOBOUNMY	Contract Staff	F	n.a.	2	Diploma	General Forestry

Attachment-4 (5) List of the Staff of PAFO Huaphanh

Name of Office:

PAFO Huaphanh

Date of data update:

2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
64	Irrigation	Bounma PHANPANYA	Chief of Section	M	48	15	Bachelor	Designing Irrigation
65	Irrigation	Viengkhone SAYASITH	Deputy Chief	M	42	1	Diploma	Irrigation
66	Irrigation (CMI Project)	Khammay THAMMAXAY	Deputy Director	M	39	6	Diploma	Irrigation
67	Irrigation (CMI Project)	Amphanh CHANHONGSY	Technical Staff	M	33	9	Diploma	Irrigation
68	Irrigation (CMI Project)	Chayphet HOUANGTHAVONG	Technical Staff	M	31	7	Diploma	Irrigation
69	Irrigation (CMI Project)	Soukhansem SAYATHOUMMA	Deputy Director	M	44	7	Diploma	Irrigation
70	Irrigation (Design Unit)	Bounyot HOUANGPHOXAY	Technical Staff	M	28	4	Diploma	Irrigation
71	Irrigation (CMI Project)	Khamsouk THIPPHABOUNHOUANG	Technical Staff	M	35	6	Diploma	Irrigation
72	Irrigation (Muangkone RPD)	Sangphone KHUNHOMSAY	Deputy Director	M	35	0.4	Diploma	Irrigation
73	Irrigation (Design Unit)	Lianethong BOUNSAWAY	Technical Staff	M	30	4	Diploma	Irrigation
74	Irrigation	Nen LOUANGLITHIDEITH	Technical Staff	M	36	9	Diploma	Irrigation
75	Irrigation	Konethay KEONAKHONE	Technical Staff	M	33	1	Diploma	Irrigation
76	Irrigation (Design Unit)	Khamsy VILAYSOUK	Technical Staff	M	48	21	Diploma	Irrigation
77	Irrigation (Design Unit)	Khamnoy PHOMMASAY	Technical Staff	M	32	7	Diploma	Irrigation
78	Irrigation (CMI Project)	Phonesy PHENKHAMPHANH	Finance	M	44	4	Diploma	Finance
79	Irrigation	Phouvieng	Driver	M	47	29	Others	Secondary school
80	Irrigation (CMI Project)	Bounkham SIDAVONG	Project Director	M	38	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
81	Irrigation (Design Unit)	Airsam VILAYCHITH	Chief of Unit	M	33	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
82	Irrigation (CMI Project)	Juok BUASAVANH	Driver	M	38	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
83	Irrigation (CMI Project)	Lor	Technical Staff	M	44	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
84	Irrigation (Design Unit)	Vilaychith SOUKJALEUN	Technical Staff	M	30	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>
85	Extension	Khamphanh PHUMANYVONG	Chief of Section	M	48	3	Vocational	High school
86	Extension	Khamnoy PHOMSOMBAT	Deputy Chief	M	50	2	Diploma	Forestry
87	Extension	Vanhlone PHANHTHAVONG	Forestry Technical	M	45	2	Diploma	Forestry
88	Extension	Khampheuy THIPDAPHENH	Forestry Technical	M	33	8	Diploma	Forestry
89	Extension	Phengvanh MANOTHAM	Livestock Technical	F	31	2	Diploma	Livestock-fishery
90	Extension	Pouangvanh INTHALY	Livestock Technical	M	27	1	Diploma	Livestock
91	Extension	Somsak CHANMALY	Forestry Technical	M	27	2	Bachelor	Forestry
92	Extension	Phetsakhone KEOVILAVANH	Forestry Technical	M	36	2	Diploma	Forestry
93	Extension	Khampeng KHAMBOUDDAPHANH	Forestry Technical	M	29	2	Diploma	Forestry
94	Extension	Sisouk THEPTHAVONG	Irrigation Technical	M	28	2	Diploma	Irrigation
95	Extension	Lar KHAMTHAMUN	Forestry Technical	F	35	2	Diploma	Forestry
96	Extension	Vern BOUNMIXAY	Contract Staff	F	<i>n.a.</i>	1	Diploma	Agriculture
97	Meteorology	Khamon THIPHAVONG	Chief of Section	M	48	28	Diploma	Meteorology
98	Meteorology	Komphone SINGLOUANGTHA	Deputy Chief	F	29	9	Diploma	Meteorology
99	Meteorology	Khamphouy SAYYASONE	Technical Staff	M	48	9	Diploma	Meteorology
100	Meteorology	Maythone SISOUNAM	Chief of Station	M	48	28	Diploma	Meteorology
101	Meteorology	Xieng PANYAVONG	Technical Staff	M	42	7	Diploma	Meteorology
102	Meteorology	Sida CHANTHAVONG	Technical Staff	F	24	3	Diploma	Meteorology
103	Meteorology	Phiensone BOUNMYXAY	Staff	F	28	<i>n.a.</i>	<i>n.a.</i>	<i>n.a.</i>

Attachem-4 (6): List of the Staff of PAFO Luangprabang

Name of Office:

PAFO Luangprabang

Date of data update:

2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
1	Administration	Khamphanh Bounsavath	Director of PAFO	M	55	28	Technical	Forestry
2	Administration	Somphong Padichith	Deputy Director of PAFO	M	47	20	n.a.	n.a.
3	Administration	Xayyaphanh Lasy	Deputy Director of PAFO	M	41	21	Vocational	Forestry
4	Administration	Phounsavanh Phanthavongsy	Head of CHESHVT Pjt	M	44	19	Bsc	Irrigation
5	Administration	Chanpheng Dalavong	Chief of Irrigation Unit	M	41	20	n.a.	n.a.
6	Administration	Bouchanmy Keosavath	Chief of the Section	M	60	30	n.a.	n.a.
7	Administration	Bounpheng Souksithithi	Programming	M	42	19	Technical	English
8	Administration	Chanpheng Vilay	Programming	M	55	30	Technical	Forestry
9	Administration	Sengphet Heuanphoummavong	Deputy Chief of the Section	M	40	15	Technical	Economy
10	Administration	Chansouk Malaphet	Financing	F	35	17	Technical	Forestry
11	Administration	Bandith Thammavongsavanh	Summary & Accumulation	F	36	12	Technical	Forestry
12	Administration	Bouachanh Nammavong	Head of personnel office	F	43	19	Technical	English
13	Administration	Somphone Mixay	Personnel officer	F	29	5	Technical	Agriculture
14	Administration	Chanthamaly Souksavath	Incoming/Outgoing journal	F	42	19	Technical	Finance
15	Administration	Sonemala Khattiyavongsa	Accounting	F	23	1	Technical	Finance
16	Administration	Souvanxay Vilaychith	Financing Assistant	M	n.a.	0	n.a.	Finance
17	Administration	Chanpheng	Typist	F	52	21	High school	-
18	Administration	Chanpheng	Driver	M	53	27	Technical	Driving
19	Administration (Contractual)	Phanaphone Xayyavong	Desk officer	F	n.a.	6	High school	-
20	Administration (Contractual)	Boua Xayyasak	n.a.	F	n.a.	n.a.	High school	-
21	Administration (Contractual)	Phetsamone Xayyamoungkhoun	Driver	M	n.a.	n.a.	Technical	Driving
22	Administration (Contractual)	Khen	Driver	M	n.a.	n.a.	n.a.	n.a.
23	Administration (Contractual)	Nouphet	Driver	M	n.a.	n.a.	n.a.	n.a.
24	Administration (Contractual)	Xiengpheng	Guardman	M	n.a.	n.a.	n.a.	n.a.
25	Crops	Bouathong Xayyasavanh	Chief of Sector	M	55	23	Technical	Agriculture
26	Crops	Houmphane Sisomphone	Deputy Chief of Sector	M	46	20	Technical	Agriculture
27	Crops	Khamkeo Phetthanosone	Deputy Chief of Station Office	M	57	27	High school	-
28	Crops	Khounheuan Vannalath	Agricultural Technician	M	45	23	n.a.	n.a.
29	Crops	Sommay Keosavath	Agricultural Technician	M	31	9	Technical	Agriculture
30	Crops	Soudalath Keoboulapha	Administration	F	33	4	Technical	Agriculture
31	Crops (Contractual)	Somsanouk	Driver	M	n.a.		High school	-
32	Livestock	Pheng Khammavong	Chief of Sector	M	33	5	Bsc	Livestock
33	Livestock	Sengpasith Thongsavath	Deputy Chief of Sector	M	40	17	Vocational	Livestock
34	Livestock	Bounpanh Xayyavong	Chief of Livestock Unit	M	42	15	Bsc	Livestock
35	Livestock	Bountom Khounsy	Livestock Technician	F	43	22	n.a.	n.a.
36	Livestock	Outhon Sengta	Project coordinator	M	49	27	n.a.	n.a.
37	Livestock	Chansamone Phounsavath	Administration	F	42	24	Technical	n.a.
38	Livestock	Kesone Kounlaxay	Livestock Technician	F	34	9	Technical	Livestock
39	Livestock	Koukdavone Phaxaysombath	Livestock Technician	F	24	3	Technical	Livestock
40	Livestock (contractual)	Khampheo Keola	Livestock Technician	M	51	26	High school	-
41	Livestock (contractual)	Inthilith Phanphengdy	n.a.	M	n.a.	n.a.	n.a.	n.a.
42	Livestock (contractual)	Keola Phathana	Contractual stff	F	n.a.	-	Bsc	Agriculture
43	Forestry	Sianouvong Savathvong	Chief of Sector	F	42	20	Msc	Forestry
44	Forestry	Xang Sanaphol	Deputy Chief of Sector	M	43	21	Technical	Forestry
45	Forestry	Bounpheng Phengchanh	Forestry Technician	M	44	22	Technical	Forestry
46	Forestry	Hongkeo Phonesavath	Forestry Technician	M	37	15	Technical	Forestry
47	Forestry	Douangkham Douangdala	Forestry Technician	M	35	13	n.a.	n.a.
48	Forestry	Bounhom Khammy	Forestry Technician	M	36	12	n.a.	n.a.
49	Forestry	Khattiya Vannasak	Forestry Technician	M	34	11	Technical	Forestry
50	Forestry	Houmphane Nithakhone	Forestry Technician	M	35	16	Technical	Forestry
51	Forestry	Viladeth Kounlavouth	Forestry Technician	M	29	5	Technical	Forestry
52	Forestry	Sommay Souliya	Forestry Technician	M	36	18	Technical	Forestry
53	Forestry	Sengsoudavane Chanthadala	Forestry Technician	F	36	17	Technical	Forestry
54	Forestry	Phonekeo Phonphaly	Forestry Technician	M	36	13	Technical	Forestry
55	Forestry	Pinkeo Phoummaly	Accountant	F	35	13	Technical	Forestry
56	Forestry	Thongmeuan Nilaboth	Administration	F	33	12	Technical	Forestry
57	Forestry	Saythong Sisangvarn	Forestry Technician	F	44	24	Technical	Forestry
58	Forestry	Xayyaly Xayyadeth	Accountant	M	n.a.	1	Vocational	Fincance
59	Irrigation	Pheng Bounphanith	Chief of Sector	M	41	21	Technical	Irrigation
60	Irrigation	Anousak Khattiyalath	Deputy Chief of Sector	M	39	16	Technical	Irrigation
61	Irrigation	Siphane Misouk	Lao-Vietnum Pjt Coordinator	M	n.a.	n.a.	n.a.	n.a.
62	Irrigation	Khamphet Sounilandone	Programming	M	33	11	n.a.	n.a.
63	Irrigation	Sisouphane Southammavong	Irrigation Technician	M	42	21	Technical	Irrigation
64	Irrigation	Houmphane Latthidaphone	Irrigation Technician	M	34	9	n.a.	n.a.
65	Irrigation	Souliyo Xayvisith	Irrigation Technician	M	28	5	Technical	Irrigation
66	Irrigation	Houmpheng Chanthavisouk	Irrigation Technician	M	38	13	Technical	Irrigation
67	Irrigation	Soupha Xayvisith	Administration	M	54	28	n.a.	n.a.
68	Irrigation	Sialoun Kounlachithi	Irrigation Technician	M	38	22	Technical	Irrigation
69	Irrigation (contractual)	Vongphet Xayxanadeth	Typist	F	n.a.	-	Technical	Irrigation

Attachem-4 (6): List of the Staff of PAFO Luangprabang

Name of Office:

PAFO Luangprabang

Date of data update:

2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
70	Meteo	Bounphanh Vongpanya	Chief of Sector	M	45	29	Bsc	Meteo
71	Meteo	Chen Saenam	Deputy Chief of Sector	M	49	32	Technical	Meteo
72	Meteo	Bountem Vanmanivong	Programming	M	45	26	Technical	Meteo
73	Meteo	Onkeo Keosavath	Meteorological Technician	M	29	12	Technical	Meteo
74	Meteo	Khamphane Viengxaysy	Driver	M	44	13	Technical	Driving
75	Meteo	Sonsak Phengsavath	Meteorological Technician	M	29	7	n.a.	n.a.
76	Meteo (contractual)	Nikhom Vongphakdy	Assistant	F	n.a.	-	Technical	Agriculture
77	Meteo (contractual)	Somteo	Climate observer	F	n.a.	-	n.a.	n.a.
78	Meteo (contractual)	Manivong	Typist	F	n.a.	-	High school	-
79	Meteo (contractual)	Chanpheng Bouakeo	Assistant	F	n.a.	-	n.a.	n.a.
80	Extension	Phonethib Vongsavath	Chief of PAFES	M	42	17	n.a.	n.a.
81	Extension	Khanthavin Souliya	Deputy Chief of PAFES	M	38	13	Technical	n.a.
82	Extension	Vanthong Ngeuamboupha	Deputy Chief of PAFES	M	41	18	Technical	Livestock
83	Extension	Sommy Phommakith	Chief of Station Office	M	46	27	Technical	Agriculture
84	Extension	Lah Thanongsak	Chief of Forestry Unit	M	37	17	Technical	Forestry
85	Extension	Houmphaeng Khansouvong	Deputy Chief of Livestock Unit	M	39	20	Technical	Livestock
86	Extension	Sivisay Chandalak	Head of Nam Thouam Center	M	39	15	Technical	Agriculture
87	Extension	Kaysone Vongkhamhaeng	Irrigation Technician	M	40	19	Msc	Irrigation
88	Extension	Khamphay Boualavong	Irrigation Technician	M	36	12	Technical	Livestock
89	Extension	Som Ok Lithiphong	Forestry Technician	M	35	12	Technical	Forestry
90	Extension	Bounthan Soulayyakkham	Agricultural Technician	M	44	15	Technical	Forestry
91	Extension	Kaenchanh Pinthip	Livestock Technician	M	41	20	Technical	Livestock
92	Extension	Boualay Vongsena	Programming	M	42	19	n.a.	Livestock
93	Extension	Soulasak Salivanghan	Deputy head of input supply unit	M	44	28	Technical	Agri. Mech
94	Extension	Sommeuk Bilavong	Forestry Technician	M	36	20	n.a.	n.a.
95	Extension	Chandee Inthavane	Administration	M	54	29	Technical	Forestry
96	Extension	Chanthavong Soulivong	Agricultural Technician	M	35	17	Technical	Forestry
97	Extension	Sisoumang Soulinthone	Deputy head of Nam Thouan Center	M	38	13	Technical	Forestry
98	Extension	Sinpaseuth Sanaphay	Forestry Technician	M	37	13	Technical	Forestry
99	Extension	Touy Phommachanh	Deputy Chief of Forestry Unit	M	37	13	Technical	Forestry
100	Extension	Thongphouth Xaysavanh	Chief of Agricultural Unit	M	36	14	Technical	Agriculture
101	Extension	Thongsuan Manivong	Deputy Chief of Agricultural Unit	M	34	19	Technical	Agriculture
102	Extension	Saengaloun Xayyasen	Agricultural Technician	F	34	11	Technical	Agriculture
103	Extension	Soulisak Thongsavanh	Agricultural Technician	M	32	7	Technical	Agriculture
104	Extension	Thongsavath Thippavong	Agricultural Technician	M	30	6	Technical	Agriculture
105	Extension	Kongsavath Thongchanhama	BUCAP project coordinator	M	28	3	Technical	Agriculture
106	Extension	Thongchanh Kousonsavath	Deputy head of input supply unit	M	28	3	Technical	Agriculture
107	Extension	Amphaysone Panyasavath	Secretary	F	26	3	n.a.	Livestock
108	Extension	Xay Vongsa	Technician	M	44	27	Technical	Agriculture
109	Extension	Khampong Vanchao	Accountant	M	52	29	Technical	Agriculture
110	Extension (contractual)	Souvane	Driver	M	n.a.	3	Technical	Mechanic
111	Extension (contractual)	Lah	n.a.	M	n.a.	n.a.	High school	-
112	Extension (contractual)	Sengsathid Thammavongsavanh	Technician	M	n.a.	6	High school	-
113	Extension (contractual)	Amphone Chanthavong	Secretary	F	n.a.	0.8	Technical	Agriculture
114	Extension (contractual)	Khampong Vanchao	Accountant	M	52	29	Technical	Agriculture
115	Extension (contractual)	Anousith Si Amphay	Agricultural Technician	M	n.a.	n.a.	n.a.	n.a.
116	Houaykot A&F Research Center	Bounthane Keobualapha	Head of center	M	42	13	Msc	Agriculture
117	Houaykot A&F Research Center	Khamlah Phanthaboun	Agricultural Technician	M	33	12	n.a.	n.a.
118	Houaykot A&F Research Center	Done Duangden	Technician	M	37	19	Bsc	Agriculture
119	Houaykot A&F Research Center	Buavane Phoumthanom	Technician	M	40	24	Bsc	Agriculture
120	Houaykot A&F Research Center	Somvang Chanthamaly	Technician	M	35	10	Technical	Agriculture
121	Houaykot A&F Research Center	Khamlah Soukkhee	Technician	F	28	5	Technical	Forestry
122	Houaykot A&F Research Center	Houmphane Chanthaphasouk	Driver	M	55	18	Technical	Mechanic
123	Houaykot A&F Research Center	Bounchanh	Worker	M	51	28	High school	-
124	Houaykot A&F Research Center	Buavane	Worker	F	46	27	High school	-
125	Houaykot A&F Research Center	Chantha	Worker	M	52	27	High school	-
126	Houaykot A&F Research Center	Xoum	Worker	F	44	22	n.a.	n.a.
127	Houaykot A&F Research Center	Viengmany Navongxay	Technician	M	n.a.	n.a.	Technical	Agriculture
128	Kengpen Teaktone Research Station	Thansamay Vongxomphou	Technician	M	39	21	n.a.	n.a.
129	Kengpen Teaktone Research Station	Kham Ann Soubanxay	Technician	M	40	19	Technical	Forestry
130	Kengpen Teaktone Research Station	Somvang Soukhaphol	Technician	M	42	17	Technical	Administration
131	Kengpen Teaktone Research Station	Somboun Khotxay	Forestry Technician	M	23	6	n.a.	n.a.
132	Kengpen Teaktone Research Station	Sanithvong Pathoumvanh	Technician	M	35	14	Technical	Forestry
133	Kengpen Teaktone Research Station	Phaysavath Manhsin	Technician	M	37	11	n.a.	n.a.
134	Kengpen Teaktone Research Station	Vanpheng Bounkhong	Technician	M	31	4	Technical	Forestry
135	Kengpen Teaktone Research Station	Chansouk Prasithith	Accountant	F	38	3	Technical	Finance

Attachem-4 (6): List of the Staff of PAFO Luangprabang

Name of Office:

PAFO Luangprabang

Date of data update:

2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
136	Naluang Fish Multiplication Station	Onideth Souksavath	Chief of Station Office	M	51	18	Bsc	Engineering
137	Naluang Fish Multiplication Station	Pany Souliyamad	Deputy Chief	M	37	15	Technical	Livestock
138	Naluang Fish Multiplication Station	Chanthavong Lounsoulith	Technician	M	26	2	Technical	Agriculture
139	Naluang Fish Multiplication Station	Vansy Souladeth	Accountant	F	n.a.	3	High school	-
140	Naluang Fish Multiplication Station	Chanthavong Phoumthiphavong	n.a.	M	n.a.	4	Others	-
141	Naluang Fish Multiplication Station	Dee SoukAphone	Technician	F	n.a.	1	Technical	Livestock
142	Naluang Fish Multiplication Station	Chanthasith Bounsavath	n.a.	M	n.a.	n.a.	High school	-
143	Naluang Fish Multiplication Station	Boun	n.a.	M	n.a.	2	Technical	Livestock
144	Naluang Fish Multiplication Station	Chanpheng Nolintha	n.a.	M	n.a.	1	High school	-
145	Thoukang A&F Research Station	Houmchithsavath Sodahak	Chief of Station Office	M	44	20	n.a.	n.a.
146	Thoukang A&F Research Station	Xaysana Inthavong	Technician	M	45	17	n.a.	n.a.
147	Thoukang A&F Research Station	Phonesavanh Vilayvane	Technician	F	35	13	Technical	Forestry
148	Thoukang A&F Research Station	Vienghath Thamavong	Technician	F	33	15	n.a.	n.a.
149	Thoukang A&F Research Station	Vaya Jiathong	Technician	M	41	23	Technical	Livestock
150	Thoukang A&F Research Station	Touy Sengkhamdy	Technician	M	43	13	Technical	Agriculture
151	Thoukang A&F Research Station	Khamphane Khounvilay	Technician	M	59	31	Vocational	Agriculture
152	Thoukang A&F Research Station	Chanpheng Dithsaphol	Technician	M	31	11	Technical	Livestock
153	Thoukang A&F Research Station	Outhai Sisavath	Technician	M	34	11	Technical	Agriculture
154	Thoukang A&F Research Station	Souvane Souliyavongsy	Technician	M	31	11	n.a.	Agriculture
155	Thoukang A&F Research Station	Buavone Phommasy	Technician	F	32	11	Vocational	Administration
156	Thoukang A&F Research Station	Viengxay Phommasy	Technician	M	33	11	Technical	Agriculture
157	Thoukang A&F Research Station	Khuan Vannasak	Technician	M	31	7	n.a.	n.a.
158	Thoukang A&F Research Station	Souphanthong Norlasing	Typist	M	51	13	Technical	Planning
159	Agroforestry Research Station	Mr. Bounsaveng Phengsatib	Technician	M	n.a.	3	Technical	Agriculture
160	Agroforestry Research Station	Mr. Ouan BounNhong	n.a.	M	n.a.	1	High school	-
161	Agroforestry Research Station	Mr. Singkham Chithtisak	n.a.	M	n.a.	1	High school	-
162	Agroforestry Research Station	Mr. Khamseur Yangchuateng	Technician	M	n.a.	2	Technical	Agriculture
163	Agroforestry Research Station	Ms. Sisopha Phongchaleun	n.a.	F	n.a.	0.7	Vocational	English
164	Agroforestry Research Station	Ms. Khanthaly Phatthana	Secretary	F	n.a.	1	Others	-
165	Agroforestry Research Station	Mr. Banthasak Vongphouthone	Technician	M	n.a.	2	Technical	Agriculture
166	Agroforestry Research Station	Mr. Sommay Yasongkua	Technician	M	n.a.	1	Technical	Agriculture
167	Agroforestry Research Station	Mr. Nhaeng	n.a.	M	n.a.	1	High school	-
168	Agroforestry Research Station	Mr. Kongkeo Soukanya	Technician	M	n.a.	1.6	Bsc	Forestry
169	Agroforestry Research Station	Mr. Choy Chanthima	n.a.	M	n.a.	1	High school	-
170	Agroforestry Research Station	Ms. Laddavone Kithavone	Technician	F	n.a.	0.7	Technical	Livestock
171	Study leave (Extension)	Niphavane Philavane	Agricultural Technician	M	33	5	n.a.	n.a.
172	Study leave (Forestry)	Khamsouk Vilayvong	Forestry Technician	M	39	19	n.a.	n.a.
173	Study leave (Houaykot A&F RC)	Somphet Phengchanh	Depty head of center	M	39	14	n.a.	n.a.
174	Study leave (Houaykot A&F RC)	Khamdok Khongyeekhangxeutho	Technician	M	31	9	n.a.	n.a.
175	Study leave (Irrigation)	Vandee Kammavong	Irrigation Technician	M	28	4	n.a.	n.a.
176	Study leave (Kengpen T RS)	Sichanh Chandeephith	Technician	M	32	5	n.a.	n.a.
177	Study leave (Kengpen T RS)	Thongsavanh Keonakhone	Chief of Station Office	M	46	17	n.a.	n.a.
178	Study leave (Livestock)	Somchanh Kousonsavath	n.a.	F	30	9	n.a.	n.a.
179	Study leave (Thoung A&F RS)	Somphane Soukanphet	Chief of Division	M	41	18	n.a.	n.a.
180	Study leave (Thoung A&F RS)	Vilaphong Kanyasone	Technician	M	34	9	n.a.	n.a.
181	Study leave (Thoung A&F RS)	Khamphane Tabongphet	Technician	M	37	13	n.a.	n.a.

Attachem-4 (7): List of the Staff of PAFO Xayaboury

Name of Office: **PAFO Xayaboury**
 Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
1	Admin	Pien CHANTHIP	Chief of PAFO	M	46	n.a.	BSc	Irrigation
2	Admin	Kongsy VONGSY	Deputy Chief	M	41	n.a.	Diploma	Forestry
3	Admin	Somneuk Saynathy	Deputy Chief	M	45	8	BSc	Fish Raising
4	Admin	Souvat MANIVONG	Chief of Admin. Unit	M	48	19	Technical	Forestry
5	Admin	Buaphan CHANTHAVONG	Deputy Chief	M	38	1	Technical	Forestry
6	Admin	Khamkeung PHANLACK	Deputy Chief	M	39	1	Technical	Forestry
7	Admin	Chankeo CHANTHAVONG	Deputy Chief of Organization Unit	M	61	n.a.	Technical	Agriculture
8	Admin	Tha KITIKHAMMOUN	Driver	M	54	29	High school	-
9	Admin	Vone VONGSY	Financing	M	41	n.a.	Technical	Finance
10	Admin	Vongdeune KEOLA	Financing	M	38	14	Technical	Finance
11	Admin	Pheuy Chanhsouk	Driver	M	42	n.a.	Technical	Mechanic
12	Admin	Banchong SITHISAY	Planning	M	44	7	Technical	Planning
13	Admin	Sanasay SISANGA	Statistic	M	46	3	Technical	Planning
14	Admin	Nakhonesack POSAVATHDY	Driver	M	41	2	Technical	Mechanic
15	Admin	Silivanh PHONVICHITH	Secretary	F	30	6	Technical	Finance
16	Admin	Alounsack LINTHAVONG(Namtien)	Training Course in Vietnam	M	36	n.a.	n.a.	n.a.
17	Admin	Khamphone SINGNGAM	Trainig Course in Sigapore	M	32	n.a.	n.a.	n.a.
18	Admin	Bounhome (Rural Development)	Training Course in Vietnam	M	32	n.a.	n.a.	n.a.
19	Admin	Chanhsouk (30 hectares)	Training Course in Laos	F	35	n.a.	n.a.	n.a.
20	Admin	Buavy SITTHIVONG	Training Course in Laos	M	36	n.a.	n.a.	n.a.
21	Admin	Chanh	Housekeeper	F	60	n.a.	n.a.	n.a.
22	Admin	Phoutsaba VALASACK	Driver	M	26	n.a.	n.a.	n.a.
23	Admin	Somvanh PHANTHAVONG	General Assistant	F	24	3	Technical	Forestry
24	Admin	Duangchith PHATTHALEKHA	Assistant of Financing	M	24	2.5	Vocational	Finance
25	Admin	Somchit PHILAVANH	n.a.	M	n.a.	n.a.	Technical	Engineering
26	Crops	Khamphout INTHAVONG	Chief of Section	M	39	14	BSc	P. Protection
27	Crops	Bounliep SICHAMPA	Deputy Chief	F	40	21	Technical	Agriculture
28	Crops	Souvanny CHUANTHEVY	Deputy Chief	M	39	0.4	Diploma	Agriculture
29	Crops	Khamphong PHILACHANH	Technician	F	40	n.a.	Technical	Agriculture
30	Crops	Sayphet CHANTHALANGSY	Technician	M	32	8	Diploma	Agriculture
31	Crops	Sithon KHAMPHOUVONG	Technician	M	29	5	Technical	Agriculture
32	Crops	Saengathit	Technician	M	24	3	Diploma	Agriculture
33	Crops	Somphanh PHAENSIDA	Technician	M	24	3	Diploma	Agriculture
34	Crops	Sengthong PHENGDY	Technician	F	n.a.	3	BSc	Agriculture
35	Crops	Manikone CHANTHAVONG	Assistant	M	29	1	Vocational	Agriculture
36	Crops	Southehai Keo Chanthavong	Technician	M	n.a.	1.4	Technical	Agriculture
37	Livestock	Khamphout PHOUMMAKEO	Chief of Section	M	41	1	BSc	Veterinary
38	Livestock	Soupphak LAKSIVY	Technician	M	54	n.a.	Technical	n.a.
39	Livestock	Phuang SINGNGAM	Technician	M	41	3	Diploma	Veterinary
40	Livestock	Bounmy CHANTHABOULY	Technician	M	42	0.1	Technical	Live & Fish
41	Livestock	Vilavanh SITHISAY	Technician	F	37	16	Technical	n.a.
42	Livestock	Phaiboun CHANHDA	Technician	F	29	2	Diploma	Live & Fish
43	Livestock	Vilaphong PHONVICHITH	Technician	M	29	4	Diploma	Live & Fish
44	Forestry	Khammanh CHANTHALANGSY	Chief of Section	M	43	n.a.	Diploma	n.a.
45	Forestry	Viengsith CHITTAPHONE	Technician	M	37	13	Diploma	Forestry
46	Forestry	Sothseun SAYYALAK	Chief of Preservation Forrest	M	51	28	Diploma	Forestry
47	Forestry	Saengphet SILISOMBATH	Technician	F	43	20	Technical	Forestry
48	Forestry	Chanhsamone PHATSADY	Technician	F	36	16	Technical	Forestry
49	Forestry	Nhouphin SINSAMUTH	Technician	F	41	19	Technical	Forestry
50	Forestry	Daovy SIPHONEKEOPASEUTH	Technician	F	37	13	BSc	F. Economy
51	Forestry	Souphalak DUANGDY	Technician	M	33	10	Technical	Forestry
52	Forestry	Khamphet CHANTHAVONG	Technician	M	38	11	Diploma	Forestry
53	Forestry	Khamla PHEWVANNA	Technician	M	34	19	Technical	Forestry
54	Forestry	Oun VILAYSAN	Technician	M	32	5	Diploma	Forestry
55	Forestry	Lek VILAISAK	Technician	M	33	4	Diploma	Forestry
56	Forestry	Phong LATSABOUTH	Technician	M	32	8	Technical	Forestry
57	Forestry	Saengphet KHODPHOMVONG	Technician	M	36	4	Vocational	Forestry
58	Forestry	Sitthikhone PHOMMACHAK	Technician	M	31	n.a.	Technical	n.a.
59	Forestry	Chanhdy CHANTHAVONG	Deputy Chief of Preservation Forest	M	31	4	Diploma	Forestry
60	Forestry	Sivanhsay PHIMMASONE	Technician	M	35	14	Diploma	Forestry
61	Forestry	Buavanh THIPPHAVONG	Training Course in Laos	M	38	n.a.	Technical	Forestry
62	Forestry	Phonesy DALASAEN(forest)	Trainig Course in Laos	M	36	4	Technical	Forestry
63	Forestry	Phonepadith	Technician	M	n.a.	9	Technical	Forestry
64	Forestry	Saengpheth SITHISAY	Assistant	M	26	3	Diploma	Forestry
65	Forestry	Phouthaphone LAKSIVY	Assistant	M	n.a.	4	Diploma	Forestry
66	Forestry	Toulaphone VONGPHOUSY	Assistant	F	n.a.	4	Diploma	Forestry

Attachem-4 (7): List of the Staff of PAFO Xayaboury

Name of Office: **PAFO Xayaboury**
 Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
67	Irrigation	Somchith CHANTHAVONG	Chief of Section	M	39	4	Diploma	Irrigation
68	Irrigation	Vinvilay SAYYAPHONE	Deputy Chief	M	35	n.a.	BSc	n.a.
69	Irrigation	Buavanh KHAMCHANH	Technician	M	39	17	Diploma	Irrigation
70	Irrigation	Amphon THONGDA	Technician	M	37	16	Diploma	Irrigation
71	Irrigation	Thavisith VANHKHAM	Technician	M	36	5	Diploma	Irrigation
72	Irrigation	Sangkhom SIMOUN	Technician	M	34	2	Diploma	Irrigation
73	Irrigation	Linthong SITTHISAY	Technician	M	36	n.a.	Diploma	Irrigation
74	Irrigation	Somsay CHANTHAVONG	Technician	M	37	4	Diploma	Irrigation
75	Irrigation	Thongdaeng Phaengdy	Technician	F	29	n.a.	Diploma	Irrigation
76	Irrigation	Falay DUANPHILALAY	Technician	M	59	29	Vocational	Irrigation
77	Irrigation	Say phoungun KEOBUA	Assistant	F	24	2	Diploma	Irrigation
78	Irrigation	Amala CHAILEUTH	Assistant	F	24	2	Diploma	Education
79	Irrigation	Saengdeune CHANHSOUK	Assistant	F	22	0.3	Technical	Accounting
80	Irrigation	Somchith CHANTHAVONG	Driver	M	38	n.a.	n.a.	n.a.
81	Irrigation	Somboun DOANGNGEUN	Technician	M	n.a.	1	BSc	Irrigation
82	Irrigation	Kongkeo SIBOUNHEUANG	Assistant	M	28	1.5	Technical	Irrigation
83	Irrigation	Somphone Vongyasa	Technician	F	n.a.	n.a.	Technical	Finance
84	Irrigation	Malaithong Kham-on	Accountant	F	n.a.	1	Technical	BA
85	Irrigation (DIDM)	Saengphilom SILISOMBATH	Technician	M	37	2	Technical	Irrigation
86	Irrigation (DIDM)	Phosay MOUNTHINTHAY	Technician	M	35	6	Diploma	Irrigation
87	Irrigation (DIDM)	Fongsamouth BOLISOUTH	Technician	M	35	1	Diploma	Irrigation
88	Irrigation (DIDM)	Oudomphanh OUTHONGKHAM	Technician	M	31	9	Diploma	Irrigation
89	Irrigation (DIDM)	Touthong SAVANHTHOR	Technician	M	29	7	Technical	Irrigation
90	Irrigation (DIDM)	Thongdam CHANHBOUNHEUNG	Technician	M	29	5	Technical	Irrigation
91	Irrigation (DIDM)	Keomany SOUKHALATH	Technician	M	29	4	Diploma	Irrigation
92	Irrigation (DIDM)	Sengphilom	Technician	M	n.a.	4	Diploma	Irrigation
93	Irrigation (DIDM)	Phongphiphat THAMMAVONG	Assistant	M	24	1	Diploma	Irrigation
94	Irrigation (DIDM)	Dokkeo CHANHTHALANGSY	Assistant	F	23	0.4	Technical	Accounting
95	Meteorology	Oukham KEOVILAY	Chief of Section	M	52	29	Vocational	Meteorology
96	Meteorology	Sichanh BOUNPHENG	Deputy Chief	M	53	15	Vocational	Meteo-Hydro
97	Meteorology	Somphone Chanthamaly	Technician	M	37	5	Vocational	n.a.
98	Meteorology	Manivanh PHOMSOUVANH	Technician	M	25	2	Vocational	Meteo-Hydro
99	Meteorology	Malinh PHILABOUTH	Assistant	M	25	1	Vocational	n.a.
100	Extension	Bounlay KHAMPHOUMY	Chief of Section	M	38	1	Diploma	Irrigation
101	Extension	Phetsamone PHOUTHAVONE	Deputy Chief	M	46	2	Diploma	Education
102	Extension	Sompong CHITTAVONG	Technician	M	34	9	Technical	Forestry
103	Extension	Buasavanh CHANTHAVONG	Technician	F	27	2	Technical	Education
104	Extension	Saengthong PHENGDY	Technician	F	27	n.a.	Diploma	Agriculture
105	Extension	Saengmalaithong SOUKPHALY	Technician	F	27	2	Technical	Livestock
106	Extension	Bounhome SIDUANGLHAN	Technician	M	48	0.1	Technical	Agriculture
107	Extension	Phoukhaoko	Assistant	M	27	3	Technical	Agriculture
108	Extension	Saiyakone DENGPHEN	Assistant	M	28	n.a.	Diploma	Livestock
109	Vang Va Station	Veth SOUTHIVONG	Chief of Vangva Project	M	42	1	Diploma	Forestry
110	Vang Va Station	Pinkeo KHAMSOUKSAVATH	Deputy Chief of Vangva Project	F	37	1	Technical	Livestock
111	Vang Va Station	Vong CHANTHALA	Technician	M	51	7	Vocational	Forestry
112	Vang Va Station	Kongkeo SAYYAVONG	Technician	M	40	3	Technical	Forestry
113	Vang Va Station	Linthavong KEOBUA	Technician	M	31	1	Technical	Livestock
114	Vang Va Station	Chanthachone SIPHONKEOPASEUTH	Technician	M	32	7	Technical	Forestry
115	Vang Va Station	Vilavong KOTTAVONGSA	Technician	M	n.a.	3	Technical	Livestock
116	Vang Va Station	Phaivanh BUAPHA	Assistant	M	24	3	Technical	Agriculture
117	Namtien Irrigation Pjt	Phivanh KHAMMEUNGSAY	Project Team	M	47	n.a.	n.a.	Irrigation
118	Namtien Irrigation Pjt	Phaeng PHANTHAVONG	Project Team	M	48	n.a.	Vocational	Agriculture
119	Namtien Irrigation Pjt	Bounleuth PHILACHANH	Technician	M	48	1	Diploma	Irrigation
120	Namtien Irrigation Pjt	Somdy LASAKITH	Technician	M	38	n.a.	Diploma	Irrigation
121	Namtien Irrigation Pjt	Bounleung KHONGSAVANH	Technician	M	30	8	Vocational	Agriculture
122	Namtien Irrigation Pjt	Houmphanh SENGSY	Technician	M	35	n.a.	Diploma	Irrigation
123	Namtien Irrigation Pjt	Paseuth SINGHAK	Assistant	M	26	2.5	Technical	Livestock
124	Namtien Irrigation Pjt	Thongphet DIPHETTHAI	Assistant	M	26	n.a.	Vocational	Agriculture
125	Namtien Irrigation Pjt	Phonevilay CHANTHALANGSY	Assistant	F	25	13	n.a.	Operator
126	Namtien Irrigation Pjt	Vilaivan INTHAVONG	Assistant	M	26	1.5	Technical	Livestock
127	Namtien Irrigation Pjt	Bounphieng TATSAVATH	Assistant	M	28	3	BSc	Forestry
128	Namtien Irrigation Pjt	Southchai	Assistant	M	26	n.a.	Vocational	Agriculture
129	Namtien Irrigation Pjt	Souvanh PHATHAVONG	Assistant	M	26	2	Technical	Forestry
130	Namtien Irrigation Pjt	Saikham	Assistant	M	26	n.a.	Technical	Irrigation
131	Namtien Irrigation Pjt	Khamphone PHIMBUATHONG	Technician	M	43	22	Diploma	Forestry
132	Namtien Irrigation Pjt	Vilaphone KEOMANY	Secretary	F	n.a.	2	High school	-

Attachem-4 (7): List of the Staff of PAFO Xayaboury

Name of Office: **PAFO Xayaboury**
 Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
133	30 ha Project	Hieng CHANTHAVONG	Chief of Station	M	57	13	Technical	Agriculture
134	30 ha Project	Soubanh DUANGPHOUSAY	Deputy Chief	M	42	<i>n.a.</i>	Diploma	Forestry
135	30 ha Project	Bounthom SILISOMPHONE	Technician	M	57	<i>n.a.</i>	Vocational	Irrigation
136	30 ha Project	Khamla PHOMTHAI	Technician	M	56	3	Vocational	Agriculture
137	30 ha Project	Luang BAKHAM	Technician	M	59	3	BSc	Agriculture
138	30 ha Project	Sangkhom SAIYASITH	Technician	M	40	21	Vocational	Meteorology
139	30 ha Project	Bounchanh SOULIYASOD	Technician	M	42	18	Vocational	Agriculture
140	30 ha Project	Faeng PHOMMAKOUN	Technician	M	44	<i>n.a.</i>	Technical	Livestock
141	30 ha Project	Somsay KEOSAVONG	Assistant	M	28	4	Technical	Livestock
142	30 ha Project	Yai ONVILAY	Assistant	M	28	3	Vocational	Agriculture
143	30 ha Project	Xiengsila PHONGPHAN	Driver	M	40	2	High school	-
144	30 ha Project	Thongvanh PHONEPASEUTH	Assistant	M	28	3	Vocational	Agriculture
145	Rural Development Pjt	Bounmy LATTANATAI	Chief of Project	M	57	<i>n.a.</i>	Diploma	Education
146	Rural Development Pjt	Sisouphone KONGSANITH	Deputy Chief	M	44	<i>n.a.</i>	Diploma	Irrigation
147	Rural Development Pjt	Phonesavanh PHETSAVAI	Deputy Chief	M	31	<i>n.a.</i>	Vocational	Agriculture
148	Irrigation firm	Bounniew PHOTHILAK	Director	M	45	<i>n.a.</i>	Vocational	Flying
149	Irrigation firm	Bounchanh KHAMPHAVONG	Deputy Director	M	49	<i>n.a.</i>	Diploma	Mechanic
150	Irrigation firm	Bounnio	Technician	M	<i>n.a.</i>	3	Diploma	Irrigation

Attachment-4 (8): List of the Staff of DAFOs Pakseng, Nane and Viengkham

Name of Office: **DAFO Pakseng**
Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Title	Length of work (yr)	Education	Major
1	DAFO	Mr. Phonexay VANHNADET	Head of DAFO	M	32	3	13	Med Diploma	Livestock
2	DAFO	Mr. Sisamut PHONGSAVATH	Deputy head of DAFO	M	34	3	10	Med Diploma	Livestock
3	DAFO	Mr. Vongsone CHANTHACHITH	Deputy head of DAFO	M	33	3	6	Med Diploma	Agriculture
4	Administration	Mr. Phopet SIONCHANH	Unit head	M	34	3	10	Med Diploma	Forestry
5	Administration	Mrs. Sengamphone SOMSANITH	Specialist/ Technician	F	34	2	14	Others	n.a.
6	Forestry	Mr. Amphayvanh INTHAVONG	Unit head	M	26	4	3	High Diploma	Forestry
7	Forestry	Mr. Mixayagna SOUKLAKAY	Specialist/ Technician	M	23	3	2	Med Diploma	Forestry
8	Forestry	Mr. Bounneo LATTANAVONG	Specialist/ Technician	M	35	3	11	Med Diploma	n.a.
9	Livestock	Mr. Somdy SISAVATH	Unit head	M	38	2	12	Vocational	Livestock
10	Livestock	Mr. Phouthone KEOMANIVONG	Contract Staff	M	n.a.	-	1	Med Diploma	Livestock
11	Agriculture	Mr. Somkit BOUNSAVATH	Unit head	M	31	3	5	Med Diploma	Agriculture
12	Agriculture	Mr. Xaysanome SIPHANHTHON	Specialist/ Technician	M	30	3	4	Med Diploma	Agriculture
13	Agriculture	Mr. Khamchanh VONGKHOUN	Specialist/ Technician	M	29	3	7	Med Diploma	n.a.

Name of Office: **DAFO Nane**
Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Title	Length of work (yr)	Education	Major
1	DAFO (Irrigation)	Sivone KHAMCHANE	Head of DAFO	M	39	4	6	High Diploma	Irrigation
2	DAFO (Forestry)	Phane DOUANGCHANE	Deputy head of DAFO	M	47	n.a.	14	Diploma	General Forestry
3	Forestry	Bounpeng SENGMANY	Unit head	M	37	4	n.a.	High Diploma	Forestry
4	Forestry	Bualy KHANTHAPASEUTH	Specialist / Technician	M	36	4	8	High Diploma	Forestry
5	Forestry	Chanthavy VONGTHONGSAY	Specialist/ Technician	M	30	3	12	Med Diploma	Forestry
6	Forestry	Chanhma TEESAVATH	Specialist/ Technician	M	40	3	13	Med Diploma	Forestry
7	Forestry	Phetthavone VANNAPHA	Specialist/ Technician	F	26	3	5	Med Diploma	Forestry
8	Irrigation	Keusong NENG	Unit head	M	30	4	5	Bachelor	Irrigation
9	Irrigation	Thongkhoun CHANSANGA	Specialist/ Technician	M	28	2	18	Vocational	Irrigation
10	Agriculture	Bounthin PHONEMANY	Unit head	M	47	3	20	Med Diploma	Agriculture
11	Agriculture	Bounphet PHANETHAVONG	Specialist/ Technician	M	38	2	21	Vocational	Agriculture
12	Agriculture	Latsamy VONGMANICHANE	Specialist/ Technician	F	26	3	3	Med Diploma	Agriculture
13	Agriculture	Thongvanh CHANTHAMALY	Specialist/ Technician	M	47	2	23	Vocational	Agriculture
14	Livestock	Vanthong BOUNYONG	Unit head	F	26	3	3	Med Diploma	Livestock-Fishery
15	Livestock	Bounthan PHONEMANY	Specialist/ Technician	M	39	2	13	Vocational	Livestock-Fishery
16	Livestock	Thongvanh KEOKENCHANH	Unit head	M	52	1	18	Others	Livestock-Fishery

Name of Office: **DAFO Viengkham**
Date of data update: **2004/6/18**

No.	Section	Name	Position	Sex	Age	Title	Length of work (yr)	Education	Major
1	DAFO	Mr. Bounmy SAVAD	Head of DAFO	M	36	4	8	High Diploma	Forestry
2	DAFO (Forestry)	Mr. Houmphaeng KHANTHALY	Deputy head of DAFO	M	36	3	13	Med Diploma	Forestry
3	Irrigation	Mr. Siphane MISOUK	Deputy head of DAFO	M	48	4	21	High Diploma	Irrigation
3	Forestry	Mr. Sisomphone THALANGSY	Specialist/ Technician	M	47	3	14	Med Diploma	Forestry
4	Forestry	Mr. Sivone SONEMANY	Unit head	M	45	3	13	Med Diploma	Forestry
5	Forestry	Mr. Phaeng PHANTHAVONG	Specialist/ Technician	M	35	3	12	Med Diploma	Forestry
6	Agriculture	Mr. Bounthane MANIVONG	Unit head	M	32	3	10	Med Diploma	Agriculture
7	Agriculture	Ms. Amphay THAVONGSY	Specialist/ Technician	F	28	3	8	Med Diploma	Agriculture
8	Agriculture	Mr. Somveopet DOUANGPASEUTH	Specialist/ Technician	M	28	3	6	Med Diploma	Agriculture
9	Livestock	Mr. Chanthasak PHATHTHANA	Unit head	M	31	3	10	Med Diploma	Livestock
10	Livestock	Mr. Khamphew VILADEAN	Specialist/ Technician	M	26	3	2	Med Diploma	Livestock
11	Livestock	Mr. Bouathong XAYYAVONG	Specialist/ Technician	M	45	1	10	Others	n.a.
12	Livestock	Mr. Bounvong SILAXAY	Specialist/ Technician	M	55	2	25	Vocational	n.a.
13	Administration	Ms. Khambay PHALIVANE	Typing	F	26	2	6	Vocational	Construction School
14	Administration	Mr. Bounmy THAMMAVONG	Unit head	M	42	1	13	Others	n.a.
15	Administration	Ms. Douangchanh VONGSAVANH	Finance	F	29	1	11	Others	n.a.

Attachment-4 (9): List of the Staff of DAFO Xayaboury

Name of Office:	DAFO Xayaboury
Date of data update:	2004/6/18

No.	Section	Name	Position	Sex	Age	Length of work (yr)	Education	Major
1	Administration	Mr. Bounthay Sithep	Chief of DAFO	M	41	22	BSc.	n.a.
2	Administration	Mr. Somban Sihanou	Deputy Chief of DAFO	M	41	18	Techn.	Forestry
3	Administration	Mr. Khamhak Sidaphone	Chief of Admin. Dept.	M	36	13	Diplom.	Forestry
4	Administration	Mr. Paseuth Philavane		M	52	28	Vocat.	Forestry
5	Administration	Mr. Alounsith Posavathdy	Programming	M	38	15	Diplom.	Engineering
6	Administration	Mr. Soulin Sisaketh	Statistic	M	37	12	Techn.	Accounting
7	Administration	Mr. Vixay Xayyavouth	Accounting-Finance	M	42	19	Vocat.	BA
8	Administration	Ms. Bounleng Phakeo	Finance	F	34	12	Techn.	Forestry
9	Administration	Mr. Ouan Atsachanh	Technician	M	53	28	Techn.	Forestry
10	Crops	Mr. Phonesavanh Khamorn	Chief of Agro-Unit	M	40	22	Diplom.	Agriculture
11	Crops	Mr. Bounnhang Khampha	Deputy Chief	M	41	23	Techn.	Agriculture
12	Crops	Mr. Khiomany Khanthavong	Technician	M	39	20	Techn.	Agriculture
13	Crops	Mr. Maykham Danouphane	Technician	M	42	20	Techn.	Agriculture
14	Crops	Mr. Sichanh Hanseuk	Technician	M	30	4	Techn.	Agriculture
15	Crops	Mr. Khamthaneth Nanthalak	Technician	M	29	4	Techn.	Agriculture
16	Crops	Mr. Bounthin Chanthaphouy	Technician	M	32	12	Techn.	Agriculture
17	Crops	Ms. Thongkhoun Philachanh	Technician	F	33	15	Vocat.	Agriculture
18	Livestock	Ms. Bounseng Souksengphet	Chief of Livestock Unit	M	44	22	Techn.	Livestock
19	Livestock	Mr. Hongkeo Philaketh	Deputy Chief	M	35	12	Techn.	Livestock
20	Livestock	Mr. Thongsalob Bounmaseng	Technician	M	38	11	Techn.	Livestock
21	Livestock	Mr. Khamphouth Phakeo	Technician	M	36	6	Vocat.	Livestock
22	Livestock	Mr. Somvang Inta	Technician	M	54	26	Vocat.	Livestock
23	Livestock	Mr. Somphone Ornphanh	Technician	M	52	29	Vocat.	Livestock
24	Livestock	Mr. Khampin Laddaxay	Technician	M	43	17	Vocat.	Livestock
25	Livestock	Ms. Bounmy Philaphak	Technician	F	33	17	Vocat.	Livestock
26	Livestock	Ms. Sommay Lathida	Technician	M	35	15	Vocat.	Livestock
27	Irrigation	Mr. Vivane Leuenglith	Chief of Unit	M	45	27	Techn.	Irrigation
28	Irrigation	Mr. Thongsa Linthongsy	Deputy Chief	M	36	12	Diplom.	Irrigation
29	Irrigation	Mr. Bounhieng Panyavong	Technician	M	39	23	Vocat.	Irrigation
30	Forestry	Mr. Sengchanh Phanoudeth	Chief of Forestry Unit	M	35	13	Diplom.	Forestry
31	Forestry	Mr. Khamtanh Keovixaylath	Deputy Chief	M	39	18	Techn.	Forestry
32	Forestry	Mr. Hao Theekeo	Technician	M	40	20	Techn.	Forestry
33	Forestry	Mr. Phongkeo Bounyavong	Technician	M	34	11	Techn.	Forestry
34	Forestry	Mr. Somkuan Phanongsith	Technician	M	35	12	Techn.	Forestry
35	Forestry	Mr. Khanthong Sisamlarn	Technician	M	34	14	Techn.	Forestry
36	Forestry	Mr. Bounthip Yosavath	Technician	M	38	11	Techn.	Forestry
37	Forestry	Mr. Thongphet Bounxou	Technician	M	31	7	Techn.	Forestry
38	Forestry	Ms. Thephalak Phankah	Technician	F	38	14	Techn.	Forestry
39	Forestry	Mr. Alansakith Sivixay	Technician	M	30	4	Techn.	Forestry
40	Forestry	Ms. Ornta Phongadith	Technician	F	34	14	Techn.	Forestry
41	Forestry	Ms. Alounna Phathana	Technician	F	33	10	Techn.	Forestry
42	Forestry	Mr. Vichith Linthavong	Technician	M	33	10	Techn.	Forestry
43	Forestry	Mr. Bounyord Phanthavong	Technician	M	37	10	Techn.	Forestry
44	Contractual staff	Mr. Dongkhamkeo Xongthaly	Technician	M	28	2	BSc.	Forestry
45	Contractual staff	Mr. Phouphet Khamorn	Technician	M	31	3	Vocat.	Agriculture
46	Contractual staff	Ms. Buavanh Khamhoungvilavong	Typewriter	F	35	4	Vocat.	n.a.
47	Contractual staff	Ms. Phayvanh Thepkhamheuang	Operator	F	28	3	Vocat.	Agriculture
48	Wage employee	Mr. Bounlob		M	41	-		n.a.
49	Wage employee	Ms. Nalin Ounkeo		F	19	-		Accounting
50	Wage employee	Mr. Soulideth		M	n.a.	-		Driving

Attachment - 5

**Result of the Workshop by
Each Office**

Attachment 5-1

Luangnamtha PAFO

Attachment 5-1: Results of the workshop in Luangnamtha Province

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on April 23, 2004 at the conference room of the Provincial Agricultural and Forestry Office (PAFO) of Luangnamtha Province.

1.2 Participants of Workshop

A total of 10 managerial staff of the PAFO attended the workshop. A list of attendants is presented in Table 1.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

The PAFO of Luangnamtha province has six (6) sections and one (1) research center in the office. Those sections are supervised by three (3) deputy director generals of the PAFO. The organizational chart with the roles / responsibilities of each section is presented in Figure 1. The roles / responsibilities of the sections raised in the workshop are summarized as follows:

Roles / Responsibilities of Units	
Section	Roles / responsibilities
Administrative	Personal affairs, Financial management, Planning, cooperation, General reporting
Agriculture	Monitoring of agricultural regulations, Control of agrochemical uses, Control of pest and disease, Collection of statistical data and reporting
Livestock	Control of livestock movement, Promotion of livestock and fishery development, Control of animal diseases, Formulation of rules and regulations
Irrigation	Survey, planning and designing of irrigation systems, Supervision of construction works
Forestry	Promotion of forest management, Land allocation, Conservation of natural and forest resources, Control of logging and harvest of NTFPs
Extension	Facilitation of transfer of irrigation systems, Provision of training to DAFOs and villagers, Provision of technical information, Formulation of production groups, Production of seedlings and promotion of tree planting, Collection of marketing information
Meteorology	Monitoring and collection of meteorological and hydrological data
Rice research	Rice variety research and experiment

According to the participants in the workshop, the roles and responsibilities of PAFES are not clearly divided from those for other technical sections. Overlap of the tasks sometimes gets them confused and results in inefficient work. It is, however, true that the extension section should closely coordinate with other sections in doing promotion / extension work because of the following reasons:

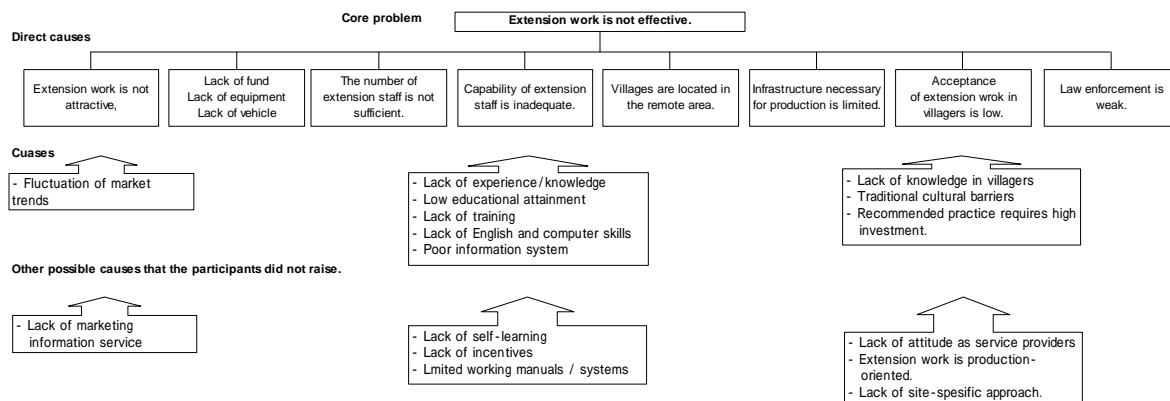
- The staff of PAFES is limited in terms of both quantitative and qualitative aspects.
- The duties / responsibilities of PAFES cover a wide range of technical fields.

2.2 Problem Analysis

It was agreed that the core problem for the analysis was “Extension work is not effective.” The participants raised nine (9) direct causes of the core problem, such as:

- a. Extension work is not attractive for farmers.
- b. Operational fund for extension work is limited.
- c. Equipment and transportation facilities are limited.
- d. The number of extension staff is not sufficient.
- e. Capability of extension staff is inadequate.
- f. Villages are located in remote area.
- g. Infrastructure necessary for production is limited.
- h. Acceptance of extension work in villagers is low.
- i. Law enforcement is weak.

The participants further analyzed causes of “lack of capabilities” and “low acceptance of extension work”. A problem tree made in the session is presented in Figure 2 and summarized as follows.



Result of Problem Analysis

Needless to say, the lack of logistic support such as budget, vehicle, and equipment, has severely influenced the performance of PAFO, while the capability of staff has also caused the ineffectiveness of the work. In addition to the low educational attainment, lack of opportunity for the staff to have training makes their knowledge limited.

It also seems that the participant’s perception of extension work is still “target-oriented” and mere information/material providers rather than “quality-oriented” and problem solvers. In fact, the participants identified “acceptance of extension work is low” or “extension work is not attractive for farmers” as causes of the ineffectiveness. However, they were not able to look at their attitude or the quality of work.

2.3 Analysis of Organization

The participants assessed the weaknesses (negative aspects or competences which have to be improved) and strengths (positive aspects or competences already in place) of the PAFO looking at the organization from the following viewpoints: i) strategies; ii) systems; iii) structure; and iv) staff. The results of discussions are presented in Table 3, and summarized as follows:

Strengths	Weaknesses
<p>Strategy</p> <ol style="list-style-type: none"> 1. There is a strategic plan. 2. The strategic plan gives the goal / objectives to the staff. 3. The tasks / roles are in line with the strategy. <p>System</p> <ol style="list-style-type: none"> 1. There are laws / decrees to be followed. 2. There are some technical guidelines / manuals prepared by external agencies. <p>Structure</p> <ol style="list-style-type: none"> 1. Coordination among section is okay. 2. The staff understands the respective tasks and duties of sections. 3. The tasks and duties are divided for each section. <p>Staff</p> <ol style="list-style-type: none"> 1. Some staffs have capabilities to solve problems. 2. Activities of staff are evaluated periodically. 3. The staff understands the vision / mission of the office. 	<p>Strategy</p> <ol style="list-style-type: none"> 1. Lack of problem analysis 2. Unclear/unpractical strategic plan 3. Lack of staff for planning 4. Unsecured budget 5. Inconsistent between annual plans and strategies / budget. <p>System</p> <ol style="list-style-type: none"> 1. Insufficient M&E 2. Lack of guideline especially for M&E and planning 3. Lack of equipment 4. Lack of coordination between PAFO and research centers 5. Plans are not inconsistent with the present condition. <p>Structure</p> <ol style="list-style-type: none"> 1. Communication among management level is insufficient. 2. Division of responsibilities among the staff is not clear. 3. Actual tasks in the fields are not clearly divided as described in the document. <p>Staff</p> <ol style="list-style-type: none"> 1. Capability of staff is limited, because of: <ul style="list-style-type: none"> - lack of training and learning - lack of foreign language / computer skill - lack of knowledge - lack of technical skills - weak sense of responsibility - lack of computer skill - lack of information from outside sources 2. Lack of professional staff (higher diploma / university graduates) 3. Salary of staff is insufficient.

Strengths and Weaknesses of the Organization

Although the organization has plans (10-year, 5-year and annual plans), the accomplishment has not been as planned. This should be related to the budgetary problem and/or the capability of the staff. It would also be speculated that the plan is not properly formulated based on the actual situation of the organization.

On the other hand, the systems installed especially on planning and M&E may not be practical for the staff to do such activities. In particular, in case that most of the staff have less experience in making a plan and implementing a project, impractical guideline make the situation worsen. In fact, the participants admitted that lack of monitoring is one of the weaknesses of the organization.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 3, and its summary is shown below.

Training courses needed		
Main subject	Training courses suggested	Reason for prioritization
General/Admn	<ol style="list-style-type: none"> a. Administrative management b. Project management (e.g., PCM) c. Planning, Monitoring and Evaluation d. English and computer skills 	No one has studied the management of organization.
Agriculture	<ol style="list-style-type: none"> a. Plant quarantine b. Use of chemicals and pest management c. Sustainable upland farming c. Land use planning 	There is a high potential risk of inflow of new pests from bordering countries.
Livestock/ Fishery	<ol style="list-style-type: none"> a. Fingerling production b. Animal breeding and genetics c. Small scale farm management d. Animal disease diagnostics and control e. Fish farm management 	At present, fingerlings are imported from China. Consumption of fishes in the province has been increasing.

Main subject	Training courses suggested	Reason for prioritization
Irrigation	a. Measurement of soil compactness b. Use of software for planning and designing c. Use of survey tools d. Project analysis	The irrigation section has never tested the compactness of soil.
Forestry	a. Sustainable forest management b. Land use planning c. Community forestry	Sustainable forest management including resource management is important.
Extension	a. Extension techniques b. Community organization and development c. Agroforestry / intercropping / upland agriculture d. Transfer of irrigation system e. Fund development / raising at villages	The staff encountered a difficulty in communicating with farmers.
Meteorology	a. Data collection b. Data analysis	The level of capacity of the staff is very low.

Note: The training courses in bold letter are regarded as priority activities by the participants.

The participants (managerial staff of the PAFO) considered that the staff had some basic knowledge about the subjects that they have usually worked for, such as lowland rice farming, vaccination, planning of irrigation systems, and seedling production. But they agreed that they had little knowledge on systematical thinking / management of the organization or new technical fields, such as upland farming, fingerling production, animal disease diagnostics, sustainable forest management, proper extension work and community organization / development, etc.

Table 1 List of Attendants in the Workshop at Luangnamtha

Date: April 23, 2004

Place: Provincial Agricultural and Forestry Office of Luangnamtha Province

Name	Office / Section	Position
1. Mr. Somchan	PAFO	Deputy head of PAFO
2. Mr. Somkeo Baunsak	Agriculture section	Head of section
3. Mr. Sonchit	Meteorology section	Deputy head of section
4. Mr. Doungdi	Mechanical unit in Admin	Head of unit
5. Mr. Suphavanh	Livestock and fishery section	Head of section
6. Mr. Sonexay OUDON	Irrigation section	Head of section
7. Mr. Sounthon OUNTHALA	Extension section	Deputy head of section
8. Mr. Sonekham PHAMISAY	Lao-IRRI research center	Head of center
9. Mr. Phanit	Lao-IRRI research center	Deputy head of center
10. Mr. Sosingphone	Irrigation section	Deputy head of section

Table 2 Results of Analysis of the Organization

Luangnamtha

Strengths	Weaknesses
1. Strategy 1) PAFO has a strategic plan. 2) DAFO can prepare their plans. 3) Each section has a plan.	1) Implementation / accomplishment of the plan is not enough. 2) The plan is not regularly monitored. 3) Budget can not support the plan / strategy.
2. Systems 1) PAFO can make weekly, monthly and quarterly plans based on the government guideline. 2) Staff follows the plans. 3) There is a system on M&E.	1) There is no system of evaluating activities. 2) Monitoring / evaluation system is not clear. 3) Data collection system is not clear. 4) There is no budget allocated for evaluation.
3. Structure 1) Coordination among sections is sufficient. 2) Coordination with the provincial government / MAF is sufficient 3) Each sector has the respective responsibilities.	1) Organizational structure / division of responsibilities is not clear. 2) The responsibilities of the staff is not clearly demarcated.
4. Staff 1) The staff is awarded by the review of managerial staff.	1) Knowledge of staff is limited, because of: <ul style="list-style-type: none"> - Lack of self-education - Low educational attainment - Limited experience - Limited human development activities - Limited opportunities to have training - Limited opportunities to have knowledge / 2) No. of staff is limited.

Table 3 Training Courses Needed

Subject	Training courses
1. General / Administrative	(1) English skill (2) Computer skill (3) Administrative management (4) Project management (PCM) (5) Exchange program (6) Planning (7) Management, Monitoring and Evaluation
2. Technical 2.1 Agriculture	(1) Plant quarantine (or management of quarantine posts) (2) Use of chemicals (pesticide, fungicide, fertilizer, etc.) (3) Stable / permanent upland farming (4) Agriculture land management (land use planning in agricultural land) (5) Pest and disease management (identification, diagnosis, control, etc.) (6) Post harvest of rice
2.2 Livestock	(1) Animal genetics (2) Animal breed improvement (3) Small scale farm management (4) Animal feed quality improvement (5) Animal disease diagnostics (6) Animal quarantine management (7) Laboratory (8) Animal disease control (9) Fingerling production techniques (10) Fish parent stock management (11) Fish farm / pond management
2.3 Irrigation	(1) Use of soft desk (mapping software) (2) Use of Auto CAD (3) Use of GPS (4) Measurement of soil compactness in supervision of construction works (5) Project analysis
2.4 Forestry	(1) Land use planning (2) Community forestry (3) Sustainable forest management
2.5 Extension	(1) Participatory development (2) Capacity building of communities (3) Agorofrestry / intercropping (4) Extension techniques (5) Method of transfer of irrigation systems (6) Community development (7) Upland agriculture (8) Fund development / raising at villages
2.6 Meteorology	(1) Data collection (2) Data analysis

Note: Items in red and bold letters are regarded as a priority activity by the section heads.

Reasons for the prioritization:

- General: There is no one who has studied the management of organizations.
Staff has little knowledge/experience about management of projects (from planning to evaluation).
- Agriculture: Since the province (Luangnamtha) borders other countries, there is a high potential risk of inflow of new pests.
In fact, there was an outbreak of disease in sugarcane farms last year.
- Livestock: Consumption of fishes in the province has been increasing. At present, fingerlings are imported from China since the present skills as well as facilities are poor in the province.
- Irrigation: The section has never tested the compactness of soil. The staff has just counted how many times a roller passes.
- Forestry: Sustainable forest management including resource management is important.
- Extension: The staff has faced a difficulty in communicating with farmers. There is a need to improve the relationship with farmers.
- Meteorology: The capacity level of staff is very low and the opportunity of training is very limited.

Figure 1 Organizational Chart with Duites / Reponsibilities of the Office

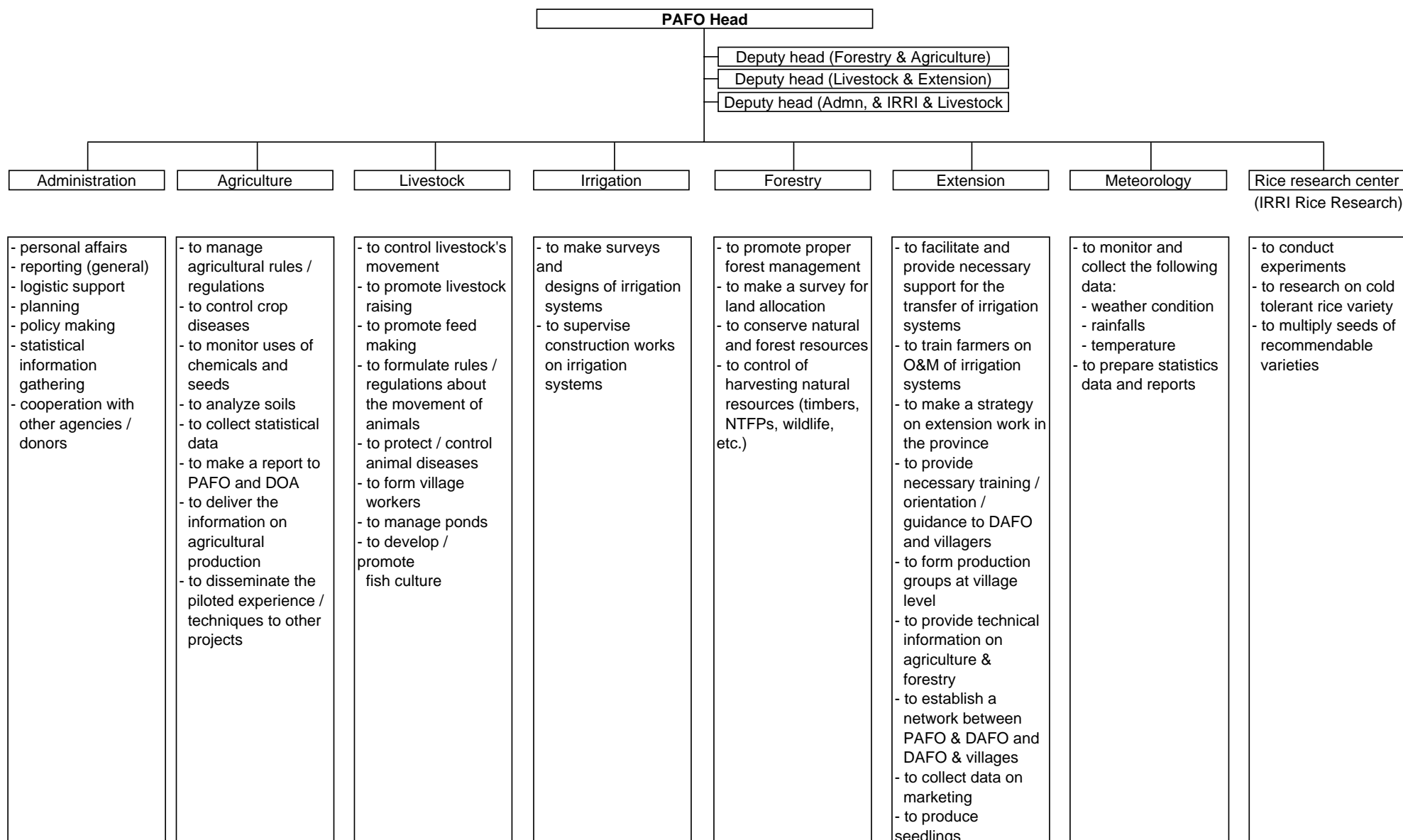
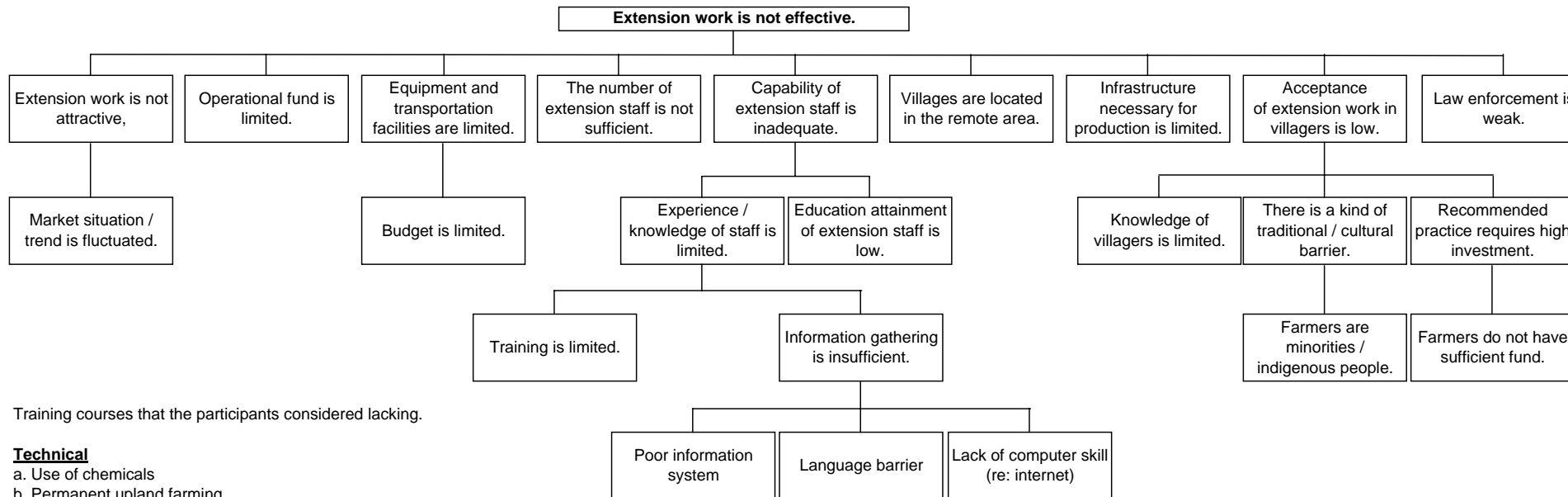


Figure 2 Results of Problem Analysis



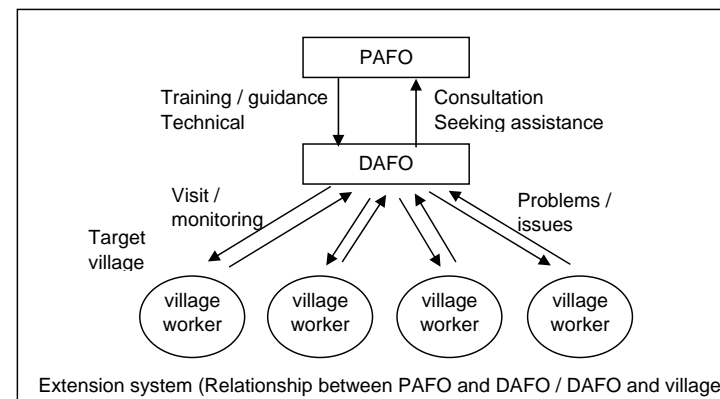
Training courses that the participants considered lacking.

Technical

- a. Use of chemicals
- b. Permanent upland farming
- c. Plant quarantine (or management of quarantine posts)
- d. Use of computer soft wares (Soft desk and Auto CAD)
- e Use of GPS
- f. Measurement of soil compactness (for S/V of construction work)
- g. Any technical matters on agriculture and forestry
- h. Effective extension methods
- i. Techniques on forest management
- j. Preparation of hand books
- k. Planning
- l. Evaluation of project
- m. Participatory training
- n. Forest / wildlife conservation
- o. Forestry seeds / species in Laos
- p. Genetics
- q. Animal breed improvement
- r. Small scale farm management
- s. Animal quarantine (management of quarantine posts)
- t. Animal disease analysis
- u. Fingerling production
- v. Management of fish species
- x. Fish farm management

General

- a. English
- b. Computer
- c. Use of equipment



Attachment 5-2

Bokeo PAFO

Attachment 5-2: Results of the workshop in Bokeo Province

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on April 27, 2004 at the conference room of the Provincial Agricultural and Forestry Office (PAFO) of Bokeo Province.

1.2 Participants of Workshop

A total of 11 managerial staff of the PAFO attended the workshop. A list of attendants is presented in Table 1.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

The PAFO of Bokeo province has seven (7) sections in the office. The director general of the PAFO supervises cabinet (administrative) and extension sections, while two (2) deputy director generals supervise irrigation, livestock and meteorology sections and forestry and agriculture sections, respectively.

The organizational chart with the roles and responsibilities of each section was prepared by the participants as presented in Figure 1. The following table shows its summary.

Roles / Responsibilities of Units

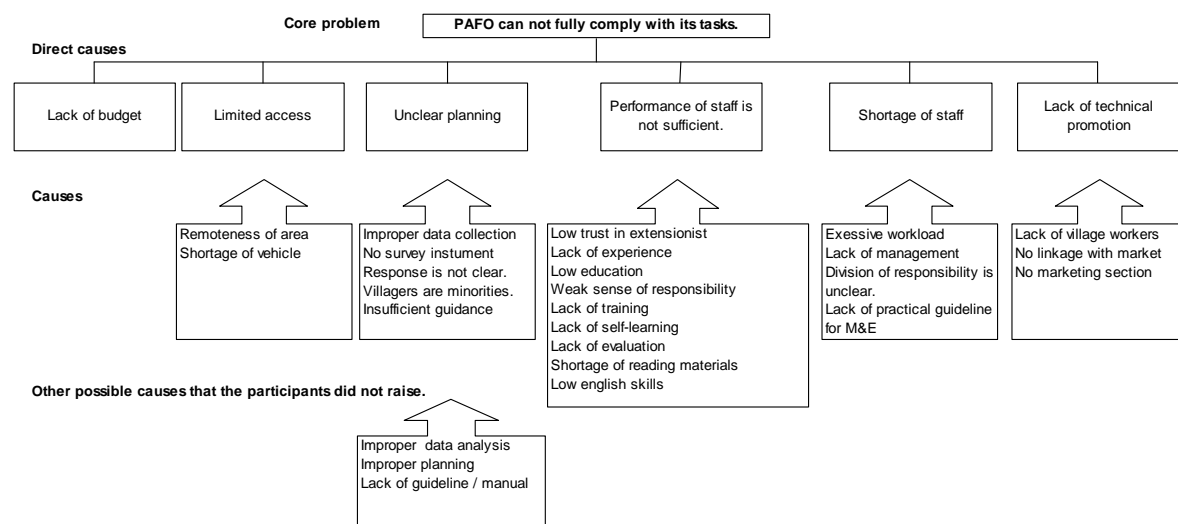
Section	Roles / responsibilities
Administrative	Personal affairs, financial management, data collection, planning, cooperation
Agriculture	Enhancement of agricultural production, control of chemical use, research and experiments, control of diseases and pests, collection of statistical data
Livestock	Promotion of livestock production, provision of veterinary service (including vaccination), promotion of fishery development, control of animal movement
Irrigation	Making surveys and designs for irrigation systems, supervision of construction works, O&M of irrigation systems, provision of training on O&M to DAFOs and farmers
Forestry	Control of shifting cultivation, management of natural resources, control of logging and harvesting of NTFPs, control of wood industry
Extension	Provision of technical training to DAFOs and villagers, distribution of seeds of improved varieties, promotion of reforestation, monitoring of land allocation program, experiment
Meteorology	Collection of data on meteorology and river discharge, reporting of data collected to DOM, studying climatic data for irrigation development

2.2 Problem Analysis

It was agreed that the core problem for the analysis was “The PAFO can not fully comply with its tasks.” The participants raised six (6) direct causes of the core problem, such as:

- a. Lack of budget
- b. Limited access to villages
- c. Unclear / inappropriate plans
- d. Insufficient staff's performance
- e. Shortage of staff
- f. Lack of technical extension

The participants further analyzed causes of the direct causes. A problem tree made in the session is presented in Figure 2 and summarized as follows.



Result of Problem Analysis

The participants identified “lack of training (or lack of opportunity to have training)” and “lack of self-learning” as the causes of “lack of knowledge / experience”. Further analysis showed that the staff’s English skill and the limited information sources in Laotian language kept them away from self-learning.

It is noted that the participants identified “unclear / inappropriate plans” as one of the direct causes of the poor performance. Improper and/or insufficient data collection was identified the cause of “unclear / inappropriate plans”. There would also be other causes such as “improper data analysis”, “improper planning” and “lack of practical guidelines / manuals”, although they were not identified in the discussion.

2.3 Analysis of Organization

The participants assessed the weaknesses (negative aspects or competences which have to be improved) and strengths (positive aspects or competences already in place) of the PAFO. The results of discussions are presented in Table 2, and summarized as follows:

Strengths	Weaknesses
<p>Strategy</p> <ol style="list-style-type: none"> 1. There is a strategic plan. 2. The strategic plan gives the goal / objectives to the staff. 3. The tasks / roles are in line with the strategy. <p>System</p> <ol style="list-style-type: none"> 1. There are laws / decrees to be followed. 2. There are some technical guidelines / manuals prepared by external agencies. <p>Structure</p> <ol style="list-style-type: none"> 1. Coordination among section is okay. 2. The staff understands the respective tasks and duties of sections. 3. The tasks and duties are divided for each section. <p>Staff</p> <ol style="list-style-type: none"> 1. Some staffs have capabilities to solve problems. 2. Activities of staff are evaluated periodically. 3. The staff understands the vision / mission of the office. 	<p>Strategy</p> <ol style="list-style-type: none"> 1. Lack of problem analysis 2. Unclear/unpractical strategic plan 3. Lack of staff for planning 4. Unsecured budget 5. Inconsistent between annual plans and strategies / budget. <p>System</p> <ol style="list-style-type: none"> 1. Insufficient M&E 2. Lack of guideline especially for M&E and planning 3. Lack of equipment 4. Lack of coordination between PAFO and research centers 5. Plans are not inconsistent with the present condition. <p>Structure</p> <ol style="list-style-type: none"> 1. Communication among management level is insufficient. 2. Division of responsibilities among the staff is not clear. 3. Actual tasks in the fields are not clearly divided as described in the document. <p>Staff</p> <ol style="list-style-type: none"> 1. Capability of staff is limited, because of: <ul style="list-style-type: none"> - lack of training and learning - lack of foreign language / computer skill - lack of knowledge - lack of technical skills - weak sense of responsibility - lack of computer skill - lack of information from outside sources 2. Lack of professional staff (higher diploma / university graduates) 3. Salary of staff is insufficient.

Results of analysis of the organization

The participants showed their dissatisfaction with their strategic plans, such as “Problem analysis is lacking”, “The strategic plans are unclear”, and “The strategic plan can not be followed”.

As for the system, the participants raised “there are laws / decrees that the staff can follow in the work” as a strength, while “lack of practical guidelines especially on planning and M&E” was identified as a weakness of the organization.

The participants pointed out that tasks and duties of the individual staffs were not clearly divided especially for the work at the field level although the office has an organizational structure. On the other hand, they also admitted the capability of the staff was a weakness of the organization.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 3, and its summary is shown below.

Training courses needed	
Main subject	Training courses suggested
Common	<ol style="list-style-type: none"> a. English / computer skill b. Project management (e.g., PCM) c. Administrative management d. Human development e. Preparation of project proposals
Irrigation	<ol style="list-style-type: none"> a. O&M of irrigation systems b. Survey and design of irrigation systems (using Auto CAD) c. Planning and implementation of irrigation development projects

Main subject	Training courses suggested
Agriculture	a. Management / cultural practices of fruit trees b. Use of herbal pesticide c. Protection of vegetables from pest and disease d. Method for data collection e. Land use planning based on soil and water resources
Livestock/ Fishery	a. Management of livestock b. Animal disease analysis (diagnostics) c. Reproduction
Forestry	a. Land use planning (including survey) b. Forest management c. Reduction of shifting cultivation d. Conservation of forest e. Silvicultural practice (including harvesting) f. NTFPs g. Use of survey equipment (GPS, etc.)
Extension	a. Techniques on upland farming (sloping agriculture) b. Watershed management c. Extension method (information delivery, extension system, etc.) d. Marketing analysis e. Livelihood development
Meteorology	a. Data processing b. Flood forecasting
Administration	a. Problem analysis b. Planning of strategic plans (including data collection and analysis) c. Monitoring and evaluation d. Reporting system

Note: The prioritization was not made due to time limitation.

The results show that the staff in general has weak capability in analytic thinking such as planning, management, and monitoring and evaluation (M&E) of their work. Besides, the participants wanted to have training on technical fields which are probably new to them, for instance,

- O&M of irrigation system and use of AutoCAD (irrigation);
- management of fruit trees, control of pests and diseases and land use planning (agriculture)
- animal disease analysis and reproduction (livestock)
- land use planning, forest management, silvicultural practice, NTFPs, use of GPS (forestry)
- sloping agriculture, watershed management, extension, marketing, livelihood development (extension)
- problem analysis, planning of strategic plans, M&E (administration)

Table 1 List of Attendants in the Workshop at Bokeo

Date: April 27, 2004

Place: Provincial Agricultural and Forestry Office of Bokeo Province

Name	Office / Section	Position
1. Mr. Khammanh CHANTHAKEO	Cabinet office	Head of office
2. Mr. Laine CHANTHAVONG	Meteorology section	Head of section
3. Mr. Somjai VINGPANYA	Extension section	Head of section
4. Mr. Kheuanphet VONGCHANH	Irrigation section	Head of section
5. Mr. Khammy PHILAPHONE	Livestock section	Deputy head of section
6. Mr. Amphanh LEUANGSAVONH	Extension section	Deputy head of section
7. Ms. Mounli KEOPANYA	Agriculture section	Deputy head of section
8. Mr. Kongkham PHOMVILAI	Forestry section	Deputy head of section
9. Ms. Manivone Bounthavy	Cabinet office	Deputy head of section
10. Mr. Sibounheung PHANTULUCK	Forestry section	Head of section
11. Mr. Somsanith ONECHANH	Cabinet office	Deputy head of section

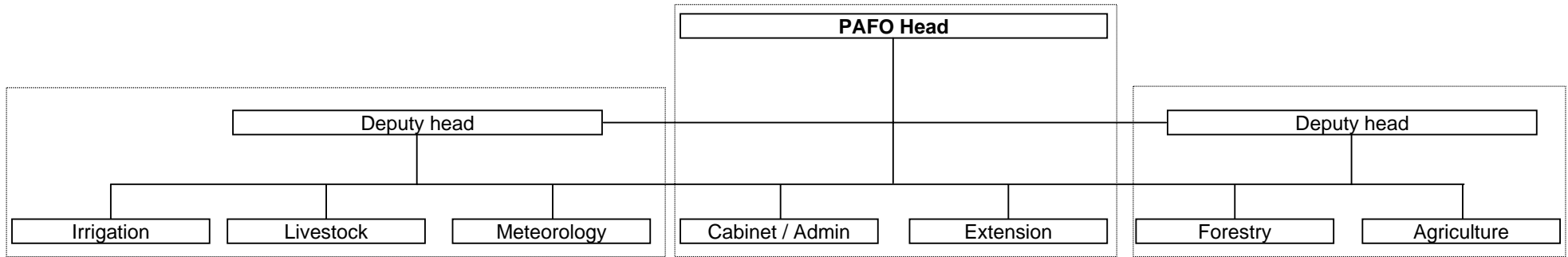
Table 2 Results of Analysis of the Organization

Strengths	Weaknesses
<p>1. Strategy</p> <p>1) There is a strategy (strategic plan) planned.</p> <p>2) The strategic plan gives the staff the goals / objectives.</p> <p>3) The tasks / roles are in line with the strategy.</p>	<p>1) Problem analysis is lacking.</p> <p>2) The strategic plan is unclear.</p> <p>3) The strategic plan can not be followed.</p> <p>4) The number of staff for planning is inadequate.</p> <p>5) The budget is not secured.</p> <p>6) The annual plan was not accomplished.</p> <p>7) Some of plans of the annual plan was not approved.</p> <p>8) The annual plan is not fully consistent with the strategic plan.</p>
<p>2. Systems</p> <p>1) There are law and decrees that the staff can follow in the work.</p> <p>2) Technical sections have researched and studied existing guidelines on implementation.</p> <p>3) Coordination among the sections is good.</p>	<p>1) Monitoring and evaluation is not undertaken continuously.</p> <p>2) There is no guideline (practical guideline) especially on M&E and planning.</p> <p>3) The reporting system is inadequate.</p> <p>4) Equipment in the office is insufficient.</p> <p>5) Research and experiment are lacking.</p> <p>6) The plan does not reflect the actual situation of the fields.</p>
<p>3. Structure</p> <p>1) The staff understands their tasks and duties.</p> <p>2) The tasks and responsibilities are divided to the sections.</p>	<p>1) Communication between / among management levels is insufficient.</p> <p>2) The division of responsibilities among the staff is not clear.</p> <p>3) Actual tasks in the field are not clearly divided as described in the document.</p> <p>4) Coordination between / among sections is insufficient.</p> <p>5) The number of extension staff is inadequate.</p>
<p>4. Staff</p> <p>1) Some staffs have capability to solve problems.</p> <p>2) Activities of staff are evaluated periodically.</p> <p>2) The staff understands and works toward the vision.</p>	<p>1) Capability of staff is limited, because of:</p> <ul style="list-style-type: none"> - Lack of training and learning - Lack of foreign language skill - Lack of knowledge - Lack of technical skill - Lack of responsibility - Lack of computer skill - Limited data/information from abroad <p>2) The professional staff is inadequate.</p> <p>3) The number of staff is insufficient.</p> <p>4) The coordination between / among sections is inadequate.</p> <p>5) Salary of staff is not sufficient.</p>

Table 3 Training Courses Needed

Subject	Training courses
1. General / Administrative	(1) English skill (2) Computer skill (3) Administrative management (4) Project management (from planning to monitoring & evaluation) (5) Human resource development (6) Management of documents (7) Preparation of project proposals (8) Maintenance and operation of agricultural machines (handtractor, thresher)
2. Technical 2.1 Agriculture	(1) Management of fruit trees (2) Use of herbal pesticide (3) Protection of pest and diseases of vegetables (4) Collection of data on agricultural production (5) Land use planning based on soil and water resources
2.2 Livestock	(1) Management of livestock (2) Animal disease analysis (diagnostics) (3) Reproduction
2.3 Irrigation	(1) Operation and maintenance of irrigation systems (2) Survey and design (Use of programs for designing) (3) Planning and development of irrigation systems
2.4 Forestry	(1) Reduction of shifting cultivation (2) Land use management (agriculture and forestry) (3) Survey and planning (4) Forest management (5) Forest conservation / protection (6) Forest production / logging (7) Silvicultural practice (8) NTFPs (9) Use of survey equipment (such as GPS, others)
2.5 Extension	(1) Techniques on upland farming (2) Watershed management (3) Delivery of information (4) Marketing analysis (5) Extension system (6) Livelihood development
2.6 Meteorology	(1) Data processing (2) Flood forecasting
2.7 Admn (Planning)	(1) Problem analysis (2) Planning (4) Data collection and data analysis (5) Monitoring and evaluation method (6) Reporting system

Figure 1 Organizational Chart with Duites / Responsibilities of the Office



- to collect statistical data
- to make surveys and designs of irrigation system
- to supervise construction works on irrigation systems
- to operate and maintain irrigation systems
- to provide training on O&M of irrigation system to DAFOs & villagers
- to manage equipment

- to promote livestock
- to provide services on livestock
- to provide a vaccination service
- to provide services on fishery
- to control / manage livestock's movement and exportation

- to collect meteorological data
- to report collected data to DOM
- to receive information from DOM
- to collect data on river water level
- to study climatic data for irrigation development
- to manage equipment

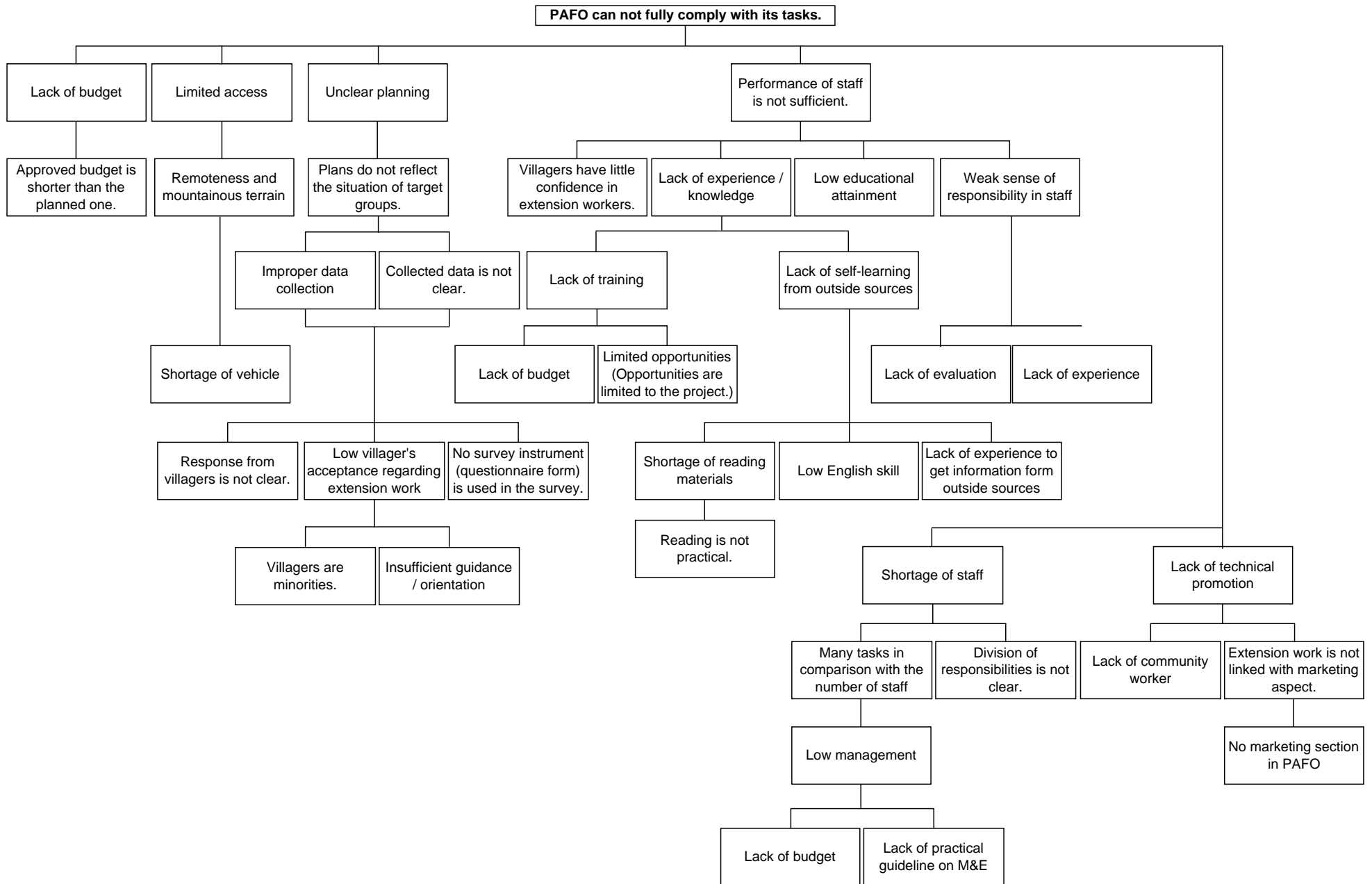
- personal affairs
- financial management
- statistical data collection
- planning
- cooperation with other agencies / donors
- data collection from other sections and preparation of report

- to provide technical training to DAFOs and villagers
- to promotion / distribute seeds of improved varieties
- to promotion of improved varieties
- to promote reforestation / afforestation
- to encourage farmers to stop shifting cultivation
- to monitor land allocation program
- to alleviate poverty
- to conduct demonstration and experiment

- to control shifting cultivation
- to manage natural resources
- to manage forests
- to manage and control logging and NTFPs harvesting
- to control of movement of timbers and NTFPs
- to control / manage wood processing industries
- to make a survey and plan on logging and harvesting of NTFPs

- to enhance agricultural production
- to control / manage chemical uses
- to conduct researches and experiments
- to collect statistical data
- to control pest and diseases of crops

Figure 2 Results of Problem Analysis



Attachment 5-3

Vientiane PAFO

Attachment 5-3: Results of the workshop in Vientiane Province

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on April 30, 2004 at the conference room of the Provincial Agricultural and Forestry Office (PAFO) of Vientiane Province.

1.2 Participants of Workshop

A total of 16 managerial staff of the PAFO attended the workshop. A list of attendants is presented in Table 1.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

The PAFO of Vientiane province has seven (7) sections in the office. The director general (DG) of the PAFO directly supervise the cabinet (administration) section in addition to management of the entire office. Three (3) deputy director generals (DDGs) assist DG supervising the respective technical sections, namely, irrigation and meteorology by DDG-1, livestock and agriculture by DDG-2, and forestry by DDG-3. Besides, the office has many on-going projects in collaboration with several donors / international organizations at present.

It is noted that the Vientiane province has a slightly different organizational structure in which the administration section is placed between DG and other technical sections while it is usually put in the same line in other provinces.

The organizational chart with the roles and responsibilities of each section was prepared by the participants as presented in Figure 1. The following table shows its summary.

Roles / Responsibilities of Units

Section	Roles / responsibilities
Administration	Planning, cooperation with other agencies / organizations, secretariat for DG, financial management, personal affair
Agriculture	Promotion of agriculture and livestock development, data collection, agricultural research and experiment, regulation and control of agro-chemical use and farm products in the market, seed multiplication
Livestock	Vaccination, fishery development, regulation of livestock, planning of livestock and fishery development
Irrigation	Data collection, survey and design of irrigation systems, supervision of construction works, O&M and repair of irrigation systems, transfer of irrigation systems to farmers
Forestry	Tree planting, survey, forest management, management of wood industry, conservation of wildlife and forests, control of shifting cultivation
Extension	Promotion of agriculture, livestock and fishery development, promotion of land allocation, provision of training to DAFO staff & farmers on sloping agriculture, livelihood development for shifting cultivators
Administration	Data collection (meteorological and hydrological data), reporting

According to the participants, the roles / responsibilities of sections are not clearly divided between / among section, especially between extension and agriculture and extension and livestock. The uncertainty sometimes gets them confused in doing their work.

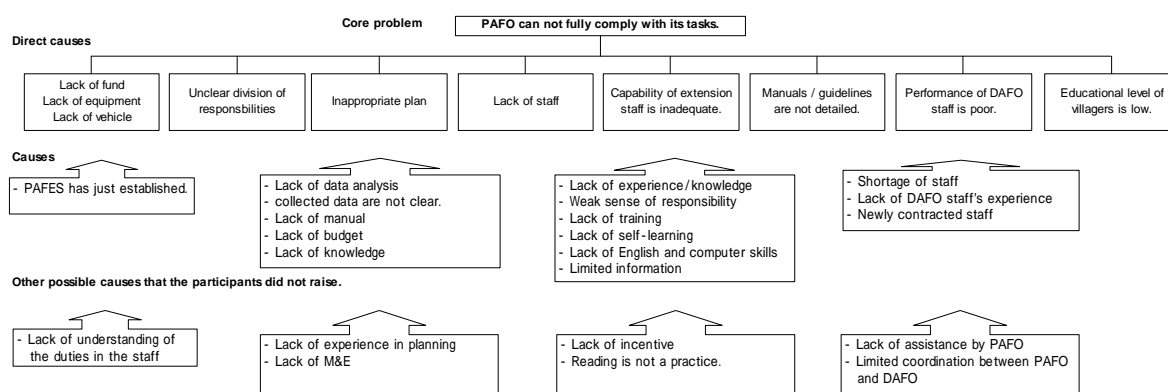
2.2 Problem Analysis

It was agreed that the core problem for the analysis was “The PAFO can not fully comply with its tasks.” The participants pointed out nine (9) direct causes of the core problem, such as:

- a. Lack of budget
- b. Lack of vehicle and equipment
- c. Unclear division of duties / responsibilities among sections
- d. Inappropriate planning
- e. Lack of staff
- f. Capability of the staff is not sufficient.
- g. Educational level of villagers is low.
- h. Performance of extension workers (DAFO staffs) is poor.
- i. Manuals / guidelines are not detailed.

The participants further analyzed causes of the direct causes, especially on items c), d) and f). It seemed to be difficult for the participants to analyze the problems since the concerns of some staffs were put on the physical problems (such as budget, staff and equipment). There is no doubt that those are crucial for the performance of the PAFO, but there might be an inclination to avoid looking at weaknesses of the own organization. This may be related to the age of participants (the participants were rather senior in the workshop in Vientiane province.).

A problem tree made in the session is presented in Figure 2 and summarized as follows.



Result of Problem Analysis

The participants identified that the causes of “inappropriate plans” were “lack of data analysis” and “collected data are not clear” and those were caused by “budgetary limitation”, “lack of knowledge” and “lack of manual”. It may be also true that “the staff has no

experience in planning” and/or “the monitoring and evaluation system is not adequate”. On the other hand, it was considered that “lack of capability” was caused by “lack of training”, “lack of experience”, “lack of knowledge” and “weak sense of responsibility”, which are owing to “lack of information”, “lack of English skill” “lack of exchanging ideas / study tour”.

The participants also pointed out that the performance of DAFOs was not effective, because the budget of DAFO is limited and experience of DAFO staff is not sufficient. Although they are parts of the causes, there seem to be additional causes, such as “the performance of the PAFO is not sufficient” and “the coordination between the PAFO and DAFOs is not well”.

2.3 Analysis of Organization

The participants assessed the weaknesses (negative aspects or competences which have to be improved) and strengths (positive aspects or competences already in place) of the PAFO. The results of discussions are presented in Table 2, and summarized as follows:

Strengths	Weaknesses
<p>Strategy</p> <ol style="list-style-type: none"> 1. There is a strategic plan. 2. The strategic plan gives the goal / objectives to the staff. 3. The tasks / roles are in line with the strategy. <p>System</p> <ol style="list-style-type: none"> 1. There are laws / decrees to be followed. 2. There are some technical guidelines / manuals prepared by external agencies. <p>Structure</p> <ol style="list-style-type: none"> 1. Coordination among section is okay. 2. The staff understands the respective tasks and duties of sections. 3. The tasks and duties are divided for each section. <p>Staff</p> <ol style="list-style-type: none"> 1. Some staffs have capabilities to solve problems. 2. Activities of staff are evaluated periodically. 3. The staff understands the vision / mission of the office. 	<p>Strategy</p> <ol style="list-style-type: none"> 1. Lack of problem analysis 2. Unclear/unpractical strategic plan 3. Lack of staff for planning 4. Unsecured budget 5. Inconsistent between annual plans and strategies / budget. <p>System</p> <ol style="list-style-type: none"> 1. Insufficient M&E 2. Lack of guideline especially for M&E and planning 3. Lack of equipment 4. Lack of coordination between PAFO and research centers 5. Plans are not inconsistent with the present condition. <p>Structure</p> <ol style="list-style-type: none"> 1. Communication among management level is insufficient. 2. Division of responsibilities among the staff is not clear. 3. Actual tasks in the fields are not clearly divided as described in the document. <p>Staff</p> <ol style="list-style-type: none"> 1. Capability of staff is limited, because of: <ul style="list-style-type: none"> - lack of training and learning - lack of foreign language / computer skill - lack of knowledge - lack of technical skills - weak sense of responsibility - lack of computer skill - lack of information from outside sources 2. Lack of professional staff (higher diploma / university graduates) 3. Salary of staff is insufficient.

Strengths and Weaknesses of the Organization

The results of analysis show contrasts between strengths and weaknesses, for example, “there are strategic plans but some plans are inadequate”, “There are systems but systems are not detailed” or “The structure is in place but division of responsibilities of sections is not clear.” It is therefore speculated that there are overall frameworks defined by decrees / provisions by MAF but there might be no practical guideline that interprets decrees / provisions for the PAFO to comply with the overall frameworks.

On the other hand, the participants pointed out that the staff’s capability was one of weaknesses of the office, namely, lack of update knowledge (for senior staff), shortage of experience (for new staff), lack of computer skill and English skill, weak responsibility for their work, and self-learning attitude.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 3, and its summary is shown below.

Training courses needed	
Main subject	Training courses suggested
Administration	1 st : Office / Administrative management 2 nd : Planning 3 rd : Computer and English skills
Agriculture	1 st : Plant quarantine 2 nd : Data collection and analysis 3 rd : Pest and disease control 4 th : Agricultural statistics
Irrigation	1 st : Use of Auto CAD 2 nd : Planning 3 rd : O&M and transfer of irrigation systems
Livestock/ Fishery	1 st : Livestock statistics 2 nd : M&E 3 rd : Livestock farm management 4 th : Catfish breeding 5 th : Pest and disease control
Forestry	1 st : Land use planning (including inventory survey) 2 nd : Seed management 3 rd : Community forestry 4 th : Silvicultural practice 5 th : Management of wood industries
Extension	1 st : Participatory poverty action (participatory assessment method) 2 nd : Community development 3 rd : Marketing survey at the village level 4 th : Training of trainers (TOT) 5 th : Upland / sloping agriculture technology
Meteorology	1 st : Data analysis 2 nd : Management and processing data in computer 3 rd : Data collection on natural disaster

Note: Training courses are put in order from 1st to 5th according to the priority

The results show that the staff in general has weak capability in analytic thinking such as planning, management, and monitoring and evaluation (M&E) of their work. Besides, the participants wanted to have training on technical fields that are probably needed for their work lately, such as: “plant quarantine”, “pest and disease control”, “O&M and transfer of irrigation systems”, “M&E”, “catfish breeding”, “pest and disease control (for animals)”, “and use planning”, “community forest”, “silvicultural practice,” “participatory assessment”, “community development”, “marketing survey”, “TOT”, and “sloping agriculture”.

Table 1 List of Attendants in the Workshop at Vientiane

Date: April 30, 2004

Place: Provincial Agricultural and Forestry Office of Vientiane Province

Name	Office / Section	Position
1. Mr. Khonsavan SIACKSONE	Irrigation section	Head of section
2. Mr. Phettavisay SILIPONG	Upland project	Deputy Project Director
3. Mr. Pounsavat FONGSINOUNE	Forestry section	Deputy head of section
4. Mr. Thonglor KHAMVONGSA	Upland project	Project Director
5. Mr. Sompeng KEOMAHAVONG	CMI Project	Project Director
6. Mr. Sithaheng THONGSAVANH	Extension section	Head of section
7. Mr. Phouvieng SOUTHAMAVONG	Livestock section	Staff
8. Mr. Vongphachane BALAVONG	Namgum Development Pjt	Project Director
9. Mr. Bounthai XAYSANAVONGPHET	Meteorology section	Head of section
10. Mr. Bounthai THAVONESOUK	Extension section	Deputy head of section
11. Mr. Bounkham INTACHACK	Forestry section	Head of section
12. Mr. Somdy NATHANONGSY	CMI Project	Deputy Project Director
13. Mr. Saleupsack	Meteorology section	Deputy head of section
14. Ms. Vanhdy VONGXAY	Agriculture section	Staff
15. Mr. Sombath VONGLATSAMY	Agriculture section	Staff
16. Mr. Khamphan SANEST	Cabinet section	Head of section

Table 2 Results of Analysis of the Organization

Vientiane

Strengths	Weaknesses
1. Strategy 1) There are 10-year, 5-year and annual plans.	1) Some plans are not adequate, although there are plans. 2) Achievement is lower than the target in the plan. 3) Accomplishment is belated.
2. Systems 1) There are systems on planning, implementation and M&E.	1) Budget allocation is belated. 2) Some manual are written in English. 3) Supervision / inspection is not strong. 4) Technical manuals / guidelines are not sufficient. 5) Management is not smooth since the systems are not detailed / practical.
3. Structure 1) The organizational structure is in place.	1) Division of responsibilities of the sections is not clear especially for extension matters. 2) Coordination between the sections is insufficient. 2) The capability of extension staff is not sufficient. 3) The number of extension staff is inadequate.
4. Staff 1) Staff has basic skills. 2) Staff understands and works toward the mission. 2) Staff is patient.	1) Capability of staff is limited, because of: - Lack of updated knowledge - Lack of foreign language skill - Shortage of experience (new staff) - Lack of opportunity to exchange experience among staff - Lack of responsibilities - Lack of sense of responsibility (some staff) - Lack of self-learning 2) Budget allocated for mobilization of staff is limited.

Table 3 Training Courses Needed

Vientiane

Subject	Training courses
1. General / Administrative	(1) Office / Administrative Management (2) Planning (3) Computer and English skills
2. Technical	
2.1 Agriculture	(1) Plant quarantine (2) Data collection and data analysis (3) Pest and disease control (4) Agricultural statistics
2.2 Livestock	(1) Livestock statistics (2) Monitoring and evaluation (3) Livestock farm management (4) Catfish breeding (5) Pest and disease control (6) Meat inspection
2.3 Irrigation	(1) Use of applications for survey and design (Auto CAD) (2) Planning (3) Operation and maintenance (Transfer of irrigation systems)
2.4 Forestry	(1) Forestry inventory and land use planning (2) Seed management (3) Community forestry (4) Plantation management (Silvicultural practice) (5) Management of wood processing
2.5 Extension	(1) Participatory poverty alleviation (2) Community development (3) Marketing survey at the village level (4) Training of trainers (methodology) (5) Upland farming (6) Agroforestry system (7) Intercropping (8) Soil management in upland area (9) Marketing information system (10) Study tour (11) English training
2.6 Meteorology	(1) Data analysis of meteorological data (2) Management / processing of meteorological data in computer (3) Data collection of natural disaster

Remarks: The order of training courses from (1) to (5) is based on the priority of the training courses.

Reasons for the prioritization:

Admn: Willing to know how to allocate tasks among staff. There is nobody who has studied office management. Willing to prepare a practical / correct plan.

Agriculture: Since the province (Luangnamtha) borders other countries, there is a high potential risk of inflow of new pests. In fact, there was an outbreak of disease in sugarcane farms last year.

Livestock: At present, data collected are not adequate although they were used for planning. Feels that insufficient M&E make their work difficult.

Irrigation: There is no software at present, but like to know how to use AutoCAD for the validation of contractors report/drawings, since the contractors usually use Auto CAD.

Forestry: Only one (1) person can make a land use plan using GIS. Willing to know how to store seeds maintaining its quality

Extension: PRA can be used for data collection as an effective tool. Concept of community forestry is important for control of sifting cultivation, but no one has studied such aspect. No one who has knowledge about marketing is in the office.

Meteorology: The staff can not analyze / process the collected meteorological data.

Figure 1 Organizational Chart with Duties / Responsibilities of the Office

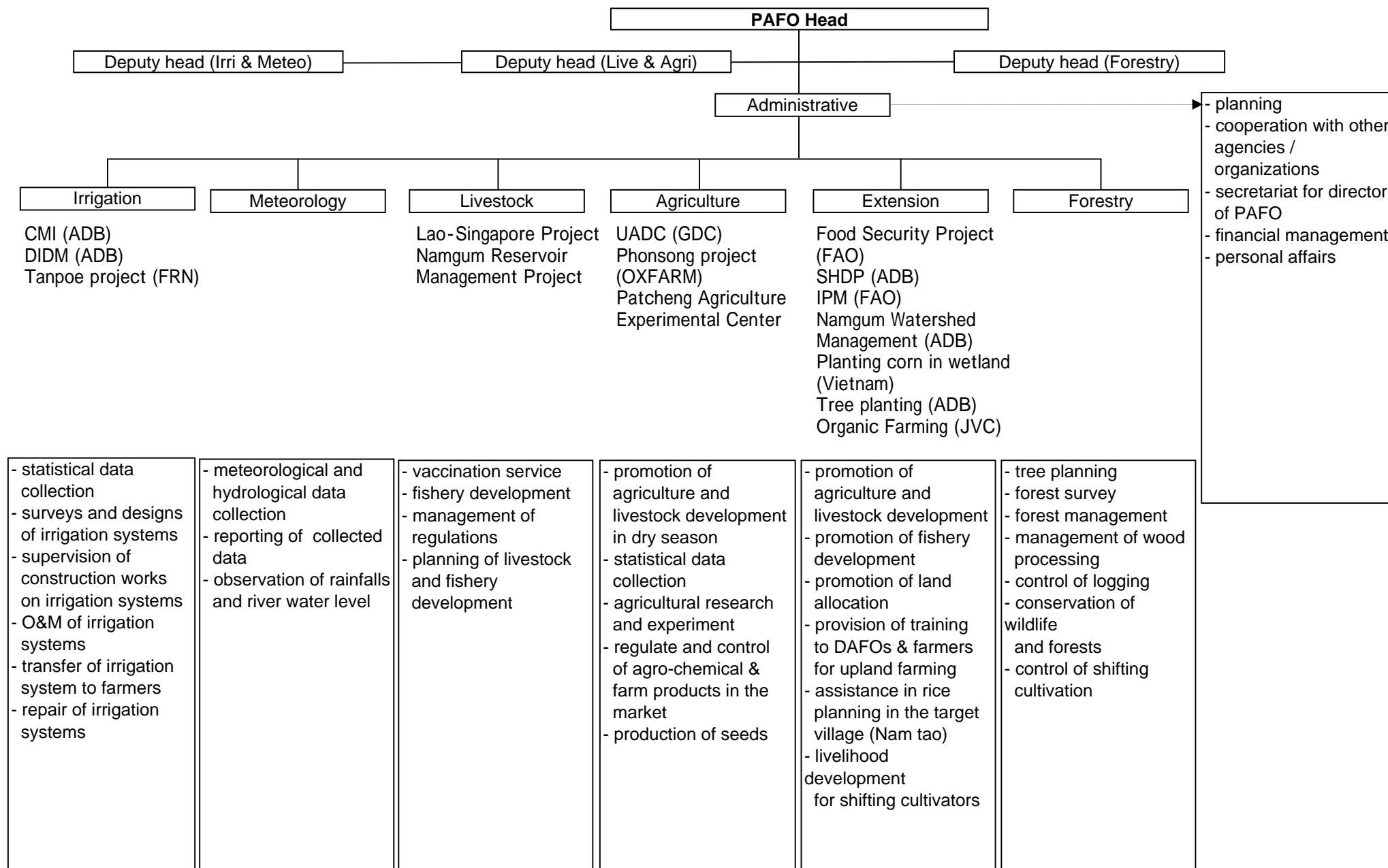
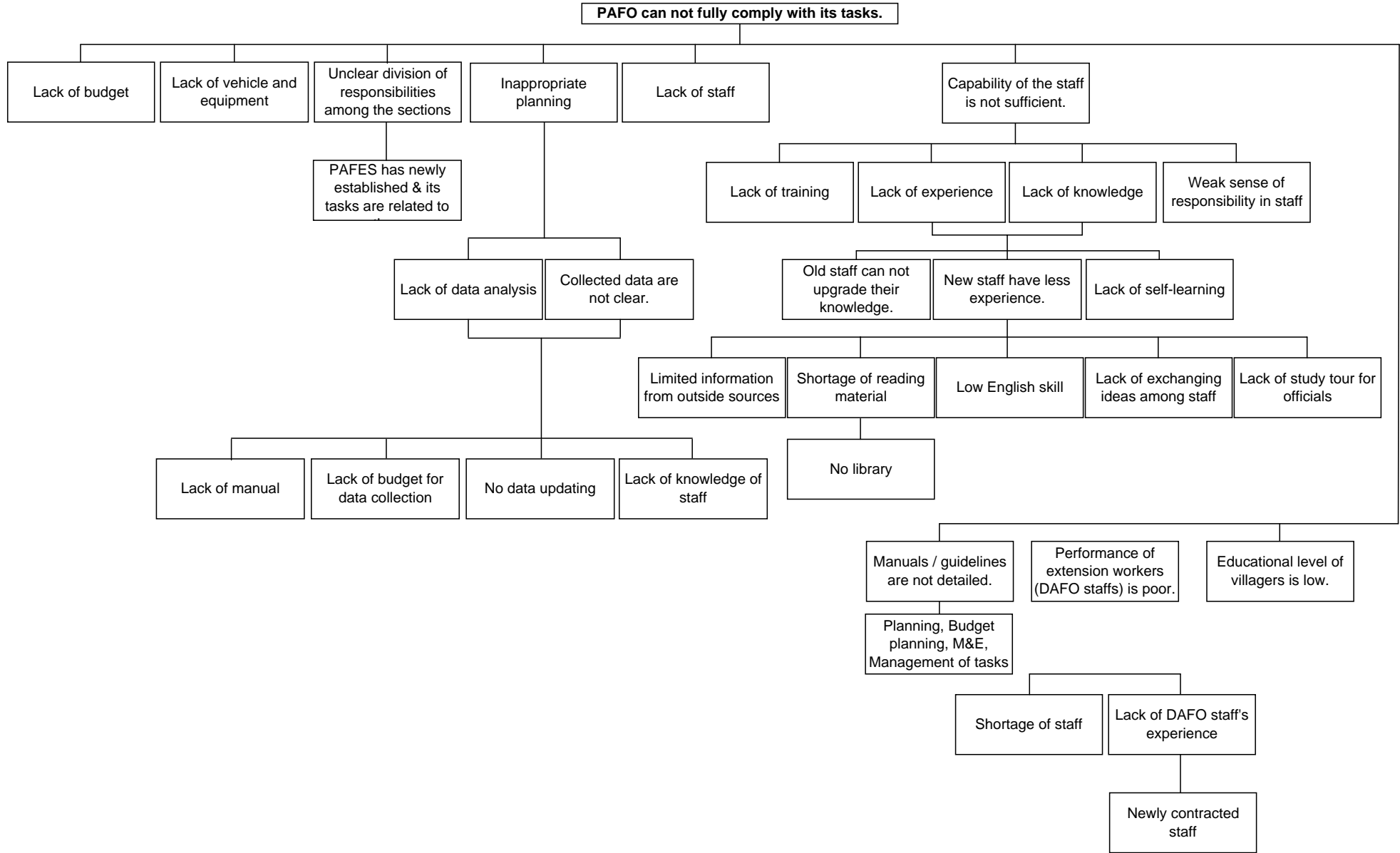


Figure 2 Results of Problem Analysis



Attachment 5-4

Huaphanh PAFO

Attachment 5-4: Results of the workshop in Huaphanh Province

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on May 4, 2004 at the conference room of the Provincial Agricultural and Forestry Office (PAFO) of Huaphanh Province.

1.2 Participants of Workshop

A total of 11 managerial staff of the PAFO attended the workshop. A list of attendants is presented in Table 1.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

The organizational structure of Huaphanh PAFO is the same with the one of other PAFOs. It has seven (6) sections composed of six (6) technical sections and one (1) administration section. There are two (2) deputy director generals (DDGs) supervising the sections except forest section, since the director general (DG) is responsible for forestry matters.

The organizational chart with the roles and responsibilities of each section was prepared by the participants as presented in Figure 1. The following table shows its summary.

Roles / Responsibilities of Sections

Section	Roles / responsibilities
Administration	Management of documents, secretariat, planning, cooperation, policy organization
Agriculture	Pest and disease control, agricultural promotion (fruits, crops, rice), crop research and experiment, management of farm lands, soil analysis and improvement, land allocation for agriculture
Livestock	Production of animal feed, animal breeding, fingerling production, supply of animals, fingerlings and feed, livestock promotion, provision of veterinary service
Irrigation	Survey and design of irrigation systems, supervision of construction works, O&M and repair of irrigation systems, transfer of the systems
Forestry	Management of forests and NBCAs, management of logging and wood processing factories, wildlife conservation, law enforcement, community forest management, statistical data collection and planning
Extension	Tree plantation, land allocation, rural development, provision of technical information and training on agriculture and forestry matters, land use planning for agriculture development, data collection on agriculture sector
Meteorology	Data collection (meteorological and hydrological data), weather forecast, provision of meteorological information to other sectors and airport

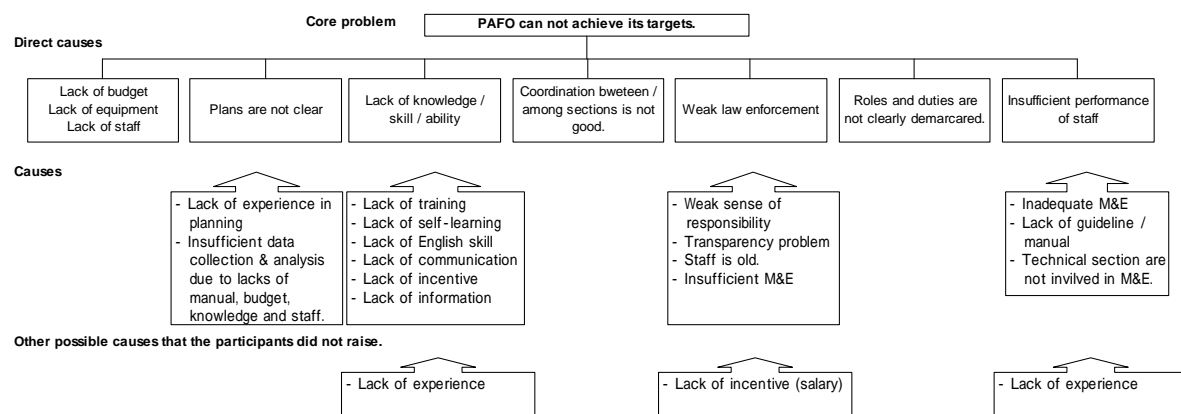
There were some regional features seen in the roles of the PAFO, which are “production of animal feed” and “conservation of wildlife and NBCAs”. Those are related to the existence of a state enterprise of animal feed production and National Biodiversity Conservation Areas (NBCAs) in the province.

2.2 Problem Analysis

It was agreed that the core problem for the analysis was “The PAFO can not fully comply with its tasks.” The participants pointed out nine (9) direct causes of the core problem, such as:

- a. Lack of equipment / tools
- b. Plans are not clear / practical / realistic.
- c. Insufficient budget
- d. Lack of knowledge / skill / ability
- e. Weak law enforcement
- f. Insufficient performance of some staff
- g. Coordination between / among sections is not good.
- h. Roles and duties are not clearly divided.
- i. Insufficient staff

The participants further analyzed causes of the direct causes, especially on items b), d) and f). A problem tree made in the session is presented in Figure 2 and summarized as follows.



Result of Problem Analysis

Results showed that the performance of the PAFO is affected by “lack of system (manual / guideline) on planning and M&E”, “lack of training”, and “lack of self-learning” in addition to the physical problems (budget, staff, and equipment). The participants also identified “lack of English skill”, “remoteness together with lack of communication system”, “lack of salary” and “lack of information” as the causes of “lack of self learning”.

2.3 Analysis of Organization

The participants assessed the weaknesses (negative aspects or competences which have to be improved) and strengths (positive aspects or competences already in place) of the PAFO. The results of discussions are presented in Table 2, and summarized as follows:

Strengths	Weaknesses
<p>Strategy</p> <ol style="list-style-type: none"> 1. There are strategic plans (10-year, 5-year and annual plans). 2. Macro level strategy is appropriate to the situation of the country. <p>System</p> <ol style="list-style-type: none"> 1. There is a system to support staff. 2. There is a procedure for staff's performance. <p>Structure</p> <ol style="list-style-type: none"> 1. Organizational structure of PAFO was established. 2. Roles and duties are divided among sections. <p>Staff</p> <ol style="list-style-type: none"> 1. The staff is patient. 2. The staff can work at the field without payment. 3. The staff is conscious of his / her tasks. <p>Management and others</p> <ol style="list-style-type: none"> 1. The staff is involved in decision making. 2. PAFO tends to learn from its past experience and improve its activities. 3. The staff works along with a general principle. 	<p>Strategy</p> <ol style="list-style-type: none"> 1. Plans are not clear or realistic. 2. Planning is not adequate. 3. Plans are not fully implemented. <p>System</p> <ol style="list-style-type: none"> 1. Monitoring and evaluation is not sufficient. 2. Manuals and guidelines are limited. 3. Reporting is unclear. <p>Structure</p> <ol style="list-style-type: none"> 1. Coordination among sections is not good. 2. Roles and duties are not clearly divided. 3. Logistic support is insufficient. <p>Staff</p> <ol style="list-style-type: none"> 1. Lack of skill and ability due to: <ul style="list-style-type: none"> - lack of training - lack of foreign language - lack of self-learning - insufficient incentive - lack of information - lack of opportunity to have training 2. Lack of experience 3. The number of staff is insufficient. 4. Task assignment is not appropriate in comparison with his / her specialty. 5. Some DAFO heads have no knowledge of agriculture. <p>Management and others</p> <ol style="list-style-type: none"> 1. There is no feed-back about some issues. 2. Budge approval is always late. 3. Waiting for instructions from top management is the working attitude. 4. Management style is top-down.

Strengths and Weaknesses of the Organization

The results showed that PAFO Huaphanh had the same problems with those that other PAFOs faced, for example, “there are annual and 5-year strategic plans, but the plans are not adequate”, “there is an overall frameworks, such as procedure for performance, but practical manuals or guidelines are limited”, or “the organizational structure with duties for each section is in the document, but the duties at the field level are not clearly divided”, “the staff can work patiently, but their capability as well as experience is not sufficient”.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 3, and its summary is shown below.

Training courses needed	
Main subject	Training courses suggested
Administration:	<ol style="list-style-type: none"> 1st: Office / Administrative management 2nd: Planning 3rd: Computer skill 4th: English skill 5th: Human resource development and management
Agriculture	<ol style="list-style-type: none"> 1st: Marketing of agricultural products 2nd: Processing of vegetables 3rd: Asexual propagation of fruit and industrial trees 4th: Soil analysis and management 5th: Participatory survey methods
Irrigation	<ol style="list-style-type: none"> 1st: Operation and management of irrigation systems 2nd: Data collection and analysis of projects 3rd: Use of AutoCAD 4th: Survey and design of irrigation systems 5th: Participatory survey methods

Main subject	Training courses suggested
Livestock/ Fishery	1 st : Breeding of animals and fishes 2 nd : Composition of animal feed 3 rd : Diagnostics of animals 4 th : Planning 5 th : Site survey
Forestry	1 st : Forest management (Silvicultural practice) 2 nd : Use of GIS and mapping (including land use planning) 3 rd : Management of wood industry 4 th : Forest inventory and forest management planning 5 th : Conservation / management of wildlife and NBCAs
Extension	1 st : Land allocation (Land use and Mapping) 2 nd : Sloping agriculture technology 3 rd : Training of trainers 4 th : Planning 5 th : Seed management for forest species
Meteorology	1 st : Data analysis 2 nd : Hydrological data collection and processing 3 rd : Planning 4 th : Project management 5 th : Monitoring and evaluation

Note: Training courses are put in order from 1st to 5th according to the priority

The training needs that the participants identified can be classified into two categories, i.e., i) general/administrative and ii) technical. Those to be classified into the former category are:

- a. Planning (for strategic plans);
- b. Project management (plan and M&E);
- c. Office management; and
- d. English and computer skills.

On the other hand, a variety of technical training courses were suggested by the participants to strengthen the skills of the staff. It seems that the suggestions basically reflect the present needs of each section. Some topics are summarized below.

- a. Agriculture section has interest in marketing of products and diversifying farm products through processing as well as producing quality planting materials of fruit and/or industrial trees. It is also noted that the section is willing to enhance the knowledge about soil fertility management including soil suitability for crops.
- b. The main concern of irrigation section is to know how to manage an irrigation system properly so that the section could train farmers on O&M of the system.
- c. Breeding of animals and fingerling production are the highest needs among training courses suggested by livestock section, followed by “animal feed production” and “diagnostics of animals”.
- d. Training on forest management, which includes silvicultural practice and forest land management, was required by forestry section. Land use planning including mapping by using GIS was the second needs of the section.

- e. Extension section put its priority on the land allocation (land use planning), sloping agriculture techniques and training of trainers.
- f. Meteorological section is willing to improve their daily work through strengthening their knowledge / skill of data collection as well as analysis.

Table 1 List of Attendants in the Workshop at Huaphanh

Date: May 4, 2004

Place: Provincial Agricultural and Forestry Office of Huaphanh Province

Name	Office / Section	Position
1. Mr. Khamphanh PHUMANYVONG	Extension section	Head of office
2. Mr. Khammay THAMMAXAY	CMI Project	Deputy Project Director
3. Mr. Bounma PHANOANYA	Irrigation section	Head of section
4. Mr. Mayphao BANVIDONE	Agriculture section	Head of section
5. Mr. Mayphieng MALACHITH	Agriculture section	Deputy head of section
6. Mr. Sorsavanh BANKHAMMY	NIWMAP (Administration) Project Director	
7. Mr. Bodda BOUNTHANOM	Livestock section	Head of section
8. Mr. Bounphone BOUDPHACHANH	Forestry section	Deputy head of section
9. Mr. Phonsan VICLAYPHENG	Forestry section	Head of section
10. Mr. Phanthone PHONGSENGKEO	Administration section	Head of section
11. Mr. Kham on THIPHAVONG	Meteorology section	Head of section

Table 2 Results of Analysis of the Organization

Strengths	Weaknesses
1. Strategy 1) There are long-term and short-term plans. 2) Macro level strategy is appropriate to the situation of the country. 3) The staff has responsibility for working for the strategy.	1) Plans are not clear / realistic. 2) Planning is not adequate. 3) Plans are not fully implemented.
2. Systems 1) There is a system to support staff. 2) There is a procedure for performance (overall).	1) Monitoring and evaluation is not sufficient. 2) Lack of manual and guideline 3) Reporting is unclear.
3. Structure 1) Organizational structure of PAFO was established. 2) Roles and duties are divided for each section.	1) Coordination among sections is not good. 2) Roles and duties are not clearly divided. 3) Logistic support is insufficient.
4. Staff 1) The staff is patient. 2) The staff can work at the field without payment. 3) The staff is conscious of his/her tasks.	1) Lack of skill and ability, because of - Lack of training - Lack of foreign language skill - Lack of self-learning - Insufficient incentive - Lack of information - Lack of opportunity to have training 2) Lack of experience 3) The number of staff is insufficient. 4) Job description is not clear. 5) Inadequate work allocation in comparison with his/her specialty. 6) Some DAFO heads have no knowledge of agriculture.
5. Management and others 1) The staff is involved in decision making. 2) PAFO tends to learn from its past experience and improve its activity. 3) The staff works along with a general principle.	1) There is no feed-back about some issues. 2) Budget approval is always late. 3) Waiting for instructions from top management is the working attitude. 4) Top-down management

Table 3 Training Courses Needed

Subject	Training courses	Priority <1
1. General / Administrative	(1) Administrative management (2) Planning (3) Computer skill (4) English skill (5) Human resource development / Human resource management (6) Project management (7) Office management (8) Document management (9) Study tour (10) Financial management and accounting (11) Public relations	G1 G2 G3 G4 G5
2. Technical		
2.1 Common	(1) Planning and Analysis (2) Methods of planning (3) Project management (4) Monitoring and evaluation (5) Methods of researching (6) Project site survey (7) Training of trainers (8) Participatory Survey methods (such as PRA)	L5, E4, M3 M4 M5 L4 E3 A5, I5
2.2 Agriculture	(1) Marketing of agricultural products (2) Processing of vegetables (3) Asexual propagation of fruit /industrial tree (4) Soil analysis and soil management	A1 A2 A3 A4
2.3 Livestock	(1) Breeding of animals and fishes (2) Composition of animal feed (Production of animal feed) (3) Disease analysis (for animals)	L1 L2 L3
2.4 Irrigation	(1) Operation and maintenance of irrigation systems (2) Data collection and analysis of projects (3) Use of Auto CAD (4) Survey and design of irrigation system (5) Statistical data collection and planning (6) Data collection of geological and hydrological data	I1 I2 I3 I4
2.5 Forestry	(1) Forest management (Silvicultural practice) (2) Use of GIS and Mapping (3) Management of wood industry (4) Forest inventory and forest management planning (5) NBCA and wildlife conservation / management (6) Use of GPS (7) Management of NTFPs (8) Livelihood development for sifting cultivators (9) Tree plantation in the city	F1 F2 F3 F4 F5
2.6 Extension	(1) Mapping and land allocation (2) Sloping agriculture technologies (3) Seed management (for forestry spp.) (4) Asexual propagation of fruit / industrial and timber trees	E1 E2 E5
2.7 Meteorology	(1) Meteorological data analysis (2) Hydrological data collection and processing	M1 M2

Remarks: The alphabet indicates the section as explained below, while the number indicate the priority for each section.
G: General, A: Agriculture, L: Livestock, I: Irrigation, F: Forestry, E: Extension, M: Meteorology

Figure 1 Organizational Chart with Duites / Reponsibilities of the Office

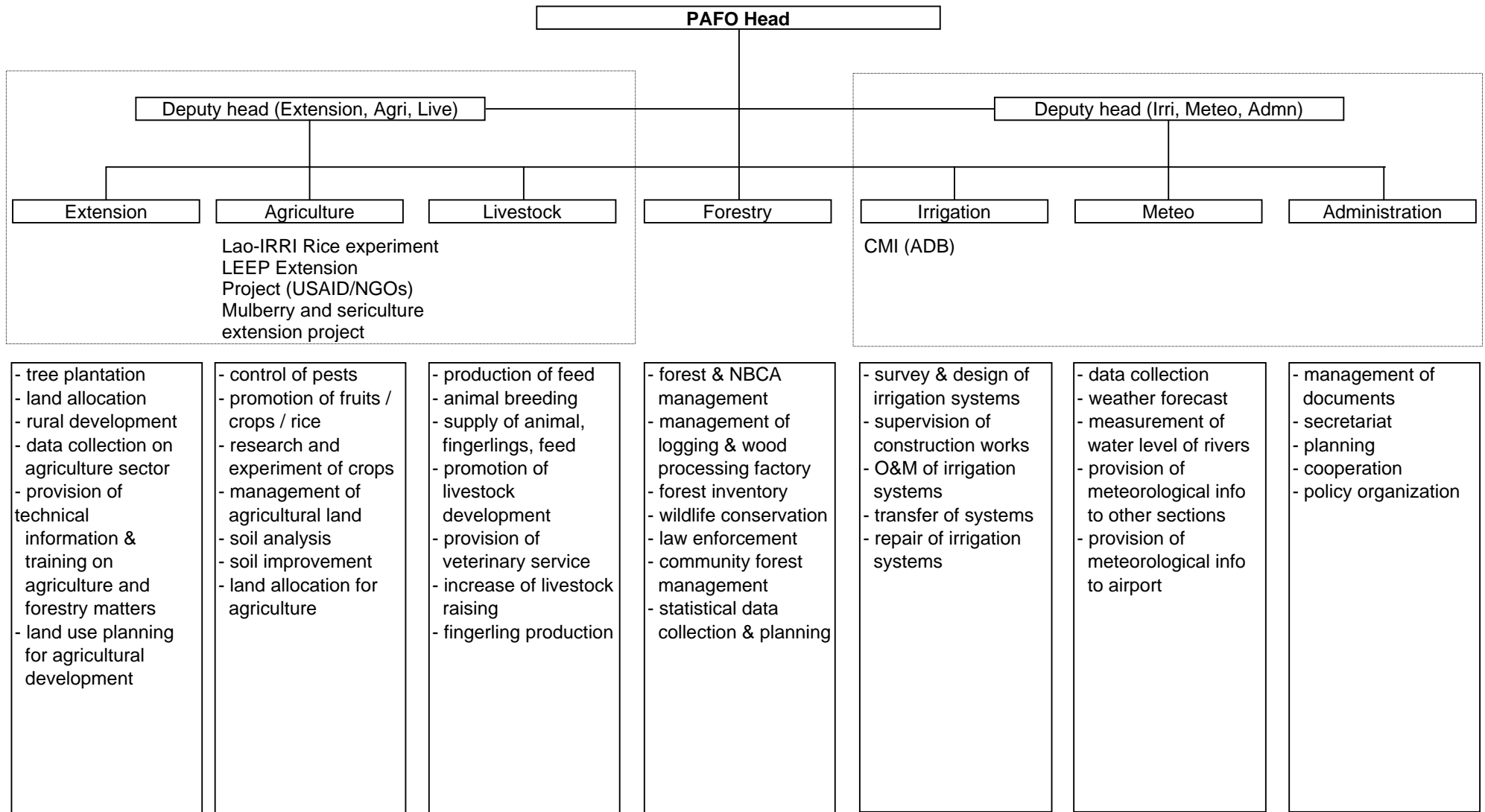
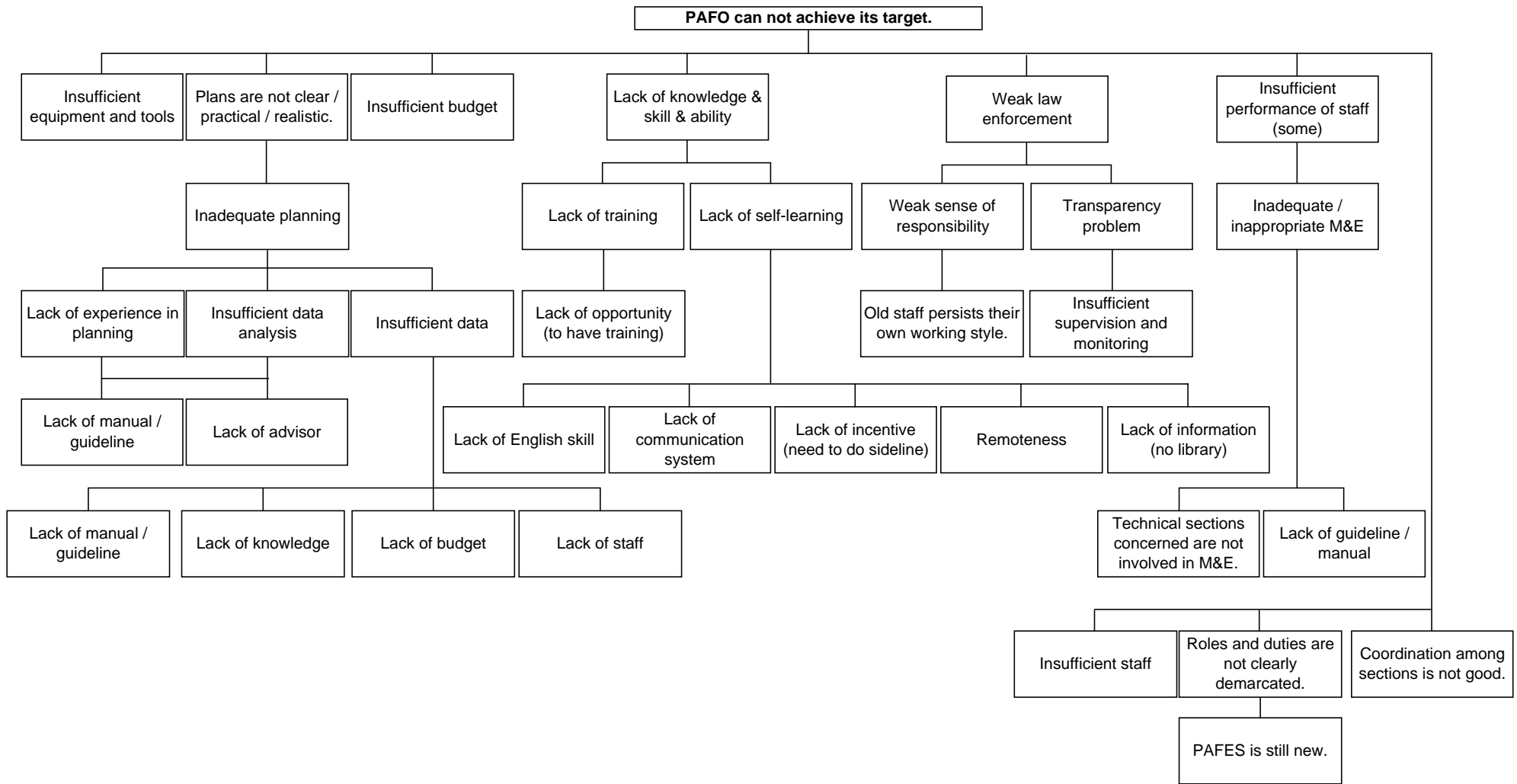


Figure 2 Results of Problem Analysis



Attachment 5-5

Luangprabang PAFO

Attachment 5-5: Results of the workshop in Luangprabang Province

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on May 7, 2004 at the conference room of the Provincial Agricultural and Forestry Office (PAFO) of Luangprabang Province.

1.2 Participants of Workshop

A total of 13 managerial staff of the PAFO attended the workshop. A list of attendants is presented in Table 1.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

The organizational structure of Luangprabang PAFO is the same with the one of other PAFOs. It has seven (7) sections composed of six (6) technical sections and one (1) administration section. There are two (2) deputy director generals (DDGs) supervising the sections except administration section. Administration section is directly supervised by the director general (DG) of PAFO. It is noted that the PAFO is implementing many projects in cooperation with donor countries and international organizations. Accordingly there are more than 10 on-going projects under the responsibility of the office.

The organizational chart with the roles and responsibilities of each section was prepared by the participants as presented in Figure 1. The following table shows its summary.

Roles / Responsibilities of Sections

Section	Roles / responsibilities
Administration	Administration, planning, statistics, accounting, personal affairs
(Multiplication station for fishes / shrimps)	Fish breeding, preservation of broods of fishes, provision of training on fishery techniques
Agriculture	Planning of agricultural development strategies, data collection on agriculture sector, monitoring and control of import of farm inputs and export of farm products
Livestock	Promotion of techniques on livestock raising, and fishery development, training of farmers, provision of veterinary service, data collection on marketing
Irrigation	Planning, survey and design of irrigation systems, supervision of construction works, training of farmers on O&M
Forestry	Enforcement of law and regulations, control of logging, wood industries & NTFPs harvesting, classification and management of forest lands
Extension	Transfer of technologies to DAFOs and farmers on: i) cash crop farming, ii) livestock raising, iii) afforestation, provision of market information, agriculture promotion, land allocation, agricultural and rural development, selling of farm inputs, community forest management
Meteorology	Meteorological data collection, provision of data to other sections, weather forecast, reporting to PAFO / DOM

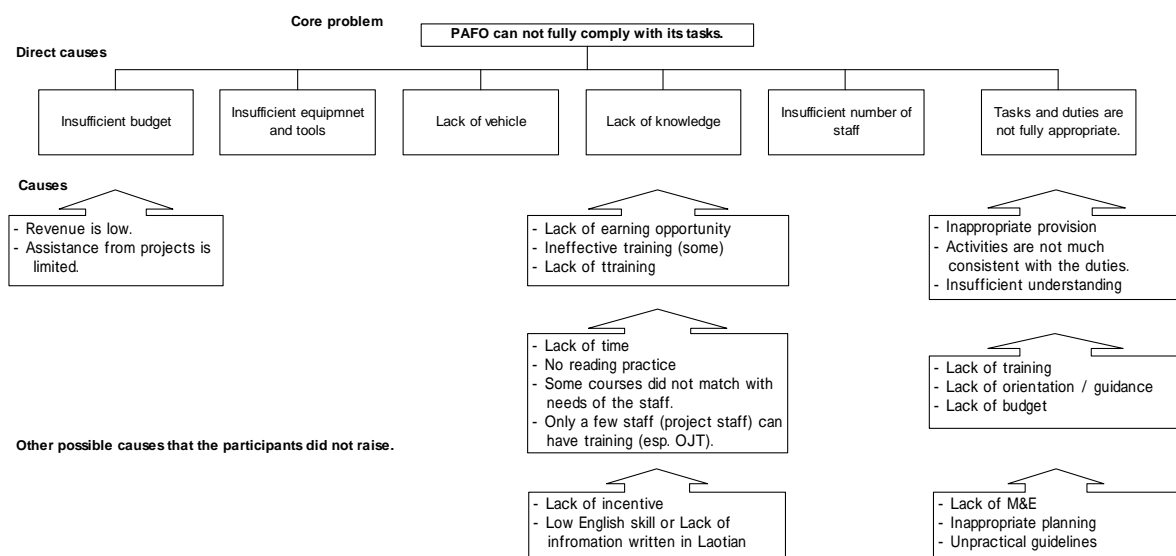
Accordingly, the office was given a prototype of the duties and roles of PAFOs by MAF. The office revised the prototype to fit it to the situation of the province.

2.2 Problem Analysis

It was agreed that the core problem for the analysis was “The PAFO can not achieve its targets.” The participants pointed out six (6) direct causes of the core problem, such as:

- a. Insufficient budget
- b. Insufficient tools and equipment
- c. Lack of vehicle
- d. Lack of knowledge
- e. Insufficient number of staff
- f. Tasks and duties of sections are not fully appropriate.

The participants further analyzed causes of the direct causes, especially on items d) and f). A problem tree made in the session is presented in Figure 2 and summarized as follows.



Result of Problem Analysis

The participants admitted that there was no subject matter specialist (SMS) in the office at present. They pointed out that “lack of knowledge or no SMS” was caused by “lack of learning opportunity”, “ineffective training” and “lack of training”. Although there are many projects on-going, but the opportunity to have training is basically limited to the staff who is working with the projects as counterparts. The participants also recognized that the training by the PAFO staff (to DAFOs / farmers) was limited and just based on what the staff has learned from his/her experience.

On the other hand, they also pointed out that their activities in the fields were not fully consistent with the duties and responsibilities written in the document. Low understanding of regulations / provisions caused by lacks of training and orientation was identified as a cause of the inconsistency on the work. In addition, it can be speculated that inappropriate planning and/or inadequate M&E affect the performance of the staff.

2.3 Analysis of Organization

The participants assessed the weaknesses (negative aspects or competences which have to be improved) and strengths (positive aspects or competences already in place) of the PAFO. The results of discussions are presented in Table 2, and summarized as follows:

Strengths	Weaknesses
<p>Strategy</p> <ol style="list-style-type: none"> 1. There are strategic plans (short-term and long-term plans). 2. There are project plans. <p>System</p> <ol style="list-style-type: none"> 1. There is a guideline for work methodology. 2. The guideline is in line with the reality of the country. <p>Structure</p> <ol style="list-style-type: none"> 1. The organizational structure was established. 2. Roles and duties are divided among sections. <p>Staff</p> <ol style="list-style-type: none"> 1. Some of the staff have experience. 2. There are staffs who are university graduates. <p>Management and others</p> <ol style="list-style-type: none"> 1. PAFO tends to learn from its past mistake. 2. PAFO pays attention to the issues on minorities and gender. 	<p>Strategy</p> <ol style="list-style-type: none"> 1. There are plans, but budget for the plans is not approved. 2. There is also a case that budget is allocated for unplanned activities. 3. Plans are not clear or practical. <p>System</p> <ol style="list-style-type: none"> 1. Decree / provision is not followed by the staff. 2. The planning system is not appropriate. 3. Lack of guideline on M&E and insufficient guideline <p>Structure</p> <ol style="list-style-type: none"> 1. The number of staff in DAFO is insufficient. 2. Division of duties and roles is inappropriate. 3. Coordination between / among sections is not good. 4. Communication between PAFO and DAFO is insufficient. <p>Staff</p> <ol style="list-style-type: none"> 1. Insufficient number of staff 2. There is no SMS in the office. 3. Lack of knowledge, due to: <ul style="list-style-type: none"> - low level of knowledge - low English skill - low computer skill - limited sources of upgraded information 4. Less enthusiasm (weak sense of responsibility) 5. Low salary <p>Management and others</p> <ol style="list-style-type: none"> 1. Weak sense of responsibility 2. The balance between decision making and team work is inadequate.

Strengths and Weaknesses of the Organization

The results showed that PAFO Luangprabang had the same problems with those that other PAFOs faced, for example, “there are short-term and long-term strategic plans, but the plans are not adequate or practical” and “there is an overall guideline for work methodology, but guidelines are insufficient or inappropriate”. Poor coordination between the PAFO and DAFOs as well as among sections was also pointed out as weaknesses of the organization.

As for the staff of the office, the participants admitted their weaknesses in terms of technical skills, its responsibility, and its number. However, they also indicated that there were some capable or potential staffs in the office.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 3, and its summary is shown below.

Training courses needed	
Main subject	Training courses suggested
Administration:	<ol style="list-style-type: none"> 1st: Preparation of project proposal 2nd: Evaluation of project 3rd: Human resource development 4th: Management of statistical information 5th: Accounting and financial management
Agriculture	<ol style="list-style-type: none"> 1st: Land suitability evaluation and soil management 2nd: Seed multiplication 3rd: Propagation of planting materials for fruit trees 4th: Pest and disease control 5th: Computer skill

Main subject	Training courses suggested
Irrigation	1 st : Pre-feasibility study for irrigation development 2 nd : Feasibility study for irrigation development 3 rd : Use of computer software (AutoCAD and soft disk) 4 th : Supervision of construction works 5 th : English skill
Livestock/ Fishery	1 st : Disease analysis for livestock and fishes 2 nd : Laboratory service for disease diagnostics 3 rd : Veterinary service 4 th : Brood stock of fishes 5 th : English skill
Forestry	1 st : Survey of socio-economic and natural conditions 2 nd : Planning and management of watershed (including use of GIS) 3 rd : Forest entomology 4 th : Conflict solution among stakeholders (loggers, land users, etc.) 5 th : Office management
Extension	1 st : Extension system (effective & efficient extension activity) 2 nd : General understanding of agriculture, livestock, fishery 3 rd : Planning and M&E of extension work 4 th : Training of trainers 5 th : Management of agriculture and extension center
Meteorology	1 st : Data analysis and processing 2 nd : Planning 3 rd : English skill 4 th : Office management

Note: Training courses are put in order from 1st to 5th according to the priority

Each section identified respective training needs. It seems that some may be categorized as “wishes” considering the present resources available in the office, while some are “needs” emerging from the present situation of the area as well as difficulties that the staff faces. Considering the training needs identified by the three (3) sections, in particular, agriculture, livestock and extension sections seem to have difficulty in solving problems that farmers in the area commonly encounter.

Table 1 List of Attendants in the Workshop at Luangprabang

Date: May 7, 2004

Place: Provincial Agricultural and Forestry Office of Luangprabang Province

Name	Office / Section	Position
1. Mr. Anounsack KATTIGNALATH	Irrigation section	Deputy head of section
2. Mr. Sengpasit THONGSAMUT	Livestock section	Deputy Project Director
3. Mr. Bounphan PANGNA	Meteorology section	Head of section
4. Mr. Humphan SISOMPHONE	Agriculture section	Deputy head of section
5. Mr. Pheng BOUNPHANIT	Irrigation section	Head of section
6. Mr. Bouathong	Agriculture section	Head of section
7. Mr. Xaygnaphone LASY		Head of section
8. Mr. Khanthavine SULIGAN	Extension section	Deputy head of section
9. Mr. Bounpheng SUTISITHY	Planning unit (Administratio	Head of unit
10. Mr. Chansennan	Meteorology section	Deputy head of section
11. Mr. Onideth SOUSAVATH	Extension section	Head of section
12. Mr. Sihanuvong	Forestry section	Head of section
13. Mr. Kaisone NONGKHANPHENG	Extension section	Head of unit

Table 2 Results of Analysis of the Organization

Strengths	Weaknesses
1. Strategy 1) There are long-term and short-term plans. 2) There are project plans.	1) There are plans, but budget for plans is not approved. 2) Budget is sometimes approved for unplanned activities. 3) Lack of annual budget 3) Plans are not clear / unpractical.
2. Systems 1) There is a guideline (macro level) for work methodology. 2) The guideline is in line with the reality of the country.	1) The staff is not familiar with report writing. 2) Decree / Provision is not followed by the staff. 3) The planning system is not appropriate. 4) Lack of guideline on M&E 5) Insufficient guidelines
3. Structure 1) There is a structured organization. 2) Roles and duties are divided among sections.	1) The number of staff of DAFO is insufficient. 2) Division of duties and roles is inappropriate. 3) Village organization is often changed. 4) Coordination between / among sections is not good. 5) Communication between PAFO and DAFO is insufficient.
4. Staff 1) There are staffs who are university graduates. 2) Some staffs have experience.	1) Insufficient number of staff 2) There is no SMS in the office. 3) Low enthusiastic 4) Low salary 5) Lack of knowledge a. Low level of knowledge b. Low English skill c. Low computer skill d. Limited upgraded information 6) There are frequent changes in staffing (DAFO).
5. Management and others 1) PAFO tends to learn from its past mistakes. 2) PAFO pays attention to the issues on minorities and gender. 3) The office promotes the staff to higher position based on the performance.	1) Weak sense of responsibility 2) The staff is not involved in decision making. 3) The balance between decision making and team work is inadequate.

Table 3 Training Courses Needed

Subject	Training courses	Priority <1
1. General	(1) Computer skill (2) English skill (3) Administrative (office) management	A5 L5, I5, M3 M4, F5
2. Administrative	(1) Preparation of project proposal (2) Evaluation of project (Analysis and assessment of project) (3) Human resource development (4) Management of statistical information (5) Accounting and financial management	AD1 AD2 AD3 AD4 AD5
3. Technical		
2.1 Agriculture	(1) Land suitability based on soil analysis and soil management (2) Seed multiplication for rice and crops (3) Propagation of planting materials for fruit tree (4) Pest and disease control	A1 A2 A3 A4
2.2 Livestock	(1) Disease analysis for livestock and fishes (2) Laboratory service for disease analysis (3) Veterinary service (4) Brood stock of fishes	L1 L2 L3 L4
2.3 Irrigation	(1) Pre-feasibility study for irrigation development (2) Feasibility study for irrigation development (3) Use of computer soft wares (Auto CAD and soft desk) (4) Supervision of construction works	I1 I2 I3 I4
2.4 Forestry	(1) Survey on socio-economic and natural conditions (2) Planning and management of watershed (cum use of GIS) (3) Forest entomology (Control of pests) (4) Conflict solution among stakeholders (loggers, land users, etc.)	F1 F2 F3 F4
2.5 Extension	(1) Extension system (Effective & efficient extension activity) (2) Technical training on agriculture, livestock, fishery (general) (3) Planning, M&E of extension activity (4) Training of trainers (5) Management of agriculture and forestry centers (6) Project M&E (7) Micro credit	E1 E2 E3 E4 E5 E6 E7
2.6 Meteorology	(1) Data analysis and processing (2) Planning	M1 M2

Remarks: The alphabet indicates the section as explained below, while the number indicate the priority for each section.
AD: Administration, A: Agriculture, L: Livestock, I: Irrigation, F: Forestry, E: Extension, M: Meteorology

Figure 1 Organizational Chart with Duites / Reponsibilities of the Office

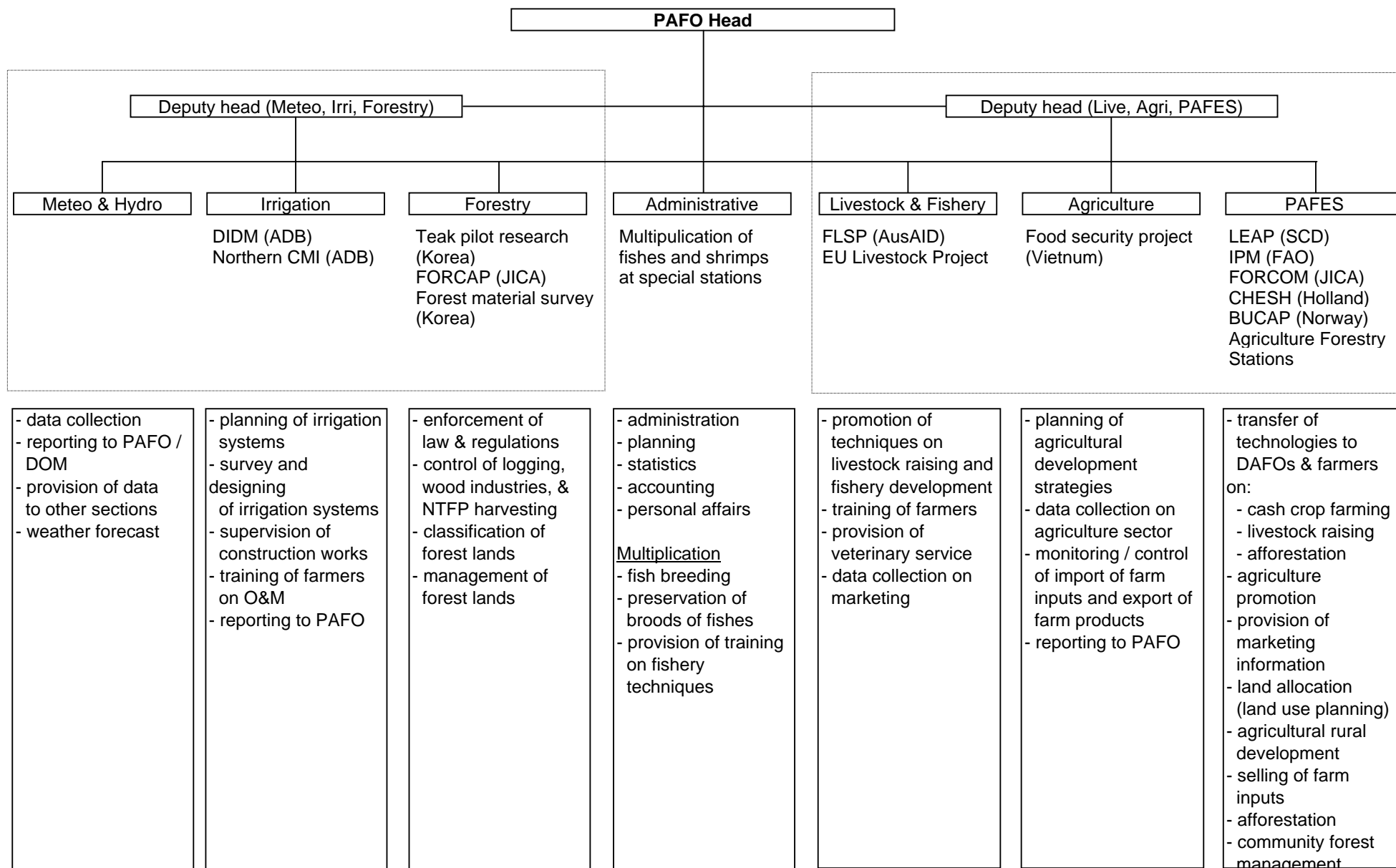
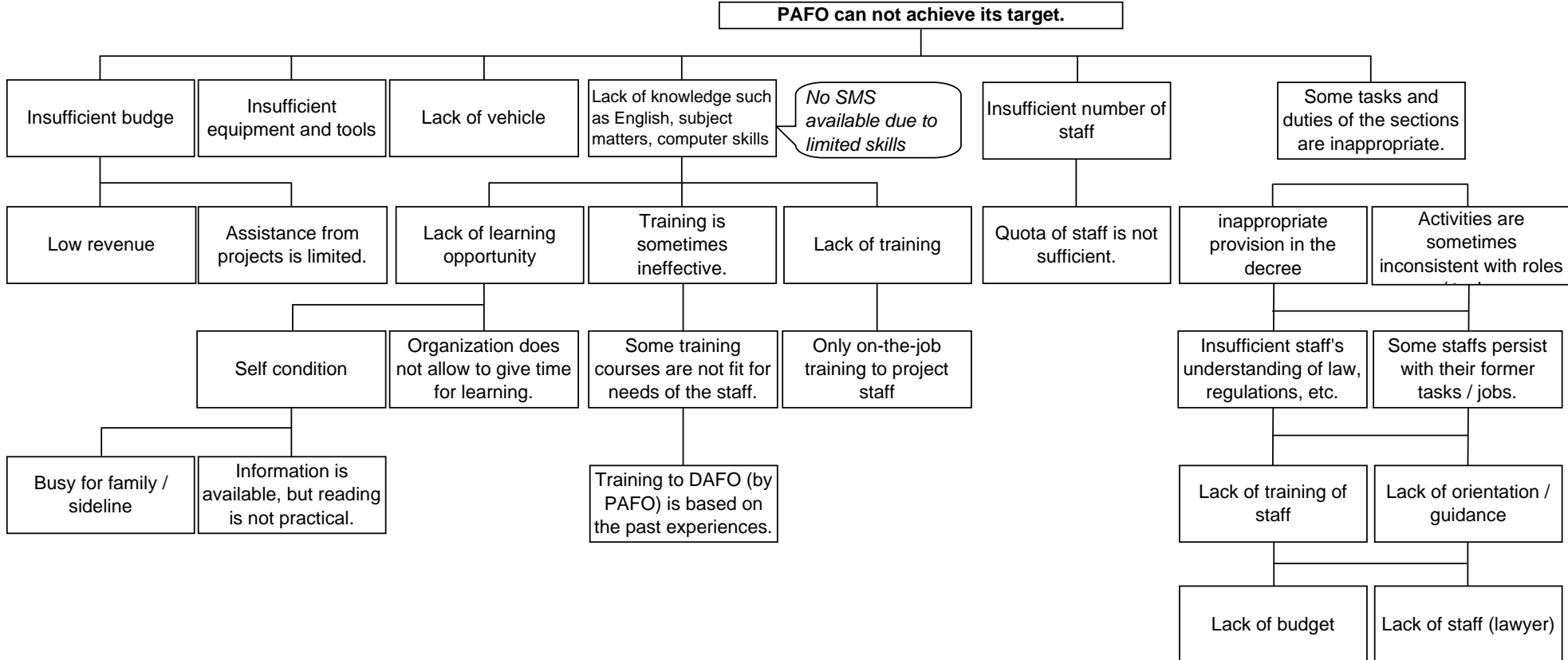


Figure 2 Results of Problem Analysis



Attachment 5-6

Xayaboury PAFO

Attachment 5-6: Results of the workshop in Xayaboury Province

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on May 17, 2004 at the conference room of the Provincial Agricultural and Forestry Office (PAFO) of Xayaboury Province.

1.2 Participants of Workshop

A total of 11 managerial staff of the PAFO attended the workshop. A list of attendants is presented in Table 1.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

The organizational structure of Saybury PAFO is the same with the one of other PAFOs. It has one research station (Rice and Fishery Research and Experimental Station) and seven (7) sections, which consist of six (6) technical sections and one (1) administration section. The director general (DG) has direct responsibility for three (3) sections (meteorology, irrigation and administration) and the research station in addition to the management of the entire office, while two (2) deputy director generals (DDGs) supervise the remaining technical sections (forestry, agriculture, extension and livestock sections). As seen in other PAFOs, several projects funded by donors and international organizations are on-going in the province.

The organizational chart with the roles and responsibilities of each section was prepared by the participants as presented in Figure 1. The following table shows its summary.

Roles / Responsibilities of Sections

Section	Roles / responsibilities
Administration	Cooperation with other organizations, planning, statistics, accounting and financial management, secretariat for management, personal affairs, management of property
(Multiplication station for fishes / shrimps)	Rice experiment, seed multiplication, production of fingerlings
Agriculture	Soil management, management of processing factory, control / inspection of import of farm inputs, and export of farm products, statistics and planning, regulation of investment, provision of technical information, promotion of production
Livestock	Research and data collection of livestock and fishery, promotion of livestock and fishery development, training on livestock management, preparation of proposals for investment, periodical M&E of accomplishments
Irrigation	Study & planning of irrigation projects, survey & design, supervision of construction works, mobilization of farmers to construct a small scale irrigation system, provision of training on design, survey, supervision, O&M, and transfer of irrigation systems
Forestry	Enforcement of forestry law and regulations, management of wood industry, provision of technical training to DAFO, inventory of forest products
Extension	Provision of technical training to DAFO, formation of model families to demonstrate techniques, support to permanent upland farming, promotion of tree plantation, reduction of shifting cultivation, rural development, poverty alleviation
Meteorology	Monitoring and observation of climate, meteorological data collection, measurement of water level, reporting to DOF

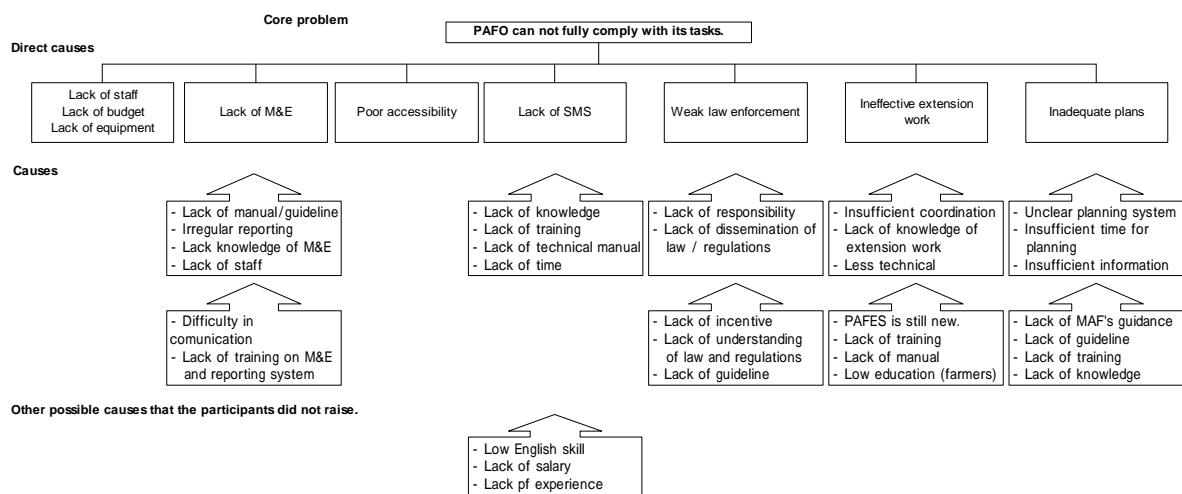
2.2 Problem Analysis

It was agreed that the core problem for the analysis was “The PAFO can not achieve its targets.” The participants pointed out nine (9) direct causes of the core problem, such as:

- a. Lack of staff
- b. Lack of budge
- c. Lack of M&E
- d. Lack of equipment
- e. Lack of SMS (no SMS)
- f. Poor accessibility
- g. Weak law enforcement
- h. Ineffective extension work
- i. Inadequate plans

It is noted that they had an idea of SMS unlike other provinces. (Some had no idea of SMS, while some had but the understanding seemed to be limited.) It might be a piece of evidence that the staff has a good understanding of the extension system of the country and the situation of the office.

The participants further analyzed causes of the direct causes, especially on items c), e), g), h) and i). A problem tree made in the session is presented in Figure 2 and summarized as follows.



Result of Problem Analysis

Based on the results of discussions, the direct causes except the physical problems (i.e., lacks of budget, staff and equipment, and poor accessibility) are basically related to the quality (capability) of staff, systems / working procedures installed in the office, and support from the office. Although there is no doubt that physical problems (lacks of staff, budget, and equipment) have severely affected the performance of the office, it is also evident that the qualitative problems have made their work ineffective / inefficient.

2.3 Analysis of Organization

The participants assessed the weaknesses (negative aspects or competences which have to be improved) and strengths (positive aspects or competences already in place) of the PAFO. The results of discussions are presented in Table 2, and summarized as follows:

Strengths	Weaknesses
<p>Strategy</p> <ol style="list-style-type: none"> 1. There are 5-year, 10-year and 20-year strategic plans. 2. The annual plan is based on the long-term strategic plans. 3. Some parts of the plan are adequate. <p>System</p> <ol style="list-style-type: none"> 1. There is a planning system. 2. The office conducts M&E every three months. 3. Monthly reporting is an obligation. 4. Coordination among sections is good. 5. The staff follows orders / decrees issued by MAF / PAFO. 6. Instruction / information is provided from central to the field level. <p>Structure</p> <ol style="list-style-type: none"> 1. There is structured organization. 2. Roles and duties are divided among sections. <p>Staff</p> <ol style="list-style-type: none"> 1. Every section has its own staff. 2. The staff devotes himself / herself to implement the plan. <p>Management and others</p> <ol style="list-style-type: none"> 1. Top management is conscious of achieving the targets of PAFO. 2. Many staffs are involved in decision making. 3. PAFO tends to learn from past mistakes. 	<p>Strategy</p> <ol style="list-style-type: none"> 1. Lack of capability of planners to prepare a proper plan 2. Targets of the annual plan can not be achieved. 3. Data collected for planning are not adequate. 4. Budget to be allocated to the annual plan can not be secured. 5. Data analysis is not adequate. <p>System</p> <ol style="list-style-type: none"> 1. Some orders / decrees by MAF are not issued on time. 2. Reports from the field tend to be delayed. 3. Reporting system is not clearly understood by the staff. 4. Lack practical guideline / working manual / procedure for work 5. Inadequate M&E 6. Instruction flows from central to the village level without orientation. <p>Structure</p> <ol style="list-style-type: none"> 1. Task allocation is not appropriate. 2. Lack of staff's understanding of the respective duties <p>Staff</p> <ol style="list-style-type: none"> 1. Lack of knowledge 2. Insufficient number of staff 3. Weak sense of responsibility 4. Lack of self-learning 5. Insufficient training (Lack of opportunity to have training) 6. Monitoring is irregular. 7. Low experience 8. Lack of opportunity to exchange experience / knowledge <p>Management and others</p> <ol style="list-style-type: none"> 1. Inadequate / irregular supervision 2. Decision making is not on time. 3. Evaluation of staff for promotion is inappropriate. 4. Performance review is not sufficient.

Strengths and Weaknesses of the Organization

The results say that the PAFO has weaknesses especially in its strategy, systems and staff as other PAFOs identified in the same session. In short, the PAFO has yet to set all the systems necessary for their job and lacks capable staffs to achieve with its mission. Furthermore, these weaknesses have affected the quality of its strategic plans. Inadequate planning has thence resulted in poor performance of the office being combined with the physical incapability.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 3, and its summary is shown below.

Training courses needed	
Main subject	Training courses suggested
Administration:	<ol style="list-style-type: none"> 1st: Reporting system 2nd: Proper protocol 3rd: Computer skill 4th: Management of documents
Agriculture	<ol style="list-style-type: none"> 1st: Administrative management 2nd: Pest and disease control for exportable crops at the border line 3rd: Preparation of strategic and annual plans 4th: M&E 5th: Report writing

Main subject	Training courses suggested
Irrigation	1 st : O&M of irrigation systems 2 nd : Data collection and analysis by computer 3 rd : Use of AutoCAD 4 th : Supervision of construction works by computer 5 th : English skill
Livestock/ Fishery	1 st : Office management 2 nd : Project management 3 rd : Computer skill 4 th : English skill 5 th : M&E
Forestry	1 st : Planning of forest use and management 2 nd : Project plan preparation 3 rd : Forest and resource management 4 th : Data management and storing in computer 5 th : Check and control of timbers and NTFPs export
Extension	1 st : Problem analysis 2 nd : Project planning and report writing 3 rd : Participatory survey method 4 th : Methodology of extension work 5 th : M&E
Meteorology	1 st : Methodology of data collection 2 nd : Measurement of rainfalls (Use of raingauge) 3 rd : Measurement of water level and discharge of rivers 4 th : Agricultural meteorology 5 th : English skill

Note: Training courses are put in order from 1st to 5th according to the priority

A follow-up discussion about the prioritization was made with the participants. Some findings are highlighted as follows:

- a. Administration section was willing to standardize the reporting formant to improve the M&E system. In addition, the section showed interest in computer skill and documentary management to improve their daily works.
- b. Agriculture section put its priority on management aspects, such as administrative management, planning, M&E, and reporting. This might mean that the managerial staff feels some difficulty in managing and supervising the work of the section. The control of pests and diseases of exportable crops around the boarder lines was identified as the second priority topic since the province is planning to expand the export of agricultural products.
- c. Likewise, livestock section selected only the training courses on management matters mainly because it has received several courses of technical training from EU project and will be able to maintain its assistance until 2008.
- d. Irrigation section identified “O&M of irrigation systems” as the first priority topic since many of the staff has less knowledge about the O&M although they have to provide training on O&M to DAFOs and farmers. The results showed that the section had need of training on computer skills in data analysis and designing for irrigation development.

- e. Forestry section showed its willingness to update / improve the capabilities of staff in forest and resource management (planning, management practices, and control of exporting activity) in addition to management of data in computer.

- f. PAFES (Extension section) proposed 13 training courses as needed courses to improve the performance of the staff. Of 13 courses, the section put its priority mainly on the methods directly related to extension work, such as “problem identification”, “participatory survey method”, and “method of extension work”. It is considered that the staffs need a clear picture of extension work with some useful tools to capacitate DAFO staffs as extension workers.

Table 1 List of Attendants in the Workshop at Xayaboury

Date: May , 2004

Place: Provincial Agricultural and Forestry Office of Sayabury Province

Name	Office / Section	Position
1. Mr. Bounliab SICHAMPA	Agriculture section	Deputy head of section
2. Mr. Khampout PHOUMMAKEO	Livestock section	Head of section
3. Mr. Bounlay KHAMPHOUMI	Extension section	Head of section
4. Mr. Khamphout INTHAVONG	Agriculture section	Head of section
5. Mr. Khanmnh CHANTHAPONGSY	Forestry section	Head of section
6. Mr. Souvanny JOUANGTHAIVY	Agriculture section	Deputy head of section
7. Mr. Phetsamone PHOUTHAVONE	Extension section	Deputy head of section
8. Mr. Somchit CHANTHAVONG	Irrigation section	Head of section
9. Mr. Bouaphan CHANTHAVONG	Administration section	Deputy head of section
10. Mr. Oukam KEOVILAY	Meteorology section	Head of section
11. Mr. Bounhom SIDUANGCHANE	Extension section	Staff

Table 2 Results of Analysis of the Organization

Strengths	Weaknesses
1. Strategy 1) There are 5-year, 10-year and 20-year strategic plans. 2) The annual plan is based on the long-term strategic plans. 3) Some part of the strategic plan is adequate.	1) Lack of capability of planners to prepare a proper plan 2) Data collected for planning are not adequate. 3) Some parts of strategic plans are inappropriate. 4) Targets of annual plan can not be achieved. 5) Budget to be allocated for the annual plan can not be secured. 6) Data analysis is not adequate.
2. Systems 1) There is a planning system. 2) The office conducts M&E every 3 months. 3) Monthly reporting is an obligation. 4) Instruction / information is disseminated from the central office to the village level. 5) Coordination between / among sections is good. 6) The staff follows orders / decrees issued by MAF / PAFO.	1) Some orders / decrees from MAF are not issued on time. 2) Reports from the field are delayed. 3) Reporting system is not clearly understood by the staff. 4) Lack of practical guideline / working manual / procedure for the work 5) Inadequate M&E (because of inadequate setting of indicators) 6) Lack of learning of the planning system 7) Instruction flows from central to the field level without guidance / orientation.
3. Structure 1) There is a structured organization. 2) Roles and duties are divided among sections.	1) Staff allocation / task allocation is not appropriate. 2) Lack of staff's understanding of the respective duties
4. Staff 1) Every section has its staff. 2) The staff devote him/herself to implement the plan.	1) Lack of knowledge 2) Insufficient number of staff 3) Weak sense of responsibility 4) Lack of self-learning (because of age, lack of information in Laotian language, and lack of time) 5) Insufficient training 6) Lack of opportunity to have training 7) Periodical monitoring / performance review is irregular. 8) Low experience 9) Lack of opportunity to exchange knowledge & experience.
5. Management and others 1) Top management is conscious of achieving targets of PAFO. 2) Many staffs are involved in decision making. 3) PAFO tends to learn from past mistakes made before. 4) PAFO can improve the work methodology based on the experience.	1) Inadequate / irregular supervision of work 2) Decision making is not on time. 3) Inappropriate evaluation of staff for promotion / awarding 4) Insufficient performance review

Table 3 Training Courses Needed

Subject	Training courses	Priority <1
1. General	(1) Computer skill (2) English skill (3) Administrative (office) management	
2. Administrative	(1) Reporting system (2) Proper protocol (3) Computer skill (3) Management of documents	AD1 AD2 AD3 AD4
3. Technical		
2.1 Agriculture	(1) Administrative management (2) Pest and disease control for exportable crops around the border (3) Preparation of strategy- and annual plans (4) M&E (5) Report writing (6) English skill (7) Computer skill (8) Management of food processing industry (9) Rice seed multiplication (10) Seed management (Storing of seeds)	A1 A2 A3 A4 A5
2.2 Livestock	(1) Office management (2) Project management (steps and methodology) (3) Computer skill (4) English skill (5) M&E (6) Cross-breeding / fingerling production (7) Rural financial management (to support buffalo bank) (8) Artificial insemination (9) Forage production (10) Disease analysis (11) Breeding of livestock	L1 L2 L3 L4 L5
2.3 Irrigation	(1) O&M of irrigation systems (2) Data collection and analysis by computer (excel) (3) Use of Auto CAD (4) Supervision of construction works by computer (5) English skill	I1 I2 I3 I4 I5
2.4 Forestry	(1) Planning of forest use and management (2) Project plan preparation (writing-up of project plan) (3) Forest and resource management (4) Data management and storing in computer (5) Check and control of timbers and NTFPs export	F1 F2 F3 F4 F5
2.5 Extension	(1) Problem analysis (2) Project planning and report writing (3) Participatory survey method (4) Methodology of extension work (5) M&E (6) Training of trainers (for rice farming) (7) Farming practice of upland crops (corn, beans, etc.) (8) Land use planning (9) Rural credit / revolving fund (10) Sloping agriculture (11) Integrated farming system (12) Propagation of planting materials of fruit trees (13) Post-harvest activity	E1 E2 E3 E4 E5
2.6 Meteorology	(1) Methodology of data collection (2) Measurement of rainfall (Use of rain gauge) (3) Measurement of water level and discharge of rivers (4) Agricultural meteorology (5) English skill	M1 M2 M3 M4 M5

Remarks: The alphabet indicates the section as explained below, while the number indicate the priority for each section.
AD: Administration, A: Agriculture, L: Livestock, I: Irrigation, F: Forestry, E: Extension, M: Meteorology

Table 3 Training Courses Needed**Reasons for the prioritization:**

- Admn: (1) Willing to standardize the reporting formant / system.
 (2) Willing to know how to organize a workshop / seminar and how to deal with guests.
 (3) Computer is necessary for preparation of a report and data storing.
 (4) Willing to know the proper management of documents.
- Agriculture: (1) Proper office management / task management makes the work more efficient.
 (2) Sayabury province plans to expand exports of agricultural products. Control of pests and diseases is requisite for extending the export to some countries.
 (3) It is necessary to know a proper method for the strategic and annual planning.
 (4) Willing to know a method of M&E of the accomplishments as well as activities of the staff.
 (5) Reporting formats used in PAFO vary depending on the sections.
- Livestock: (1) Proper office management / task management makes the work more efficient and enhance a sense of responsibility in the staff.
 (2) There is a need to train the staff who are responsible for projects to improve the project management.
 (3) Many staffs do not know how to use a computer.
 (4) English skill is necessary for researching, coordination with foreign organizations, and check up animal diseases.
 (5) Knowledge about M&E is not sufficient.
- Irrigation: (1) Knowledge of O&M of irrigation system is limited.
 (2) Willing to know how to analyze data (especially socio-economic data) in excel.
 (3) Willing to know how to use Auto CAD because the office has a computer with Auto CAD.
 (4) Willing to know how to monitor work accomplishment of construction works by computer.
- Forestry: (1) Willing to know how to prepare a land use plan and forest management plan.
 (2) Willing to know how to prepare a report based on a plan.
 (3) Willing to know how to manage forests and natural resources in the area based on a plan.
 (4) Computer is important for data management and data keeping.
 (5) PAFO has to control timbers and NTFPs export since Sayabury borders Thailand.
- Agriculture: (1) The staff do not know the method of meteorological data collection.
 (2) The staff is not familiar with the use of rain gauge.
 (3) The staff can not measure the level of water or discharge of rivers.
 (4) Knowledge about agricultural methodology is limited.

Figure 1 Organizational Chart with Duites / Reponsibilities of the Office

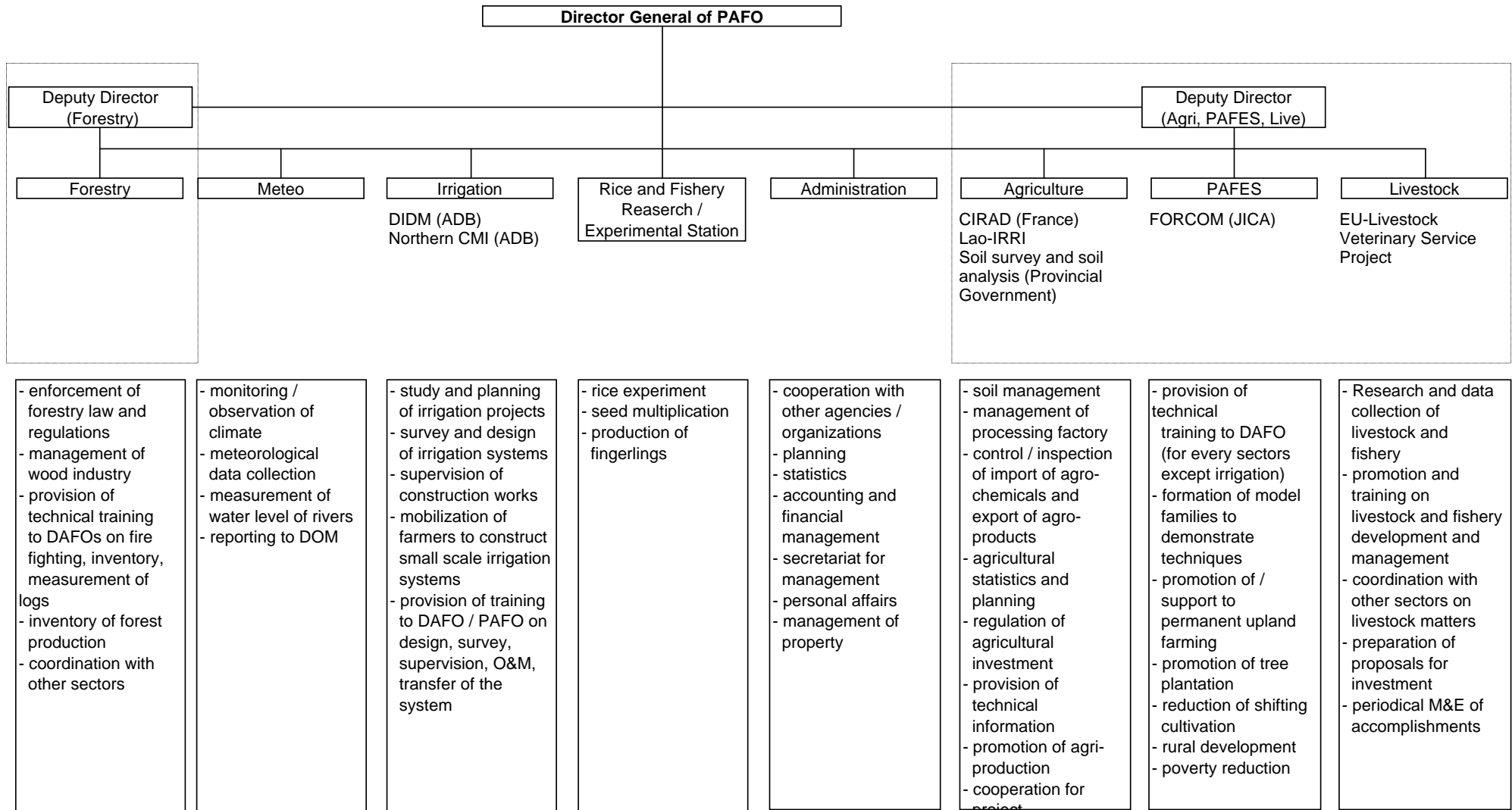
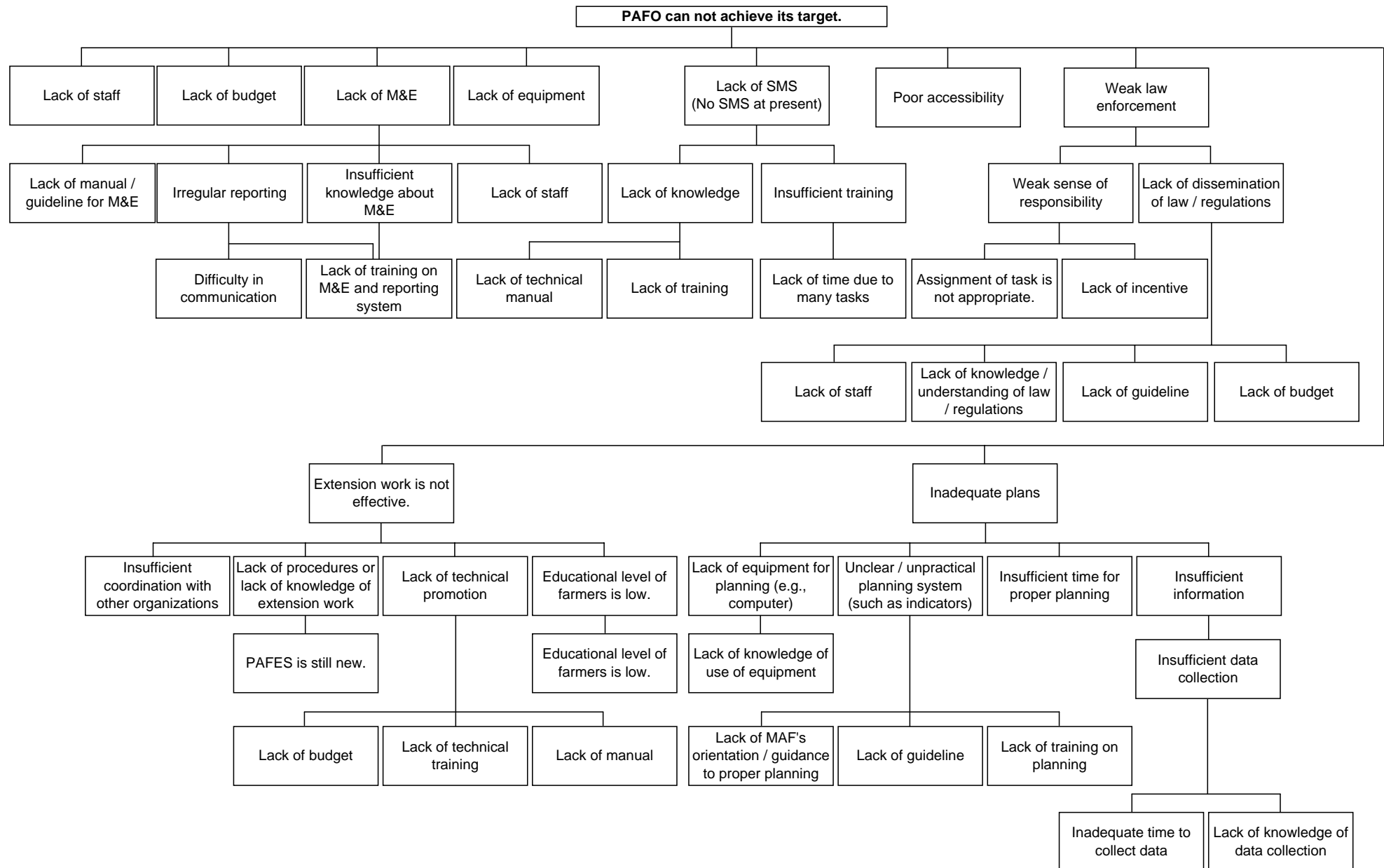


Figure 2 Results of Problem Analysis



Attachment 5-7

Pakseng DAFO

Attachment 5-7: Results of the workshop in Pakseng District

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on May 10, 2004 at the office of the District Agricultural and Forestry Office (DAFO) of Pakseng District, Luangprabang Province.

1.2 Participants of Workshop

A total of 6 staff of the DAFO including the director and deputy director of the office attended the workshop. Three (3) staffs were in Vientiane to attend the training organized by LEAP and two (2) staff took sick leave. A list of attendants is presented in Table 1.

1.3 Condition of the Office

The office of the DAFO is a wooden and shed-looking building with several sets of desks and chairs. There is no electricity or telephone available. The motorbike or bus is the main transportation means to visit villages. The office has three (3) motorbikes but two (2) of them are not in usable condition. Other facilities are one (1) typewriter, two (2) shelves, and one (1) drafting table (but partially broken). Accordingly, one (1) staff out of 11 has a higher diploma and the rest are lower or medium diploma holders.

1.4 External Assistance / Projects in the Area

There is neither foreign-funded nor government initiative project on-going in the district at present, although the office worked with EU project (EU-Livestock Project) before.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

(1) Organizational Structure

A total of 11 staffs works in the office including one (1) director and two (2) deputy directors. The office is composed of four (4) units, such as livestock, forestry, agriculture and administration units. (There is no irrigation unit in the office.) According to the director, the organizational structure will be reformed in accordance with the government strategy. In short, the organization will consist of two (2) sections, which are administration and extension. The technical units will be placed under the extension section.

(2) Roles / Responsibilities

The following are the duties and responsibilities of the office that the director provided.

- a. Implementation of decrees issued by PAFO and district office
- b. Data collection
- c. Provision of extension service
- d. Enhancement of agricultural production
- e. Management of agriculture and forestry land use
- f. Inspection and control of logging activity

Likewise, the other participants provided the roles / responsibilities of each unit in the office as follows:

Roles / Responsibilities of Units

Section	Roles / responsibilities
Agriculture	Encouragement of crop production, collection of agricultural data
Livestock	Promotion of livestock raising, control of diseases (incl. vaccination), management of animal movement, data collection on livestock
Forestry	Control of illegal logging, control of wildlife trading, seedling production and promotion of tree planting, control of shifting cultivation
Administration	Financial management, secretariat for director, collection of rainfall data, data compilation

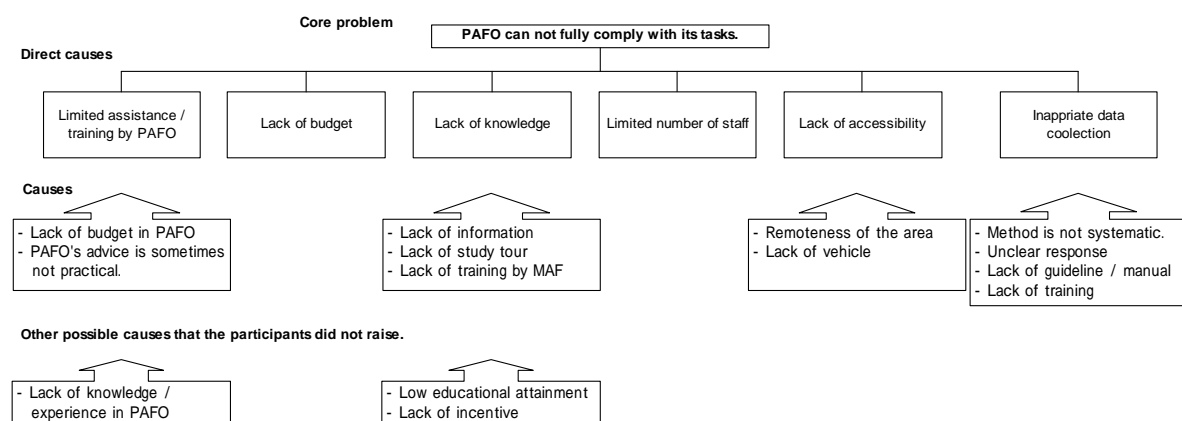
The director seemed to be aware of the duties and responsibilities of the office, while some of the staff showed the difficulties in clarifying those of the respective units.

2.2 Problem Analysis

It was agreed that “The DAFO can not perform its duties, especially in extension and data collection” as a core problem for the discussion. The participants pointed out six (6) direct causes of the core problem, such as:

- a. Lack of budget
- b. Limited number of staff
- c. Lack of knowledge (especially on extension system and other technical matters)
- d. Lack of accessibility
- e. Inappropriate data collection
- f. Limited assistance / training by PAFO

A problem tree made in the session is presented in Figure 2 and summarized as follows.



Result of Problem Analysis

Physical constraints of the DAFO are more serious than those of PAFOs. As described in the aforementioned section (section 1.3), it would be physically impossible to achieve the target under such office environment. In addition, the staff of the DAFO generally has few

opportunities to have training after the completion of their study in the college (although three (3) staffs were attending a training course organized by LEAP, “Training of Trainer” in Vientiane when the study team visited the office). In other word, the knowledge / experience of the staff is limited to the basic level. Furthermore, lack of assistance from PAFO and/or lack of guideline / manual make the situation worsened.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 2, and its summary is shown below.

Training courses needed	
Main subject	Training courses suggested
Administration	1 st : Planning 2 nd : Project management 3 rd : Meteorological data collection 4 th : Use of a rain gauge 5 th : Planning on village development plan
Agriculture	1 st : Propagation of planting materials for fruit trees 2 nd : Farming practice of lowland rice 3 rd : Upland farming (Sloping agricultural technology) 4 th : Mushroom culture
Livestock/ Fishery	1 st : Vaccination and disease diagnostics and treatment 2 nd : Breeding of animals 3 rd : Fingerling production and fish raising 4 th : Livestock raising 5 th : Production of animal feed
Forestry	1 st : Land use planning and mapping (including enlargement of map) 2 nd : Use of survey instruments for land allocation 3 rd : Agroforestry techniques 4 th : Nursery operation (seedling production)

Note: Training courses are put in order from 1st to 5th according to the priority

Based on the follow-up discussion about the prioritization made by the participants, it is judged that they identify most of training courses listed above based on difficulties that they presently face in their work. Some of them are highlighted below.

- It is difficult for the staff to prepare a strategic plan since there has been no training arranged for the preparation of a strategic plan.
- Although the staff has to provide farmers technical advice on farming (rice farming, sloping agriculture, livestock raising), its knowledge is limited.
- The staff has difficulty in land use planning as well as mapping in the land allocation program.
- Furthermore, the staff has few knowledge / experience in using survey instruments for land allocation.

Table 1 List of Attendants in the Workshop at Pakseng

Date: May 10, 2004

Place: District Agricultural and Forestry Office of Pakseng District

Name	Unit	Position
1. Mr. Phonxay VANNADETH	Cabinet	Director
2. Mr. Sisamouth PHONGSAVATH	Cabinet	Deppty director
3. Mr. Phouthone	Livestock unit	
4. Mr. Mitsaya	Forestry unit	
5. Mr. Phonphet SIONECHANE	Administration section	
6. Ms. Seng AMPHONE	Administration section	

Table 2 Training Courses Wanted / Needed

Subject	Training courses	Priority <1
1. Administrative	(1) Planning	AD1
	(2) Project management	AD2
	(3) Meteorological data collection	AD3
	(4) Use of rain gauge	AD4
	(5) Planning on village development plan	AD5
	(6) Village seed fund	AD6
2. Agriculture	(1) Propagation of planting materials of fruit trees (lemon, mango, etc.)	A1
	(2) Farming practice of lowland rice	A2
	(3) Upland farming	A3
	(4) Mushroom culture	A4
3. Livestock	(1) Vaccination and disease diagnostics and treatment	L1
	(2) Breeding of animals (to improve productivity)	L2
	(3) Fingerling production and fish raising	L3
	(4) Livestock raising	L4
	(5) Production of animal feed (composition of animal feed)	L5
4. Forestry	(1) Land use planning and mapping for land allocation	F1
	(2) Use of survey instrument for land allocation	F2
	(3) Agroforestry techniques	F3
	(4) Nursery operation (seedling production)	F4

Remarks: The alphabet indicates the section as explained below, while the number indicate the priority for each section.
AD: Administration, A: Agriculture, L: Livestock, F: Forestry

Reasons for the prioritization:

- Admn: (1) There has been no training arranged for making a strategic plan.
(2) Proper management of project is a key to maintaining the sustainability of project.
- Agriculture: (1) Willing to know how to produce quality planting materials for lemon, manago, star apple, avocado.
(2) Willing to know proper practices in lowland rice farming to improve the productivity.
(3) The staff can not provide farmers any technical advice on the matter of sloping agriculture.
- Livestock: (1) There is a need of veterenary services (such as disease analysis and treatment, vacination, etc.) especially against the foot and mouth disease.
(2) Willing to improve the varieties by mixing local varieties with improved one.
(3) At present, fingerlings are bought from LPB.
- Forestry: (1) The staff has few knowledge about land use planning and mapping.
(2) No one can use survey equipment. At the same time, there is no survey equipment for ground survey.
(3) Willing to know how to plant crops with trees so as to improve livelihood condition of farmers

Figure 1 Organizational Chart with Duites / Responsibilities of the Office

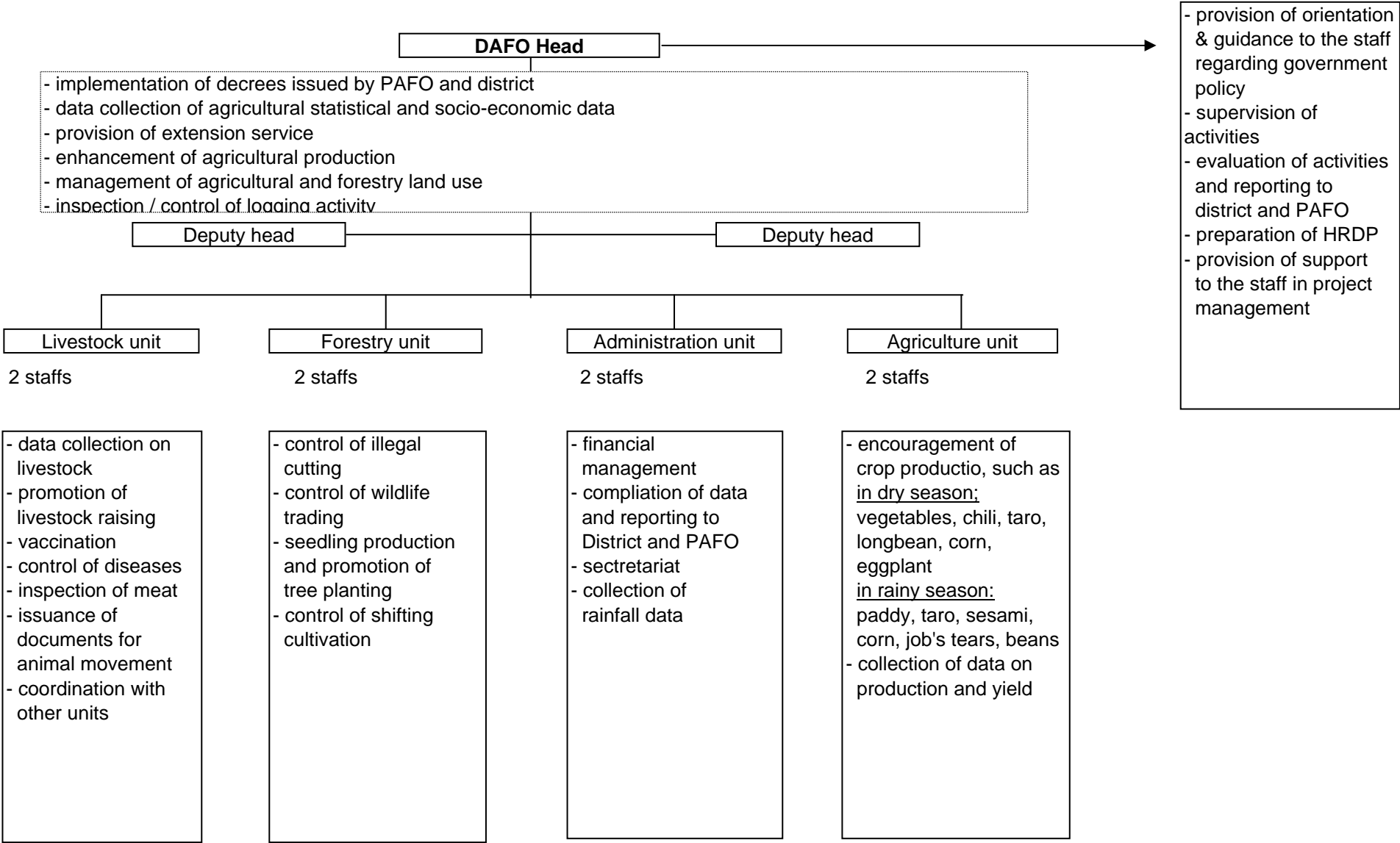
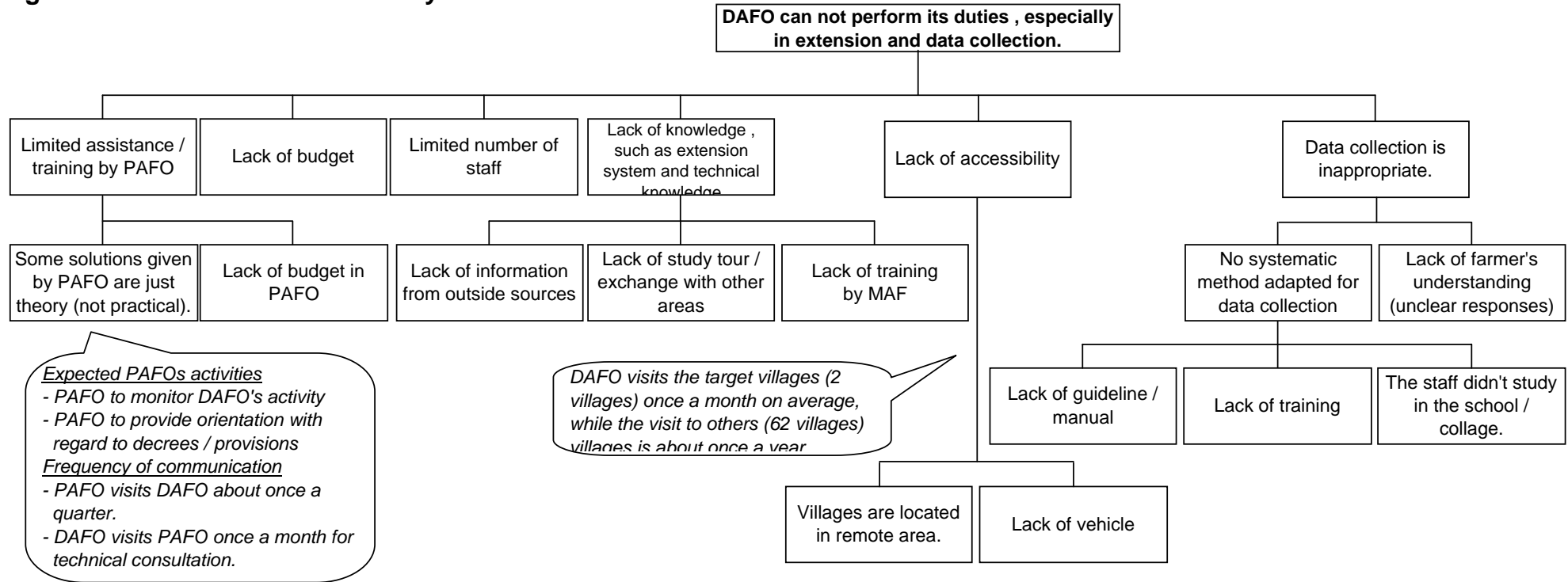


Figure 2 Results of Problem Analysis



Attachment 5-8

Nane DAFO

Attachment 5-8: Results of the Workshop in Nane District

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on May 11, 2004 at the office of the District Agricultural and Forestry Office (DAFO) of Nane District, Luangprabang Province.

1.2 Participants of Workshop

A total of 15 staff of the DAFO including the director and deputy director of the office attended the workshop. A list of attendants is presented in Table 1.

1.3 Condition of the Office

The office of the DAFO is a concrete building with rooms for each technical unit and a space enough for meeting. There are electricity and telephone line supplied in the area. A set of computer (with a printer) is presently being used by the staff. Main transportation means to villages are an office vehicle, 4 motorbikes and public bus. It is noted that an organizational chart with names of staff in the office was put on the wall.

As for educational background of the staff, four (4) staffs out of 16 staffs have a higher diploma, seven (7) are medium diploma holders, and the rest are lower diploma or below.

1.4 External Assistance / Projects in the Area

There is an on-going project called "Lao-Vietnam Project", which aims to enhance the production of rice and corn through establishment of model farms and provision of seeds as well as technical assistance. The office also had three (3) projects working with other organizations, such as SIDA (Lao-Swedish Forestry Project), Care International (Food for Work) and Quarker (Irrigation development) before.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

(1) Organizational Structure

A total of 16 staffs works in the office including one (1) director and one (1) deputy director. The office is composed of five (5) units, such as livestock, forestry, agriculture, irrigation and administration units. According to the director, the organizational structure will be reformed into the two-section structure (administration and extension). He has just drafted duties and responsibilities of the office in accordance with the new organizational structure.

(2) Roles / Responsibilities

The participants discussed the duties and responsibilities of the office as well as the units of the office. The following are the duties /responsibilities of the DAFO that the director provided.

- a. Implementation of projects / regulations based on decrees

- b. Survey and data collection of agriculture, forestry and socio-economic data
- c. Land allocation and management of land use
- d. Technical promotion and provision of services on agriculture, livestock, fishery
- e. Enhance of production
- f. Control and protection of pests and diseases
- g. Utilization, management and transfer of irrigation systems to farmers
- h. control of illegal cutting, reduction of shifting cultivation
- i. Control of agro-forestry business entities

Likewise, the other participants provided the roles / responsibilities of each unit in the office as follows:

Roles / Responsibilities of Units

Section	Roles / responsibilities
Livestock	Establishment of model farms for livestock raising, control of animal, inspection of meat, control of animal diseases.
Forestry	Management and protection of forests, seedling production, promotion of tree plantation, management of NTFPs, conservation of wildlife, management of land use, land allocation, control of logging and wood industries
Agriculture	Promotion of production, experiment of corn and rice, control of pest and diseases, statistical data collection
Irrigation	O&M of irrigation systems, super vision of construction works. preparation of project proposal
Administration	Planning, & statistical data collection, financial management, secretariat for DG, data compilation and reporting

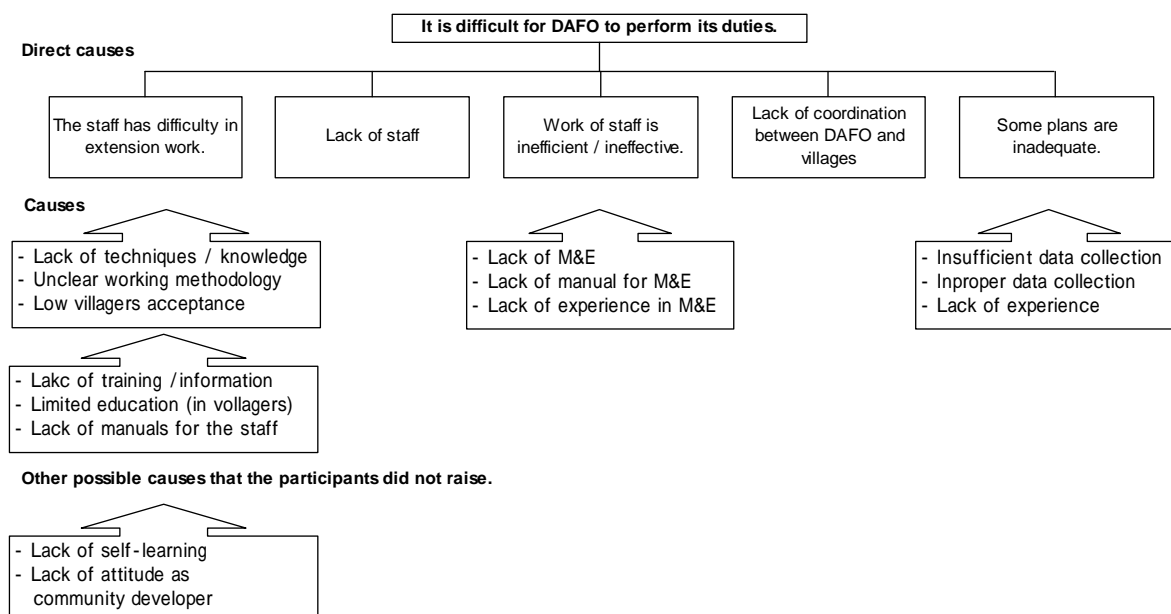
The director and his subordinates seemed to be aware of the duties and responsibilities of the office and units.

2.2 Problem Analysis

It was agreed that “It is difficult for the DAFO to perform their duties / tasks” as a core problem for the discussion. The participants pointed out five (5) direct causes of the core problem, such as:

- a. The staff has difficulty in extension work.
- b. Lack of staff
- c. Work of staff is inefficient / ineffective.
- d. Some plans are inadequate.
- e. Lack of coordination between the DAFO and villages

The participants were asked to further analyze causes of the direct causes. As a result, a total of 32 cards (causes of direct causes) were raised by the participants. A problem tree made in the session is presented in Figure 2 and summarized as follows.



Result of Problem Analysis

Lack of capability (technical skills / knowledge / experience), low villagers acceptance and unclear working methodology were identified as causes of “difficulty in extension work”. Lack of capability was caused by “lack of training”, “lack of information” and “insufficient support from PAFO”. The participants considered that the low acceptance was caused mainly by villagers. It seemed that there was still little awareness among the staff that they should be community developers / service providers, although cultural and educational barriers create difficulty in working with villagers. It was also found that lacks of system (manual / guideline) and logistic support (budget, equipment and staff) accelerated the difficulty in addition to the weaknesses in its capability.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 2, and its summary is shown below.

Training courses needed

Main subject	Training courses suggested
Administration	1 st : Office management 2 nd : Planning and statistic data management 3 rd : Computer skill 4 th : English skill 5 th : Accounting
Agriculture	1 st : Project proposal preparation 2 nd : Farming practice of lowland rice 3 rd : Sloping agriculture techniques 4 th : Training of trainers 5 th : Control of pests and diseases (including IPM)
Livestock/ Fishery	1 st : Training of trainers (for veterinary service) 2 nd : Diagnostics and treatment of diseases 3 rd : Frog culture 4 th : Sampling method for investigation of dead animals 5 th : English skill

Main subject	Training courses suggested
Forestry	1 st : Project proposal preparation 2 nd : English skill 3 rd : Use of GIS (Mapping) 4 th : Community forestry 5 th : Management of seeds
Irrigation	1 st : Formulation of work plans 2 nd : Transfer of irrigation systems 3 rd : Use of AutoCAD 4 th : Monitoring and evaluation 5 th : Analysis of projects (Feasibility study preparation)

Note: Training courses are put in order from 1st to 5th according to the priority

Based on the follow-up discussion about the prioritization made by the participants, it seemed that some training courses suggested could be categorized into “wanted needs”, for instance, use of GIS, English skill, and preparation of project proposal. However, it is also considered that some are required for their daily work, namely, “office management”, “planning”, “farming practice of lowland rice”, “sloping agriculture”, “TOT”, “diagnostics and treatment of animals” “community forestry” etc.

Table 1 List of Attendants in the Workshop at Nane

Date: May 11, 2004

Place: District Agricultural and Forestry Office of Nane District

Name	Office / Section	Position
1. Mr. Sivone KHAMCHANE	Cabinet	Director
2. Mr. Phane DOUANGCHANE	Cabinet	Deppty director
3. Mr. Bounpeng SENGMANY	Forestry unit	Unit head
4. Mr. Keusong KENG	Irrigation unit	Unit head
5. Mr. Bualy KHANTHAPASEUTH	Forestry unit	Technician
6. Mr. Bounthin PHONEMANY	Agriculture unit	Unit head
7. Mr. Bounphet PHANETHAVONG	Agriculture unit	Technician
8. Mr. Chanthavy VONGTHONGSAY	Forestry unit	Technician
9. Mr. Chanhma TEESAVATH	Forestry unit	Technician
10. Ms. Phettavone VANNAPHA	Forestry unit	Technician
11. Mr. Vanthong BOUNYONG	Livestock unit	Unit head
12. Ms. Latsamy VONGMANICHANE	Administration unit	Technician
13. Mr. Bounthan PHONEMANY	Livestock unit	Technician
14. Mr. Thongkhoun CHANSANGA	Irrigation unit	Technician
15. Mr. Thongvanh KEOKENCHANH	Administration unit	Unit head

Table 2 Training Courses Wanted / Needed

Subject	Training courses	Priority <1
1. Administrative	(1) Office (Administrative) management (2) Planning and statistic data management (3) Computer skill (4) English skill (5) Accounting	AD1 AD2 AD3 AD4 AD5
2. Agriculture	(1) Preparation of project proposal (2) Farming practice of lowland rice (3) Sloping agriculture techniques (including farming practice of crops) (4) Training of trainers (5) Control of pests and diseases (including IPM) (6) Property of soils and management of soils (7) Propagation of planting materials of fruit trees	A1 A2 A3 A4 A5
3. Livestock	(1) Training of trainers (for veterenary service) (2) Diagnostics and treatment of diseases (3) Frog culture (4) Sampling method for investigation of dead animals (5) English skill (6) Forage production (7) Fingerling production (8) Meat inspection (9) Artificial breeding (for cattler and buffalo) (10) Computer skill	L1 L2 L3 L4 L5
4. Forestry	(1) Preparation of project proposal (2) English skill (3) Use of GIS (Mapping) (4) Community forestry (5) Management of seeds (6) Land allocation (7) Land use planning (8) Data collection and nanalysis of meteorological data (9) Data processing in computer (10) Property of soils and management of soils (11) Conservation of mother trees	F1 F2 F3 F4 F5
5. Irrigation	(1) Formulation of work plans (annual, long-term, etc.) (2) Transfer of irrigation systems (including O&M of irrigation systems) (3) Use of Auto CAD (4) Monitoring and evaluation (5) Preparation of feasibility study (analysis of projects)	I1 I2 I3 I4 I5

Remarks: The alphabet indicates the section as explained below, while the number indicate the priority for each section.
AD: Administration, A: Agriculture, L: Livestock, I: Irrigation, F: Forestry

Reasons for the prioritization:

Admn: (1) Good management is a critical factor for good performance.
(2) Data collection and planning are inadequate at present.
(3) Need to manage data / information in computer.

Irrigation: (1) Willing to improve their planning ability to make a proper work plan for the unit.
(2) Willing to know about the transfer of facilities including the way of beneficiaries' O&M.
(3) The unit has a computer with AutoCAD, but no one knows how to use it.

Forestry: (1) Willing to know how to make a study report / project proposal.
(2) At present, many works for forestry require english skill of the staff.
(3) Some staffs were trained on land use planning. They like to use GIS for preparation of maps, there is no GIS software, though.

Agriculture: (1) Willing to know how to make a study report / project proposal.
(2) Increase of rice production is one of the targets of the DAFO, since the district has more than 1,500 ha of rice field.
(3) Willing to know about proper techniques on sloping farming which make a balance of agricultural production and soil conservation.

Livestock: (1) Willing to form veterenary volunteers at the village level.
(2) Willing to know how to diagnose and treat diseases.
(3) Many farmers has an interest in frog culture.

Figure 1 Organizational Chart with Duites / Reponsibilities of the Office

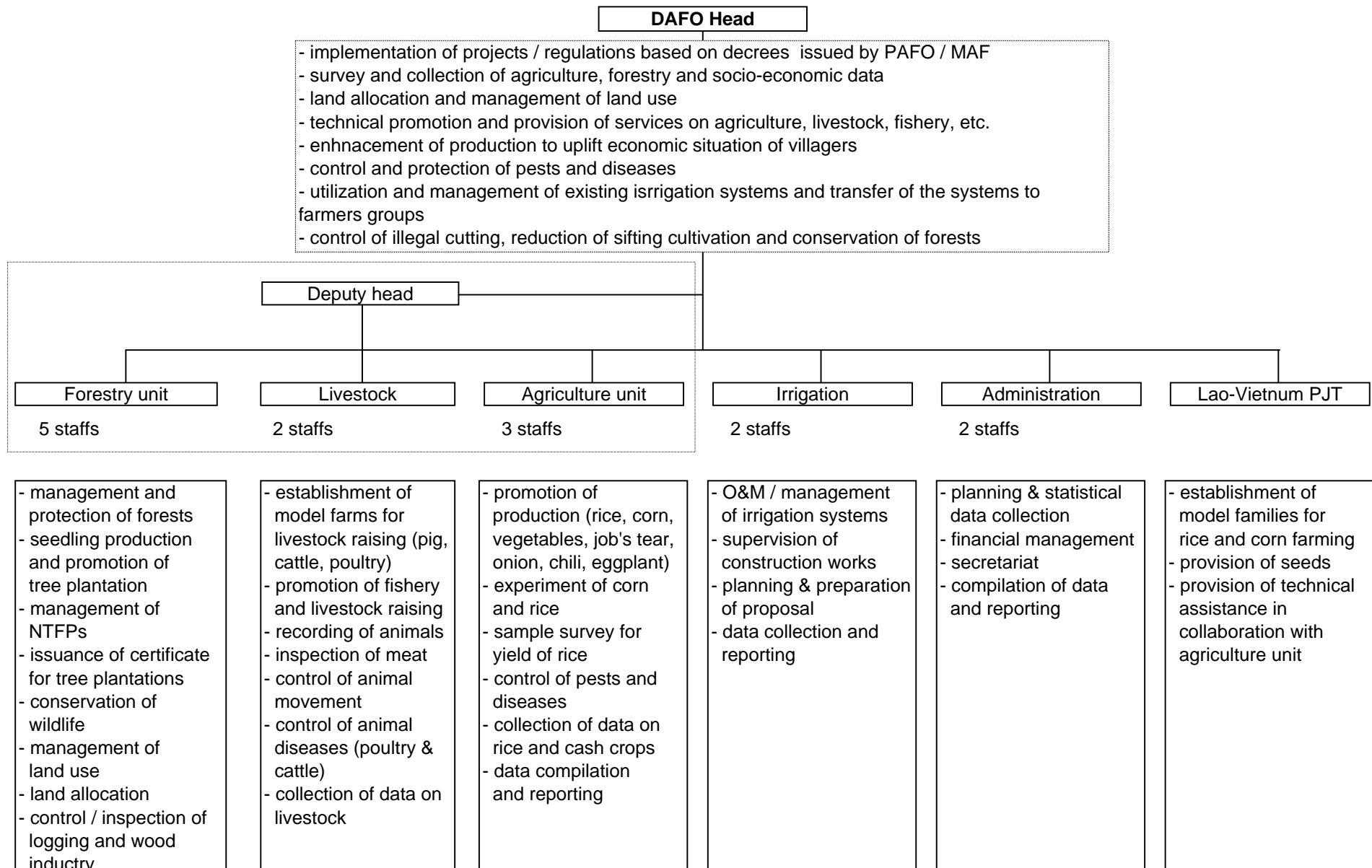
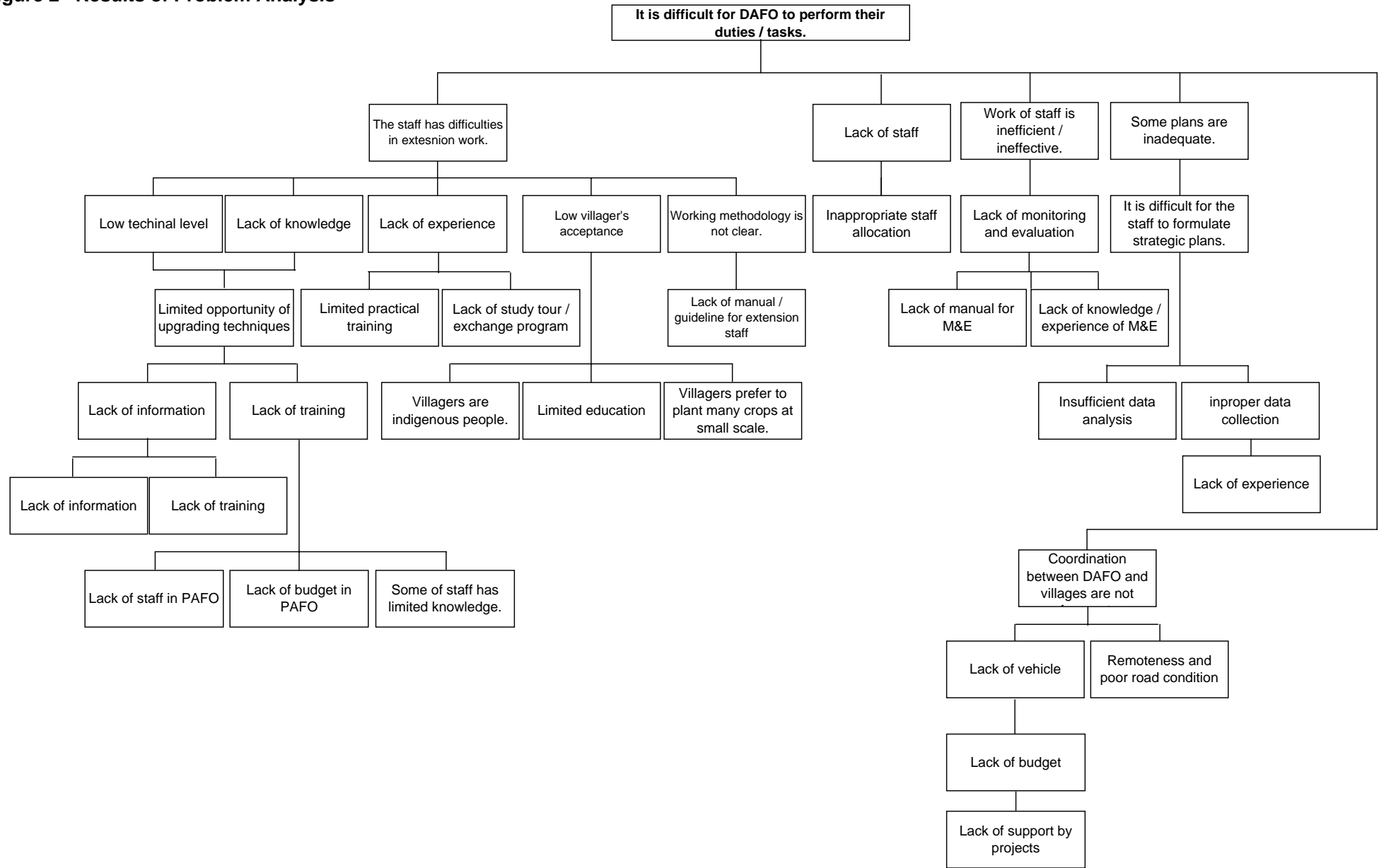


Figure 2 Results of Problem Analysis



Attachment 5-9

Viengkham DAFO

Attachment 5-9: Results of the Workshop in Viengkham District

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on May 13, 2004 at the office of the District Agricultural and Forestry Office (DAFO) of Viengkham District, Luangprabang Province.

1.2 Participants of Workshop

A total of 6 staff of the DAFO including two (2) deputy directors of the office attended the workshop. A half of the staff in the office had some assignment were out of the office although advance the notice of the study team's visit was given the office in advance. A list of attendants is presented in Table 1.

1.3 Condition of the Office

The main office of the DAFO is a concrete building which consists of two (2) rooms for the directors and a space enough for meeting. There is also one two-stray wooden building used for the office beside the main office. The area can have electric supply only in the evening. Public bus is the sole transportation means for the staff to visit villages since there is no transportation facility in the office. It is noted that the office keeps vaccines in an icebox by using a solar battery system.

As for educational background of the staff, there are two (2) higher diploma and eight (8) medium diploma holders. Six (6) staffs are at the lower diploma level.

1.4 External Assistance / Projects in the Area

There are several on-going projects, such as EU-Micro project, Lao-American project (that is what they call), and NTFP management project by IUCN. To coordinate with those projects, the office has assigned four (4) staffs as counterparts for the projects. Accordingly, one of the components of EU-Micro project is training of district staff (but not only for the DAFO but also other technical offices in the district). The project has organized one training course on livestock management for the staff of the DAFO so far.

In the past, the DAFO had also been supported by EU-Livestock Project. Therefore, some of the staff may have attended some training on livestock matters.

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

(1) Organizational Structure

A total of 16 staffs works in the office including one (1) director and two (2) deputy directors. The office is composed of five (5) units, such as livestock, forestry, agriculture, irrigation and administration units as shown in Figure 1. The study team was informed that the office was planning to unify the technical units into one unit as the extension unit like other provinces.

However, the office has yet to start revising the duties / tasks of DAFO in accordance with the new organizational structure. .

(2) Roles / Responsibilities

The participants discussed the duties and responsibilities of the DAFO as well as units of the office. As a result, they enumerated the responsibilities of each unit of the DAFO, but the two (2) deputies were not able to provide those of the DAFO itself.

Roles / Responsibilities of Units

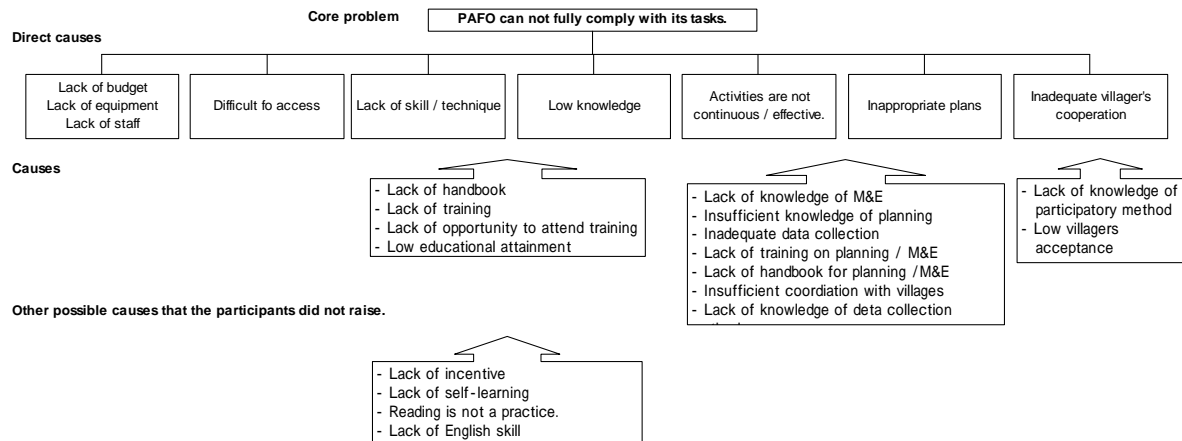
Units	Roles / responsibilities
Livestock	Extension, protection of livestock from diseases, inspection and control of meat, monitoring of EU project, control of animal movement
Forestry	Enforcement of forestry law, land use and forest management, promotion of tree plantation, conservation of wildlife, management of timbers and NTFPs, land allocation
Agriculture	Promotion of agricultural production, promotion of cash crop production, experiment of rice, propagation of planting materials, collection of data on consumers prices of products
Irrigation	Design of small scale irrigation systems, supervision of construction works, survey of irrigation projects
Administration	Accounting / financial management, planning, compilation of report and reporting to PAFO and District office, collection of meteorological data

2.2 Problem Analysis

It was agreed that “The DAFO can not achieve its target” as a core problem for the discussion. The participants pointed out none (9) direct causes of the core problem, such as:

- a. Lack of equipment
- b. Lack of staff
- c. Lack of budget
- d. Difficult to access
- e. Lack of skill / technique
- f. Lack of knowledge
- g. Activities are not continuous or effective.
- h. Inappropriate plans
- i. Inadequate villager’s cooperation

Furthermore, the participants discussed the causes of items e) to i). The results of discussion are presented in Figure 2 as a problem tree and summarized as follows.



Result of Problem Analysis

Lacks of training and handbook are identified as causes of the lack of capability (lack of skill / technique and lack of knowledge). It is also speculated that the lack of self-learning caused by low English skill, lack of incentive and lack of reading custom may hinder updating their knowledge / skills.

On the other hand, the participants identified the insufficient knowledge of data collection, planning and M&E as causes of “ineffective performance” as well as “inappropriate planning”.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 2, and its summary is shown below.

Training courses needed	
Main subject	Training courses suggested
Management	1 st : Office management 2 nd : English skill 3 rd : Computer skill 4 th : Monitoring and evaluation 5 th : Planning (strategic plans and annual work plan)
Administration	1 st : Planning (strategic plans and annual work plan) 2 nd : Computer skill 3 rd : Accounting 4 th : Monitoring and evaluation
Agriculture	1 st : Propagation of planting materials for fruit trees 2 nd : Training of trainers 3 rd : Farming practice for second season rice 4 th : Sloping agriculture technology 5 th : Mushroom culture
Livestock/ Fishery	1 st : Chicken (Poultry) raising 2 nd : Monitoring and evaluation of projects 3 rd : Swine raising 4 th : Fingerling production
Forestry	1 st : How to enlarge the scale of map from 1:100,000 to 1:10,000 2 nd : Procedures of land allocation program 3 rd : Land use planning 4 th : Community forestry and sustainable forest management

Main subject	Training courses suggested
Irrigation	1 st : Preparation of a project plan 2 nd : Data collection for project planning 3 rd : Use of AutoCAD 4 th : Use of survey instruments 5 th : Monitoring and evaluation of projects

Note: Training courses are put in order from 1st to 5th according to the priority

A follow-up discussion about the prioritization was made with the participants. Some findings are highlighted as follows:

- a. The training courses suggested by the participants can be classified into two (2) groups, i.e., (a) administrative/general and (b) technical. The former courses are composed of knowledge / skills on office management, planning (work and strategic plans), project management (from project planning to M&E) and other general skills (English and computer). While, in technical training courses, each technical section has the respective needs.
- b. The needs of agricultural unit reflect the physical situation of the district, namely, propagation of planting materials of fruits (since the area is suitable for fruit growing), farming practice of 2nd season rice (since there is a high incidence of diseases in 2nd cropping), sloping agriculture techniques (since the terrain is mountainous).
- c. The participants had less need of training on disease analysis (diagnostics) of animals unlike other PAFOs and DAFOs since there are few cases of animal diseases in the area. Accordingly, the DAFO has formed 60 village volunteers and provided vaccines to villages through the volunteers in cooperation with the EU projects (EU-Livestock and EU-Micro projects).
- d. The staff of forestry unit showed their difficulties in working for the land allocation program. It seemed that there would be a need of practicing a proper procedure of the land allocation program.

Table 1 List of Attendants in the Workshop at Viengkham

Date: May 13, 2004

Place: District Agricultural and Forestry Office of Viengkham District

Name	Office / Section	Position
1. Mr. Siphon MISOUK	Cabinet / Irrigation unit	Deputy director / Unit head
2. Mr. Bouathong XAYAVONG	Cabinet	Deputy director
3. Mr. Chanthasack PHATHANE	Livestock unit	
4. Mr. Bounmy THAMMAVONG	Administration unit	Unit head
5. Ms. Dongchant VONGSAVANH	Administration unit	
6. Mr. Sivone SONMANY	Forestry unit	
7. Mr. Somveopphet DOVANG PASEUTH	Agriculture unit	
8. Ms. Amphay THAVONGSY	Agriculture unit	

Table 2 Training Courses Needed

Subject	Training courses	Priority <1
1. Common	(1) Planning (strategic plans, work plans) (2) English skill (3) Computer skill (4) Monitoring and evaluation	MG5, AD1, F5 MG2, L5 MG3, AD2 MG4, AD4
2. Administration	(1) Accounting (2) Office management	AD3 MG1
3. Agriculture	(1) Propagation of planting materials (for fruit trees) (2) Training of trainers (3) Farming practice of second season rice (4) Sloping agriculture technology (5) Mushroom culture (6) Cultural practice for collection of sealing wax	A1 A2 A3 A4 A5
4. livestock	(1) Chicken raising (2) Monitoring and evaluation of projects (3) Swine raising (4) Fingerling production	L1 L2 L3 L4
5. Forestry	(1) How to enlarge large-scale (1:100,000) map up to 1:10,000 (2) Procedures of land allocation (3) Land use planning (4) Community forestry and sustainable forest management	F1 F2 F3 F4
6. Irrigation	(1) Preparation of project plan (2) Data collection for project planning (3) Use of Auto CAD (4) Use of survey instruments (updated instrument) (5) Monitoring and evaluation of projects	I1 I2 I3 I4 I5

Remarks: The alphabet indicates the section as explained below, while the number indicate the priority for each section.
MG: Management, AD: Administration, A: Agriculture, L: Livestock, I: Irrigation, F: Forestry

Reasons for the prioritization:

Mgnt: (1) Good management is a critical factor in leading the office and managing works.
(2) Many guidelines / documents are written in English.
(3) Computer is necessary for reparation of documents and record keeping.

Admn: (1) Willing to know the way of proper planning.
(2) Computer help them to make a report easily.
(3) The staff has no experience or no training received yet.

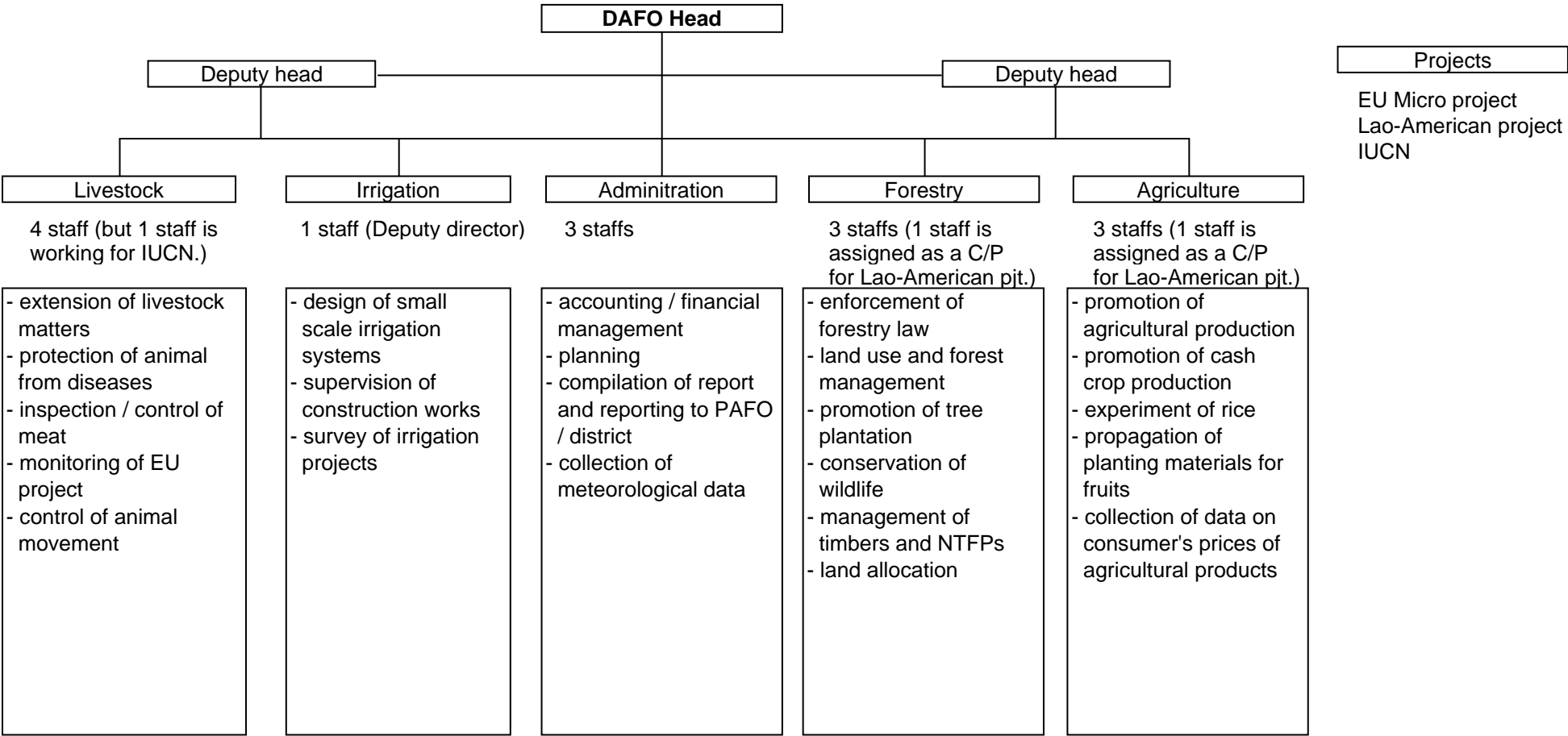
Irrigation: (1) Willing to know the method for proper planning.
(2) Willing to know the method for proper data collection.
(3) Willing to use Auto CAD for designing although there is no computer.

Forestry: (1) Willing to know how to enlarge 1:100,000 scale map up to the scale of 1:10,000 to use it as a base map for land allocation.
(2) The staff is not sure about the procedures of land allocation.
(3) The staff lacks the knowledge of land use planning.

Agriculture: (1) There is a high demand of planting materials of fruits since the area is suitable for fruit trees.
(2) Methodology of TOT (Training of trainers) is essential for the work.
(3) There is a high incidence of a disease of rice in second cropping season because of low temperature.

Livestock: (1) Hybrid chicken (between improved and local) is much in demand.
(2) Willing to know the way of proper management / monitoring of projects.
(3) Willing to know the proper practice for swine raising.

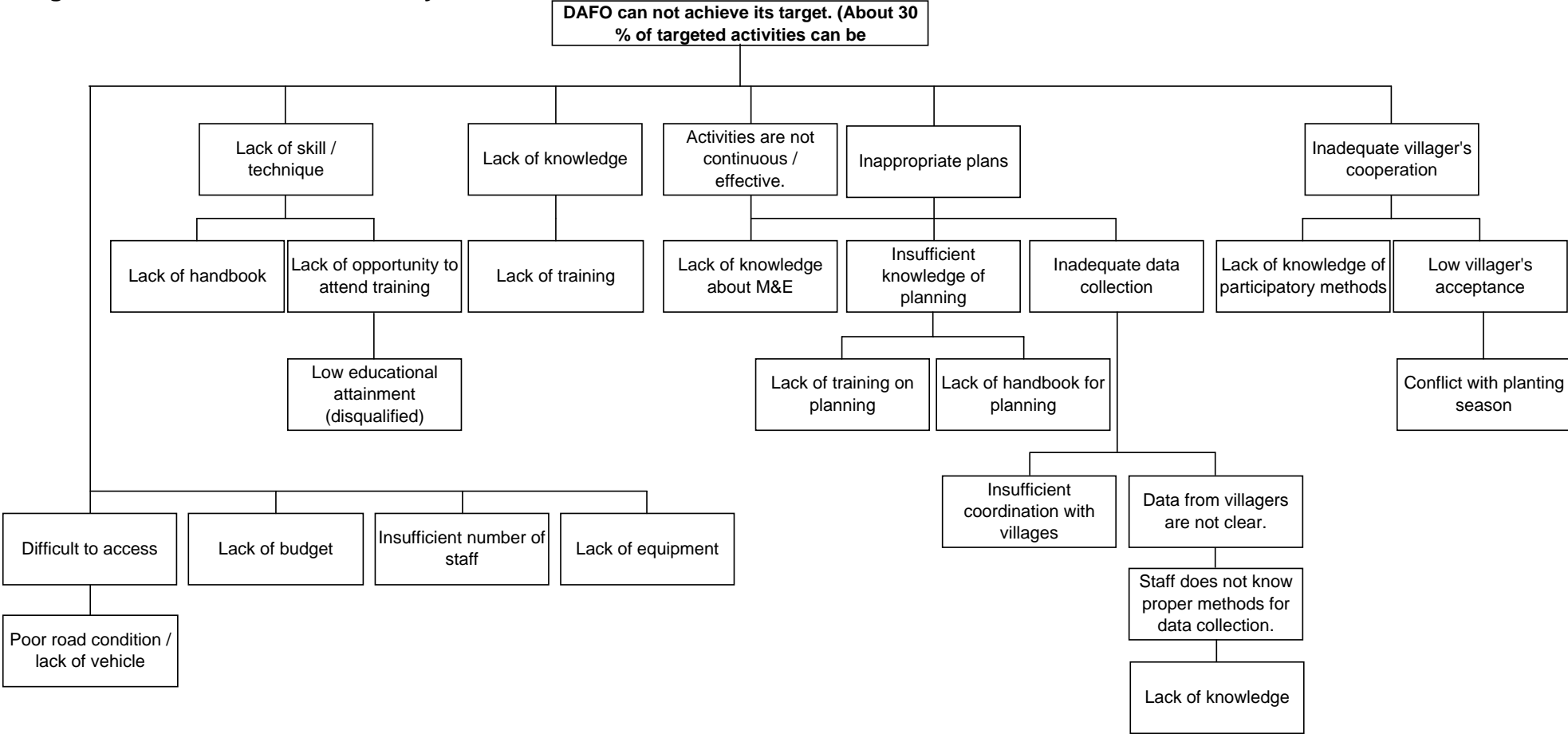
Figure 1 Organizational Chart with Duties / Responsibilities of the Office



Projects

- EU Micro project
- Lao-American project
- IUCN

Figure 2 Results of Problem Analysis



Attachment 5-10

Xayaboury DAFO

Attachment 5-10: Results of the Workshop in Xayaboury District

1. General Information of Workshop

1.1 Date and Venue of Workshop

The workshop was conducted on May 18, 2004 at the office of the District Agricultural and Forestry Office (DAFO) of Xayaboury District, Xayaboury Province.

1.2 Participants of Workshop

A total of 7 managerial staffs of the DAFO including a deputy director of the office attended the workshop. The managerial staffs of livestock section were not able to attend the workshop since they had a whole day meeting in the district government office. A list of attendants is presented in Table 1.

1.3 Condition of the Office

The DAFO has three (3) office buildings in its compound, in which there are five (5) to eight (8) rooms for each building. Since the office is located in the provincial capital, there is no problem in the access to public services (electricity, water supply and telephone line). In fact, it was the most equipped office among the four (4) DAFOs where the study team has undertaken the workshop. Accordingly, their main transportation means is a private motorbike or public bus although they have several units of motorbike and vehicles in the office.

1.4 External Assistance / Projects in the Area

There are two (2) projects on-going in the area, which are a rural development project supported by CARE International and EU-livestock project. The former has just started in this year and will end in 2007. The components of the project consist of agricultural development, public health service, education, small bridge construction, marketing support and family planning.

On the other hand, the EU project will terminate in the forthcoming June. Since the EU-project has a training component, some of the staff of the DAFO (Counterparts for the project from livestock section) have attended several types of training on the livestock sector (e.g., livestock raising, poultry raising, vaccination, and revolving fund).

2. Results of Workshop

2.1 Organizational Structure and roles / responsibilities of the sections

(1) Organizational Structure

A total of 50 staffs including contractual staffs is working in the office. The office has five (5) sections composed of four (4) technical sections and one (1) administration section. The sections are supervised by two (2) directors (Director General and Deputy Director General). Director General directly supervises irrigation and administration sections in addition to the management of the entire office. The rest (forestry, livestock and agriculture) are under the

supervision of the deputy director. The organizational chart of the DAFO is presented in Figure 1.

According to Director General, the office has no plan to reform the organizational structure unlike the DAFOs in Luangprabang.

(2) Roles / Responsibilities

The participants discussed the duties and responsibilities of the office as well as the units of the office. The following are the duties /responsibilities of the DAFO that the deputy director provided.

- a. Enhancement of production
- b. Management and control of projects belong to DAFO
- c. Control and inspect of logging and NTFPs harvesting
- d. Management of irrigation systems
- e. Provision of technical services on livestock, agriculture, irrigation and forestry
- f. Land use management
- g. Provision of orientation regarding decrees, regulations, and plans issued by PAFO / MAF
- h. Collection of statistical data on agriculture, forestry and socio-economic situation

Likewise, the other participants provided the roles / responsibilities of each unit in the office as follows:

Roles / Responsibilities of Units

Units	Roles / responsibilities
Livestock	Promotion of livestock and fishery development, vaccination service, statistical data collection and planning
Forestry	Management and enforcement of regulations, tree plantation, land allocation, management of wood industry, statistical data collection and planning
Agriculture	Promotion of production of rice, upland crops, and vegetables, promotion of fruit tree plantation, control and management of pests & diseases
Irrigation	Potential study, design of irrigation systems, construction (with villagers) of small scale irrigation systems, supervision of construction works, management of irrigation systems, provision of training on O&M, formation of water users groups, transfer of the system
Administration	Document management, personal affair, statistics, planning, accounting / financial management

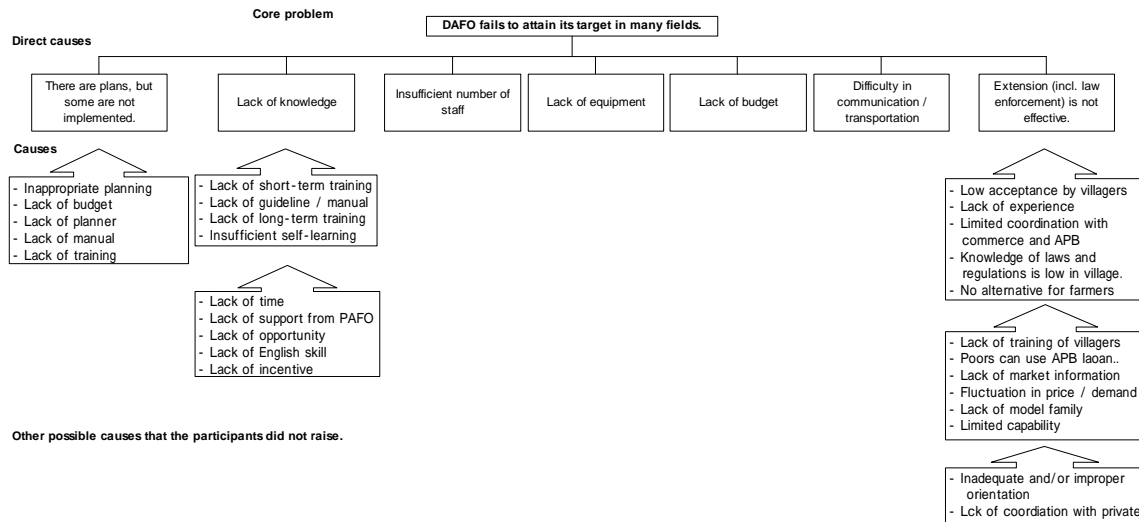
2.2 Problem Analysis

It was agreed that “The DAFO fails to attain its target in many fields.” as a core problem for the discussion. The participants pointed out seven (7) direct causes of the core problem, such as:

- a. There are plans, but some plans are not implemented.
- b. Lack of knowledge
- c. Insufficient number of staff
- d. Lack of equipment
- e. Lack of budget

- f. Difficulty in communication / transportation
- g. Extension (including law enforcement) is not effective.

Furthermore, the participants discussed the causes of the direct causes, especially items a), b) and g). The results of discussion are presented in Figure 2 as a problem tree and summarized as follows.



Result of Problem Analysis

The participants identified i) lack of budget and ii) inappropriate planning caused by “lack of manual” and “lack of planner” as the main reasons why the DAFO can not implement some plans. As for “insufficient knowledge of the staff”, they pointed out that the staff of the DAFO has very few opportunities to have training (both long-term and shot-term training courses). At the same time, they admitted that the self-learning of the staff is also limited due to their English skill and time limitation.

“Low acceptance of extension work”, “lack experience in extension staff” and “insufficient information dissemination for law and regulations” were considered major causes of ineffective extension work. It is noted that the participants pointed out the importance of coordination with the district commerce office and Agricultural Promotion Bank (APB). According to the deputy director, the DAFO tried to coordinate with them before. However, because of the following reasons, those were not fruitful movements.

- APB did not provide a loan to poor farmers who have no collateral.
- The commerce office in the district had no useful marketing information.

The participants also raised a card of “there is no alternative for farmers” as one of the causes of weak law enforcement in addition to “insufficient information dissemination”, rather than blaming farmers for clearing forests. In a sense, they seem to have reasonable perception about upland people / area.

2.4 Training Courses needed

Based on the results of the preceding sessions, the participants discussed types of training required for improving their performance. Training courses that the participants suggested are listed in Table 2, and its summary is shown below.

Training courses needed	
Main subject	Training courses suggested
Administration	1 st : Project management 2 nd : Office management 3 rd : Proper task allocation and work planning 4 th : Planning for strategic plans 5 th : Computer skill
Agriculture	1 st : Project management 2 nd : Training of extension workers (extension methods / TOT) 3 rd : Small scale processing of farm products 4 th : Use of agro-chemicals 5 th : Promotion of a model family approach
Livestock/ Fishery	1 st : Collective livestock raising 2 nd : Vaccination 3 rd : Analysis of animal diseases in a laboratory 4 th : Poultry raising 5 th : Fish raising and fingerling production
Forestry	1 st : M&E of land allocation program 2 nd : Forest fire protection 3 rd : Survey of fire damaged area and rehabilitation of the burned area 4 th : Forest management planning 5 th : Wildlife conservation
Irrigation	1 st : Management of a medium-scale irrigation system 2 nd : Formation of water users groups 3 rd : Effective use and management of traditional irrigation systems 4 th : Assessment of irrigation potential and preparation of project plans 5 th : Project management

Note: Training courses are put in order from 1st to 5th according to the priority

A follow-up discussion about the prioritization was made with the participants. Some findings are highlighted as follows:

- a. The participants showed high interest in the project management method (project planning, implementation and M&E). Three (3) units gave their priority to the project management.
- b. Agricultural unit admitted that they had less knowledge of extension system as well as tools used for extension work. In addition, the unit also showed the willingness to know about the proper use of chemicals since the use of chemical in upland area have been increasing.
- c. Accordingly, the district has completed the land allocation program. Therefore, forestry unit plans to monitor and evaluate the program.
- d. The district have forest fires every year. In 2003, fires caused damages to about 60% of the forest lands. Therefore, the forestry unit showed their willingness to know how to prevent forest fires and rehabilitate the burned areas.

- e. Formation of a water users association group and provision of training on O&M to the group are important roles of irrigation unit, but the staff has had few training on that matters.
- f. According to one staff of livestock section, the training by the EU project is limited only to the project staff. Therefore, the unit have need of more training courses on vaccination, livestock raising (especially improved method or variety) and diagnostics of animals. She also pointed out the necessity of training on fish culture including fingerling production.

Table 2 Training Courses Needed

Subject	Training courses	Priority <1
1. Administration	(1) Project management (from project planning to M&E) (2) Office management (3) Proper task allocation and work planning (part of office management) (4) Planning for strategic plans (5) Computer skill (6) English skill (7) Document management	AD1 AD2 AD3 AD4 AD5
2. Agriculture	(1) Project management (from project planning to M&E) (2) Training of extension workers (Extension methods and TOT) (3) Small scale processing of farm products (4) Use of agro-chemicals (5) Promotion of model family approach (6) Land conservation in sloping land (7) Propagation of planting materials for fruit trees	A1 A2 A3 A4 A5
3. Livestock	(1) Collective livestock raising (planning and implementation) (2) Vaccination (3) Animal diagnostics (Analysis of animal diseases in a lab) (4) Poultry raising (of improved variety) (5) Fish raising and fingerling production (6) Breeding of livestock	L1 L2 L3 L4 L5
4. Forestry	(1) M&E of land allocation (2) Forest fire protection (3) Survey of fire damage and rehabilitation of forests (4) Forest management planning (5) Wildlife conservation (6) NTFP conservation (7) Nursery operation and reforestation (8) Land use plan and soil conservation in sloping land	F1 F2 F3 F4 F5
5. Irrigation	(1) Management of a medium-scale irrigation system (2) Formation of water users groups (3) Effective use and management of traditional irrigation systems (4) Assessment of irrigation potential and preparation of plans (5) Project management (from planning to M&E)	I1 I2 I3 I4 I5

Remarks: The alphabet indicates the section as explained below, while the number indicate the priority for each section.
AD: Administration, A: Agriculture, L: Livestock, I: Irrigation, F: Forestry

Reasons for the prioritization:

- Admn:** (1) Proper project management from planning to M&E is important.
(2) No one in the unit have the administrative background (no one has studied the administrative matters.).
(3) Task allocation should focus on the background / experience of the staff.
(4) Willing to know how to prepare strategic plans.
(5) Computer is useful for record keeping as well as reporting.
- Agriculture:** (1) Proper project management from planning to M&E is important.
(2) Willing to know the methodology of extension work to improve their performance.
(3) Marketing and transportation are the problems in the area. Therefore, the unit likes to promote small scale processing to solve such problems.
(4) Upland farmers sometimes use agro-chemicals without knowing how to dose them properly.
(5) Similar with item (2), willing to know how to from / use a model family approach.
- Livestock:** (1) There is an idea that collective livestock raising is more effective than individual / traditional raising.
(2) Willing to know how to dose a vaccine.
(3) Willing to know the proper diagnostics of animal diseases
(4) The unit has been promoting poultry raising recently and plans to promote improved variety.
(5) The fish culture is still not common in the area.
- Irrigation:** (1) The staff has never received training on the management of irrigation systems.
(2) Willing to know how to organize farmers.
(3) There are many traditional irrigation schemes (about 180 schemes) in the area.
(4) There are many potential water resources in the area. Need to use the resources effectively.
(1) Proper project management from planning to M&E is important.
- Forestry:** (1) Sayabury has completed the land allocation program. DAFO likes to evaluate the program.
(2) There are forest fires every year. About 60 % of forest land (169,000 ha) were damaged by fires in 03.
(3) Therefore, the unit likes to rehabilitate the burned / damaged areas.
(4) They have a forest management plan, but the plan is not appropriate.
(5) Willing to know how to study the present wildlife resources and prepare a conservation plan.

Figure 1 Organizational Chart with Duites / Responsibilities of the Office

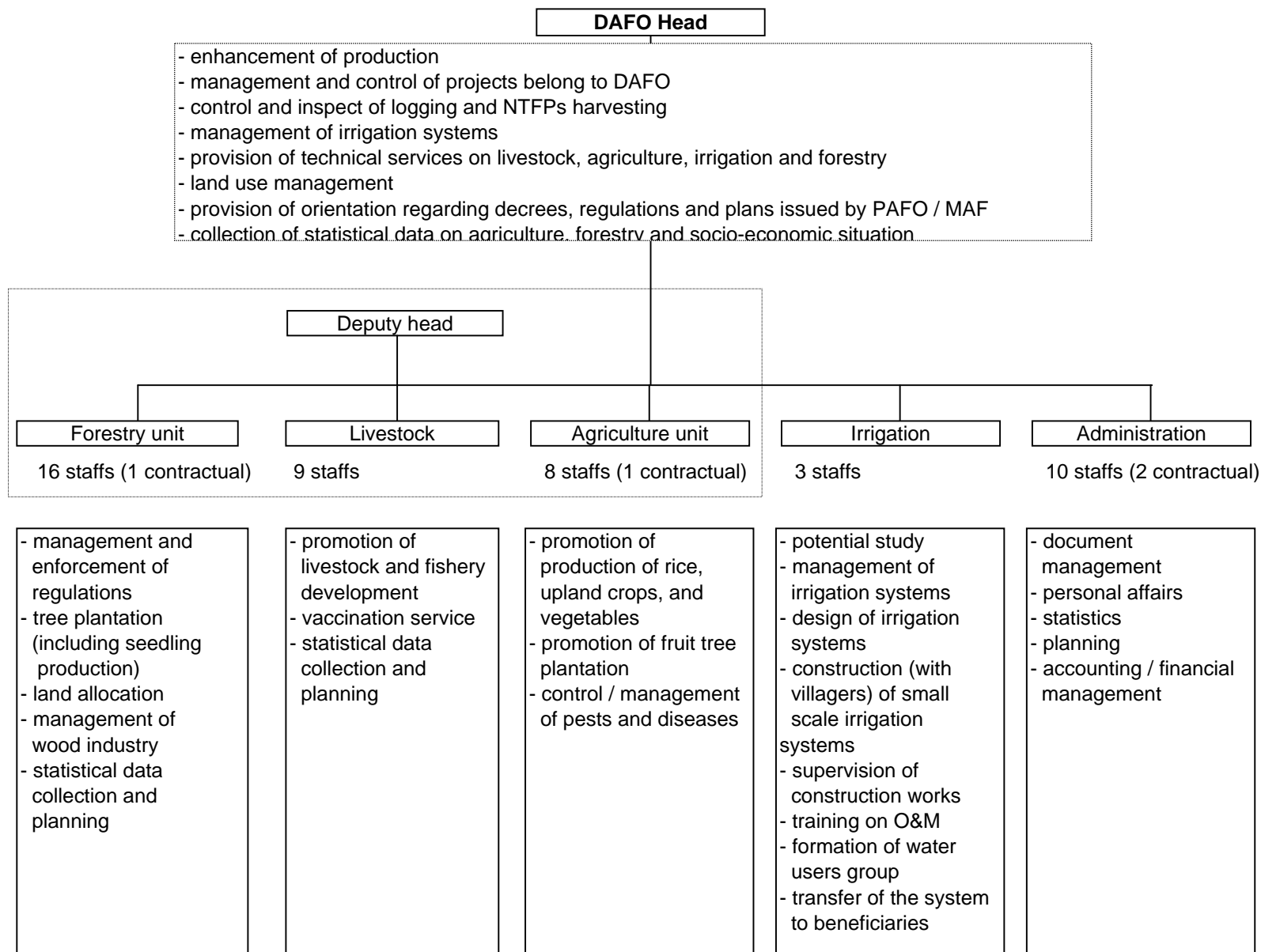
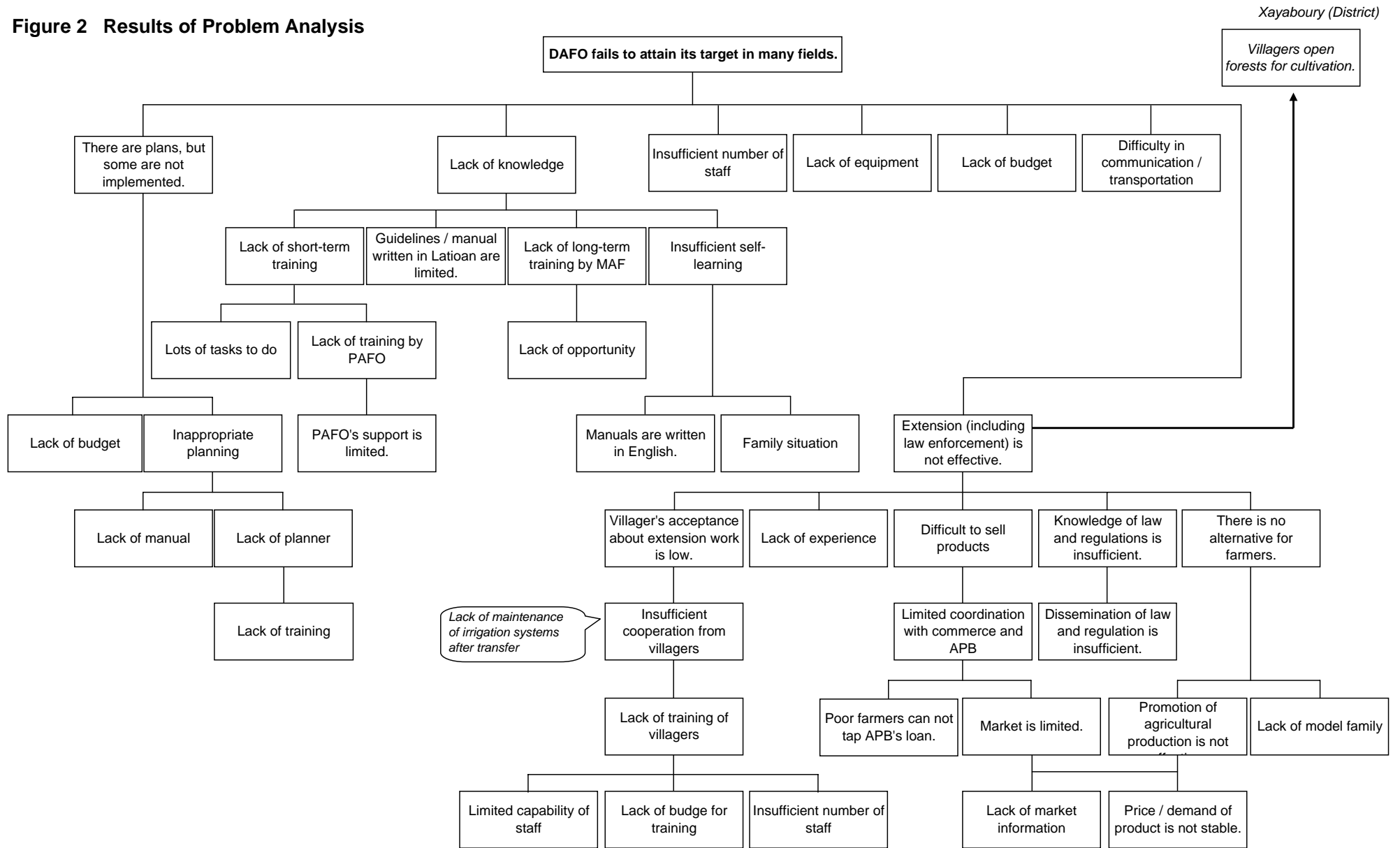


Figure 2 Results of Problem Analysis



Xayaboury (District)

Villagers open forests for cultivation.

Lack of maintenance of irrigation systems after transfer

Villager's acceptance about extension work is low.

Lack of experience

Difficult to sell products

Knowledge of law and regulations is insufficient.

There is no alternative for farmers.

Insufficient cooperation from villagers

Limited coordination with commerce and APB

Dissemination of law and regulation is insufficient.

Lack of training of villagers

Poor farmers can not tap APB's loan.

Market is limited.

Promotion of agricultural production is not

Lack of model family

Limited capability of staff

Lack of budge for training

Insufficient number of staff

Lack of market information

Price / demand of product is not stable.