

Vietnam

Improvement Plan

Thematic window: Development and the Private Sector

Programme Title: Green production and trade to increase income and employment opportunities for the rural poor

IMPROVEMENT PLAN

JOINT PROGRAMME ON GREEN PRODUCTION AND TRADE TO INCREASE INCOME AND EMPLOYMENT OPPORTUNITIES FOR THE RURAL POOR

This file is to be used as the basis for establishing an improvement plan for the joint programme after the mid-term evaluation, which will bring together all the recommendations, actions to be carried out by programme management.

PMU recommendations

| Evaluation Recommendation No. 67a | | | | | | |
|---|---|--------------------|---|-------------|-------------|--------|
| The entire planning process should be overhauled for Y3 with provincial coordinators at the centre of the planning process: instead of having a top-down approach with an individual planning exercise per agency, a more participatory process should be sought by involving provincial coordinators so that they have a much greater say; planning if feasible should be done taking into account the provincial agendas and synergies should be sought whenever relevant with GOV plans. | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| We agree that the JP planning process should be more participatory and bottom-up, putting the provincial coordinators more in a central role. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Arrange consultations between the provincial coordinators and all five UN agencies to discuss and finalize the 2012 Annual Workplan (AWP). | 19 December 2011 | PMU | During the meeting one-to-one consultations were arranged between all provincial coordinating teams and individual UN agencies. These meetings clarified the proposed AWP to all the provincial coordinators, comments and suggestions were seriously considered and adopted when possible in a revised workplan, improving the understanding and ownership by the provincial coordinators. | Done | | |
| 2. Share 2012 AWP with provincial coordinating teams | January 2012 | PMU | Revised province-specific workplans, taking into account consultations with provincial coordinating teams, were shared with the provincial coordinators in January 2012. Indicative budgets per province were indicated, which makes it easier for provinces to allocate counterpart funding. | Done | | |
| 3. Conduct field visits to all 4 provinces to seek synergies, ownership, interdepartmental coordination at province level and integrate JP activities in their provincial workplans. | December 2011 + follow-up visit to be planned | PMU | PMU conducted field visits in to all provinces in December 2011 to solicit synergies, ownership, interdepartmental coordination at province level, and integrate JP activities in their provincial workplans. Most meetings counted with the presence of the Vice-Chairman of the Provincial People's Committee. The results have been very positive. All four provinces indicated that their support to allocate provincial funding, e.g. from the New Rural Development Programme and Fund for Vocational Skills Training, to complement JP | Partly Done | | |

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|--|-------------------|---------------------------|---|---------------|--------------------|---------------|
| | | | activities. Support was also promised to cover local training costs and planting/cultivation of raw material | | | |
| 4. Support provinces in the preparation of provincial master plans for raw material and craft production. | From May onwards | ITC | This is part of the ITC workplan for 2012. The elaboration of provincial masterplans (e.g. for bamboo and rattan) will feed directly into the Government Planning process and will allow the provincial government to access government funding set aside for Decision 11 (strategy for bamboo/rattan development in Vietnam), Vocational Skills Training, etc. | | | |
| Evaluation Recommendation No. 67b | | | | | | |
| The planning process should focus on consolidation instead of expansion; interviews showed that specific beneficiary needs are not met and might reduce the overall impact of the JP at commune level: often the agency input should be complemented by the support of another agency, which would maximize VC enhancement. | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| This is a general comment to which we agree. Close alignment of the work of UN agencies is necessary to ensure complementarity of work at beneficiary level. Also, beneficiary households that took part in BGF were also specifically selected to benefit from Get Ahead. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Prepare 2012 AWP, focusing on consolidation instead of expansion. | December-January | All | The 2012 AWP indicates specific beneficiaries (companies/communes), which show that more intensive in-depth support is to be provided to target beneficiaries in 2012. | Done | | |
| 2. Organize monthly technical meetings between UN agencies and PMU in order to create closer alignment in the work at beneficiary level. | monthly | PMU | See also 67d | | | |
| | | | | | | |
| Evaluation Recommendation No. 67c | | | | | | |
| Coordination should be improved through PMU prior approval for any disbursements for on-site activity (including trainings), as it is done in other JP. The working modalities should be reviewed and transposed into a formal MOU under the lead agency. | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| We do not believe that a formal MOU is the right way to improve coordination, as this would require a long and cumbersome approval process within all UN agencies. However, we are of the opinion that the strict application of the working modalities should be re-enforced, in order to ensure that agencies indeed inform PMU systematically to improve coordination, and create the necessary conditions for synergies and complementarities. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Discuss the working modalities at PMC level to re-affirm stricter application. | December | PMU, all PUNOs | In light of the draft mid-term evaluation report, the working modalities were discussed at the PMC in December 2011. All agencies re-affirmed a stricter adherence to the working modalities (as shown in PMC minutes). | Done | | |

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|---|-----------------------------------|---------------------------|--|---------------|--------------------|---------------|
| 2. Assess the feasibility to establish internal mechanisms with UN organizations to ensure that working modalities are adhered. | | PUNOs | During the December 2011 PMC, several agencies indicated a willingness to explore establishing internal procedures within their respective organizations imposing that no contract could be issued without showing the evidence (e.g. e-mail trail) that PMU has been consulted. | Ongoing | | |
| 3.3 | | | | | | |
| Evaluation Recommendation No. 67d | | | | | | |
| To facilitate coordination between agencies, a periodic monthly or every 2 weeks technical meeting of all JP focal points should be organised (working modalities included in the above mentioned MOU) to review progress & implementation issues, exchange ideas, discuss synergies and review whenever support might be needed between agencies; some of these meeting should be organized in the provinces (e.g. 1 in each province for Y3). | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| We agree on the need to organize at least monthly technical meetings, and will consider organizing these in the provinces whenever this adds value. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Organize monthly technical meetings between PMU and PUNOs. | monthly | PMU | At the PMC on 20 February 2012 it was discussed to organize specific meeting around a certain value chain (e.g. bamboo, sericulture), to see how the work of different UN agencies could be linked closer together. | Planned | | |
| 2. Organize meetings in the provinces | When appropriate | PMU, PUNOs | | Planned | | |
| | | | | | | |
| Evaluation Recommendation No. 67e | | | | | | |
| The above mentioned meeting in the province should be combined with a monitoring trip with all FP and PMU and possibly a representative of the Ministry of Trade & Industry to raise awareness and entice follow-up on actions for appropriation and empowerment; that could constitute the overall JP exit strategy. | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| We agree on the need to arrange joint missions to the provinces and to bring a representative of the Ministry of Trade & Industry (and possibly other Ministries) to raise awareness and entice follow-up on actions for appropriation and empowerment. This could indeed be part of an overall exit strategy. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Establish closer contacts and exchange with relevant officials within MOIT; organize meeting with relevant officials. | Regular intervals, starting March | Vietrade, PMU | Vietrade keeps MOIT up to date on progress within the progress through quarterly progress reports. However, it is deemed opportune to involve relevant MOIT officials more intensively. | Planned | | |
| 2. Bring key officials from | Second half | PMU | | Planned | | |

| MOIT to selected field location to raise awareness. Other PUNOs to be invited also. | of 2012 | | | | | |
|---|---------------------------------------|--------------------|---|---------|-------------|--------|
| Evaluation Recommendation No. 67f A consultant should be contracted by the end of the programme to publish lessons learned, the method and modalities on how to support / revitalise a value chain -report / publication tailored for the Ministry of Trade & Industry. The JP should coordinate with the MDG-f knowledge management strategy being implemented by UNIDO for the private sector thematic window | | | | | | |
| Response from the Joint Programme Management We agree with this recommendation, and will reflect this in the 2012 AWP. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Recruit consultant to publish lessons learned, the method and modalities on how to support / revitalise a value chain -report / publication | 2013 (provided extension is granted). | ITC | Activity has been included specifically under activity 4.2 in the AWP of ITC. | Planned | | |
| 2. Share information with the MDG-f knowledge management initiative being implemented by UNIDO | 2013 | Koen | | Planned | | |

Recommendations for all or selected agencies

| Evaluation Recommendation No. 68h Many reviewed cooperatives showed institutional weaknesses (poor governance, lack of price information) although they are important stakeholders of the VCs. Agencies should assess the opportunity to strengthen institutional capacities of cooperatives | | | | | | |
|--|------------|--------------------|--|--------|-------------|--------|
| Response from the Joint Programme Management We agree on the need to strengthen the institutional capabilities of cooperatives. As part of the ILO's BGF follow-up activities, management skills and knowledge on market linkages for selected groups, including several cooperatives, will be improved. Assistance will be provided to expand market opportunities, through establishing linkages between business groups and buyers. See also response provided under 72x | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 1. See 72 x | | | | | Comments | Status |
| Evaluation Recommendation No. 68i Follow-up of activities should be substantially intensified, again with an objective of activities consolidation – through more coaching / mentoring -, in order to improve effectiveness. GOV officials should be associated with monitoring. | | | | | | |
| Response from the Joint Programme Management Agreed. 2012 will see a further intensification of support with the aim of consolidation of results for beneficiaries concerned. This is reflected in the AWP and the selection of target beneficiaries. As to the involvement of Government officials, also key actions 67e | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 1. Include coaching / mentoring as and when appropriate | Continuous | All PUNOs. | | | Comments | Status |
| 2. Involve Government officials in monitoring; take MOIT officials on field visits | | PMU | See also 67e | | | |
| Evaluation Recommendation No. 68j Provincial Coordinators (as well as GOV staff at commune and district levels) are ill-informed about the implementation of activities. Agencies should systematically hand-over LOAs and TORs of subcontractors to PMU for transmission to Provincial Coordinators. In addition, LOAs and contracts should be amended so that specific actions plans prepared by subcontractors are being transmitted as well to Provincial Coordinators. | | | | | | |
| Response from the Joint Programme Management We agree with this recommendation. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 1. All agencies to hand over LOAs and TORs of subcontractors (including | Continuous | All PUNOs, PMU | It is foreseen that a stricter compliance with the working modalities will improve the systematic transmission of LOAs and TORs to provincial coordinators (see also 67 c) | | Comments | Status |

| specific actions plans) to PMU for transmission to Provincial Coordinators | | | | | | |
|---|------------|--------------------|--|---------|-------------|--------|
| 2. Prepare and send at regular intervals (at least once a month) a bulletin which updates the provincial coordinators on all the activities within the JP. This information is to be disseminated to all relevant departments and communes at province level. | Monthly | PMU | PMU already started preparing monthly bullets for provincial coordinating teams. | Ongoing | | |
| Evaluation Recommendation No. 67k Due to very high transaction costs and too little potential, it is suggested to all agencies to withdraw from the hand-made paper VC with ITC providing an exit strategy through activities facilitating networking | | | | | | |
| Response from the Joint Programme Management We do not agree entirely with this recommendation, although we obviously agree that programme spending should be commensurate to the number of beneficiaries being served thereby. We feel this is the case already, as considerable less programme funding is made available to the hand-made paper group, as compared to the other four value chains. We should also consider the fact that hand-made paper production is a priority for Hoa Binh province and the programme's intention to increase the number of workers in this production group. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
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| Evaluation Recommendation No. 67l ILO, UNIDO: interviews showed that in addition to trainings there is a need to tackle as well the lack of capital goods for processors when growers, collectors capabilities have been substantially risen already through the JP: overall, both agencies should combine efforts so that legitimate requests of materials or equipment (e.g. for increasing processors' capacity) are met and that BGs needs are relayed to micro-finance institutions. | | | | | | |
| Response from the Joint Programme Management Agreed. UNIDO and ILO will share information on ILO supported business groups and UNIDO support for tools/equipment to be provided to household level, which could be used jointly by the group (e.g. bamboo splitting machine or mini silk cocoon reeling set). Microfinance is a key component of the follow-up support to be provided to Business Groups and Cooperatives. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. UNIDO and ILO to discuss | Feb -March | PMU, UNIDO, | It should be noted that the programme cannot address | Planned | | |

| and share information on the material and equipment needs that could possibly be met by UNIDO CP assistance, or through request to be prepared for micro-finance institutions as part of BGF follow-up activities. | | ILO | comprehensively the lack of capital goods for all processors. | | | |
|---|------------|--------------------|---|--------|-------------|--------|
| Evaluation Recommendation No. 67m Given the fact that the programme perceptions are strikingly different at provincial levels between DOIT and DARD Provincial Coordinators, it might be wise devise a mechanism that allows for interaction of both departments in this JP (e.g. periodic meetings institutionalised, fee/per-diem for a representative of the department not designated as Provincial Coordinator). As the centre of gravity of the JP is slightly moved towards the provinces through a more participatory approach, UN agencies should periodically attend these meetings if they were to be established. | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Solicit the participating of both DOIT and DARD during consultation meetings between, UN agencies and provincial stakeholders. | | PMU | See also 67 a | | | |

ITC recommendations

| Evaluation Recommendation No. 68n ITC lead role is necessary in order to refocus on the JP's objectives; its leadership should be re-established by clarifying to the other agencies the role of the Senior Technical Advisor and / or by a stronger (and more periodic) presence of ITC Geneva staff or; in the meantime, PMC meetings should count on the presence of ITC-Geneva staff – through videoconference if necessary. | | | | | | |
|--|-------------------|--------------------|-----------|--------|-------------|--------|
| Response from the Joint Programme Management | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Clarify the role of the STA's as an ITC staff member (directly supervised from | February 2012 PMC | ITC | | | | |

| Geneva) to all stakeholders | | | | | | |
|--|--------------------|--------------------|--|---------|-------------|--------|
| 2. Organize video (or skype) conferencing to ensure ITC HQ presence during PMC meetings. | At each PMC | ITC | During the February PMC, ITC HQ was present through skype conferencing. | Ongoing | | |
| Evaluation Recommendation No. 68o | | | | | | |
| With Vietcraft: ITC should switch (whenever feasible – with SMART indicators) from qualitative to quantitative monitoring of its results | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| We agree that a better quantification of the results of ITC trade promotion activities is advisable. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Quantitative measurement of sales revenues following ITC trade promotion activities. | As and when needed | ITC | It should be noted that the real results of a trade fair participation often show months after the event when orders start materializing. Quantification of results following the visit to the New York International Gift Fair is underway. | Ongoing | Comments | Status |
| 2. Baseline and endline surveys indicating the progression of sales revenues of companies | | | Foreseen already | Planned | | |
| Evaluation Recommendation No. 68p | | | | | | |
| SMEs at the lower end of the VC together with cooperatives and organized collectors have great difficulties in expanding their customer base; ITC should assess with Vietcraft or VCCI which organization might be most relevant to organize activities which might support these stakeholders. | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| We agree that SMEs at the lower end of the VC together with cooperatives and organised collectors have great difficulties in expanding their customer base. Companies often indicate their desire “to bring them the buyer”, but do not realize that it takes hard work (primarily on the part of the companies themselves) to find new buyers (product development, trade fair participation, etc.). ITC can only achieve good results for companies that are committed and willing to put in the effort. So far good results are achieved for companies that are export oriented. However, the possibility of the domestic market will be looked into more carefully for lower-end companies. ITC has subcontracted to the Handicraft Research and Promotion Centre (HRPC) a number of marketing (trading, preparation of product catalogues, etc.) and design support activities for five ethnic minority groups and cooperatives. It should also be noted that ILO, as part of the BGF follow-up support, will support a number of business groups, including cooperatives, with finding buyers. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Organize domestic trade fair participations for lower end SMEs | | ITC | Included in ITC AWP | Planned | Comments | Status |
| 2. Continue efforts with ethnic | | ITC | Included in ITC AWP | Planned | | |

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|--|--|-----|---------------------|---------|--|--|
| minority groups. | | | | | | |
| 3. ILO BGF support will look at market identification. | | ILO | Included in ILO AWP | Planned | | |

FAO recommendations

| <p>Evaluation Recommendation No. 70q Direct distribution of seedlings and large scale demonstration fields (which are privately owned) are less effective than indirect support through FFS which can also increase outreach, and should be phased out. Prior to any new LOA, NOMAFSI should coordinate with VIRI to review methods adopted by the NGO.</p> | | | | | | |
|---|---------------|--------------------|--|-----------|-------------|--------|
| <p>Response from the Joint Programme Management We feel that demonstration areas are in fact important, besides FFS. Exchange visits between farmers could be organized specifically to learn from demonstration areas. As Technical Specialized Agency of UN, FAO is accountable for its technical decision and all its implementing partners NOMAFSI and VIRI work under the supervision of FAO. Having said that, FAO agrees that it is indeed useful for NOMAFSI and VIRI to discuss and share lessons learned (under the guidance of FAO)</p> | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 1. Planning exercise with implementing partners. | Dec 2011 | FAO | Meeting of FAO and NOMAFSI and VIRI was organised; regular communication via email and telephone are applied | Completed | Comments | Status |
| 2. Consultation with provincial focal points and representatives from Department of Agriculture and Rural Development | Dec 2011 | FAO, PMU | The planning meeting was organised by PMU where FAO met for discussion and agreement with provincial representatives and focal point on the activities in 2012 | completed | | |
| 3. Review the detailed work plan and discuss for implementation and supervision | Jan- Mar 2012 | FAO, MARD | | On-going | | |
| <p>Evaluation Recommendation No. 70r The LOAs should be amended so that there are provisions to systematically involve GOV at provincial and/or district levels and that exchange visits between farmers are being organized (at national or regional level).</p> | | | | | | |
| <p>Response from the Joint Programme Management The LOAs are default forms of FAO and it is not possible to change terms and conditions in the format. However, the Term of Reference, an integral part of LOA is where the conditions can be adjusted. All recommendations are practical and will be considered in preparation of the 2012 LOAs and TORs for field works.</p> | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |

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|---|-------------------|----------------------------|---|---------------|--------------------|---------------|
| 1.1 Monitoring mission to provinces for consultation with local authority and technical department (MARD) to align activities and priorities of local Gov | May 2012 | FAO, MARD, Provincial DARD | This will be incorporated in the mission organised by PMU and technical backstopping mission of FAO regional office which has been kept on hold from 2011 | Planned | Comments | Status |
| 1.2 Contract negotiation and proposal shared for consultation with local focal points and DARDS | Feb-May2012 | FAO NOMAFSI VIRI | | On-going | | |
| 1.3 LOAs to be signed will reflect ideas and opinions of local Gov and include exchange visits for farmers whenever possible and applicable | Feb-Aug 2012 | FAO NOMAFSI VIRI | | On-going | | |
| Evaluation Recommendation No. 70s FAO should review its procedures for subcontracting : in particular avoid long negotiations which delay the contract implementation and can result in seasoning issues | | | | | | |
| Response from the Joint Programme Management The issue has been sorted through consultative meetings organised by both PMU and FAO with its different implementing partners and counterpart. The AWP for 2012 has been initiated by the end of 2011 and the detailed work plan for FAO's component has been developed by December 2011. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 1.1 Detailed work plan at activity level developed | Dec 2011-Jan 2012 | FAO | The preparation of work plan for the JP 2012 AWP has been completed, including FAO's component | completed | Comments | Status |
| 1.2 Term of Reference for each activity has been discussed and initiated | Jan-Feb 2012 | FAO NOMAFSI VIRI | The contract negotiation has been initiated between FAO and its partner. 1 LOA has been signed and started since January 2012. The remaining ones will be ready when 2012 fund is available | On-going | | |

UNIDO recommendations

| Evaluation Recommendation No. 71t The agency should refocus its CP activities on the technical solutions which need little testing time (avoid long pilot projects in lacquer, silk dyeing) so that dissemination might be possible before the end of the programme. | | | | | | |
|--|-------------|--------------------|-----------|-----------|-------------|--------|
| Response from the Joint Programme Management This recommendation will be taken into account in considering the scope of next interventions with the aim to maximize its effectiveness. We agree that pilot projects and CP activities should be refocused to ensure divulgation before the end of the programme. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 1. Conduct full CP for a short list of 8 selected SMEs with quick-hit improvement in terms of technical intervention, e.g. Seagrass: Bamboo value chain: Boiling system, Solar Heating System Seagrass: Drying system | Feb.- July | VNCPC | | On-going | Comments | Status |
| Evaluation Recommendation No. 71u Vocational trainings duration should be reduced so that there might be still some time to monitor adoption rates and any multiplication effect. | | | | | | |
| Response from the Joint Programme Management We agree to reduce the length of vocational skills training, and therefore decided to focus more on advanced skills training instead of basic skills training (which is more time-consuming). | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 1. Organize vocational training for handicraft producers (2 basic courses for newcomers and 7 advanced courses for producers) | Feb. – June | HRPC | | On -going | Comments | Status |
| Evaluation Recommendation No. 71v The agency should review with other agencies the areas (communes and VCs) where its support might be most useful to complement agencies' support (recommendation k) including in the sea grass & sericulture VCs (increased capacity of processors). | | | | | | |
| Response from the Joint Programme Management Agreed. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 1. Coordinate with ILO to | March- July | VNCPC, HRPC | | Under | Comments | Status |

| integrating both CP (UNIDO) and OSH (ILO) in grass-root training | | | | preparation | | |
|--|------------|-----------------------|---|-------------|-------------|--------|
| Evaluation Recommendation No. 71w | | | | | | |
| For lacquer (e.g. from Tam Nong), there is a potential to add VC value with branding, which should be investigated | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Develop heading criteria / system for green (sustainable) brand covering all 5 value chains, including lacquerware | Jan-April | International expert | | Ongoing | | |
| 2. Collaborate with International Experts on Lacquer to promote Vietnamese lacquer in China and Japan and market linkage | Jan- | International Experts | Noted: This is under framework of on-going activity "Feasibility Study on applying technique of lacquer processing of Japan and China for Vietnamese lacquer" | Completed | | |
| 3. Support to promote brand of Phu Tho lacquer (which has been certified recently) through some workshops organized under JP | | | | Planned | | |

ILO recommendations

| Evaluation Recommendation No. 72x | | | | | | |
|--|------------|--------------------|---|-------------------|-------------|--------|
| Continued support of BGs and LEDs is necessary to keep active these groups; ILO should review with other agencies (during the monthly or twice-weekly technical meetings) what kind of support might be relevant through the JP. | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| Continued support and follow-up indeed necessary, point agreed upon. This will be the basis of ILO work throughout 2012 as planned. | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Support the provinces in participatory implementation of | Mar - Dec | ILO/VCCI | Involvement of other ILO project and national level partners will help in | Planned, ready to | | |

| national strategy and policy instruments such as the national SME plan through LED forums, thus strengthen the established LED network. | | | implementation of this activity. | start | | |
|---|---|------------------------------------|--|--|-------------|--------|
| 2. Support and sustain established Business groups in cooperation with VCA/PCA. | Feb – Dec (+ possible non cost extension) | VCA/PCA/consultants | Involvement of local authorities necessary, in order to sustain market oriented support to Business groups | Ongoing | | |
| 3. Promote linkages between producer groups and buyers/exporters by improving capacity and market information and increasing productivity of craft producer groups | April- December | PMU/UNIDO/ITC/ILO | | Planned and prepared | | |
| 4. Microfinance supports to business groups | April – December | ILO specialist/business groups/PCA | Possible linkage to another project of ILO, that will provide technical supports to microfinance institutions. | Waiting for assessment from BGF follow up activity | | |
| Evaluation Recommendation No. 72 y A more systematic follow-up of (all) trainings is necessary to appreciate the impact and might result in consolidation (e.g. refresher workshops). | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 2.1 Follow up actions to OSH, SYB, BGF in the framework of individual support to established business groups. | Feb-Dec | ILO specialist, VCA/PCA, VCCI | | On going | Comments | Status |
| 2.2 Conduct refresher TOT on SYB to improve the capacity of BDS providers and to strengthen SYB network in Vietnam. | May | VCCI/BDS providers | | Planned | | |
| 2.3 Follow up to trained OSH trainers, including the Mini WISH. See point 72z further. | Feb – Aug | ILO OSH specialist | | On going | | |
| Evaluation Recommendation No. 72z OSH monitoring is necessary to review whether there is indeed a multiplication effect when trainees have a contractual relationship with their workers. If not, the OSH approach should be amended. | | | | | | |
| Response from the Joint Programme Management | | | | | | |

| Regarding the OSH trainings, a multiplication effect does exist in the TOT-TOE modality. Possible might be, that trained entrepreneurs (direct OSH component beneficiaries) do not disseminate the awareness further. | | | | | | |
|---|----------------|---|--|----------|-------------|--------|
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | | |
| 3.1 Follow up/monitoring to identify improvements at household and enterprise level. Organize achievement workshops. | Feb – Aug | Provincial coordinator, local facilitator, ILO specialist | This is also the time to grow rice, pay attention on making OSH activities schedule in the field | On going | Comments | Status |
| 3.2 Develop a network of local facilitators to disseminate the more simple and very practical tool, Mini WISH, to ensure the multiplication effect | Feb-July | ILO specialist/local facilitator | | On going | | |
| 3.3 Private partnerships explored with enterprises (like IKEA) to sustain the dissemination of OSH activities in household level after the project end. | January – July | PMU, ILO experts, private partners | | On going | | |

UNCTAD recommendations

| Evaluation Recommendation No. 73a | | | | | | |
|--|------------------------|---|--|--------|-------------|--------|
| UNCTAD should review how to integrate more environmental friendly elements within Empretec trainings | | | | | | |
| Response from the Joint Programme Management | | | | | | |
| UNCTAD would favour including a green component in the Empretec training material, but doing it properly would require an amount of resources (approx. 25,000) that is not available at present. <i>If additional funding becomes available the following activities could be undertaken.</i> | | | | | | |
| Key actions | Time frame | Person responsible | Follow-up | | Secretariat | |
| | | | Comments | Status | Comments | Status |
| 1. Develop a training module on the opportunities and challenges of green entrepreneurship | June-September 2012 | UNCTAD, one international expert and two local trainers | All these activities may be carried out only if additional funds are allocated to this purpose. The estimated cost of this activity is 15,000 USD. | | | |
| 2. Test the training module on green entrepreneurship in Hanoi (organization of two training events) | October 2012 | Local trainers | The estimated cost of this activity is 8,000 USD. | | | |
| 3. Translate and validate training materials on green entrepreneurship in Vietnamese | November-December 2012 | One translator and one local trainer | The estimated cost of this activity is 2,000 USD. | | | |