Food and Agriculture Organization of the United Nations
Technical Cooperation Programme

Country: VIET NAM

Project Title: Strengthening Vietnamese SPS Capacities for Trade - Improving safety and quality of fresh vegetables through the value chain approach

Project Symbol: MTF/VIE/046/STF (STDF/PG/259)

Starting date: 1 January 2010

Completion date: 31 December 2011

Government Ministry responsible for project execution: Ministry of Agriculture and Rural Development and Fruit and Vegetable Research Institute

Donor contribution: USD 533 770

Executive Summary

The Overall objective of the TCP Project is to enhance the SPS capacity of the vegetable sector in Viet Nam and help the country capture market opportunities for fresh vegetables both on the domestic and international markets. The absence of sound agricultural practices and lack of good post harvest safety and quality management systems have deprived Viet Nam of valuable trade opportunities. The project is built around the core areas of capacity building in SPS, food safety and quality management at all the critical stages of production, storage, distribution and marketing and identifying marketing opportunities both in domestic and overseas markets and promoting a value chain approach to production and marketing of vegetables from Viet Nam. The project will be implemented in three carefully selected regions in Viet Nam. Successful implementation of the project will contribute significantly to improving the income levels of rural
farmers in key fruit and vegetable growing regions of Viet Nam and likely to generate significant economic benefits for Viet Nam.

The project will seek to achieve the overall objective of enhancing the country’s SPS capacity through specific strategies and actions covering the following:

- development of knowledge base through market surveys on international market opportunities for specific vegetables grown in Viet Nam and the determination of the SPS requirements for the target commodities in specific market;
- capacity building programme aimed at improving the safety and quality of vegetables using a value chain approach;
- improving market linkages between producer organizations and domestic and international markets.

The project contributes significantly to FAO’s Strategic Objective D- Improved Safety and quality of food at all stages of the food chain and is also in line with the Millennium Development Goals (MDGs) of poverty eradication, environmental sustainability and building partnership. The project is in line with Viet Nam's priorities to significantly increase the volume and value of its vegetable exports.

The project is founded on strong partnership and collaboration between FAO, Vietnamese government agencies, producers, distributors, retail chains and marketing companies and broader stakeholders.

FAO will have overall responsibility for coordination and implementation of this project but the Ministry of Agriculture and Rural development (MARD) and the Fruit and Vegetable Research Institute (FAVRI) will own and implement the project at the national level. The project will build on previous training and capacity building programmes. The experts trained through these programmes represent a significant pool of expertise that would be invaluable to the proposed project.

The project fulfils the important TCP criteria of sustainability. The project was developed in close consultation with a wide cross section of government, industry stakeholder groups and other development organizations. The commitment, involvement and ownership of the project by key Vietnamese Government agencies (MARD and FAVRI) together with the strong buy-in from stakeholder interests from public and private sectors to the objectives and the value chain approach should provide strong incentives for sustaining the gains from the project.
A project team, comprising of a Project Leader and four specialists, will be recruited from people who are already in Viet Nam and who have significant experience in the areas critical to the project.

The total budget for the project is estimated at USD 533,770 representing WTO donor contributions under the STDF. In addition the FAO will make an in kind contribution of USD 48,900 through the provision of technical support. FAVRI will make an in kind contribution of USD 58,800 to cover costs related to use of local staff and non-staff resources. With the addition of these contributions the total project cost is estimated at USD 641,470.

The project will be initiated as soon as practicable after approval and is planned to be completed within two years.
PART I: PROJECT AGREEMENT

1. Within the Framework Agreement on the Standards and Trade Development Facility between the World Trade Organization (WTO) and the Food and Agriculture Organization of the United Nations (FAO) and upon request from the Government of Viet Nam (the Government), FAO will supply assistance for the execution of the following project once it is accepted by the Donor Government.

Project Title: Strengthening Vietnamese SPS Capacities for Trade - Improving safety and quality of fresh vegetables through the value chain approach

Project Symbol: MTF/VIE/046/STF

Estimated Costs (Plan of Expenditure in Part II): USD 641 470
WTO (Donor Government Contribution): USD 533 770
FAO contribution: USD 48 900
Counterpart Contribution FAVRI (in kind): USD 58 800

A detailed description of the Project, including background, rationale, project framework, implementation and management arrangements as well as oversight, monitoring, management information and reporting, is provided in the attached Project Document.

FAO OBLIGATIONS

2. FAO shall be responsible for the recruitment, international travel, salaries and emoluments of the international personnel scheduled in the Project Document. The candidatures of these international staff shall be submitted to the Government for clearance following FAO’s procedures. FAO shall also be responsible for the recruitment, salaries and emoluments of the national experts, national consultants, and national personnel as scheduled in the Project Document, except for counterpart personnel assigned by the Government.

3. FAO will procure, in accordance with its rules and regulations, the equipment and supplies described in the Project Document. The equipment will remain the property of FAO for the duration of the Project. Its ultimate destination shall be decided by FAO in consultation with the Government and with the Donor Government.
4. FAO will arrange for periodic technical supervisory, support or review missions to the Project, with the full costs to be financed from the Project's budget.

5. All FAO's obligations arising under this Project Agreement shall be subject to: (i) the decisions of its Governing Bodies and to its constitutional, financial and budgetary provisions; and (ii) the receipt of the necessary contributions from the Donor Government. All financial accounts and statements shall be expressed in United States Dollars and shall be subject exclusively to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of FAO. Any obligations assumed by FAO may, at any time, be taken over by the Donor Government.

6. FAO may, in consultation with the Government, execute part or all of the Project by subcontract. The selection of the subcontractors shall be made, after consultation with the Government, in accordance with FAO's procedures.

GOVERNMENT OBLIGATIONS

7. The Government shall take all necessary measures to facilitate the execution of the Project and to assist the FAO staff in obtaining such services and facilities as they may require to fulfil their tasks. The Government shall apply to FAO, its property, funds and assets, its officials and to the persons performing services on its behalf in connection with the Project: (i) the provisions of the Convention on Privileges and Immunities of the Specialized Agencies; and (ii) the United Nations currency exchange rate.

8. The Government shall deal with any claims brought by third parties against FAO, its personnel or other persons performing services on its behalf in connection with the Project, except when it is agreed by FAO and the Government that such claims arise from gross negligence or wilful misconduct of such persons.

9. The Government shall be responsible for the recruitment, salaries and social security measures of its own national staff assigned to the project. The Government shall also provide as and when required for the Project, the facilities and supplies indicated in the Project Document.

10. The Government shall grant to the staff of FAO and of the Donor Government and to persons acting on their behalf, access to the Project site and to any material or documentation relating to the Project, and shall provide any relevant information to such staff or persons.
11. The Government shall be responsible for the cost of import and customs clearance of the Project’s equipment, its transportation, handling, storage, and related expenses within the country; its insurance, safe custody, and maintenance, after delivery to the project site, as well as replacement if necessary.

REPORTING AND EVALUATION

12. FAO will report to the Government (and to the Donor Government) as scheduled in the Project Document.

13. The Government shall agree to the dissemination of information, like descriptions of the project and of its objectives and results, for the purpose of educating public opinion.

14. The Project may be subject to independent evaluation according to the arrangements agreed to between the donor, recipient government and FAO. The evaluation report will be treated as confidential with restricted access by parties not directly involved in the Project. However, FAO is authorized to prepare a brief summary of the report for the purpose of disseminating broadly its main findings, issues, lessons and recommendations as well as to make judicious use of the report as an input to evaluation synthesis studies.

CLAIMS, AMENDMENTS AND TERMINATION

15. Any dispute, controversy or claim arising out of or in connection with this Agreement or any breach thereof, shall, unless it is settled by direct negotiation, be settled by arbitration in accordance with the UNCITRAL Arbitration Rules in force on the date when this Agreement takes effect. The parties hereto agree to be bound by any arbitration award rendered in accordance with this Section as the final adjudication of any disputes.

16. The present agreement shall be governed by general principles of law, to the exclusion of any single national system of law.

17. Nothing in or related to any provision in this Agreement shall be deemed a waiver of the privileges and immunities of FAO.

18. This Project Agreement may be amended or terminated by mutual consent. Termination shall also take effect sixty days after receipt by either party of written notice from the other party.
In the event of termination, the obligations already assumed by the Government shall remain in force to the extent necessary to permit orderly withdrawal of the funds and assets of FAO, and of personnel performing services on its behalf.

19. This Project Agreement shall enter into force upon signature by both parties.

On behalf of:
The Government of Viet Nam

Name: **Bui Ba Bong**

Title: **Vice Minister, Ministry of Agriculture and Rural Development**

Date:

On behalf of:
The Food and Agriculture Organization of the United Nations

Name: **Andrew Speedy**

Title: **FAO Representative Viet Nam**

Date:

**Attachment:** Project Document with
Annex 1  Budget
Annex 2  Logical Framework
Annex 3  Work Plan
Annex 4  Terms of Reference for International and National Personnel
PART II: PROJECT DESIGN

Section 1: Background

1.1 General Context

Vegetable production in Viet Nam has been growing rapidly in recent years both in terms of volume and yield and provides a significant source of income for the Vietnamese rural population. Farmers have been attracted to vegetable production by the significantly higher returns in comparison with other commodities such as rice, tea and maize. The vegetable sector is also an important source of employment not merely at the farm level but also in collection, distribution, processing and retail levels.

Successful implementation of the project will contribute significantly to achieving the goals of poverty reduction, improved capacity to access overseas markets and improved safety and quality of vegetables grown in Viet Nam and prevent environmental degradation arising from excessive use of pesticides and poor farm management practices.

1.2 Sectoral Context

The Government of Viet Nam, which became a member of the WTO in 2006, has set a national target for vegetable exports at USD 690 million per annum by 2010 but given current trends, this remains a distant goal. Exports during the period 2000-2004 remained virtually stagnant and averaged less than USD 140 million per annum.

One of the critical constraints to achieving this target is the clear lack of capacity of the Vietnamese vegetable sector to assure the safety and quality of its produce across the value chain. Major problems facing the sector include the abuse and excessive use of pesticides and agricultural chemicals and the lack of awareness and application of good agricultural practices at the farm level. Pesticide use is often well above recommended levels and farmers ignore or are ignorant about safe harvesting practices. The sector has also been constrained by poor post harvest handing practices resulting in product deterioration and loss of quality. Weak links between producers, collectors, distributors and retailers accentuate the problems of poor quality management across the value chain. The sector’s progress has also been hampered by serious lack of communication, information flow and coordination among the public and private sector institutions.
1.2.1 Development Priorities, World Food Summit objectives and MDGs

The Project meets FAO’s Strategic Objective D- Improved safety and quality of food at all stages of the food chain. The project also supports the World Food Summit 2008 declaration calling for support for initiatives aimed at helping farmers, particularly small scale producers increase production and integrate with local, regional and international markets (see Para 6(a) of the World Food Summit 2008 Declaration). Successful implementation of the project will contribute significantly to meeting MDG goals 1, 7 and 8 by lifting rural incomes, promoting environmentally sustainable farming practices and building partnership to achieve development goals. The project is gender neutral but given the participation of women in the farming sector, the project can be expected to have positive empowerment and impact on women through growth in rural household incomes and prosperity.

Section 2. Rationale

2.1 Problems/Issues to be addressed: The project will seek to address the core problems facing the vegetable sector in Viet Nam. These include the issue of safety of the produce because of lack of application of good agricultural practices, excessive use pesticides and agricultural chemicals and poor residue management practices. The sector has also been beset by problems associated with poor post harvest handling practices resulting in poor quality and unsafe products being delivered to the market place. These problems are exacerbated by poor linkages and lack of coordination in quality management between producers, distributors, transporters and wholesale and retail operators. The project will seek to address these problems in a holistic manner through the application of a food safety/quality management approach along the value chain. The project will focus on the implementation of a quality management approach through the establishment of a sound quality control system through all the stages of production, distribution and marketing of fresh fruits and vegetables. This approach is will involve all the stakeholders to ensure there is an integrated and well coordinated strategy to achieve the project’s overall objective of enhancing the SPS capacity of the Vietnamese vegetable sector.

2.2 Stakeholders and target beneficiaries

The major stakeholders of the project are the key Government agencies responsible for various aspects of fruit and vegetable development, producer organizations, distributors and retail chains. The target beneficiaries of the project include not merely the rural
producers but the various actors in the value chain as the project is likely to have a significant impact right across the value chain (from farm to plate).

2.3 Project justification

The essential rationale and justification for the proposed project lies in its strategy of promoting a value chain approach to enhance the capacity of Viet Nam to produce vegetables that meet the safety and quality standards of international markets. The fundamental problem facing Viet Nam is the lack of application of good agricultural practices in the horticultural sector. Excessive use of pesticides and agricultural chemicals and unsafe production and harvesting practices mean that Vietnamese produce have not been able to meet international safety standards required by importing countries. The sector’s problems extend beyond the farm in terms of poor handling, transport and distribution practices. The country’s export target of USD 650 million remains a distant goal.

Previous investments in training and capacity building have focussed on particular areas such as research, diagnosis and control of plant diseases, development of cultivation protocols. The project will build on this knowledge and experience and apply an integrated value chain approach to enhancing the ability of Vietnamese vegetable growers in the selected regions to produce and supply safe and high quality vegetables both on domestic and international markets. Successful implementation of the programme will help with the uptake and implementation of similar strategies in other regions of Viet Nam; and contribute significantly to the broader goals of:

- achieving improved safety and quality standards for Vietnamese vegetables;
- enhancing international marketing opportunities;
- improving rural incomes and prosperity; and
- promoting sound agricultural practices that have a positive impact on the environment.

2.4 Past and related work

Viet Nam has benefited from a number of SPS related projects in recent years. These include training programmes on food safety, handling of perishable crops and phytosanitary capacity building. The country has also received assistance for development of cultivation protocols. Viet Nam is also making significant progress in upgrading its infrastructure through investment in roads, electricity, water treatment facility, irrigation systems and packing and storage facilities. The country has also benefited from external assistance for
upgrading a large number of its laboratories. FAO has trained a group of experts on improving the quality and safety of fresh fruit and vegetables. These experts who were drawn from a cross section of national institutions represent a significant pool of expertise that would be invaluable to the proposed project.

2.5 FAO’s comparative advantage

FAO has a strong comparative advantage in the areas critical to the success of the project. As one of the parent bodies of Codex Alimentarius Commission, FAO has played a key role in promoting the development of international food safety and quality standards. FAO has acknowledged expertise in the provision of scientific advice on food safety issues as well as technical expertise in the areas of food safety and quality management, market linkages and value chain development. The FAO is also actively involved in the promotion of international phytosanitary standards through the work of the International Plant Protection Convention. In addition, FAO has had long experience and track record in assisting developing countries through technical assistance programmes in all of the areas covered by the proposed project.

Section 3: Project Framework

3.1 Impact

The project contributes directly to FAO Strategic Objective D - Improved safety and quality of food at all stages of the food chain. The projects objectives also contribute to the MDG goals 1, 7 and 8. One of the target regions in the project (Son La Province) is among the poorest regions in Viet Nam with low per capita incomes and low returns for existing crops such as maize. Further, current agricultural practices in this and other parts of Viet Nam are leading to serious environmental degradation. As previously noted, excessive use of pesticides and agricultural chemicals is a serious environmental, food safety and public health issue in Viet Nam and the project will seek to promote Good Agricultural Practices and sound farm and environment management practices in the target regions. The demonstration effect of the project should help achieve significant improvements on key indicators such as increased per capita incomes, improved food safety and quality and increased exports of FFV.
3.2 Outcome and outputs

Outcomes

The key outcomes identified for the project are as follows:

- increased access to both the domestic and international market for fresh produce and increased competitiveness along with increased revenue;
- improved uptake and implementation of safety and quality control systems by producer groups and other links in the marketing chain;
- improved flow of information and communication between various technical institutions in the public sector.

Outputs

The outputs that will contribute to achieve the project’s outcomes are as follows:

- survey report on market demand and SPS requirements for key vegetable commodities in domestic and international markets;
- identification of vegetable commodities grown in Viet Nam that have strong export market potential based on market analysis of major importing countries;
- provision of training tools and expertise for use by producers and other stakeholders.

3.3 Sustainability

The long term sustainability of the project’s gains is a key priority. The involvement and ownership of the project by Fruit and Vegetable Research Institute (FAVRI) and the Ministry of Agriculture and Rural Development will greatly contribute to the sustainability of the project goals and objectives. The project proposal has been developed after extensive consultation with all the key stakeholders and private sector interests. There is a high level of interest and buy-in to the project’s objectives and value chain approach. The project proposal also includes the convening of one day workshops at six monthly intervals to review progress across all of the activities and take appropriate action to ensure the project’s success.

The pool of national expertise gained from previous related projects will also help sustain the needs of the domestic interests after the conclusion of the project. The synergies promoted through the closer linkages and integration of the various actors along the
value chain are also likely to provide the necessary stimulus and incentive for sustaining the project over the long term. The project will have a powerful demonstration effect and potentially provide a model framework for other vegetable growing regions of Viet Nam and provide the necessary incentive for producers, distributors, retailers and traders to apply similar value chain approach to achieving the overall aim of producing safe and high quality vegetables both for sale in domestic and international markets.

3.4 Risks and assumptions

The potential risks for the project include diminution of political will and commitment to the project but this risk will be mitigated through the ownership and involvement of FAVRI and MARD the two key agencies with interest and responsibility for the vegetable sector.

The other potential risk is that market surveys might prove to be inaccurate and the country’s ability to meet overseas sanitary and phytosanitary requirements might have been overestimated. This emphasises the importance of accurate market survey and effective delivery of training and capacity building programmes to the project’s success. Adverse climatic conditions and seasonal vagaries could also pose some risks to the project but the careful selection of the target regions (on the basis of production conditions) should help mitigate these risks.

The fragmented and dispersed knowledge, skills and responsibilities also raises the risk of uncoordinated actions and duplication of effort. For this reason the project must place high emphasis on strengthening the linkages between the various technical institutions and ensuring sound communication and exchange of information among all interested parties throughout the life of the project. The monitoring procedures proposed for the project should help the project team to review progress and take corrective action to ensure coordinated implementation of the project.

Section 4: Implementation and management arrangements

4.1 Institutional framework and coordination

The project is being initiated at the request of the Ministry of Agriculture and Rural Development of Viet Nam (MARD). The project will be supervised by STDF/WTO and
centrally coordinated by FAO’s technical units. FAO will have overall responsibility for the implementation of the project.

The project ownership and implementation responsibilities at the country level will rest with Fruit and Vegetable Research Institute (FAVRI). This approach is in line with the Paris Declaration which aims to enhance the capacity of local implementing agencies. FAVRI will be supported closely by the FAO country office in Viet Nam. Local implementation of the project will be carried out by Vietnamese organizations and technical experts based in areas close to the project locations (see diagram on page for project implementation structure).

4.2 Strategy and methodology

The project’s strategy to achieve the overall goal of strengthening Vietnamese capacity for trade by improving safety and quality of fresh vegetables using the value chain is built around three core objectives. These are:

a. **Development of knowledge base** - This will involve market research and analysis of domestic and international demand and the SPS requirements for the selected vegetable commodities. The project will also carry out an audit and analysis of the current agricultural practices including those related to safety and quality control systems and the state of business management across the value chain. This work will be a crucial first step and form the essential knowledge base for the whole project.

b. **Capacity building** - to achieve the overall objective of strengthening Viet Nam’s SPS capacity the project will develop SPS related training materials for the target vegetable commodities. This will cover issues such as maximum residue limits, good agricultural practices, information on pests and diseases relevant to the target commodities and pest and food safety management strategies to enable the local producers to meet domestic and overseas market specifications and requirements. The training and capacity building programmes for producers and extension staff will follow the Farmer Field School approach with its emphasis on practical training. The implementation strategy will also focus on strengthening capacity of producer organizations in the areas of production, safety and quality control systems and business management aspects. This will be achieved through improving communication and flow of information between producers and local technical experts. Where necessary local technical teams will be constituted to provide
technical advice and support. Actions will also be taken to improve linkages between the private and public sectors.

c. **Market linkages**- Improving linkages between producers’ organizations and domestic and international markets to improve awareness and understanding of market dynamics.

### 4.3 Government inputs

1. Financial and/or contributions in kind for an estimated total value of US$ 58,800

   FAVRI, as the key national agency responsible for implementation of the project is expected to make financial and/or in kind contributions covering the following:
   - staff time to ensure adequate national supervision and coordination throughout implementation including the nomination of a national project coordinator;
   - office space and facilities for project management, workshops, training activities, etc;
   - vehicles and drivers for the project activities.

### 4.4 FAO contribution

1. **Personnel services**

   To ensure the successful implementation of the project it is intended that the project staff selected will mainly be based in Viet Nam and have extensive background and experience in the country’s vegetable sector in all the stages of the value chain. The team members should also have extensive network in the vegetable sector at farm, wholesale and retail levels.

   The project team will comprise of the following:

   1. **Project Leader** who will have overall responsibility for leading and managing the project throughout its term of operation;

   2. **Marketing and Branding Specialist(s)** to carry out market surveys, managing relationships with importers and retail chains and developing marketing strategies and campaigns;
3. **Extension and Training Specialist(s)** to develop cultivation protocols and carry out on farm training and extension programmes;

4. **Safety and Quality control system specialist(s)** to develop post harvest protocols and implement training programmes on quality control in coordination with other specialists

Details of the duties and responsibilities of the Project team members are set out in Appendix

**Section 5: Oversight, monitoring, management information and reporting**

5.1 **Monitoring and knowledge sharing**

The Project Team will have overall responsibility for project oversight, monitoring and flow of information and reporting requirements. The project plan includes provision for six monthly workshops to review progress and fine tune intervention strategies. A midterm review will be conducted at the half way stage to review progress and initiate actions to ensure that the project is on course. A final workshop is planned at the conclusion of the project to review overall progress and achievements of the project.

The STDF will carry out a final ex post evaluation of the project against its objectives.

5.2 **Communication and visibility**

The project’s communication and visibility will be facilitated through the development of a dedicated website which will be constantly updated to report on progress and planned activities. A particular aim of the website is to showcase the project and its value chain approach and foster links between producer groups and the market place.

5.3 **Reporting schedule**

The Project Team will be responsible for preparation of all reports relating to progress with the project. Regular progress reports will be prepared by the Project Team and presented at each of the six monthly stakeholder workshops. The Project Team will also be responsible for preparing the final Project Report and Final Financial Report at the conclusion of the project for the FAO technical clearance.
The above table sets out the contribution of the WTO donor countries under the STDF. In addition to the above, the FAO and FAVRI will be making in kind contributions of USD 48 900 and USD 58 800 respectively bringing the total cost of the protect to USD 641 470.
## Logical Framework

### Design Summary

<table>
<thead>
<tr>
<th>Impact:</th>
<th>Indicators / Targets (by End of Project unless otherwise stated)</th>
<th>Data Sources</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced SPS capacity of Viet Nam vegetable growers to access domestic and international markets</td>
<td>1. Incomes of vegetable growers significantly increased through improved access to domestic and international markets; 2. Target vegetables comply with domestic and international market requirements in terms of safety and quality; 3. Stimulates other producers to apply similar strategy approaches to achieve income growth.</td>
<td>Project surveys and data from government departments</td>
<td>No change in national commitment to the project</td>
</tr>
</tbody>
</table>

### Outcome:

1. Increased access for target vegetables to domestic and international markets

   Target annual growth rates for production and exports achieved

   - **FAVRI and MARD and producer/marketing groups**
   - **Market survey and SPS requirements for target commodities are accurate**

2. Improved quality and safety of vegetables through application of good agricultural practices and business management strategies

   Significant reduction in rejection of produce for non-compliance with safety and quality (to establish target rates if possible)

   - **Project team**
   - **Stakeholder uptake and commitment to the GAP, GHP and quality assurance protocol**

3. Improved coordination and information flow between the technical institutions

   All the stakeholder technical institutions involved in the effective implementation of the project through all the critical phases.

   - **FAVRI, MARD and other stakeholder technical institutions**
   - **Continued commitment of all stakeholder technical institutions throughout the project.**

### Activities:

#### Assessment

- Carry out market survey for target vegetables;
- Identify the food safety and SPS requirements for the target vegetables in the selected markets;

#### Selection of producer partners (cooperatives, communes and companies with outgrower schemes)

- Market information prepared and communicated to all stakeholders

#### Market partners (traders, processing companies)

- Producer and market partners selected according to selection criteria

#### Government agencies, marketing companies and market surveys commissioned by the project

- Market trends and SPS requirements do not change and information on markets and technical requirements (SPS market access conditions) are readily available

#### Project team

- Selected partners perform to the selection criteria and deliver to the project targets.
exporters, importers, domestic and international supermarkets and retail outlets.

Assessment of current practices of the of the value chain in the areas of production and post-harvest, safety and quality control systems and business management and identifying gaps between current practices in Viet Nam and the SPS and market requirements in target markets.

Assessment of current practices of the value chain in the areas of production and post-harvest, safety and quality control systems and business management completed on time and gaps between current practices and the SPS and quality requirements clearly analyzed to enable effective and timely planning and implementation interventions.

**Capacity Building**

**Intervention plans**

Develop training material for farmers and set up intervention strategies to achieve safety and quality targets.

GAP training

Training of producers and extension staff using Farmer Field School approach

**Establishment of safety control system**

Establishment of safety and quality control systems and production monitoring systems, harvesting, post harvest handling procedure, record keeping, traceability and management structure for farmers organizations;

Development of visual training material for farmers’ organizations and interventions strategies to establish safety and quality control systems implemented as per project schedule.

**Business Management Training**

Training for managers of producer groups on financial management, contracts, accounting systems, business planning, marketing and sales.

Development of intervention plans to establish safety and quality control system in each producer organization and development of a business plan for each producer organization

<table>
<thead>
<tr>
<th>Project team</th>
<th>Current assessments gap analysis are accurate</th>
</tr>
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</table>

Project Team

Training materials and intervention strategies are targeted and meet the training needs of the target groups;

Project Team

Training materials and implementation strategies are targeted and focussed on the critical areas of the target groups.

Project Team

Training materials developed and intervention strategies are targeted and meet the needs of the target groups.
<table>
<thead>
<tr>
<th><strong>Midterm evaluation and fine tuning</strong></th>
<th><strong>Evaluation of intervention plans and training tools</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Upscaling</strong></td>
<td><strong>Implementation and upscaling of production and marketing</strong></td>
</tr>
</tbody>
</table>

**Stakeholder workshops**

**Kick off** workshop for project teams and allocation of responsibilities and work plan and budgets for each item and activity

**Several progress workshops** to be held at six monthly intervals for updates on activities and progress and the way forward

**Final workshop**
For presentation of project results with all stakeholders

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<table>
<thead>
<tr>
<th><strong>Project Team</strong></th>
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<tbody>
<tr>
<td>Kick off workshop convened as scheduled will involvement of all stakeholders; Detailed work plans and budgets developed at the kick off workshop; Progress report implemented every six months to update all teams on progress and action plans refined; Final workshop held at the conclusion of the project and final project report presented to stakeholders.</td>
</tr>
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</table>

| **All the relevant information and data required for the midterm evaluation is available to the team** |

<table>
<thead>
<tr>
<th><strong>Project team</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>All stakeholders involved in the planning and implementation process from the outset and throughout the life of the project.</td>
</tr>
</tbody>
</table>
Implementation Structure

- FAO(Headquarters)
- FAO(Vietnam)/Fruit and Vegetable Research Institute
- Project Leader
- Public Institutions
- NGOs
- Consultants/companies
### Project Activities

#### Component 1. Assessment

**1.1. Market survey**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-activities</th>
<th>Description</th>
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</table>
| **Market surveys** | **1.1.1. Review of existing statistics** | Review of existing statistics and database to collect information on both domestic and international markets.  
*Note:* For domestic market, available literature includes reports published by Markets and Agriculture Linkages for Cities in Asia (MALICA) supported by Asian Development Bank (ADB). For international market, international database on trade information of all markets. |
| | **1.1.2. Domestic market survey** | Meetings with chief buyers of the following domestic supermarkets/distributors.  
- Metro  
- Big C  
- Fivimart  
- Hapro  
- Saigon Co-op  
- Wellcome (Dairy farm group)  
- Lotte  
- Intimex  
- Unimart  
- Phu-Thai group (distributor and |  
| | **1.1.3. International market survey** | Meetings with chief buyers of the major supermarket chains and import companies based in the following cities.  
- Hong Kong  
- Seoul, South Korea  
- Singapore  
- Kuala Lumpur, Malaysia  
- Tokyo, Japan  
- Bangkok, Thailand  
*Note:* Fresh Studio already has contacts with supermarkets in the above cities. |
WTO member countries, the Personal Computer Trade Analysis System (PC-TAS) at: http://www.intracen.org/mas/pctas.htm will be used to collect statistical data on export and import of target countries.

New retailers entering from 2009 when the retail market is liberalized.

Note: Metro, Fivimart and Saigon Co-op have already been contacted at the project proposal development stage, and all of them have shown a very strong interest and enthusiasm in becoming project partners.

| Outputs | ✓ Report on the statistics research | ✓ Linkage with potential buyers established.  
✓ Several key vegetable commodities for domestic market identified.  
✓ Safety requirement of the domestic supermarket chains identified. | ✓ Linkage with potential buyers established.  
✓ Several key vegetable commodities for international market identified with required volumes and period of the year.  
✓ SPS requirements and safety certification requirement of each country for the key commodities are mapped. |
### 1.2. Selection of project partners

<table>
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<tr>
<th>Activity</th>
<th>Selection of producer partners (cooperatives, communes, companies with outgrower scheme) and market partners (traders, processing companies, exporters, importers, domestic and international supermarkets).</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sub-activities</strong></td>
<td>1.2.1. <strong>Producer partner selection</strong>&lt;br&gt;➢ Define selection criteria.&lt;br&gt;➢ Identify candidates for site visits and interviews.&lt;br&gt;➢ Select several cooperatives and/or companies from the three locations (Red River Delta, Lam Dong and Son La) according to the criteria though site visits and interviews with the management and the members/outgrowers.&lt;br&gt;➢ Sign Scope of Work to establish commitment between the partners and the project.</td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td>✓ Selection criteria defined.&lt;br&gt;✓ Several cooperatives/companies selected.&lt;br&gt;✓ Scope of Work signed with the selected partners.</td>
</tr>
</tbody>
</table>
## 1.3. Assessment of the current practices

### Activity

Assessment of the current practices of the value chains in the areas of production, safety and quality control systems and business management. Identifying gaps between the current practices in Viet Nam and the SPS and requirements and quality requirements of the market.

### Sub-activities

<table>
<thead>
<tr>
<th>Sub-activities</th>
<th>1.3.1. Producer partner assessment</th>
<th>1.3.2. Market partner assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assess the current practices of the producer groups in the following areas.</td>
<td>Assess the current practices of the market partners in the following areas.</td>
</tr>
<tr>
<td></td>
<td>• Agricultural practices</td>
<td>• Transporting</td>
</tr>
<tr>
<td></td>
<td>• Organizational structure</td>
<td>• Storing</td>
</tr>
<tr>
<td></td>
<td>• Production planning</td>
<td>• Packaging</td>
</tr>
<tr>
<td></td>
<td>• Contractual arrangement with the producers</td>
<td>• Post-harvest treatment</td>
</tr>
<tr>
<td></td>
<td>• Extension system</td>
<td>• Produce handling</td>
</tr>
<tr>
<td></td>
<td>• Harvesting and post-harvest handling procedure</td>
<td>• Traceability</td>
</tr>
<tr>
<td></td>
<td>• Traceability</td>
<td>• Safety and quality control system</td>
</tr>
<tr>
<td></td>
<td>• Safety and quality control system</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Financial management and accounting system</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marketing and sales</td>
<td></td>
</tr>
</tbody>
</table>

### Outputs

- ✔ Assessment report completed.
- ✔ Key areas of intervention defined.
- ✔ Assessment report completed.
- ✔ Key areas of intervention defined.
Component 2. Capacity building

2.1. Development of intervention plans

<table>
<thead>
<tr>
<th>Activity</th>
<th>2.1.1. GAP training</th>
<th>2.1.2. Safety and quality control system</th>
<th>2.1.3. Business management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Formation of a technical team by identifying and selecting experts from public institutions and the private sector of the relevant field.</td>
<td>Formation of a technical team by identifying and selecting experts from institutions of the relevant field.</td>
<td>Formation of a technical team by identifying and selecting experts from institutions of the relevant field.</td>
</tr>
<tr>
<td></td>
<td>Review of existing information and protocols. Some existing training materials have been compiled by WTO at: <a href="http://www.wto.org/english/tratop_e/sps_e/wkshop_march08_e/wkshop_march08_e.htm">http://www.wto.org/english/tratop_e/sps_e/wkshop_march08_e/wkshop_march08_e.htm</a></td>
<td>Review of existing information and protocols.</td>
<td>Review of existing information and protocols.</td>
</tr>
<tr>
<td></td>
<td>Defining production protocol of the selected commodities, which meets the SPS requirement of target countries and achieves quality, productivity and cost-efficiency at the same time.</td>
<td>Analysis of the producer partner and market partner assessment.</td>
<td>Analysis of the producer partner assessment.</td>
</tr>
<tr>
<td></td>
<td>Development of training materials on</td>
<td>Development of intervention plans to establish safety and quality control system in each producer organization. Areas of intervention could include production monitoring system, harvesting and post-harvest handling procedure, recordkeeping, traceability and management structure depending on the producers partners’assessment.</td>
<td>Development of intervention plans to establish safety and quality control system in each producer organization. Areas of intervention could include financial management, contracts, accounting system, business planning, marketing and sales depending on the producers partners’assessment.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Development of a business</td>
</tr>
</tbody>
</table>
the defined cultivation protocol. The training materials should be simple, visual and farmer-friendly.

- Printing of the materials.

| Outputs | ✓ Technical team formed.  
 ✓ Cultivation protocol defined for the selected commodities.  
 ✓ Training materials (visual leaflets or posters) for each commodity developed and printed. | ✓ Technical team formed.  
 ✓ Intervention plans developed for each project partner to establish safety and quality control system. | ✓ Technical team formed.  
 ✓ Business plan and intervention strategies defined for each producer group. |

### 2.2. GAP training

<table>
<thead>
<tr>
<th>Activity</th>
<th>Training of the producers and extension staffs, using Farmer Field School approach to improve the cultivation practices on safety and quality and to meet SPS requirements.</th>
</tr>
</thead>
</table>
| Sub-activities | **2.2.1.** On-site training every week to train the producers on the cultivation protocol, using the visual training materials.  
**2.2.2.** Establishing an effective extension and system together with extension staffs of the group. |
| Outputs | ✓ Extension staffs and farmers trained  
 ✓ Cultivation protocols implemented.  
 ✓ Extension system established. |
### 2.3. Establishment of safety and quality control system

**Activity** Establishment of safety and quality control system within the farmer’ organizations/producer groups and in the value chain. Improvement of production monitoring system, harvesting and post-harvest handling procedure, recordkeeping, traceability and management structure.

<table>
<thead>
<tr>
<th>Sub-activities</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1.</td>
<td>Designating of responsibilities to the staff of the producer groups, and establishing a management structure.</td>
</tr>
<tr>
<td>2.3.2.</td>
<td>Training on harvesting and post-harvest handling procedures.</td>
</tr>
<tr>
<td>2.3.3.</td>
<td>Establishing a system for production monitoring, recordkeeping, quality check, safety monitoring and traceability.</td>
</tr>
</tbody>
</table>

**Outputs**
- ✓ Management structure defined and responsibilities allocated.
- ✓ Relevant stakeholders trained on harvesting and post-harvest handling procedures.
- ✓ Safety and quality control system established.

### 2.4. Business management training

**Activity** Training of the management level of the producer groups to improve the financial management, contracts, accounting system, business planning, marketing and sales.

<table>
<thead>
<tr>
<th>Sub-activities</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4.1.</td>
<td>Improving financial management skills of the producer groups.</td>
</tr>
<tr>
<td>2.4.2.</td>
<td>Establishing sound contractual agreement with its members/ outgrowers with clear price-setting mechanism or agreed fixed price.</td>
</tr>
<tr>
<td>2.4.3.</td>
<td>Development of a business plan and marketing strategy.</td>
</tr>
</tbody>
</table>

**Outputs**
- ✓ Financial management of the producer groups improved.
- ✓ Contractual relationship with the members/ outgrowers improved.
- ✓ Business plan and marketing strategy developed.
### 2.5. Mid-term evaluation and fine-tuning

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Evaluation of the above intervention plans</strong></td>
<td><strong>and training tools. Fine-tuning of training content, training materials and intervention strategy.</strong></td>
</tr>
</tbody>
</table>
| **Sub-activities**                            | **Evaluation of the first production cycle.**  
**Fine-tuning of the protocols, implementation plan and training materials.**  
**2.5.2. Safety and quality control system**  
**Evaluation of the first round of implementation.**  
**Fine-tuning of the system.**  
**2.5.3. Business management**  
**Evaluation of the first round of implementation.**  
**Fine-tuning of the strategies.** |
| **Outputs**                                   | ✔ Protocols and training materials refined.  
✔ Safety and quality control system refined.  
✔ Implementation strategies refined. |

#### 2.5.1. GAP training
- Evaluation of the first production cycle.
- Fine-tuning of the protocols, implementation plan and training materials.

#### 2.5.2. Safety and quality control system
- Evaluation of the first round of implementation.
- Fine-tuning of the system.

#### 2.5.3. Business management
- Evaluation of the first round of implementation.
- Fine-tuning of the strategies.

### 2.6. Up-scaling

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Further implementation and up-scaling of production and marketing.</strong></td>
<td></td>
</tr>
</tbody>
</table>
| **Sub-activities**                            | **Further implementation and up-scaling.**  
**2.6.2. Safety and quality control system**  
**Further implementation.**  
**2.6.3. Business management**  
**Further implementation and marketing of products.** |
| **Outputs**                                   | ✔ Protocols better implemented.  
✔ Production areas increased.  
✔ Production volume increased.  
✔ Number of members/outgrowers increased.  
✔ Better performance of the established system.  
✔ Further improvement in the level of safety and quality of the produce.  
✔ Further improvement in business practices.  
✔ Enhanced marked linkages.  
✔ Increased sales of vegetables.  
✔ Increased revenue of producers. |

#### 2.6.1. GAP training
- Further implementation and up-scaling.

#### 2.6.2. Safety and quality control system
- Further implementation.

#### 2.6.3. Business management
- Further implementation and marketing of products.
### 2.7. Workshops

**Activity**

Kick-off workshop to set up the implementation team for each of the components and project locations, allocate clear responsibilities to each staff and organization, establish a detailed work plan and a budget for each item and activity. Progress workshops to be held every six months for all the teams to update each other about all the activities, evaluate the progress and define the way forward. Final workshop to present and share the results of the project with all the stakeholders in the sector.

<table>
<thead>
<tr>
<th>Sub-activities</th>
<th>2.7.1. Kick-off workshop</th>
<th>2.7.2. Progress workshops</th>
<th>2.7.3. Final workshop</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Preparation for the thee-day kick-off workshop in Dalat, Lam Dong province.</td>
<td>Preparation for one-day progress workshop every six month, rotating project locations (Red River Delta, Son La province and Lam Dong province) each time.</td>
<td>Preparation for the one-day final workshop in Hanoi.</td>
</tr>
<tr>
<td></td>
<td>Launching the workshop.</td>
<td>Launching the workshops.</td>
<td>Invitation of all the stakeholders and the media.</td>
</tr>
</tbody>
</table>

**Outputs**

- Meeting of the technical teams.
- Responsibilities clearly allocated and roles defined for each staff and organization.
- Detailed work plan developed.
- Detailed budget developed.
- Workshop report written.
- Technical teams updated on activities in the other areas.
- Strategies refined and better coordinated.
- Workshop report written.
- Sharing of the results of the project with the stakeholders in the sector.
- Workshop report written.
Component 3. Marketing

<table>
<thead>
<tr>
<th>Activity</th>
<th>Domestic marketing campaigns to promote the safe and quality vegetables in supermarket chains. Exhibition of “Vegetables from Viet Nam – Safe and Quality and Fresh” at Asia Fruit Congress in Hong Kong in September 2010, and linking with more international buyers.</th>
</tr>
</thead>
</table>
| Sub-activities | **3.1. Domestic marketing**
- Design branding and marketing strategy of the vegetables.
- Printing of packaging materials and other promotion materials.
- Preparation for the campaign.
- Launch the campaign in supermarket chains. |
| | **3.2. International marketing**
- Registration for the Asia Fruit Congress.
- Selection of the commodities to be presented and representatives to be sent.
- Preparation of the booth before the Congress.
- Exhibition of the vegetables and meetings with international buyers at the Congress. |
| Outputs | ✓ Brand of the safe and quality vegetables created.
✓ Increased sales of safe and quality vegetables.
✓ Recognition of the safety and quality of the products by the domestic market.
✓ Enhanced market linkages. |
| | ✓ International recognition of Vietnamese vegetables to be safe and of high quality.
✓ Enhanced market linkages with international buyers.
✓ More market information collected. |
## Component 4. Project management

### 4.1. Reports/Documents preparation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress reports and relevant documents will be prepared for each stakeholder workshop (item 2.6) to manage the overall project activities. The reports/documents will be drafted and submitted by the local implementing body to FAO for finalization and the final versions will be submitted to STDF/WTO.</td>
<td>✓ Memorandum to clarify and define responsibilities, roles for each staff and organization involved in the project ✓ Progress reports. ✓ Interim financial reports. ✓ Final project report. ✓ Final financial report.</td>
</tr>
</tbody>
</table>

### 4.2. Project website

<table>
<thead>
<tr>
<th>Activity</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project website will be developed and constantly updated to report the progress and on-going activities, which can be monitored from anywhere in the world. The project website aims to show case project’s implemented value chain approach and at the same time play link the producer groups to interested buyers</td>
<td>✓ Development of project website. ✓ Constant update of the project activities, survey reports, assessment reports, training materials, workshop reports and pictures. ✓ Project website created and constantly updated.</td>
</tr>
</tbody>
</table>
**Independent STDF ex-post evaluation**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Independent STDF ex-post evaluation.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sub-activities</strong></td>
<td></td>
</tr>
<tr>
<td>➢ STDF/WTO to contracting an independent consultant.</td>
<td></td>
</tr>
<tr>
<td>➢ Evaluation conducted.</td>
<td></td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td></td>
</tr>
<tr>
<td>✓ Final evaluation report.</td>
<td></td>
</tr>
</tbody>
</table>
Terms of Reference of Project Team

1. Task and responsibilities

- assure that the agreed project objectives will be achieved within the given timeframe and budget;
- assist the identification of project partners - national consultants, producers organization and market partners;
- within a two year period create a team of different disciplinary specialists from both the private and public sector;
- prepare, organize and facilitate one kick-off meeting, three progress workshops and one final project workshop;
- prepare and submit a project progress report every six months, which shows the progress for each agreed project deliverable;
- submit financial reports every six months;
- prepare and submit the final project report and financial report at the end of the project;
- assure that the project website is operational and all project results are disseminated on the project website.

2. Required qualifications

- over five year experience in project management in Viet Nam in the horticulture sector;
- proven track record of managing a multi-disciplinary project with a value chain approach in the fresh produce sector of Viet Nam, which realized all project goals within the agreed budget and timeframe;
- good organizational and planning skills;
- at least one year of work experience in each of the three project locations;
- proven work experience which covers all stages of the value chain: cultivation, post-harvest, business development, marketing and branding;
- experience in cooperating well with Vietnamese commune, district, provincial and national level authorities;
- excellent English reporting skills;
- excellent budget management skills;
- strong communication skills.

3. Duration of assignment

During a period of two years spend on average one day per week on project management (roughly 100 days). In addition considerable time should be invested in preparing and leading the project workshops.
1. **Task and responsibilities**
   - leading the international and domestic market surveys;
   - responsible for making the report on the demand of Asian market (for vegetables);
   - managing all relations with importers in various Asian countries and managers of international and domestic supermarket chains;
   - participate in the multi-disciplinary team which will make an assessment of the selected producer groups;
   - developing the marketing strategy and training the selected producer groups in implementing this strategy;
   - coordinating the implementation of the national and international marketing campaigns.

2. **Required qualifications**
   - over ten years experience in development of marketing strategies for fresh produce and Fast Moving Consumer Goods;
   - over ten years experience in market research and creating high quality reports;
   - in-depth understanding of Vietnamese consumer behavior with regards to fresh produce;
   - extensive network with Vietnamese domestic retail chains, Vietnamese based international retail chains, retail chains within Asia and importers in developed Asian countries;
   - experience in working with Vietnamese producer organizations, local traders or companies.

3. **Duration of assignment**
   During a period of two years spend an estimated 95 days on market research in both Viet Nam and developed Asian countries, development and implementation of marketing strategies
1. **Task and responsibilities**

- participate in the multi-disciplinary team which will make an assessment of the selected producer groups;
- coordinate the development of the vegetable cultivation and GAP protocols;
- lead the workshops with farmers and vegetable cultivation specialists to develop the cultivation protocols;
- develop and implement the training program;
- develop and implement the extension program;
- train the producer groups and extension agents in following the cultivations protocols;
- train the producer groups and extension agents in setting up a safety and quality control system for the vegetable field cultivation;
- work closely together with the post harvest quality assurance specialist to streamline the whole safety and control system;
- set up, monitor and report on the farmer participatory field trials which will be undertaken to compare the performance of farmer’s usual field practices with the project developed cultivation protocol;
- draw conclusions of the farmer participatory field trials and use this to improve the cultivation protocols during participatory workshops with farmers and crop cultivation specialists.

2. **Required qualifications**

- university degree in agriculture with practical and sound scientific insight in vegetable cultivation;
- have experience in vegetable cultivation in the project sites in Viet Nam;
- relevant work experience with a large vegetable exporter in Asia, preferable in setting up and managing an out grower scheme;
- having experience with SPS requirements of international markets for fresh produce;
- having hands on experience in assuring that vegetable products meet product specifications, MRL requirements and other SPS requirements;
- experience in developing vegetable cultivation protocols;
- experience with the farmer field schools approach;
- experience in setting up and managing Global GAP option 2 schemes or other internationally recognized certification schemes;
- experience in cooperating with local research institutes and Vietnamese authorities;
- experience in cooperating with fresh produce buyers in both Viet Nam and international markets.
3. *Duration of assignment*
   During a period of two years spend about 130 days on the above-mentioned tasks.
1. **Task and responsibilities**
   - coordinate the development of the post harvest protocols and create the standard operating procedures;
   - participate in the multi-disciplinary team which will make an assessment of the selected producer groups;
   - develop the training program for the producer groups together with the extension and training specialist;
   - implement the training program together with the extension and training specialist;
   - train the producer groups on the procedures established.

2. **Required qualifications**
   - university degree in agriculture or food engineering with both practical and scientific insight in vegetable post harvest handling;
   - master degree from an internationally leading agriculture university in post harvest science;
   - having private sector experience in post harvest of vegetables in the project sites in Viet Nam;
   - experience in developing vegetable post harvest protocols;
   - experience in cooperating with local research institutes and Vietnamese authorities;
   - experience in cooperating with fresh produce buyers in both Viet Nam and international markets;
   - experience in working with Vietnamese producer organizations, local traders or companies;
   - experience with setting up HACCP systems in fresh produce packing houses.

3. **Duration of assignment**
   During a period of two years spend about 90 days on the above-mentioned tasks.
1. **Task and responsibilities**
   - coordinate the producer group assessment visits;
   - coordinate the creation of the business plans with the producer groups;
   - participate in the multi-disciplinary team which will make an assessment of the selected producer groups;
   - train the producer groups in business management, financial management, accounting system, business planning, marketing and contracts;
   - work closely with the marketing, pre- and post harvest specialists to integrate all activities in one comprehensive approach which will make the producer group successful in achieving the planned goals;
   - back stop the producer groups in implementing the business plan.

2. **Required qualifications**
   - university degree in economics or agricultural economics;
   - knowledge and experience in business management, financial management marketing and contracts for the fresh produce sector in general and in a Vietnamese context in specific;
   - experience in training companies, producer groups and/or traditional traders in making a business plan;
   - extensive understanding of the fresh produce sector in Viet Nam and all stages of the fresh produce value chain. Especially good knowledge of international and domestic markets are important.

3. **Duration of assignment**
   During a period of two years spend about 75 days on the above-mentioned tasks.
**FAO Technical Support Services**  
Food Quality and Safety Officer, Food Control and Consumer Protection Group

The AGN Technical Backstopping Officer will work in close coordination with the backstopping agribusiness officer and will have overall responsibility for ensuring coordination of project activities and achievement of agreed results. The AGN backstopping officer will be responsible for providing technical supervision of all aspects of the project related to food safety and quality management by all involved food chain operators.

Mission 1:  
Participate in the project kick-off meeting and provide guidance on the development of work plans and agreement on milestones and monitoring of progress  
Participate in the technical planning of training on food safety/ quality systems and their application at all stages of the chain  
Provide guidance and inputs to the development of training and other technical materials

Mission 2:  
Participate in the mid-term review of progress with particular attention to the review of GAP and Food quality/ safety system training  
Provide guidance on the improvement of training programmes and other planned activities to ensure achievement of project objective  
Participate in the revision of work plan, if necessary
Under the overall supervision of the Regional Representative for Asia and the Pacific and the FAO Representative in Viet Nam, in close collaboration with the MOA concerned technical departments, the national coordinator and the international and national consultants; the agribusiness officer will carry out the following activities

**Responsibilities**
- provide guidance the local project planning and coordination activities and ensure required follow-up and evaluation activities during project implementation;
- coordinate with the Project Leader on identification of the Project Team and other project partners related to marketing activities;
- supervise and provide technical input for the preparation of the international and domestic market surveys;
- supervise and provide technical input for the preparation and/or adaptation of training material on GAP and post-harvest protocols and business management;
- prepare the project terminal statement, in collaboration with the Project Team and other participating FAO technical officers.

**First Mission (four days - Year 1, Month 3)**
- lead the local project planning and coordination meeting (Kick off workshop);
- guide the definition of responsibilities and roles for each project staff and organization;
- guide the development of detailed work plan;
- meet the technical teams;
- review the final work plan with national authorities and other relevant stakeholders;

**Second Mission (four days – Year 2, Month 3)**
- plan and facilitate the mid-term evaluation of the project intervention plans and training tools;
- guide the fine-tuning of training content, training materials and intervention strategy;
- discuss the reviewed final work plan with national authorities and other relevant project stakeholders;
Third Mission (3 days – Year 2, Month 11)
- plan and facilitate the preparation for the one-day final workshop in Hanoi
- Launching the workshop

Project schedule and timetable

*Project Starting date:* within two months from the date of approval

*Project completion date:* 24 months from the starting date
## Project Implementation Table

**Project Starting date:** Within 2 months from the date of approval  
**Project Completion date:** End of 24\(^{th}\) month from the starting date

<table>
<thead>
<tr>
<th>Activities</th>
<th>Year/month</th>
<th>Year 1</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assessment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1.1. MARKET SURVEYS</td>
<td></td>
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<tr>
<td>1.1.1. Review of existing statistics</td>
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<tr>
<td>1.1.2. Domestic market survey</td>
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<tr>
<td>1.1.3. International market survey</td>
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<tr>
<td>1.2. Selection of partners</td>
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<tr>
<td>1.2.1. Producer partners</td>
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<td>1.2.2. Market partners</td>
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</tr>
<tr>
<td>1.3. Assessment of current practices</td>
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</tr>
<tr>
<td>1.3.1 Producer partners</td>
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<td>1.3.2 Market partners</td>
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<tr>
<td>2. Capacity Building</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.1. INTERVENTION PLAN DEVELOPMENT</td>
<td></td>
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<tr>
<td>2.1.1. Development of GAP Training material</td>
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<tr>
<td>2.1.2. Development of Safety and Quality control system</td>
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<tr>
<td>2.1.3. Development of Business Management tools</td>
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<tr>
<td>2.2. GAP Training</td>
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<tr>
<td>2.3. Safety and Quality control system training</td>
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<tr>
<td>2.4. Business Management training</td>
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<tr>
<td>2.5. Mid term evaluation and fine tuning</td>
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<tr>
<td>2.6. Up scaling</td>
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<td><strong>2.7. WORKSHOPS</strong></td>
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<td>2.7.2. Progress workshops</td>
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<td>2.7.3. Final workshop</td>
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<td><strong>3. MARKETING</strong></td>
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<td><strong>4. Project Management</strong></td>
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<td>4.1. REPORTS/DOCUMENTS PREPARATION</td>
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<td>4.2. Project Website</td>
<td>Independent STDF ex post evaluation</td>
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