

UNITED NATIONS DEVELOPMENT PROGRAMME
Programme of the Government of the Socialist Republic of Viet Nam

Project number: VIE/01/008/B/01/37
Project title: Entrepreneurship Development Programme for Women in Food Processing in Central Viet Nam
Project short title: Women Entrepreneurship Development
Estimated start date: 01/10/2001
Estimated end date: 30/09/2004
Management arrangement: Agency Execution
UN executing agency: UNIDO
Government Implementing Agency: Women's Union of Da Nang
Project site: 3 provinces in Central Viet Nam: Thua Thien Hue, Da Nang and Quang Nam
Beneficiary countries: Viet Nam

Classification information

ACC sector and subsector: Industry/Manufacturing industries
 DCAS sector and subsector: Human Resource Management/Technical and Managerial Education and Training
 Government sector and subsector: Industry/Manufacturing industries
 Primary areas of focus/sub-focus:
 Secondary areas of focus/sub-focus:
 Primary type of intervention: Capacity building
 Secondary type of intervention: Institution building
 Primary target beneficiaries: Women
 Secondary target beneficiaries: Women

Summary of UNDP and cost-sharing inputs
 [as per attached budgets]

UNDP:	US\$
TRAC (1 & 2)	
TRAC (3)	-
STS	-
Other	-
Cost-sharing:	
Government	
Third party	345,455
Total	

Administrative and operational services (where applicable)

SOF 03	
Cost-Sharing	34,575
Total:	

COA Cost	
TOTAL	<u>380,000</u>

Parallel funding with UNIDO / Belgium Trust Fund

Gov of Belgium	<u>190,000</u>
AOS	24,700

TOTAL **594,700**

LPAC review date: **BPAC review date:** **Programme officer:**

Government inputs: (local currency)
 (in kind) VND 1,080 million
 (in cash) \$

Brief description:

In 1996-1997, a UNIDO-executed training programme focusing on training of trainers and women entrepreneurship in food industries was piloted in five provinces in Northern Viet Nam. The project adapted an established package of training sessions to the local needs and produced a comprehensive Vietnamese manual. By design the project, its training and the produced manual integrated entrepreneurship development and training in food technologies.

The present project builds upon the accumulated experience of the pilot project and extends the training package, with some adaptations, to the central region of Viet Nam. Over a three year period, 20-25 trainers will be trained who in turn will train at least 300 women entrepreneurs operating household, micro or small business in the food industries with prospects for employment, income generation and poverty alleviation. The design of the project, the choice of institutions and the capacity development of these institutions seek to sustain the training beyond the project duration.

The project is financed by Japanese Women in Development Fund administered by UNDP and Belgian contribution administered directly by UNIDO. The Belgian funds cover equipment and most of the training related expenses and the Japanese funds will be used for the remaining portion of the budget. Belgian funds have been acquired through a direct agreement between Belgium and UNIDO before the Japanese funds became available and will be considered as parallel funding.

On behalf of:	Signature	Date	Name/Title
Government	_____	_____	_____
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

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LIST OF ABBREVIATIONS

ADB	- Asian Development Bank
CEFE	- Competency-based Economies through Formation of Entrepreneurs
COHASIPH	- The Council of Handicraft Small Industry, Co-operatives and Non-State Producers of Hai Phong
CUV	- Co-operative Union of Vietnam
EDP	- Entrepreneurship Development Programmes
FAO	- Food and Agriculture Organization of the United Nations
HAFREC	- Hanoi Food Research and Experimental Center
HCMC	- Ho Chi Minh City
HEPR	- Hunger Eradication and Poverty Reduction
IFAD	- International Fund for Agricultural Development
DPI	- Department of Planning and Investments
FIRI	- Food Industry Research Institute
GTZ	- German Technical Assistance
MOLISA	- Vietnam Ministry of Labour, Invalid and Social Affairs
NCFAW	- National Committee for the Advancement of Women
NPM	- National Project Manager
PC	- Peoples Committee
PCC	- Project Co-ordinating Committee
PCU	- Project Co-ordinating Unit
RAP	- Returnee Assistance Program of the European Union
RCWE	- Resource Center for Women Entrepreneurs
RRC	- Rural Resource Center
RRC Manager	- Rural Resource Center Manager
SME	- Small and Medium Enterprise
SNV	- Netherlands Development Organization
CTA	- Chief Technical Adviser
ToT	- Training of Trainers
UNDP	- United Nations Development Programme
UNIDO	- United Nations Industrial Development Organization
UNICEF	- United Nations Children's Fund
UNIFEM	- United Nations Development Fund for Women
VICOPSME	- Vietnam Central Council for Co-operative Unions and Small and Medium Sized Enterprises
VCCI	- Vietnam Chamber of Commerce and Industry Unions and SMEs
VBP	- Vietnam Bank for the Poor
VFU	- Vietnam Farmers' Union
VWU	- Vietnam Women's Union

A. CONTEXT

A.1 Background

Upon request from the Government of Vietnam, UNIDO carried out a mission to assess the training needs for women entrepreneurs in 1994. Having identified the demand, a training programme for women entrepreneurs in food processing enterprises in Northern Vietnam was formulated. In 1995, this project started with financial assistance from the Government of Belgium covering five provinces in Northern Vietnam (see annex 7, summary sheet of the project).

Implementation was undertaken by an institute in the province of Hai Phong, COHASIPH (Council of Handicrafts, Small Industry, Co-operatives and Non-State Producers of Hai Phong)¹. During the period October 1996 to November 1997, UNIDO assisted in developing and adapting the training material to the requirements of the country and in the training of 18 trainers and 145 women entrepreneurs in 5 northern provinces. An additional course was held in March 1999. The *participatory* training programme covered specific management and technology modules related to food processing in micro and small-scale enterprises.

As part of the project, a training room containing food-processing equipment for practical training, was set up at the premises of COHASIPH. The trainees learned how to apply different types of food processing equipment in their own enterprises, such as extractors, boilers, mixers, sterilisers and heat sealers.

Towards the end of the pilot programme, trainers from various participating institutes in Northern Vietnam, as well as a selected number of trainees were interviewed to find out whether the programme had been useful in addressing the needs of the entrepreneurs and whether the related institutions had benefited from it. The findings have been summarised in a “Tracer Study” report and an in-depth evaluation². These studies confirmed that the project had been useful, and all parties at the final tripartite review indicated the need to extend the benefits of such a training programme to other rural areas in Vietnam.

The pilot project clearly showed that the experiences and results are replicable for women entrepreneurs in food processing in other rural areas in Vietnam.

This newly developed project further focuses on **capacity building of training institutes** sector in central Vietnam in order to provide sustainable assistance to women entrepreneurs and enhance the participation of women in industry, particularly in the food processing sector. This sector has especially been selected because of the relatively high value added of agro-products processing compared to agricultural activities. It gives an opportunity for income generation to the rural population dependent on agriculture. The focus is on three central provinces, which are considered among the poorest provinces in Vietnam. The target groups are women who want to start new enterprises, and already existing women entrepreneurs who seek to expand and operate their enterprises more efficiently. Business

¹ COHASIPH is the old acronym for the Cooperative Union of Vietnam. COHASIPH Haiphong still uses this acronym, but elsewhere this organization calls itself the Cooperative Union of Vietnam (CUV). The CUV was also previously known by the acronym VICOPSME.

² Both the tracer study report and the in-depth evaluation report are available at the UNIDO Country Office, Vietnam in Hanoi

development will improve the prospects for employment, income generation and ultimately help alleviate poverty.

A.2 Description of the sub-sector

Backward linkages

The agricultural sector in Vietnam remains a major economic sector and employer for more than 80% of the population. The sector is dominated by food crops production (about 60%), mainly rice. Other important food production sectors are the fisheries, dairy and livestock sectors.

Although the agriculture sector is dominated by rice production, since the commencement of the *doi moi* reforms in 1986, the agricultural sector has been diversified. Food products such as fruits and vegetables, cereals, cashew nuts, groundnuts, coconuts and coffee became increasingly important. At the same time, imported agricultural products are also available in the market creating competition for local products. However, the potential of Vietnam in agriculture, fisheries and livestock is considerable for both local and export markets, and should be further exploited.

Lack of industry in rural Central Vietnam

The Government has chosen three economic concentrated zones for industrial development, the so called “triangle zones”. These include Hanoi-Hai Phong-Hai Duong-Quang Ninh in the north, Ho Chi Minh City-Binh Duong-Dong Nai-Baria Vung Tau in the south and Da Nang-Quang Nam- Quang Ngai in the center of Vietnam. Despite this announcement, the central triangle zone is hardly developed and accounts for only 2.4% of total gross industrial output, while the two other zones account for almost two thirds of gross industrial output in the country. Industrial activities are heavily concentrated around the major cities: out of total gross industrial output, an estimated 75-80% emanates from urban areas, leaving only an estimated 20-25% for rural areas³. Therefore, it is recommendable to focus training programmes on the disadvantaged central region.

Rural household enterprises create employment

As shown in table 1, there are some 2.2 million people in urban and rural areas that have their main income from industry and construction. In addition, another 2 million people in rural areas have temporary or part time work in the industry and construction fields or have these activities as an extra source of income beside their main work in agriculture. One can conclude that the domestic private sector is the all dominating source of employment in industry and construction in rural areas accounting for as much as 96% of the employment. State-owned enterprises and foreign enterprises play an insignificant role from an employment generating point of view. The focus of the training programme is therefore on non-farm and mixed type households.

Table 1 Number of Rural Employees in Industry and Construction by

³ Rural Industrial Development in Vietnam - Recommendations for a strategy for employment generation and regionally balanced development, UNDP/UNIDO in co-operation with MARD, 1999.

Type of Production Unit³

Type of Unit	Number of Units	Average Number of Employees	Total Number of Employees	Percent Share of Total Employees
Foreign-owned	50	300	15,000	-
State-owned	750	200	150,000	4
Private incorporated <i>a/</i>	23,000	25	575,000	14
Non-farm households <i>b/</i>	483,000	3	1,450,000	34
Mixed-type households <i>b/</i>	2,000,000	1	2,000,000	48
<i>Total full time/part time</i>			<i>4,200,000</i>	<i>100</i>

a/ Refers primarily to formal small and medium-sized enterprises⁴.

b/ Refers primarily to micro-enterprises, but include also small and medium-sized enterprises.

Food processing sector

36% of all manufacturing units, including the household enterprises, are food and foodstuff manufacturing units. This figure is followed by other agro-products processing (other than food and foodstuff and wood processing) 16%, wood processing 15%, textiles and garment 13%, and production of construction materials 10%. In total, about 80% of all rural industries are based on domestic natural resources³.

There are some 9,000 registered food-processing units in the country of which nearly half are rice mills owned by the State or co-operatives. The private food-processing enterprises are not yet extensively developed in Vietnam, and are largely operating as micro household level businesses throughout the country, mainly managed by women. These enterprises usually have fewer than five employees, exceptionally up to ten employees, and many only have household workers, no outside employees⁴. These women-owned businesses, which produce many locally consumed food products, may use some technical equipment but in most cases will have capital investment of less than VND 10 million. Some examples of the products they make are: tofu, sweet cakes, rice crackers, noodles and fish sauce. They have the potential to create substantial employment.

A.3 Host Country Strategy

Women entrepreneurship development forms an essential part of the current policy as emphasised in Resolution 31/CP of the Council of the Government⁵:

“Providing opportunities for women to improve their knowledge and skill through strengthening training, retraining and employment activities represents one of the major concerns of the state and government for years. The main idea here is to strengthen training, organize and employ cadres and retrain them for better performance”

⁴ According to Document 681/CP-KTN issued by the Government on 20 June 1998, small and medium enterprises have a maximum registered capital of VND 5 billion (US\$387,600 as of the date of issuance) and employ less than 200 persons. The target group of this UNIDO/UNDP training programme are even smaller enterprises with no registered capital (the micro-sector).

⁵ Women and “doi moi” in Vietnam, Tran Thi Van Anh, Le Ngoc Hung, Women Publishing House, Hanoi, 1997, p.212

The host country strategy in relation to the training of women in development needs to be implemented at two levels:

- (i) At the policy level for promotion and development of private enterprises; and
- (ii) At the institutional and enterprise level to support women in non-agricultural activities.

This is further elaborated in several recent policy statements and documents such as the “Plan of Action for the Advancement of Women” by the National Committee For the Advancement of Women (NCFAW), approved in October '98, and the Consultative Group (CG) report on rural development of December '98.

A.3.1 Private Enterprises Promotion

At the level of policy support, the promotion and development of *formal* private enterprises using local raw materials constitute an important economic strategy for Vietnam in order to:

- create employment and income generation both in rural and urban sectors;
- introduce new technologies (technology transfer);
- promote women in industrial development;
- promote balanced regional development;
- encourage processing of agro-based raw-materials to increase the value added of locally made products;
- promote exports;
- increase private domestic investments; and
- transfer informal sector activities into formal sector activities.

In this context, since 1986, the Government has implemented a series of appropriate policy and support measures such as:

- introduction of legal measures to promote non-State investments;
- revision of Government policies on industrial development;
- orientation of provinces and other development organs for promotion of private enterprise;
- promotion of exports and training related to the sector;
- negotiations of external technical assistance for promotion and development of non-agricultural activities for various provinces.

It is important to note that the introduction of a clear strategy to **promote rural industrial development** is an urgent need given the important role that this sector could play in the economic development of Vietnam³.

A.3.2 Women in Development

At the level of **promotion of women in development**, the Government of Vietnam is committed to promote the integration of women in the national development process without discrimination. The Constitution of 1992 states "Female and male citizens are equal in political, social, cultural, economic and family matters" (Article 54) and "Female and male workers and employees who are doing similar work shall be equally paid" (Article 63).

The Vietnam Women's Union (VWU) was established in 1930 as a mass organization of the Communist Party. Its mandate is to protect the legitimate and legal rights and interests of women and to create conditions for women to realise equity and development. It has a membership of 11 million women. In its priority programmes for 1997-2002, the VWU will

be addressing issues such as education, skill upgrading, encouraging women towards scientific and technological research, employment and income generation, health care, family planning, research and study on the legal and policy framework related to women.

Furthermore, the Government has initiated or supported the establishment of many other institutions to promote women in development, such as: the National Commission for the Advancement of Women (NCFAW); the Female Labourers Department (Central Labour Union); the Center for Family and Women Studies (National Center for Social Sciences and Humanities); and, the Center of Research on Female Labour under MOLISA.

The Government also implements technical assistance projects to promote women in development with multilateral (e.g. ADB, UNDP and UNIDO) and bilateral co-operation programmes (e.g. Canada and the Netherlands) and with NGOs in many provinces.

The Government has approved in October 1998 a National Plan of Action for the Advancement of Women, which recognises the following eleven objectives for the advancement of women by the year 2000:

1. Create job opportunities and income generating activities for women;
2. Improve knowledge of women in all fields;
3. Improve healthcare services for women and children;
4. Enhance women's role and status in leadership mechanism and management;
5. Protect and promote women's rights and facilitate their larger participation in public activities;
6. Enhance the role of family;
7. Develop women's role in management of the environment and natural resources;
8. Increase information and communication in order to raise public awareness of gender equality;
9. Contribute to the strengthening of peace;
10. Enhance the capacity of functional agencies for advancement of women; and
11. Ensure the protection and development of female children.

A.4 Related Technical Assistance

A.4.1 Potential linkages to (micro) credit programmes

The following TA projects and programmes have shown interest in linking this women entrepreneur training programme with their credit facilities, although the training programme will not be implemented in all the provinces mentioned below (e.g. Quang Binh, Quang Tri, Ha Tinh):

The UNDP-funded poverty alleviation programme "Strengthening capacity for hunger eradication and poverty reduction" covers six on-going provincial projects and two pipeline projects. The objective of these projects is income generation and promotion of micro-enterprises in rural areas through grassroots level training, provision of credit facilities and counselling.

- UNICEF supports credit and savings schemes for income generating activities in 25 provinces. It has already reached 60,000 poor women and their objective is to reach 75,000 by the year 2000.
- The Nordic Assistance Programme in Vietnam (NAP) has a successful credit programme in Hue.
- In Quang Binh and Quang Tri provinces, the Netherlands Development Organization (SNV) is implementing a project on "Gender-conscious Non-agricultural Employment"

which provide micro-credit and business skills training to women. The local Women's Union is the counterpart.

- Projects of Action Aid and OXFAM UK, in Ha Tinh province, and World Vision in Quang Tri and Quang Nam provinces also have micro-credit and savings programs targeting on women.

A.4.2 Training programmes for entrepreneurs

As mentioned before, the UNIDO-supported pilot project "Training Programme for Women Entrepreneurs in the Food Processing Industry" (US/VIE/94/109) was implemented in 5 provinces in the north with financial assistance from the Belgian Government. This pilot phase with COHASIPH Haiphong as the counterpart, has been operationally completed.

The German Technical Assistance (GTZ), through the Co-operative Union of Vietnam¹ in Hanoi is implementing a nation-wide training programme of entrepreneurship training based on the Competency based Economics for the Formation of Entrepreneurs (CEFE) method, which has been introduced in many developing countries. This is a useful programme that could supply experienced trainers for the Training of Trainers (ToT) phase of this project.

ILO is implementing the project "Start and Improve Your Business (SIYB)". One of the activities carried out is business training for women entrepreneurs in Central Vietnam.

B. PROJECT JUSTIFICATION

B.1 Problems to be Addressed

Reasons are given below to justify why this project focuses primarily on **women** entrepreneur training

1. Rural women **work significantly longer** than rural men do, as they spend on average as much as 12.5 hours on paid and unpaid work per day. One of the reasons is that most of the reproductive work at home (child rearing and household management) is being taken care of by women who spend 3-4 hours per day compared with men who spend only a quarter of an hour for this kind of activity.
2. Women entrepreneurs **receive less training** than their male counterparts. Statistics from 1992-93 in the area of technology and industry state that only 19.9% of the women entrepreneurs received training whilst the proportion was 47.2% for their male counterparts⁶. Meanwhile the average number of hours worked by women in manufacturing units is equal to the hours worked by men.
3. **The salaries for women working in non-farm activities are lower** than those of their male counterparts. Firstly because typically female dominated activities, for example foodstuff processing, embroidery, tailoring, production of rush products and trading, earn less than male dominated non-farm activities such as machine related operations, carpentry, mechanical manufacturing and transportation. According to a field trip survey 5-15,000 dong per day were paid for jobs primarily carried out by women, whereas the

⁶Women and Men in Vietnam, General Statistical Office, Hanoi, 1995 p.42

male dominated jobs were paid 15-30,000 dong per day⁷. The second reason is that within enterprises the typical situation is that hierarchical higher level jobs, and thus better-paid jobs, are held by men rather than women. Currently, there still exists unequal payment for the same work between men and women.

An overview of the situation in the food and manufacturing sector illustrated that almost 50% of the units are operated by women, but their salaries only average 72% of the salaries received by men⁸.

4. Another factor discriminating women entrepreneurs is that **households' land use certificates are normally issued in the name of the husband** which may cause problems in the case of a divorce or when the land use certificate is needed as a collateral for a loan or business purpose. Access to formal banking sector credits is also difficult for women entrepreneurs, because of the cumbersome bank procedures which are hard to deal with for these less educated women.

The evaluation studies carried out during the pilot project support these national statistics. Furthermore, the evaluation made clear that most women entrepreneurs have lack of knowledge to diversify their products, and generally feel that they could improve their business skills. Little or no access to credit was identified as another constraint faced by women entrepreneurs.

The reasons why this project is addressing the **food processing sub-sector** are also multi-fold:

1. In Vietnam, the population is closely linked to agriculture and there is a need for **forward linkages** in order to reduce the country's requirements for imported processed food items and at the same time increase the value-added of agricultural output. The sector contributes to almost 100% value added to some agro-based raw materials. It is a potential export-oriented sector and has an increasing local market. Following the economic reforms, the agricultural sector is diversified, but the revenue received by the farmers for their production is relatively low. Hence, the processing of agro-products is viewed as a priority for income generation.
2. Traditionally, in Vietnam, the processing of agricultural products is done by **women** at the household level. According to a preliminary survey of the Da Nang province, where the training center for this project will be established, hundreds of women work in household type of businesses in the food processing sector.
3. Presently, many small-scale food-processing units are unable to compete with the imported food items. With technical assistance, the women entrepreneurs in this sector could improve their **competitiveness**: their product quality and production processes as well as their marketing and management skills. This potential for growth became clear in the pilot project. Markets for food processing products are increasing with the rapid urbanisation process and market orientation of the country's economy. In spite of its potential, the development suffers under many **constraints**:
 - poor production conditions in the micro and small-scale household level enterprises, resulting in poor product quality;
 - lack of technology know-how and limited access to improved technologies;
 - unawareness of hygiene conditions in the food processing units;

⁷ this field trip survey has been carried out under the UNDP/UNIDO study "Rural Industrial Development in Vietnam – Strategy for employment generation and regionally balanced development", February 1999

⁸Vietnam through the Lens of Gender, An Empirical Analysis using Household Survey Data, The Abstract, UNDP, Hanoi, August 1995, p.6

- lack of new product ideas, product development possibilities, and marketing skills;
- lack of management skills;
- limited availability of space;
- limited access to credit.

Finally, the field survey made clear that Central Vietnam **lacks proper training institutes** to assist household enterprises in their development. There is even a higher demand for **industrial sub-sector specific training**. The few available training programmes focus mainly on general management skills. Food technologies, product development, quality and hygiene are hardly touched upon.

Generally, there is a lack of qualified trainers, despite the great need of trained human resources to assist household enterprises. The ToT programme developed under this project intends to establish the necessary human resources and strengthen the capacities of the training centers involved.

B.2 Expected Situation at the End of the Project

At the end of the project the following achievements are expected:

- Strengthened capacity of the **Da Nang Women's Union** for the management and co-ordination of large training programmes for women entrepreneurs;
- **A Rural Resource Center (RRC)** at the **Da Nang Women's Union** has been established. The capacity has been strengthened in terms of human resources as well as physical training facilities (including a mobile technology practice facility). **At least 2 to 3 trained trainers** are attached to, and continue to give training at the RRC.
- **Adapted training modules** suited to the local needs in Vietnamese and English;
- At least **20-25 of the trained trainers are attached to institutions** in the three provinces (at least 50% of the trainers will be female). A Memorandum of Understanding (MoU) exists between the project and the partner institutions. The trainers trained from the other institutions have carried out training sessions under the project.
- **at least 300 women entrepreneurs** involved in food processing at micro and small-scale level have been trained in the three provinces. The turnover, income, and/or capital investment of the businesses has been significantly improved as assessed by the tracer study. Jobs have been created.
- Some of the trained women entrepreneurs got access to credit of (international) micro-credit programmes and/or national funds due to their improved skills and businesses and due to MOUs with relevant credit facilities;
- The RRC has the potential to be replicated to other provinces (in the second year, possibilities of opening two additional RRCs will be investigated by all parties concerned in order to decentralise project activities and better reach the women in the other four provinces, provided that additional funds are available);
- (Informal) networks for women entrepreneurs have been established.

B.3 Target Beneficiaries

The Women Union of Da Nang. The project will create the capacity to implement training programs for women in entrepreneurship development and food processing technology. It will also strengthen the capacity to run technical assistance programmes.

Professional trainers. The project will train 20-25 trainers (at least 50% will be women) working for the WUs in Da Nang and other relevant institutions (See Annex 5.1: *Terms of Reference for trainers*).

Women entrepreneurs engaged in food processing activities in the targeted provinces. The project will train at least 300 women entrepreneurs in the three provinces during 3 years. (See Annex 5.2: *Terms of Reference for trainees*). The women are involved in small-scale agro-processing units at household level or independent production units. Some of them have the potential to evolve to formal SMEs. Linkages with credit facilities will be encouraged.

B.4 Project Strategy and Institutional Arrangements

B.4.1 UNIDO execution

This project will be executed by UNIDO mainly due to lack of capacity and experience of the local counterpart to manage this type of projects:

- The central region has had less coverage in the past by international development projects. The institutional infrastructure is weak in this region, and the micro and small enterprises have not been developed well. Although there are a large number of micro, small and household enterprises, there has not been any programme of this type and size in central Vietnam.
- It is a decentralised project that requires extensive co-ordination between the implementing agency (the Women's Union of Da Nang), the rural resource center, and the three provinces where the training will be carried out. Furthermore, co-ordination between other multi- and bilateral programmes and UNIDO has to be managed. The capacity to co-ordinate this type of project is not yet available. These capacities of the local institutions will be strengthened in order to enable them to carry out follow-up activities themselves in a sustainable manner once the project comes to an end.
- UNIDO has a good network to recruit experienced national and international experts. It has already developed training manuals adapted to the Vietnamese situation, other appropriate material and technical know-how through a pilot project.

B.4.2. Implementation and co-ordination

The organisation of the project is visualised in Annex 3, and further clarified below:

- Initially one **Rural Resource Center (RRC)** will be established, at **Da Nang Women's Union Training Center**. The RRC will organize training sessions in different districts in all three provinces (since the equipment to be used for food technology will be mobile).

- The implementation and co-ordination of the project will be carried out by a small **Project Co-ordinating Unit (PCU)** center at the established RRC of **the Women's Union in Da Nang**. This PCU/RRC Da Nang will co-ordinate and organize training sessions. The PCU/RRC Da Nang will organize at least two ToTs.
- The project will be managed through the following staff structure:
 - A National Project Director (NPD), who will represent the Government.
 - A full-time qualified National Project Manager (NPM) and a Chief Technical Adviser (CTA), based in Da Nang but who will be coming on split missions, will manage the project. The National Project Manager is the head of the PCU/RRC Da Nang and supervises the activities.
 - Support staff (secretary/interpreter), driver.

B.4.3 Training Materials and Methodologies

- **The training programmes and manuals will be adapted and refined to the local context.** Annex 6 gives an overview of the current training manual. Appropriate **modules** out of this training package will be prepared based on need assessment of the project among the women entrepreneurs in central Vietnam. This will most probably include, *inter alia*, product development, marketing and management aspects, environmental management and cleaner production, promotion of household units to structured enterprises, follow-up programmes and counselling services for trainers. The duration of the training programmes will be further reviewed and established as three-week, one-week or maybe even evening training modules. The exact duration of the courses will be determined by the need assessments (see also B.6. under gender awareness). As came out of the pilot project, most of the target group is starting from a very low level of development and skill. However, in Da Nang, a six week course could be organised once or twice for a special small target group of higher level entrepreneurs (existing formal SMEs, and informal SMEs with aspirations to become formal).
- **A technology training center** will be established in the PCU/RRC Da Nang for the food technology section of the training. The government will provide the premises, clean working environment, running water, drainage and adequate lighting for the technology practice facilities. These training centers will be used for demonstrating practical elements of the training, the production of certain sample products as well as the hygiene, health and safety, and environmental aspects of the training. Most of the equipment will be **appropriate and mobile**, so it can be transported for training sessions in other districts and communes. A recommendation of the pilot project is that one should minimise the role of training centers as rooms with fixed, expensive equipment. The maintenance costs, availability of clean classrooms, running water, electricity and drainage will be borne by the counterpart/government.
- Due to the fact that the target group is very poor and that women entrepreneurs in rural areas have very little experience on training, initially, no training fees will be charged. However, in order to enhance the sustainability of the project, fees will be introduced as of the third year to the extent possible. This is also considered to be within the spirit of entrepreneurship.

B.4.4 Training of Trainers (ToT) approach

- Trainers will be trained in Central Vietnam at the PCU/RRC in the Da Nang Women's Union. **The PCU/RRC Da Nang will organize two ToT courses for 20-25 trainers (at least 50% of the trainers will be female).** National trainers will conduct these ToT courses with assistance of the CTA and NPM. Other training programmes at *e.g.* VCCI, GTZ, SNV, FIRI will be consulted to identify the best trainers to carry out the ToTs.
- The PCU/RRC Da Nang will allocate at least 2 or 3 of their staff to participate in the ToT. The newly trained trainers will ensure their willingness/commitment to work closely with the two centers in the long term (See Annex 5.1: Terms of Reference for trainers).
- The project will provide training to at least 300 women entrepreneurs involved in food processing in the 3 provinces (See Annex 5.2: Terms of Reference for trainees). The objective of the project is to increase the outreach to higher numbers of women entrepreneurs in the long term.

B.4.5 Co-operation with credit facilities and other training programmes

Access to credit

Strengthening the access to micro-credit, was one of the main recommendations of the pilot project. The tracer study of the previous project cites lack of credit as the reason for a low outcome (5%) in upgrading technology. Virtually every individual and organisation consulted have said that much of the benefit of training is lost without access to credit.

Therefore, to encourage sustainability, linkages will be established with credit facilities administered by national Banks, like The Vietnam Bank for Agriculture and Rural Development and the Vietnam Bank for the Poor. They administer, *e.g.*:

- The National Fund for hunger eradication;
- The National Fund for Job Creation (PCP).

The counterpart, the Women's Union could help entrepreneurs with the complicated procedures to get access to these credit facilities. For example, the WU of Hue is known for their good services in this field. However, generally, it is very difficult for the rural poor to get credit, partly because of the cumbersome procedures and partly because of the lack of confidence of Banks in the rural poor (lack of collateral).

Linkages will also be established with TA programmes on micro-credit. Examples of projects that have shown interest are UNDP and SNV in Quang Binh and Quang Tri (see A.4.1. Potential linkages to micro credit programmes).

Other training programmes

Co-operation with other training programmes can occur in different ways. If necessary, the co-operation could be formalised through a Memorandum of Understanding (MoU).

The RRC will consult with the other training institutions/programmes to:

1. **select the TOT trainers.** These should be the most experienced trainers in Vietnam used to participatory training methods and experienced in business training and food processing technologies

2. **select participants for the ToT programme** (annex 5.1. gives terms of reference). The trained trainers who are attached to the other institutions will either carry out a few training under this UNDP and/or UNIDO project, (as applicable with respect to the two components UNDP/Japan Trust Fund and UNIDO/Belgium of this project) or use their obtained training skills to give training on behalf of their own institution/TA programme (see also B.4.4.);
3. to **select women entrepreneurs in the food processing industry for training** (annex 5.2. gives terms of reference). As mentioned before, the ideal situation would be to train women entrepreneurs who have already received or will be receiving credits from other programmes, and the RRC will give preference to training in these districts.

B.5 Reasons for Assistance by UNIDO as executing agency

UNIDO has the technical expertise and experience in sub-sector-specific training programmes in many developing countries. UNIDO focuses also on the integration of women in industrial development, on SME development, as well as on environmental management issues. Full use will be made of this expertise by linking the project to other on-going UNIDO projects in Vietnam, notably:

- Vietnam National Cleaner Production Centre (US/VIE/96/063);
- Assistance to Small and Medium Enterprises (US/VIE/95/004);
- Rural Industry development for employment and income generation (VIE/98/022).

B.6 Special Considerations

The training programme will also take into account *cleaner production* considerations, by including hygiene, healthy/safe working environment, efficient energy use and waste management aspects in the training. Micro and small enterprises in rural areas often cause a serious unhealthy environment, because of their large number, their low level of technology and their close distance to residential areas. Air pollution, water pollution, hazardous solid waste and waste of energy form part of the problems. Therefore, the project will be linked to the Vietnam National Cleaner Production Centre who could organize cleaner production (CP) workshops and/or short training sessions, as required, provided that funds are available.

Gender awareness will be included in the training. Self-assertiveness and self-confidence building will be emphasised in the training sessions, as already included in the training materials.

As a parallel activity, the RRC could attempt to provide counselling and business advisory services to women entrepreneurs and to the rest of the public against charging fees.

B.7 Counterpart Support Capacity

The selection of the implementing agency for this project was based on the following criteria:

- Experience of key staff who would be involved in project;
- Experience in training;
- Access to training facilities;
- Capacity to reach the target group;
- Networks to credit facilities.

The Implementing agency: Da Nang Women's Union in collaboration with Da Nang Department of Planning and Investment

The Da Nang Women's Union has been designated as the counterpart for a national project in Women Entrepreneurship Training. They do not have extensive experience in implementing international projects, but they have managed their own national training activities. They have also been implementing their own small credit program. They have an extensive rural network, good access to women entrepreneurs, also at district and community levels.

The **Da Nang Women's Union Vocational Training Center** could host the RRC. It has adequate training facilities and one full-time experienced trainer who manages the center. At least one international project has contracted with the Center to organize vocational training. The potential area for technical training facility needs expansion and refurbishing according to the requirements explained under B.4.3.

Potential Rural Resource Center:

- **The Quang Nam Women's Union** has well-developed training experience and existing capacity in implementing international projects. They are establishing a district-level network of trainers and have experience in organizing training in remote areas. They also have extensive training facilities.

C. DEVELOPMENT OBJECTIVE

Increased contribution of women entrepreneurs in the food processing sector to the socio-economic development in central Vietnam in order to alleviate poverty.

Success criteria: 1) Number of businesses improved, 2) Number of new businesses, 3) Percentage of businesses where gains/improvements maintained, 4) Percentage of new businesses surviving

D. IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

D.1.Immediate Objective 1

Strengthened capacity at the Da Nang WU for project implementation

Success Criteria:

Project activities have been carried out properly and in time.

WU Da Nang satisfied with services and material provided by the project

UNDP/UNIDO/ Government satisfied with performance and improvements of WUs

Activities

1.1 Establish the central Project Co-ordinating Unit/Rural Resource Center (PCU/RRC) at the Da Nang Women's Union Training Center:

- Identify and recruit the national Staff for the PCU/RRC Da Nang as mentioned in the JDs of the project document;
- Identify and recruit the international staff as mentioned in the JDs of the project document;
- Appoint staff members of the WU who will work part-time for the project;

- Establish the offices, and arrange the procurement of office equipment (by using among others the in-kind contribution of the government);

1.2 Introduce the UNIDO administrative procedures to implement the project – UNIDO Hanoi will give 1 day training to the national staff about UNIDO’s rules and regulations

1.3 Establish and hold meetings with the Steering Committee (on a half-yearly basis, see Section H, Project reviews, reporting and evaluation).

D.2 Immediate Objective 2

Strengthened capacity at the Da Nang WU to run the WU training centers and give training to women entrepreneurs in MSE management and food processing technology in the 3 provinces in Central Vietnam

Success criteria: Number of training courses that trainers carry out during and after the completion of the project (both with the RRC Da Nang and independent from that RRC)

Output 2.1

- 2 TOT courses have been carried out for at least 20-25 trainers (at least 50% women).
- At least 2-3 trainers working for the WU Da Nang have been trained
- At least 20 trainers who come from other institutions but have agreed to carry out training under the project

Activities

2.1.1 Select trainers and trainees for the TOT courses following the criteria set in Annex 5. Establish a roster of trainers already trained by other TA projects and by other institutions in the field of entrepreneurship development and food technology.

2.1.2 Carry out two Training of Trainers courses with a minimum of 50% female participants.

Output 2.2

- The preparations for the women entrepreneurs training programme have been made;
- Food processing demonstration equipment has been purchased;
- The existing UNIDO trainer’s guide has been adapted into flexible training modules suited to the needs of women entrepreneurs in Central Vietnam;
- At least five pilot courses have been carried out, and the level of trainers is sufficient to train the women entrepreneurs;

Activities

2.2.1 Study the training needs of women entrepreneurs in the food processing sector in Central Vietnam (e.g. who are they, what do they produce, what are their training demands, how much time and financial resources do they have etc.). Carry this out in consultation with other technical assistance projects, R&D institutions and business associations. Include a survey on women (entrepreneurs) benefiting from credit facilities in Central Vietnam, and study whether they would like to be trained under this project. Use this information to target training in districts where credit facilities are well developed.

2.2.2 Study training programmes of other international and national programmes/institutions in the field of (women) entrepreneurship development, like OXFAM, ILO, GTZ, SNV, FIRI etc, and compare the training material and methods with the UNIDO manual “Training Programme for Women Entrepreneurs in the Food-Processing Industry”. Include the development of a monitoring and evaluation system to assess the impact of the courses through e.g. questionnaires and interviews (see H. Project reviews, reporting and evaluation)

2.2.3 Adapt the manual and prepare modules suited to the situation of women entrepreneurs in Central Vietnam. Devise entrepreneurship training modules for both short and longer, specialized courses based on the needs assessment (see B.4.3.)

2.2.4 Print the training manuals

2.2.5 Carry out at least 5 pilot training to test and adapt the training modules

2.2.6 Identify and purchase food processing equipment for the PCU/RRC Da Nang in collaboration with experts from for example FIRI, COHASIPH, Da Nang Economics University and the Da Nang Secondary School in Food-processing and Agricultural Technology. The focus will be on mobile equipment (see B.4.3.)

Output 2.3

At least 300 women entrepreneurs have been trained, training fees have been introduced gradually (in the third year) in order to cover the costs of the training to the extent possible.

Activities

2.3.1 Study means of identifying women entrepreneurs, for the training courses, and select the most appropriate ones (see also annex 5.2 with criteria for trainees)

2.3.2 Prepare a workplan for the implementation of the training programme in the 3 provinces. The training courses will be held at the PCU/RRC Da Nang and other suitable locations, but also in the other provinces (with the mobile food processing technology). The training courses have flexible content and duration (depending on the needs), and could also include for example short workshops for the evening. In addition, awareness workshops could be organized together with the husbands in order to increase the acceptance and understanding of the courses.

2.3.3 Study means of meeting the costs of training on a cost-sharing basis between the project and the participants, and monitor the process throughout the project. The costs of the different modules will differ depending on the financial situation of the target group and the demand for the course. Training will in particular be provided to the women (entrepreneurs) that have already been promoted from the grassroots level by other development institutions – the beneficiaries from micro-credits.

2.3.4. Organize a workshop with participants from among others the PCU/RRC Da Nang, other institutions/TA programmes and consultants to prepare guidelines indicating the mechanisms, activities and resources required to convert the RRC to be sustainable after the project.

D.3. Immediate Objective 3

Strengthened capacity at the Da Nang WU to maintain an active network of entrepreneurs and credit and training institutions to further support women entrepreneurs in MSE management and food processing technology in the 3 provinces in Central Vietnam.

Success criteria

- *Activities being carried out during and after the completion of the project:*
- *Number of trained entrepreneurs attached to informal networks and/or business associations initiated by the WUs;*
- *Entrepreneur's satisfaction with services provided by RRCs (in addition to training), mainly information on access to credit facilities and business advice.*

Output 3.1

Trainers from other institutions carry out training for women entrepreneurs (after following the TOT courses)

Activities

3.1.1 Develop MoUs or agreements with relevant institutes/programmes to ensure that the trained trainers will give courses to women entrepreneurs under the project, and monitor the process

Output 3.2

MOUs with credit organizations have been signed, and a substantial number of women entrepreneurs could get credit in addition to the training

Activities

3.2.1 Develop MOUs with existing (micro) credit programmes of UNICEF, UNDP, the Bank of the Poor etc. , and create linkages between the trained women entrepreneurs and these credit facilities.

Output 3.3

The Da Nang WU assists women entrepreneurs by providing information and access to other women entrepreneurs and relevant (credit) institutions;

Activities

3.3.1 Introduce methods to further assist women entrepreneurs to develop their enterprises (for example periodical monitoring of the trained entrepreneurs, basic business advice, setting up informal business organizations, linking with credit facilities and technology centres)

3.3.1 Assign people working for WU Da Nang to be responsible for the “information desk” in order to:

- Give information to women entrepreneurs;
- Set up informal networks/business associations for the women entrepreneurs.

E. INPUTS

The project is financed by Japanese Women in Development Fund administered by UNDP and Belgian contribution administered directly by UNIDO. The Belgian funds cover

equipment and most of the training related expenses and the Japanese Women in Development Fund covers the remaining portion of the budget. A separate project document exists for the Belgian funds which have been acquired before the Japanese funds became available. The budget related to UNDP input (from the Japanese Women in Development Fund) is attached to this Project Document, under a UNDP standard budget format. Belgian contribution is enumerated below, under UNIDO inputs.

The project total is: US\$ 594,700.

E.1 UNIDO Inputs (Belgium contribution): indicative budget
(For more details, see the budget enclosed in the end of the project document
related to the UNIDO/Belgium component of this project)

33-00 In-country Training 2 ToT in Da Nang	20,000
Entrepreneurship development courses ⁹	125,000
Sub-total BL 33	145,000
45-00 Equipment	45,000
Raw materials, packaging materials, equipment used in technical training; office supplies, office equipment, 1 project vehicle (4 WD Parejo Mitsubishi)	18,000
Sub-total BL 45	45,000
TOTAL	190,000
Agency support costs	24,700
<u>GRAND TOTAL (BELGIAN)</u>	<u>214,700</u>

E.2 Government Inputs

General

- Training facilities will be provided in those provinces where training sessions are carried out;
- Project Office;
- In-kind contribution of VND 1,080 million to the project.

The Da Nang Women's Union:

- make available the services of the management and staff whenever necessary to the NPM and CTA to effectively manage the project activities;
- participate in the transparent recruitment of all national staff and consultants working for the project;
- support the successful establishment of the PCU/RRC Da Nang;
- provide at least two (part-time) trainers, one in business management and one in food technology to work for the PCU/RRC Da Nang for the long term;
- provide office space and furniture for the PCU/RRC Da Nang;
- make available telephone facilities and other services for the offices (project communication costs between the provinces will be covered by the project);
- provide premises for the technology training center. Ensure the availability of clean surfaces, running water, electricity and drainage;
- provide training facilities for the ToT and other training programmes;
- provide accommodation, if available, for the trainers/trainees when training courses are organized at PCU/RRC Da Nang;
- support the programme through its network at the regional level to implement the programme in *all* the three provinces;

⁹ 5 pilot courses in the first year (@ US\$ 5,000 each), for the 2nd and 3rd year: 20 provincial courses per RRC (@ max \$2,500 each). Possibilities will be sought to provide training under subcontract to other related projects in order to generate more income to the RRCs.

The Da Nang Women's Union, being the implementing agency will in addition to above tasks:

- establish the project co-ordination unit in order to manage and co-ordinate this regional project effectively;
- provide a driver;
- negotiate additional funds for the complementary activities and for improvements of the programme.

F. RISKS

The project has been designed so as to minimise risks. Remaining risks that could hinder the successful implementation of this project can be considered to be at a minimum level. But the following remarks should be taken into consideration in order to prevent any possible constraints, which would reduce the efficiency of implementation of the project and will require sustained attention, by all parties involved:

- Difficulties in recruiting suitable local staff to implement the project;
- Involvement of the national project management staff in other activities of their organizations rather than the project activities;
- Difficulties in getting sufficient number of full-time trainers;
- Delays in adapting training manuals and other material;
- Difficulties in communication between the international experts and national management staff due to language and cultural differences;
- Difficulties in co-ordinating between the different stakeholders: The project is co-ordinated at the regional level by the Da Nang Women's Union and implemented by the PCU/RRC Da Nang. The project will also co-ordinate with several bilateral and multilateral funded projects, NGOs, and technical assistance providers. The implementation of programmes at different levels may create problems related to co-ordination and acceptance of instructions.
- Difficulties may arise in co-ordinating the activities in other provinces and in remote areas. The fact that all the participating organizations are branches of the National Women's Union should facilitate co-ordination. The PCU/RRC Da Nang should be able to solve the problems and minimise risks of this nature.

G. PRIOR OBLIGATIONS AND PREREQUISITES

The Da Nang Women's Union is the Implementing Agency, which will commit their obligations in terms of appointing the most suitable staff for implementation and resources where required, including adequate premises (which may have to be upgraded by the counterpart). The DWU will also make available facilities required and if available, such as transport, administrative support, communication, office space, training facilities and accommodation (if available) to trainers and trainees during the duration of the courses.

The WU of Da Nang will provide the trainers and facilities. They will follow the established criteria for the selection of trainers and trainees.

The project document will be signed by the Government, UNDP and UNIDO. The project will start once the prerequisites listed above have been fulfilled. When anticipated fulfilment

of one or more of the prerequisites fails to materialise, UNDP and/or UNIDO, as applicable with respect to the two components (UNDP/Japan Trust Fund and UNIDO/Belgium) of this project, may, at their discretion, either suspend or terminate their assistance.

H. PROJECT REVIEWS, REPORTING AND EVALUATION

The project will be subject to **annual tripartite review** (a joint review by People's Committee of Da Nang and Government agencies, UNDP, UNIDO, donor and the implementing and co-implementing agencies). The first such meeting will be held within 12 months of the start of full implementation. The National Project Director will prepare and submit to the UNDP and/or UNIDO, as applicable with respect to the two components (UNDP/Japan Trust Fund and UNIDO/Belgium) of this project, field office at least one month before the tripartite review meeting a Project Performance Evaluation Report (PPER). At the terminal tripartite review meeting, a project terminal report will be prepared, also at least one month prior to the terminal meeting.

In addition, a **Steering Committee** will be established to monitor the project and give **technical** advice to the project.

The Steering Committee will be composed of the following fixed members: NPD, Representative of the People's Committee of Da Nang, the Chairpersons of the Women's Unions of the 3 provinces; National Project Manager; International project staff. Depending on the agenda, other people, such as the UNDP Representative, UNIDO Representative, could be invited to the SC meetings.

A **methodology** will be developed to monitor and evaluate whether the objectives and outputs of the project are being achieved. A proposal is already given in annex 3, under "success indicators and means of verification" in the logical framework.

The project will be subject to in-depth evaluation as its total budget is more than US\$ 500,000. This will be carried out by the representatives of the donors, the Government, UNDP and UNIDO.

I. LEGAL CONTEXT

This project document will be the instrument referred to as such in Article III of the Standard Basic Agreement between the Government of the Socialist Republic of Viet Nam and the United Nations Development Programme, signed by the Parties on 21 March 1978. For the purpose of this project, the Government Implementing Agency referred to in the above-mentioned Standard Basic Assistance Agreement shall be the Women's Union in Da Nang.

ANNEX 1: LOGICAL FRAMEWORK MATRIX

Objectives, Outputs and Activities	Success Indicators	Means of Verification
Overall Objective Increased income and number of women working in the food processing sector in central Vietnam	<ul style="list-style-type: none"> • Number of businesses <i>improved</i> • Number of <i>new</i> businesses • Percentage of businesses where gains/improvements maintained • Percentage of new businesses surviving 	<ul style="list-style-type: none"> • Entrepreneur Performance/data base • Follow-up survey of sample of assisted entrepreneurs
Project Purpose/Immediate Objective 1 Strengthened capacity at the Da Nang WU for <u>project implementation</u>	<ul style="list-style-type: none"> • Activities have been carried out properly and in time. • WU Da Nang satisfied with services and material provided by the project • UNDP/UNIDO/Government satisfied with performance and improvements of the WU 	<ul style="list-style-type: none"> • Progress reports and TPR meetings
Activities 1.1 Establish PCU/RRC Da Nang 1.2 Introduce UNIDO procedures, incl. 1 day training course 1.3 Establishment and meetings of Steering Committee		
Project Purpose/Immediate Objective 2 Strengthened capacity at the Da Nang WU to run the WU training centers and give training to women entrepreneurs in MSE management and food processing technology in the 3 provinces in Central Vietnam	<ul style="list-style-type: none"> • Number of training courses that trainers carry out during and after the completion of the project (both with the RRC Da Nang and independent from this RRC) 	<ul style="list-style-type: none"> • Entrepreneur Training Overview Report • Follow-up survey of counterpart and partner organisations
Project Purpose/Immediate Objective 3 Strengthened capacity at the Da Nang WU to maintain an active network of entrepreneurs and credit and training institutions to further support women entrepreneurs in MSE management and food processing technology in the 3 provinces in Central Vietnam.	<ul style="list-style-type: none"> • Number of trained entrepreneurs attached to informal networks and/or business associations initiated by the WUs; • Entrepreneur's satisfaction with services provided by RRCs (in addition to training), mainly information on access to credit facilities and business advice WUs 	<ul style="list-style-type: none"> • Progress report • Entrepreneur Performance/data base
Output 2.1 <ul style="list-style-type: none"> • 2 TOT courses have been carried out for at least 20-25 trainers (at least 50% women). At least 2-3 trainers working for the WU Da Nang have been trained. At least 20-25 trainers whom other institutions but have agreed to carry out training under the project 	<ul style="list-style-type: none"> • Number of participants in the TOT courses by gender and by organisation • Number of trainers directly working for the counterpart institutions (the WUs) 	<ul style="list-style-type: none"> • TOT Overview Report • Progress report
Activities		

<p>2.1.1 Select trainers and trainees for the ToT courses, and establish roster</p> <p>2.1.2 Carry out two TOT courses</p>		
<p>Output 2.2 Preparation for the women entrepreneurs training programme: Equipment for the TPC has been purchased; The existing UNIDO trainer's guide has been adapted in flexible training modules suited to the needs of women entrepreneurs in central Vietnam; At least five pilot courses have been carried out, and the level of trainers is sufficient to train the women entrepreneurs.</p>	<ul style="list-style-type: none"> • Trainers satisfaction with: <ul style="list-style-type: none"> - Quality of the TOT courses - Organisation of the training by the RRCs - Manuals/materials/equipment to be used in the training for the women entrepreneurs - Length and content of the courses for the women entrepreneurs • Manuals, and appropriate mobile food processing demonstration techniques are available 	<ul style="list-style-type: none"> • TOT Evaluation Form • TOT Overview Report • Entrepreneur Training Overview Report • Progress report
<p>Activities</p> <p>2.2.1 Study the training needs of women entrepreneurs in food processing in consultation with other TA programmes</p> <p>2.2.2 Study training programmes of others, include the development of a monitoring and evaluation system</p> <p>2.2.3 Adapt the manual and entrepreneurship training modules</p> <p>2.2.4 Print the training manuals</p> <p>2.2.5 Carry out at least 5 pilot training</p> <p>2.2.6 Identify and purchase food processing equipment</p>		
<p>Output 2.3 at least 300 women entrepreneurs have been trained, training fees have been introduced gradually (in the third year) in order to cover the costs of the training to the extent possible.</p>	<ul style="list-style-type: none"> • Number of entrepreneurs participating in the training, divided by type of course (length and content of the course) and by geographical location (per district/province) • Overview of the type of business of the participating entrepreneurs and the development of these businesses • Costs per entrepreneur supported • Entrepreneurs' satisfaction with: <ul style="list-style-type: none"> - Organisation of the training by the RRCs - Manuals/materials/equipment used in the training - Quality of the trainers - Length and content of the course 	<ul style="list-style-type: none"> • Entrepreneur Training Evaluation Form • Entrepreneur Training Overview Report • Progress report
<p>Activities</p> <p>2.3.1 Identify and select women entrepreneurs</p> <p>2.3.2 Prepare a workplan for the women entrepreneur training</p>		

programme in the 3 provinces. 2.3.3 Study means of cost-sharing basis 2.3.4. Organize a workshop to prepare guidelines for the RRCs to be sustainable after the project.		
Output 3.1 Trainers from other institutions carry out training for women entrepreneurs (after following the TOT courses)	<ul style="list-style-type: none"> • Number of MOUs signed with institutes that have provided participants for the TOT courses • Number of training given by each trainer to women entrepreneurs by gender and per organisation 	<ul style="list-style-type: none"> • MOUs • Entrepreneur Training Overview Report
Activity 3.1.1 Develop MOUs with relevant training institutes/programmes		
Output 3.2 MOUs with credit organisations have been signed, a substantial number of women entrepreneurs could get credit in addition to the training	<ul style="list-style-type: none"> • Number and content of MOUs with (micro) credit organisations/programmes • Credit lent to the trained entrepreneur per credit organisation/programme 	<ul style="list-style-type: none"> • MOUs • Progress report of credit partner organisation (as agreed in partner agreements) • Entrepreneur Performance/data base
Activity 3.2.1 Develop MOUs with existing (micro) credit programmes		
Output 3.3 The Da Nang WU assists women entrepreneurs by providing information and access to other women entrepreneurs and relevant (credit) institutions;	<ul style="list-style-type: none"> • Number of trained entrepreneurs who have joined networks and/or business associations • Entrepreneur's satisfaction with services provided by RRCs (in addition to training), mainly information on access to credit facilities and business advice 	<ul style="list-style-type: none"> • Progress report • Entrepreneur Performance /data base
Activities 3.3.1 Introduce methods to further assist women entrepreneurs 3.3.2 Establish "information desk"		

Notes:

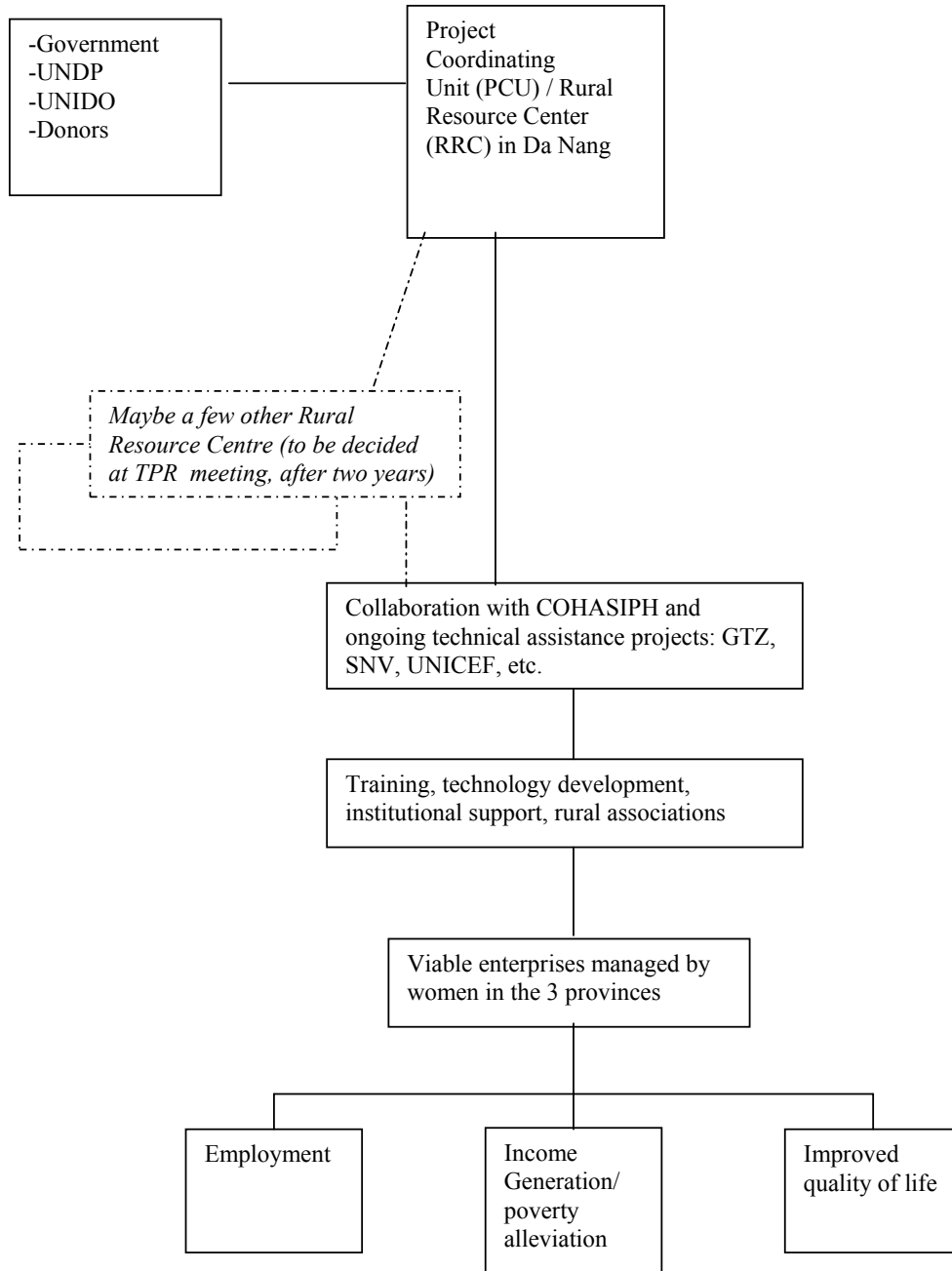
- Entrepreneur Training Evaluation Form: Questionnaire filled in by each entrepreneur that attends the course.

- Entrepreneur Training Overview Report: Small report to be prepared by trainer summarising the Evaluation Forms, some data on the course and data about the trainer him/herself (e.g. no. of trainees, length of course, training issues).
- TOT Evaluation Form: Questionnaire filled in by each trainer that attends the TOT course.
- TOT Overview Report: Small report to be prepared by Master Trainer and the project team summarising the TOT Evaluation Forms and some data on the course (e.g. no. of people, length of course, training issues).
- Entrepreneur Performance/data base: Questionnaire to be filled in before/during and after the course in the data base and again six months thereafter. Objective is to assess the impact of the training on the development of the businesses.
- Follow-up survey of sample of assisted entrepreneurs: Interviews which will supplement information from Entrepreneur Performance.
- Follow-up survey of counterpart organisations: Interviews/questionnaire to assess capacity of counterpart organisations.
- Follow-up survey of partner organisations: Format to be agreed upon as part of Memorandum of Understanding.
- Progress report, to be prepared quarterly PCU/RRC Da Nang covering the issues mentioned in the table.

ANNEX 3 WORK PLAN

**WILL BE PREPARED BY PROJECT STAFF IN CONSULTATION WITH THE PROJECT
MANAGER.**

ANNEX 3 ORGANIZATION CHART OF THE PROJECT



ANNEX 4 – JOB DESCRIPTIONS

Job Description

Post title:	National Project Manager (NPM)
Duration:	36 w/m
Date required:	2001
Duty station:	Da Nang, Vietnam, with local travel

Purpose of the project:

The project is to assist the counterpart to implement a training programme to enhance women entrepreneurship with focus on rural industrial development. The sub-sector selected is the food processing industry. The training programmes are aimed at providing women entrepreneurs in three provinces in the central region of Vietnam with the skills required to operate viable and competitive household and small-scale food processing units. The project will establish one Project Coordination Unit (PCU)/Rural Resource Centre (RRC) in Da Nang province.

Duties:

The National Project Manager (NPM) will be responsible under the general supervision of the Project Manager, for the implementation, efficient management of the project and for routine activities as per the project document in collaboration with the National Project Director, Chief Technical Adviser. S/he will particularly fulfil the following duties:

1. Participate in the selection of the regional co-ordinators, trainers, national and international consultants and other senior staff members;
2. Co-ordinate, with the CTA and the senior management staff of the project, all activities of the project, define clearly the duties and responsibilities, objectives and priorities of the work plans of every staff member of the project and those of collaborating institutions;
3. Contribute to the finalisation of the project work plan;
4. Organize awareness workshops on the training programmes with the RRCs, as well as gender awareness programmes, where and when necessary;
5. Ensure an efficient management of resources and other assets of the project;
6. Participate in the initial ToT programme of UNIDO;
7. Together with the CTA, have the overall responsibility for the implementation of all the training programmes;
8. Assist in the preparation of job descriptions of consultants to be recruited;
9. Establish resource persons/consultants/trainers roster with regional centers;
10. Maintain regular contacts with NGOs in order to negotiate their financial and technical participation in the implementation of the activities as foreseen by the project document;
11. Participate as a resource person in the training of women entrepreneurs;
12. Assist the regional co-ordinators together with the CTA to design and plan the annual action plans and to put in place effective monitoring and evaluation systems;

13. Prepare regular progress reports and assist the evaluation mission and other experts foreseen in the project document;
14. Monitor compliance with selection criteria of trainers and trainees, as established in the Terms of Reference;
15. Work with the RRCs on the follow-up programmes of the training, installation of Technology Practice Center, and on the sustainability of the services of these centers after project period; and
16. Carry out other tasks as required by the project document.

Qualifications:

University or equivalent degree in business management or related field with experience in training. Knowledge and experience in training of counterpart staff, capacity development and good communication skills are essential. Good gender awareness is required, and preference will be given to women candidates.

Willingness to stay with the counterpart after the completion of the project is an asset.

Languages:

Vietnamese and English. Should be able to speak fluently and write reports in English.

Job Description

Post title:	National Project Director (NPD)
Duration:	36 w/m with possibility of extension
Date required:	2001
Duty station:	Da Nang, Vietnam, with local travel

Purpose of the project:

The project will assist the counterpart in implementing training programmes for women entrepreneurs. The selected sub-sector is the food processing industry. The objective of the training programme is to provide women entrepreneurs in six provinces in the central region of Vietnam the skills to operate viable and competitive household and small-scale food processing units. The project will establish one Project Coordination Unit (PCU)/Rural Resource Centre (RRC) in Da Nang province.

Duties:

The NPD will represent the Government side in the project and will be nominated by the Da Nang People's Committee. The NPD will work very closely with the NPM and the CTA. In particular, s/he will:

1. Together with the CTA and NPM, contribute to the preparation of a Work Plan;
2. Assist the NPM and the RRC Manager to design and plan the annual action plans for the RRC, and assist in putting into place the necessary resources from the Government side as indicated in the project document;
3. Make contributions to the preparation of regular progress reports;
4. Advise the national and international experts as well as the Project Manager on matters related to Government and regional policies, Government requirements etc.;
5. Contribute to the promotion of the project and in liaising with other ongoing activities within the region in close consultation with the NPM and the CTA.
6. Enhance the linkages to credit facilities for the beneficiaries of the project.
7. Participate in Steering Committee meetings;
8. Participate in Tripartite Review Meetings;
9. Carry out other tasks as required for the successful implementation of the project.

Qualifications:

A degree in business management, economics or related subjects. Experience in running projects is an asset. Good communication skills are essential. Good gender awareness is required.

Languages: Vietnamese and English.

Job Description

Post title:	Chief Technical Adviser (CTA)
Duration:	12 w/m
Date required:	2001
Duty station:	Da Nang, Vietnam, with regional travel

Purpose of the project:

The project is to assist the counterpart to implement a training programme to enhance women entrepreneurship with focus on rural industrial development. The sub-sector selected is the food processing industry. The training programmes are aimed at providing women entrepreneurs in three provinces in the central region of Vietnam with the skills required to operate viable and competitive household and small-scale food processing units. The project will establish one Project Coordination Unit (PCU)/Rural Resource Centre (RRC) in Da Nang province.

Duties:

The Chief Technical Adviser (CTA), under the general supervision of the Project Manager, will be responsible for the implementation of the project and of the routine activities as per the project document in collaboration with the National Project Director, National Project Manager and the RRC manager in Da Nang Province. In particular, s/he will

1. Participate in the selection by the counterpart of the NPM, trainers, national and international consultants and other staff members;
2. With the senior management staff of the project, co-ordinate all the activities of the project, define clearly the duties and responsibilities, objectives and priorities of the work plans of every staff member of the project and those of collaborating institutions;
4. Together with the NPM, prepare the Work Plan for the project;
5. Ensure an efficient management of resources and assets of the project;
6. Maintain regular contacts with the related institutions, UNIDO, UNDP, technical assistance projects, and NGOs in order to negotiate their financial and technical participation in the implementation of the activities, follow-up and promotion of complementary activities to strengthen the training programmes;
7. Prepare the job descriptions of consultants to be recruited with the assistance of the NPM;
8. Participate actively in the training of the counterpart, the National Project Manager, the rural co-ordinators, trainers and the national consultants in the implementation of all aspects of the project;
9. Contribute to the training of trainers programmes and to the training of women entrepreneurs as a resource person and monitor;
10. Assist the NPM to design and plan the annual action plans and to put in place effective monitoring and evaluation systems;

11. Prepare regular progress reports and assist the evaluation missions and other experts planned in the project document;
12. Advise the national counterparts and experts on matters related to the training programmes, adaptation of programmes, elaboration of new training modules;
13. Monitor compliance with the selection criteria of trainers and trainees, as established in the Terms of Reference;
14. Advise the counterpart on the follow-up programmes of the training, on the installation of Technology Practice Center, and on the sustainability of their services after the project period;
15. Assist in need assessment of the training requirements of the central region and of the new client bases anticipated in the project;
16. Assist to carry out the pilot experiments of training assistance under the planned poverty alleviation programmes in selected provinces;
17. Submit *ad hoc* reports as required and a final report at the end of his/her assignment;
18. Prepare a staff paper on the results achieved, impact and lessons learned from the project;
19. Carry out other tasks as required by the project document.

Qualifications:

An industrial/development/management specialist, with training experience (preparation of training materials and/or actual training), entrepreneurship development and integration of women in industrial development. He/she should have experience in technical assistance projects or managing other projects in developing countries.

Knowledge and experience in capacity development and training of counterparts as well as good communication skills are essential. Familiarity with the Vietnamese context and language is an added advantage. Good gender awareness is required, and preference will be given to female candidates.

Language: English, knowledge of Vietnamese is an asset.

ANNEX 5 TERMS OF REFERENCES

Annex 5.1. Terms of reference for Trainers (ToT Participants)

For Trainers to participate in ToT course organized in Da Nang by the Da Nang Women's Union for women entrepreneurship training in the food processing sector.

Duties:

The trainers will be part of a regional network of training experts in small business management and food processing. The trainers will:

1. Participate in the ToT course, with support from the Da Nang's Women Union and local RRC;
2. After returning from ToT, assist the NPM in Da Nang to organize training courses for women entrepreneurs. Each trainer is expected to run at least 3 training courses, with the support of the PCU/RRC Da Nang and sharing the training responsibilities with their training partner. Trainers should show willingness to organize training in remote and rural areas;
3. Use expertise gained in the ToT course to help RRC market courses and identify target trainees;
4. Use expertise gained in the ToT course to help RRC with consulting services for women entrepreneurs with small and household enterprises in food processing;
5. Assist the NPM in fulfilling his/her duties.

Qualifications:

Trainers will have extensive prior experience in training. They will already be specialized in either small business management or food processing technology. They will already be attached to the RRC, to other provincial, district or local Women's Unions, or to collaborating organizations and institutions. At least 50% of all trainers will be women.

Annex 5.2 - Terms of Reference for trainees of women entrepreneurship development training courses

For Trainees to participate in women entrepreneurship training in food processing organized by the PCU/RRC Da Nang and supported by UNIDO.

Duties:

1. Attend courses organized by RRCs;
2. Cooperate with and participate in later evaluations and follow-up;
3. Pursue micro credit or other programs to help develop your business further or improve your capabilities.

Qualifications:

All trainees must be women entrepreneurs in private food processing businesses. They may be women just starting a household business, but already connected to a credit group; with an existing business but only working part-time in the business; established, successful small entrepreneurs; or women managers of private cooperatives. They may NOT be: employees or managers of state-owned enterprises; staff members of other organizations using training as their own informal ToT; any person only wishing to benefit from training subsidies.

Trainees should be interested in expansion of business or improvement of productivity, quality, hygiene, marketing etc. willing to change their status quo for the better.

ANNEX 6 CONTENT OF TRAINING COURSE (TO BE REVISED AND ADAPTED FOR SHORTER AND PART-TIME COURSES)

Course Title: Training Programme for Women Entrepreneurs in the Food-processing Industry

The methodological approach used throughout the course is “learning by doing”, emphasizing participatory training. This concept implies the active participation of the trainees. The role of the trainer is to act as a facilitator and not as a traditional teacher. In contrast to the classical transfer of knowledge from teacher to student by lectures/demonstrations, the essence of this concept is to stimulate awareness of the skills required to expand and run a small-scale business successfully. These skills are developed by first eliciting the existing knowledge of the participants and then deepening and/or broadening this knowledge by exercises in the technology practice centers.

The structure of the course reflects the above methodological approach. At the beginning of the course an atmosphere should be created in which the participants feel responsible for getting what they need out of the training by playing an active role. The managerial and technical training is not intended to give the participants concrete solutions to the varied problems they will face, but rather to offer them information and stimulate their ability to use the information and skills for effective problem solving.

Entrepreneurial awareness training is integrated into management skills training. In order to make the learning situation effective, the training is built up around the real life experience of the participants. Participants are constantly required to establish links between the newly learned skills and their own business situation and to recognize their strengths and weaknesses. Own enterprise experience is particularly important during the discussions on technology options, which aim at enabling the participants to identify the range of technology choices and to examine the opportunities and constraints of different products and processes for small-scale entrepreneurs.

During the training programme, the participants are taken on a field trip to demonstrate relevant technologies that exist for small-scale enterprises and to establish contacts with the relevant institutions and/or companies. They should also collect information on marketing and distribution aspects, raw materials and equipment costs, production costs and competitors under the supervision of the trainers.

During the last week of the course, participants synthesize the managerial and technical aspects of the course in the preparation of a business plan. This plan becomes a tool which can be used as a basis for establishing or developing their business, and how to go about applying for a loan.

ANNEX 7 SUMMARY SHEET – PILOT TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN FOOD PROCESSING IN NORTH VIETNAM

Funding: US\$ 432,100 (Belgium)
Duration: 1995-98
Location: Hai Phong, Bac Giang, Thai Binh, Hai Duong and Hung Yen

Objective: Improve the capacity of:

- i) the Council of Handicraft and Small Industry Co-operatives and Non-State Producers Hai Phong (COHASIPH) to manage and carry out participatory entrepreneurship training;
- ii) women entrepreneurs in Northern Viet Nam who operate micro- and small-scale food processing units to run their businesses efficiently under free market conditions.

Issue addressed: The promotion of small-scale food processing businesses forms part of the Vietnamese Government's economic strategy. Since 1986, the country has been introducing market economy policies and is still in the transitional phase. Development of agro-processing was chosen as a priority area because 80 per cent of the population lives in the countryside closely involved with agriculture. There is a need for *forward linkages* in order to reduce the country's requirements for imported processed food items and fully tap the diversification in agricultural production. Although the market for processed food is increasing with rapid urbanisation and economic growth, the *competitiveness* of rural small-scale food processing units is *low*. The units suffer under serious constraints, such as poor quality of products, poor hygienic conditions, lack of management, product ideas, and marketing skills, and limited access to credit.

This project has addressed the above issues by training *women entrepreneurs* in the food processing sector as the sector is dominated by women, but also because: i) women entrepreneurs receive less than half the training of their male counterparts; ii) salaries for women in non-farm activities are substantially lower than males' salaries in equivalent jobs; iii) rural women work significantly longer than rural men, because of their additional reproductive work at home. The concept behind the project is that economic empowerment will improve the living situation of rural women.

Project strategy: Based on a needs assessment, women from five provinces in northern Viet Nam were chosen to participate in training programmes. The programme organised three levels of training: (a) training of trainers, (b) pilot training for women entrepreneurs and (c) training in provinces. The courses consisted of business and food technology training, including hygiene and packaging aspects. The training targeted women who ran businesses from their homes and those who owned small-scale enterprises. The final project activities were completed in 1998.

Main Results:

- 18 trainers completed the training of trainers courses. A small, well appreciated, network has been created of trainers who can train in management and food processing technology modules following participatory training techniques;
- High quality training material has been published with a survey of food processing technologies suited to Vietnamese conditions. Other TA projects (e.g. GTZ and SNV projects) are making use of the manuals;
- 145 women-entrepreneurs received training. An impact study showed substantial improvement of the business performance: i) 70 per cent of the women entrepreneurs improved hygiene conditions in production; ii) 30 per cent increased their output; iii) 7.6 per cent modernised production processes; iv) 37 per cent increased their income and investments.