



Netherlands Enterprise Agency

Foreign aid in horticulture

*A review on past horticultural projects
between 2005 – 2014 in Vietnam*

Commissioned by the ministry of Foreign Affairs

*>> Sustainable. Agricultural. Innovative.
International.*

Foreign aid in horticulture

A review on past horticultural projects between 2005 – 2014 in Vietnam





COLOPHON

Authors

Sigrid Wertheim-Heck
Ho Thu Thuy
Marion Klaver
Ha Thanh Dat

Executed in collaboration with

Ipsard
(Institute of Policy and Strategy for
Agriculture and Rural Development)

Photography

Fresh Studio

Design

Wouter Pasman (Fresh Studio)

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This research was conducted by Fresh Studio and executed in collaboration with Ipsard (Institute of Policy and Strategy for Agriculture and Rural Development) and Pham Van Hoi (Vietnam National University of Agriculture). This research was funded by RVO (Netherlands Enterprise Agency).

Abbreviations

ACIAR	Australian Centre for International Agricultural Research	ICGEB	International Centre for Genetic Engineering and Biotechnology
ADB	Asian Development Bank	IFAD	International Fund for Agricultural Development
AECID	Spanish Agency for International Development Cooperation	IFC	International Finance Corporation
AFD	French Agency for Development	ILRI	International Livestock Research Institute
AVRDC	The World Vegetable Center	Ipsard	Institute of Policy and Strategy for Agriculture and Rural Development
BFDW	Bread for the World	JICA	Japan International Cooperation Agency
BMZ	Federal Ministry for Economic Cooperation and Development	LUXDev	Lux-Development
CISU	Civil Society in Development (Denmark)	NZAID	New Zealand Aid Programme
Danida	Danish International Development Agency	PPP	Public Private Partnership
DFAT	Department of Foreign Affairs and Trade (Australia)	PSI	Private Sector Investment Programme
DFATD	Department of Foreign Affairs, Trade and Development (Canada)	RDA	Rural Development Administration (South Korea)
DFID	Development for International Development (UK)	RVO	Netherlands Enterprise Agency
EVD	Economische Voorlichtingsdienst	SDC	Swiss Agency for Development and Cooperation (SDC)
FAO	Food and Agriculture Organization	SEARCA	Southeast Asian Regional Center for Graduate Study and Research in Agriculture
FDOV	Facility for Sustainable Entrepreneurship and Food Security	SME	Small and Medium Enterprise
GCF	Global Competitiveness Facility	SNV	Netherlands Development Organization
GIZ	German Federal Enterprise for International Cooperation	VECO	Vredeseilanden
IBSA	Innovation and Business Skills Australia	VLIR	Flemish Interuniversity Council
ICGEB	International Centre for Genetic Engineering and Biotechnology	WB	World Bank
IDH	Sustainable Trade Initiative		

Introduction

Background

In 2013, a Vietnamese – Netherlands Horticulture Partnership (HortiViN) was established with the participation of businesses, knowledge institutes and governments from both countries. The HortiViN partnership aims for a bilateral input for horticultural projects. Vietnam, one of the priorities of the Dutch TopTeam Horticulture and Starting Materials, is a strategic partner for collaboration on knowledge, sustainability, supply chain, seed improvement, etc.

With a historical focus on cash crops, Vietnamese horticulture (F&V and flowers) has received increased attention since 2005. In particular over the recent years, the urgency for a strategic development of the horticultural sector has become prominent due to issues on food safety, environmental protection, climate change, food security and nutrition. The Netherlands with its world leading edge horticultural sector is well-positioned to assist Vietnam in its future development.

As there is no comprehensive archiving system of past horticultural development projects in Vietnam, it is necessary to conduct a study in order to obtain a holistic overview on this sector from 2005 – 2014.

Past experiences are expected to deliver important insights to develop new initiatives and to avoid reinventing the wheel.

Such an overview will inform strategic agenda setting and add values to the bilateral cooperation between the two country.



“Over the recent years, the urgency for a strategic development of the horticultural sector has become prominent due to issues on food safety, environmental protection, climate change, food security and nutrition.”

Sigrid Wertheim-Heck, Fresh Studio

Research framework



OBJECTIVE

Delivering oversight on bi- and multilateral horticultural development projects in Vietnam in the period 2005-2014 with the aim to inform the strategic Top Sector agenda and create value added in the bilateral cooperation between Vietnam and the Netherlands.

The projects are analyzed along 4 strategic elements:

K	Knowledge	Training and research
C	Commerce	Commercial cooperation and business development
G	Governance	Policy formulation and regulation
F	Finance	Access to finance



SCOPE

Projects/programs included within this research:

Focus on horticultural crops

- At any stage in the business system (R&D, pest management, production, post-harvest, etc.) but excluding forestry projects, and
- Projects/programs that are not necessarily dedicated to the cultivation of crops directly but address horticulture-related topics in a wider context (i.e. projects such as Support for Low Carbon Agriculture, Capacity building and policy reform for pesticide risk reduction in Vietnam, Vietnam Irrigated Agriculture Improvement Project)

Bi- and multilateral ODA funded donor projects/ programs

- Bilateral government donors like Danida (Denmark), DFATD (Canada)
- Multilateral donors like WB, ADB; or
- Projects/programs funded by NGOs, international research institutes, foundations like Syngenta Foundation or initiatives like IDH

The scope of this study includes horticultural projects that:

- Started before 2005 but ended between 2005 to 2014
- Started between 2005 and 2014



LIMITATIONS

Some projects included in this research have a scope broader than only horticulture and also include other agro-food commodities (e.g. livestock). In this case it was sometimes hard to define whether certain information related to horticulture specifically or to the broader project context.

- These projects were excluded from the list of projects that we analysed in-depth (see page 10).

Some projects were implemented a long time ago which made it more challenging to retrieve more in-depth project information.

- Sometimes we had to rely on informants that were not themselves engaged in the project, or had to suffice with more generic project documentation.

Research approach

Steps in the process: focal approach

See figure 1 on the right.

Research methods:

Desk research:

Project information and reports from a wide range of stakeholders:

1) Donors

- Bilateral
 - Embassies and Government agencies
 - NGO's
- Multilateral

2) Vietnamese government agencies:

- Ministries MARD, MoNRE, MoST, MoH,
- Vietnam Chamber of Commerce (VCCI)
- Vietnamese research institutes and universities

Field research:

- Projects/programs in Field research include all projects related to fruits, vegetables and flowers
- In-depth interviews with representatives from selected organizations who are active in horticulture and selected projects/programs

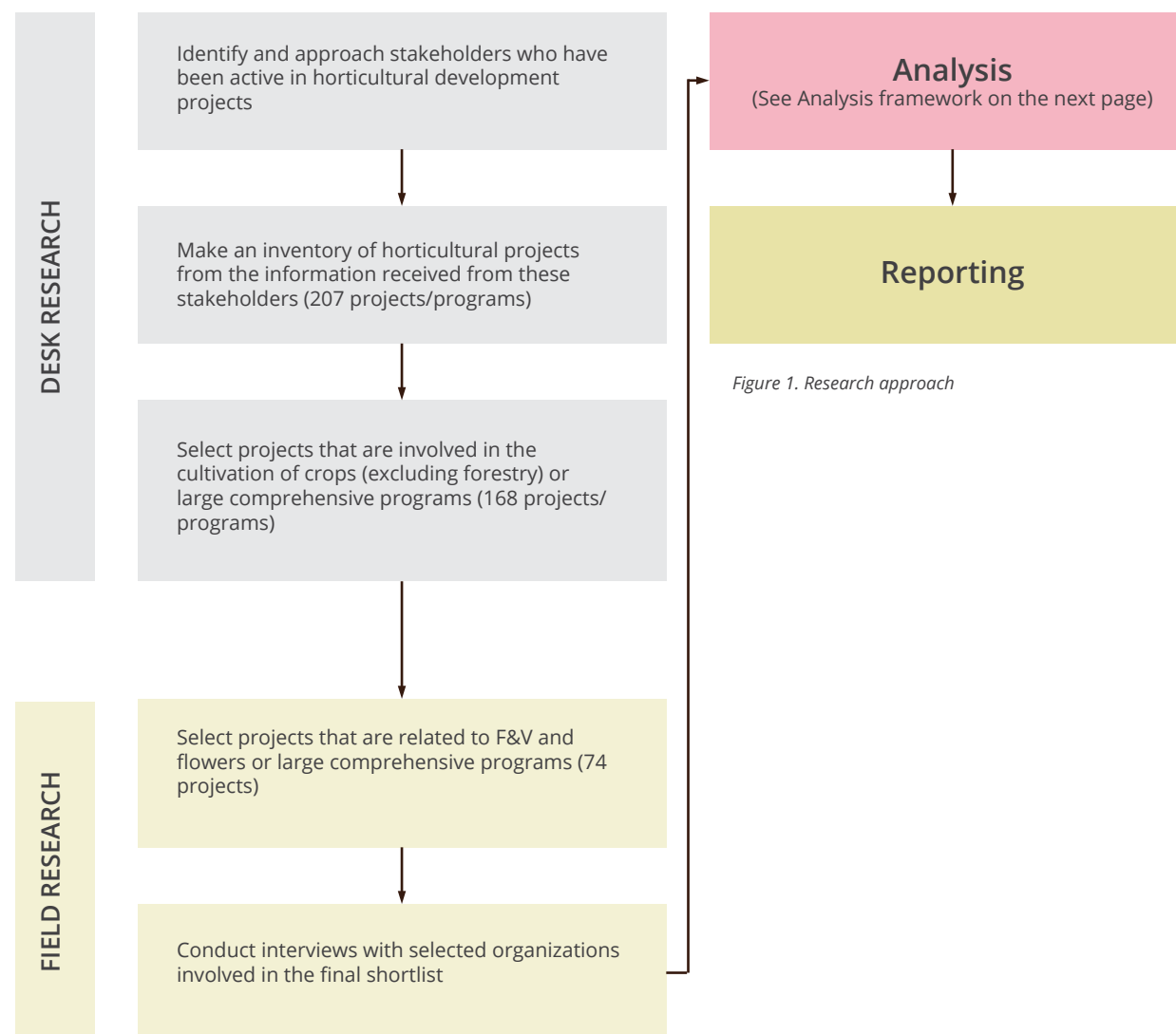
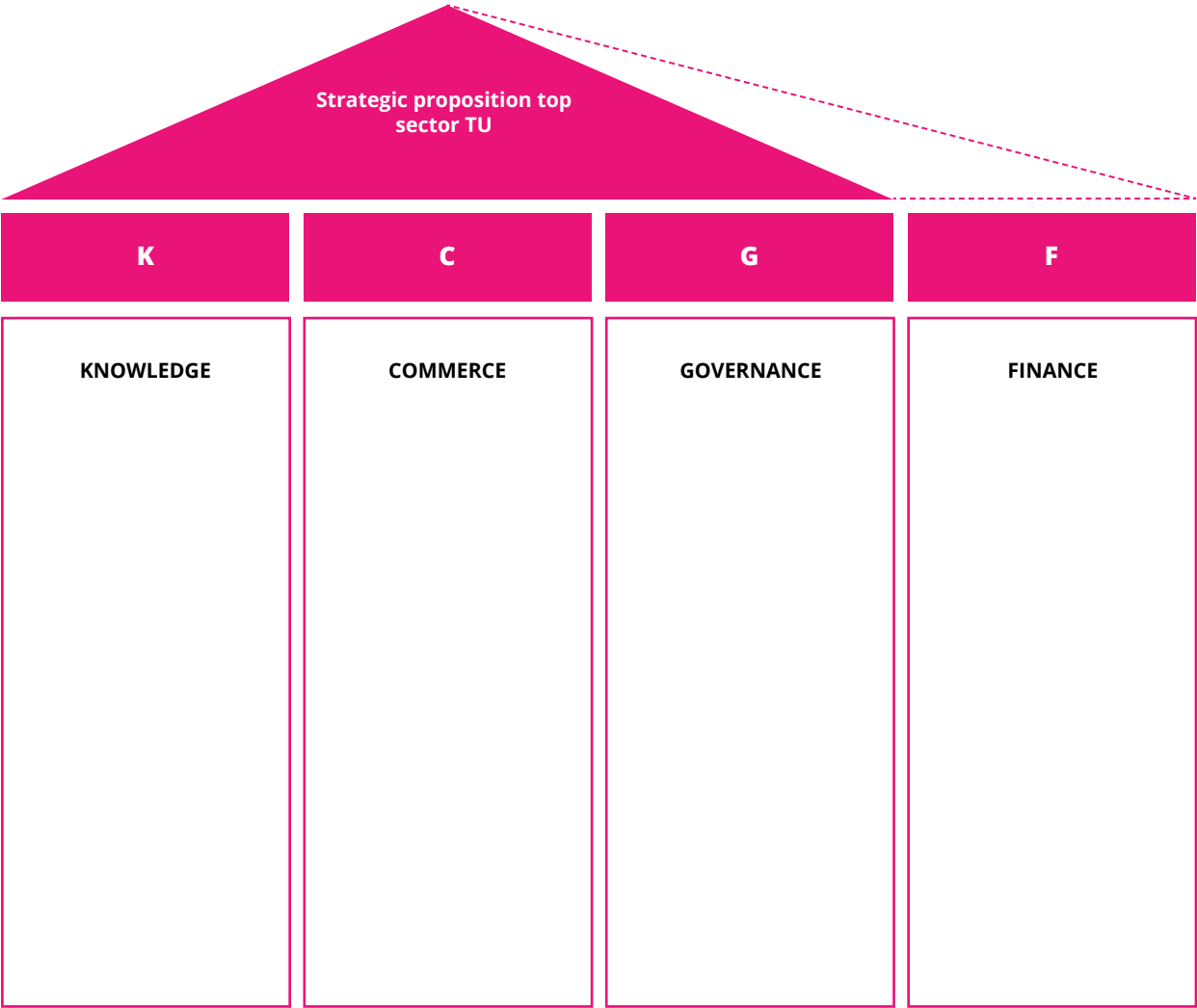


Figure 1. Research approach

Analysis framework & definitions



K Knowledge
Including projects with primary focus on (1) research and (2) training and capacity building.

N.B. Projects that used training as a method/ tool to meet the objectives which fall into another category (C, G or F) are identified as having K as a sub-pillar.

C Commerce
Including projects that focus on private sector, and projects that are related to commercial cooperation, business development, market access/ engagement, value chain development or inclusive business model.

G Governance
Including projects that focus on policy, regulation or standard development.

F Finance
Including projects that focus on providing direct financial support like challenge fund or facility, usually for the private sector.

N.B. Projects having sub-pillar F are those that provided credits as a tool to meet the objectives which fall into another category (K, C or G).

Figure 2. Analysis framework

Oversight

Project frequency in total (2005-2014)

207

All projects defined in the initial inventory

168

Selection of what Fresh Studio defined as relevant horticultural projects

74

Projects involved F&V and flowers, large comprehensive programs and projects/programs with topics of interest: more in-depth

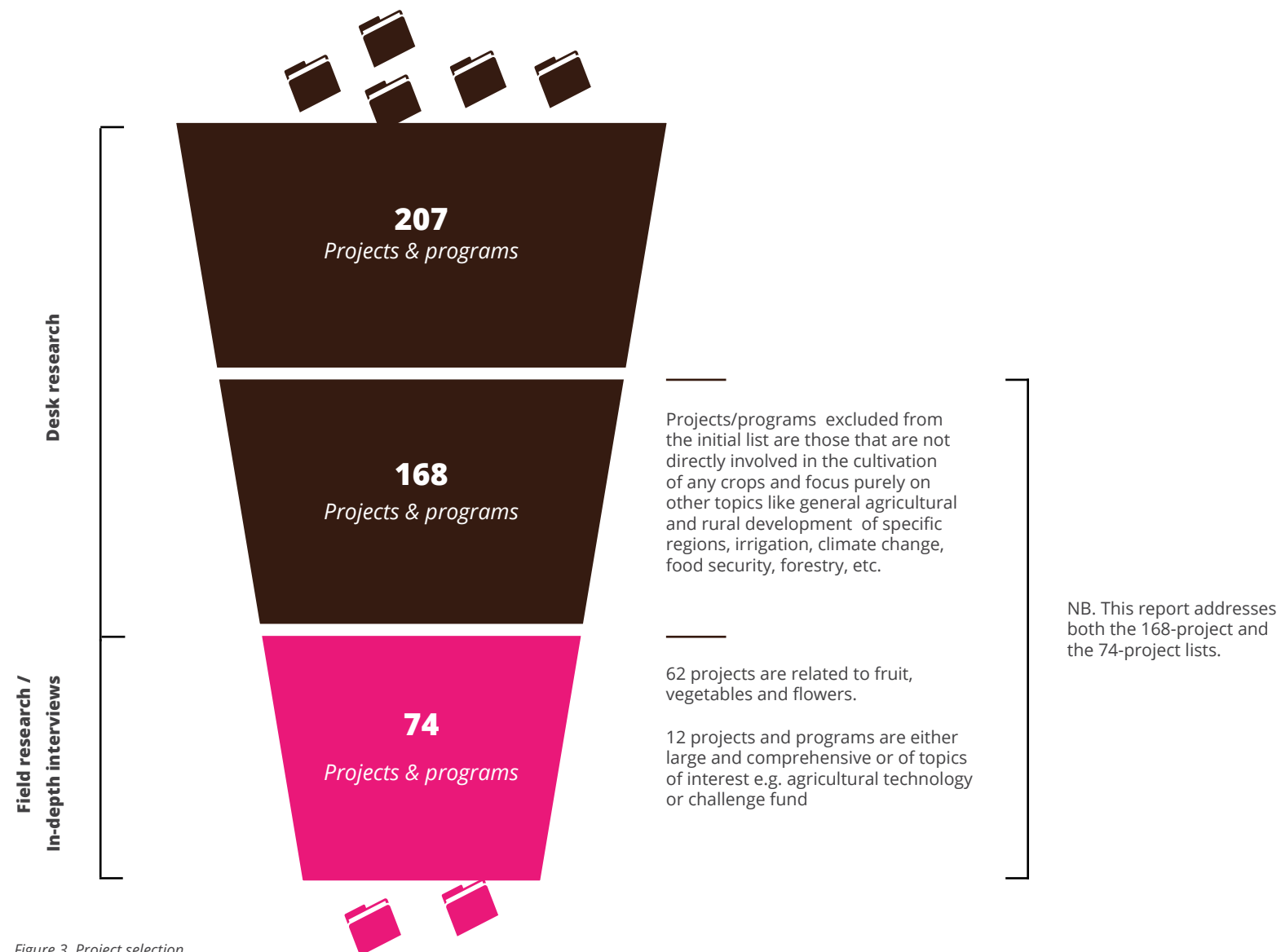


Figure 3. Project selection

Who are the donors?

168 projects & programs (all the horticultural projects)

- Multilateral ODA donors:**
 - ADB, WB, FAO, IFAD
- Bilateral ODA donors:**
 - Development agencies: ACIAR, AECID, AFD, DFAT (Australia), Danida, DFATD (Canada), DFID, GIZ-BMZ, JICA, LuxDev, NZAID, RDA, SDC, SNV, USAID
- NGO, foundation, research organization donors:**
 - Global Crop Diversity Trust, BFDW, Asialink, Cordaid, VLIR, UK Biotechnology and Biological Sciences Research Council, SEARCA, Oman Royal Court Affairs, ILRI, ICGEB, CISU, AVRDC, European Commission, Syngenta Foundation
 - Common Fund for Commodities, IBSA Fund, IDH
- Exception:**
 - Netherlands direct programs; Netherlands frontrunner in PPP/commercialisation: EVD, PSI, RVO, FDOV

74 projects & programs (selected horticultural projects)

- Multilateral ODA donors:**
 - ADB, FAO, IFAD, WB
- Bilateral ODA donors:**
 - Development agencies: ACIAR, AFD, DFAT (Australia), Danida, DFATD (Canada), DFID, GIZ-BMZ, JICA, NZAID, RDA, SDC, USAID
- NGO, foundation, research organization donors:**
 - AVRDC, Asialink, CISU, Oman Royal Court Affairs, Global Crop Diversity Trust
- Exception:**
 - Netherlands direct programs; Netherlands front-runner in PPP/commercialisation: EVD, PSI, RVO, FDOV

Multilateral donors:

ADB: From 1993 to the end of 2014, ADB assistance in Vietnam amounted to 13.91 billion USD, of which 13.1% was for agriculture and natural resources. The current country partnership strategy 2012 - 2015 focuses on inclusive growth, enhancing economic efficiency, and environmental sustainability.

FAO: In Vietnam, FAO funded around 400 projects in sustainable agricultural development, forestry, fisheries, food security and nutrition, of which the last area is the current focus. It has also provided technical assistance, supported capacity building and policy reform. It also strongly supported Vietnam in IPM.

WB: As of February 2015, the WB has provided nearly 19.6 billion USD in grants, credits and concessional loans to Vietnam. WB's current support to Vietnam focuses on promoting human resources, improving market institutions, and advancing infrastructure development.

IFAD: IFAD has implemented 14 projects in Vietnam with the total budget of over 481 million USD, 67% of which is contributed by IFAD. It focuses on reducing poverty and improving living conditions. Currently, IFAD interventions promote the adoption of climate change mitigation and adaptation measures.

They focus on improving the investment environment and supporting rural enterprise development and agricultural competitiveness.

Who are the donors?

Key bilateral donors:

ACIAR: ACIAR has implemented numerous projects which are mostly research projects in Vietnam. It supports technical, agribusiness and enabling policy research to increase small-holder incomes in agriculture, aquaculture and forestry.

AFD: AFD has been active in Vietnam since 1994. Until the end of 2014, Vietnam has received 1,617 billion EUR granted for 79 projects, mostly for urban and rural development, transportation and electricity infrastructure improvement, and banking sector reform.

DFAT (Australia): In 2013, the former Australian Development Assistance Agency (AusAID) merged into DFAT, which currently focuses on human resources, transport infrastructure, policy, access to clean water and hygienic sanitation, and climate change.

DFATD (Canada): In 2013, the Canadian International Development Agency (CIDA) became part of DFATD. Canada supports Vietnam's poverty reduction priorities.

DFID: DFID works in Vietnam through a 10-year Development Partnership Arrangement that will end in 2016. It covers poverty, wealth creation, education, sanitation, HIV/AIDs, climate change and governance.

GIZ: GIZ is a company owned by the German government in international cooperation for sustainable development. It mainly operates on behalf of the German Federal Ministry for Economic Cooperation and Development. It has involved in 31 projects in Vietnam. The majority of the budget was allocated for environment, education, population policies/programs, and energy.

JICA: JICA has been active in Vietnam since 1973 and remained the top bilateral donor of the country. In 2013, JICA's financial aid for Vietnam was around 1.3 billion USD. They are involved in a wide range of sectors, among which transportation and electricity received the largest financial aid.

LuxDev: LuxDev is the development agency of Luxembourg. They have implemented 8 projects in Vietnam, focusing on local development and health.

NZAID: New Zealand provides development assistance for Vietnam via NZAID. In Vietnam, its activities focus on promoting sustainable economic development through agribusiness development, disaster risk management and human resource development.

SDC: Switzerland has two government agencies that provide development assistance for Vietnam: SDC and SECO (State Secretariat for Economic Affairs). SDC focuses on local governance and citizen participation, agriculture and food security. Under the SDC Mekong Region Strategy 2013 – 2017, the indicative budget for Vietnam is around 100,000 EUR.

USAID: From 2014 to 2018, their activities in Vietnam focus on trade, competitiveness, higher education, climate change, health, women's empowerment, environment and dioxin remediation with a total budget of 344 million USD.



Funding flows and relative weight

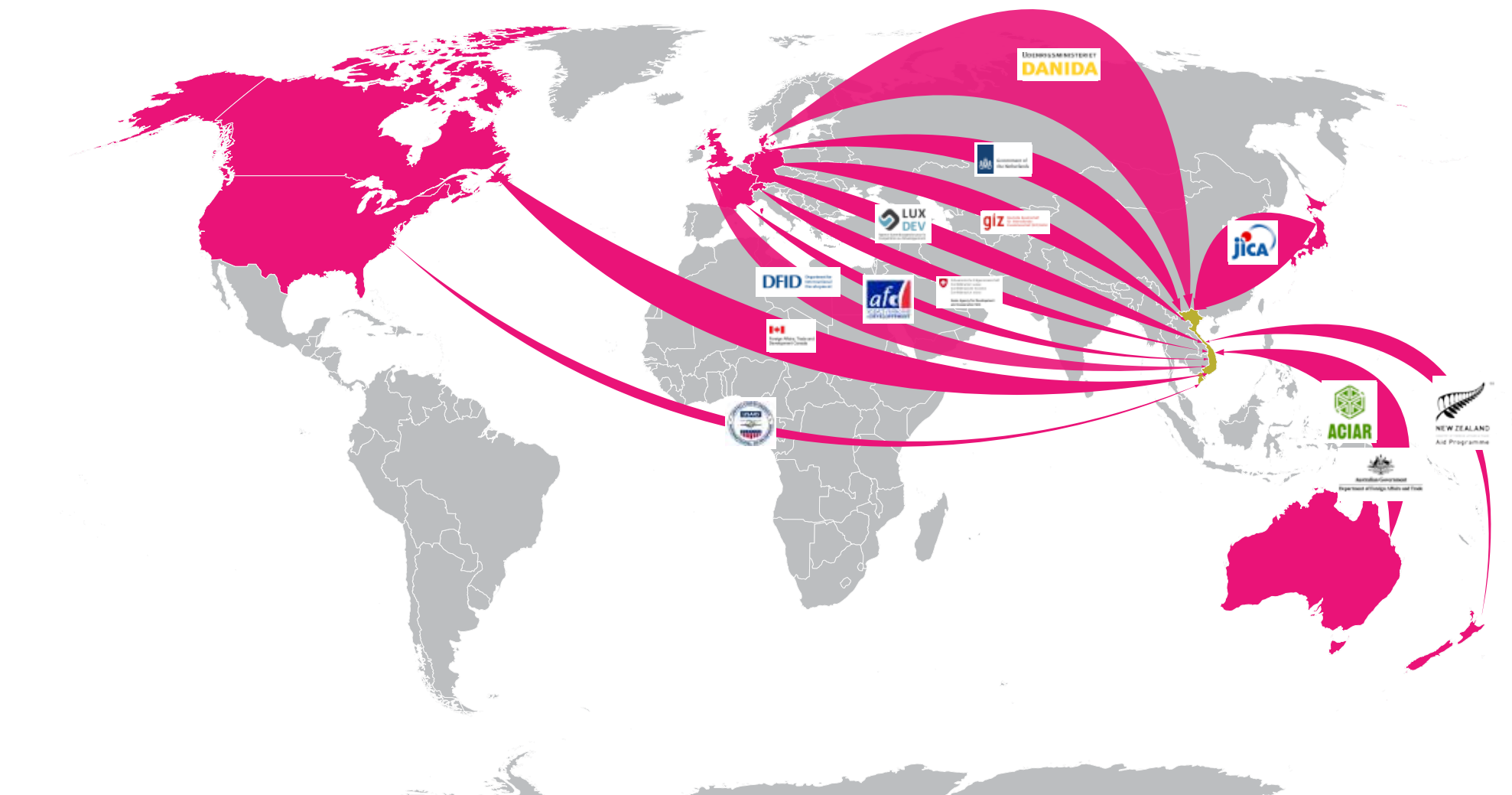


Figure 4. Funding flows and relative weight

Frequency of crops covered

(each project is only listed once, on main category or left unspecified)

The focus of the research is on fruits, vegetables (F&V) and flowers, therefore the crops of the projects have been divided into three groups as below: F&V and flowers, Crops other than F&V and flowers, and Crop unspecified.

F&V and flowers			Crops other than F&V and flowers				Crop unspecified
Fruit	Vegetables	Flower	Tea/ coffee/ cacao	Rice	Other staple crops	Spices	Unspecified
34	36	2	7	27	9	5	48
72 projects*			48 projects				48 projects
Value US\$ 289 million			Value US\$ 157 million				Value US\$ 619 million
168 projects							
Value US\$ 1,065 million							

Table 1. Frequency of type of crops covered

- Other staple crops than rice: e.g. cassava, soy bean, mung bean, groundnut, maize, bean, etc. These crops include crops grown for animal feed rather than for human beings' food, as the details of the projects are not always available.
- Spices : e.g. star anise, cardamom, cinnamon, pepper, etc.
- Fruits include: e.g. dragon fruit, gac plant, peach, mango, coconut, citrus, apple, banana, musa, watermelon, persimmon fruit, pineapple, plum, pomelo, etc.
- Vegetable: e.g. sweet pepper, lettuce, pea, mushroom, tomato, leafy vegetables, turnip, chinese cabbage, spring onion, potato, taro, sweet potato, etc.
- Other: projects that do not focus on any particular crops or the crops are not identified

The focus of the research is on fruits, vegetables (F&V) and flowers, therefore the crops of the projects have been divided into three groups as below: F&V and flowers, Crops other than F&V and flowers, and Crop unspecified.

*Including 8 projects where budget was shared between F&V, flowers and cashcrops but details of the breakdown is not available. Wherever a project was related to F&V and flowers, it is added to the F&V and flower project groups no matter whether it was related to other crops. In fact, the exact budget allocated for F&V and flowers would be potentially lower, and there are more projects and budget allocated for other crops.

Whenever there are more than one group of crop involved, it is classified in the priority order of F&V and flower, tea/coffee/cacao, rice, spice and other staple crops.

Projects by crop

Undefined projects, although only account for less than a third of the total projects in terms of number, make up over half of the total budget.

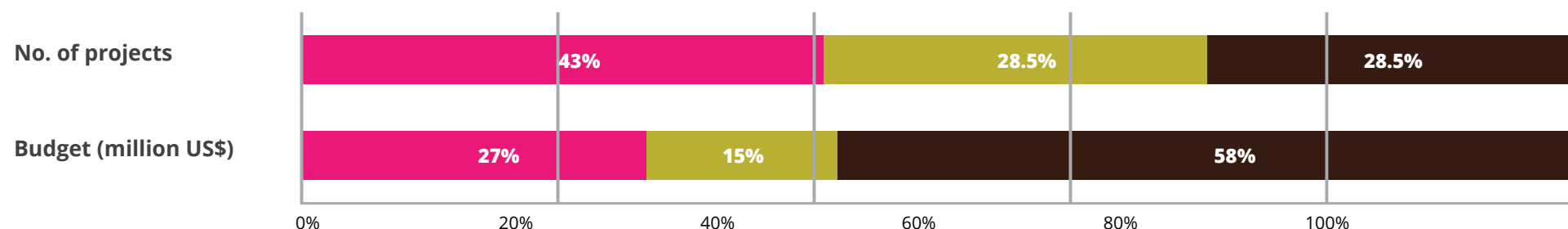


Figure 5. No. of projects and budget by crop

	Budget (million US\$)	No. of projects
F&V and flower	289	72
Crops other than F&V and flowers	157	48
Undefined	619	48

Table 2. No. of projects and budget by crop

Undefined-crop projects:

- Topics include: eco-agriculture, agricultural technology and science, capacity building and policy development, pesticide risk reduction, pest management, food safety, food quality control, climate change, farmer interest groups, irrigation, soil and water management, private sector engagement, challenge funds, comprehensive agricultural development programs...
- Some projects may include specific crops but the information is not available or the crops are not identified as the cultivation is only a small part of the project
- Covered all 4 areas of KCGF
- Relatively high budget allocation for this group as there are some large and more

general projects with broader scope and longer time frame, and covering more geographical areas, for example:

- The Agriculture and Rural Development Sector Programme Support (ARD SPS running from 2007 to 2012) funded by Denmark with a budget of 230 million DKK aimed to support poverty reduction in upland areas of Vietnam, particularly among ethnic minority peoples. It was implemented in 6 provinces Dien Bien, Lao Cai, Lai Chau, Dak Lak, Dak Nong. It has two big components:
 - The Central Component consists of two outputs: (i) Policy and Strategy Development, and (ii) Innovative Approaches for Sustainable Upland Livelihoods.
 - The Provincial Component includes support within four sub-components: (i) Demand based extension, information and training of farmers, (ii) Production, Storage, Processing and Marketing, (iii) Local Planning and Capacity building, iv) Land allocation (primarily in the Central Highlands)
- F&V, flower and cash crop projects are general shorter than undefined projects with narrower scope and more specific focus, therefore the budget amount allocated for projects in these groups are lower.
- Figures are only relative indications as in many projects, there were crops of two or more groups involved and there is no budget breakdown details for each group.

Geographical spread of staple crops

Below are example of the staple crops and the location of the relevant projects. These crops also include crops that are grown for animal feed as the details of the projects are not always available.

■ **Area:** Red River Delta & North-East
Climate: Sub-tropical
Crop(s): Mung bean, maize, soy bean
 Rice

■ **Area:** Northern highlands – Moc Chau and Sapa
Climate: Temperate
Crop(s): Soy bean, maize

■ **Area:** Central Coast
Climate: Tropical monsoon
Crop(s): Mung bean, maize, soy bean
 Rice

■ **Area:** Central highlands – Lam Dong
Climate: Temperate / Savanna tropical
Crop(s): Maize, cassava, soybean

■ **Area:** Mekong Delta and South-East
Climate: Savanna tropical
Crop(s): Rice



Areas include following provinces:

■ Hai Phong, Hai Duong, Bac Ninh, Hung Yen, Hanoi, Ha Tay, Thai Binh, Nam Dinh, Ha Nam, Ninh Binh, Vinh Phuc, Cao Bang, Lang Son, Bac Kan, Thai Nguyen, Quang Ninh, Bac Giang, Lao Cai, Yen Bai, Ha Giang, Tuyen Quang, Phu Tho

■ Lai Chau, Dien Bien, Son La, Hoa Binh

■ Thanh Hoa, Nghe An, Ha Tinh, Quang Binh, Quang Tri, Thua Thien - Hue, Da Nang, Quang Nam, Quang Ngai, Binh Dinh, Phu Yen, Khanh Hoa

■ Lam Dong, Dak Nong, Dak Lak, Gia Lai, Kon Tum

■ Dong Nai, Binh Duong, Binh Phuoc, Tay Ninh, Ho Chi Minh City, Ninh Thuan, Binh Thuan, Ba Ria - Vung Tau, Tay Ninh, Long An, Ben Tre, Dong Thap, Soc Trang, Vinh Long, Can Tho, Hau Giang, Tien Giang, Bac Lieu, Ca Mau, Kien Giang, An Giang, Tra Vinh

Figure 6. Geographical spread of staple crops

Geographical spread of non-staple crops

Below are examples of the non-staple crops and the location of the relevant projects.

- **Area:** Northern highlands – Moc Chau and Sapa
- Climate:** Temperate
- Crop(s):**
 - Temperate/subtropical fruit, e.g. peach, plum, persimmon fruit
 - Vegetable, potato
 - Chilly, cardamom, star anise, cinnamon
 - Tea
 - Flower

- **Area:** Central Coast
- Climate:** Tropical monsoon
- Crop(s):**
 - Fruit: e.g. pineapple, mango, coconut
 - Vegetable, sweet potato
 - Spices e.g. pepper, onion, garlic, ginger
 - Cashew nut

- **Area:** Mekong Delta and South-East
- Climate:** Savanna tropical
- Crop(s):**
 - Tropical fruit e.g. pomelo, watermelon, dragon fruit, gac plant
 - Vegetable
 - Pepper
 - Cacao



- **Area:** Red River Delta and North-East
- Climate:** Sub-tropical
- Crop(s):**
 - Fruit e.g. mango, banana
 - Vegetable
 - Spices e.g. chilly, cardamom, star anise, cinnamon
 - Flower

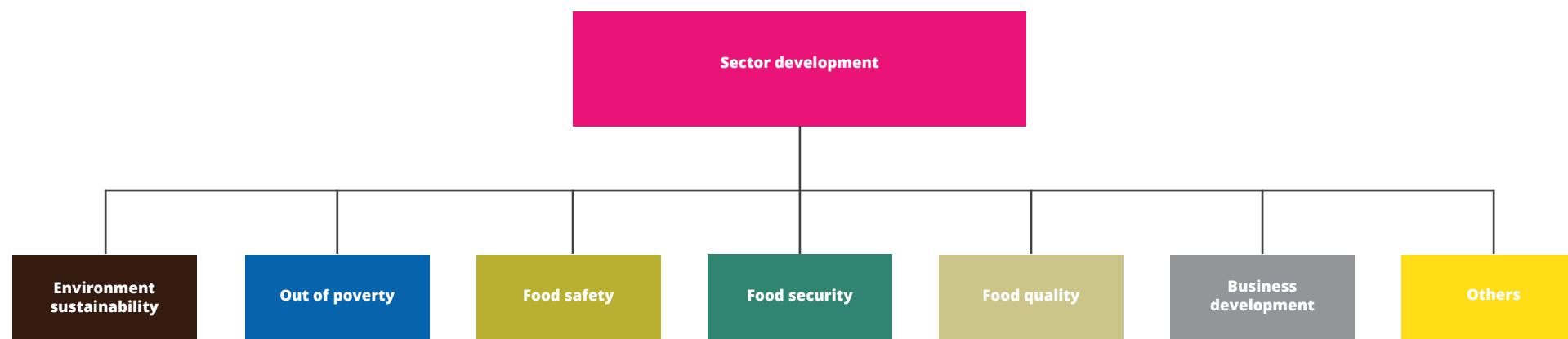
- **Area:** Central Highlands
- Climate:** Temperate
- Crop(s):**
 - Avocado
 - Vegetable
 - Pepper
 - Cacao
 - Flower

Figure 7. Geographical spread of non-staple crops

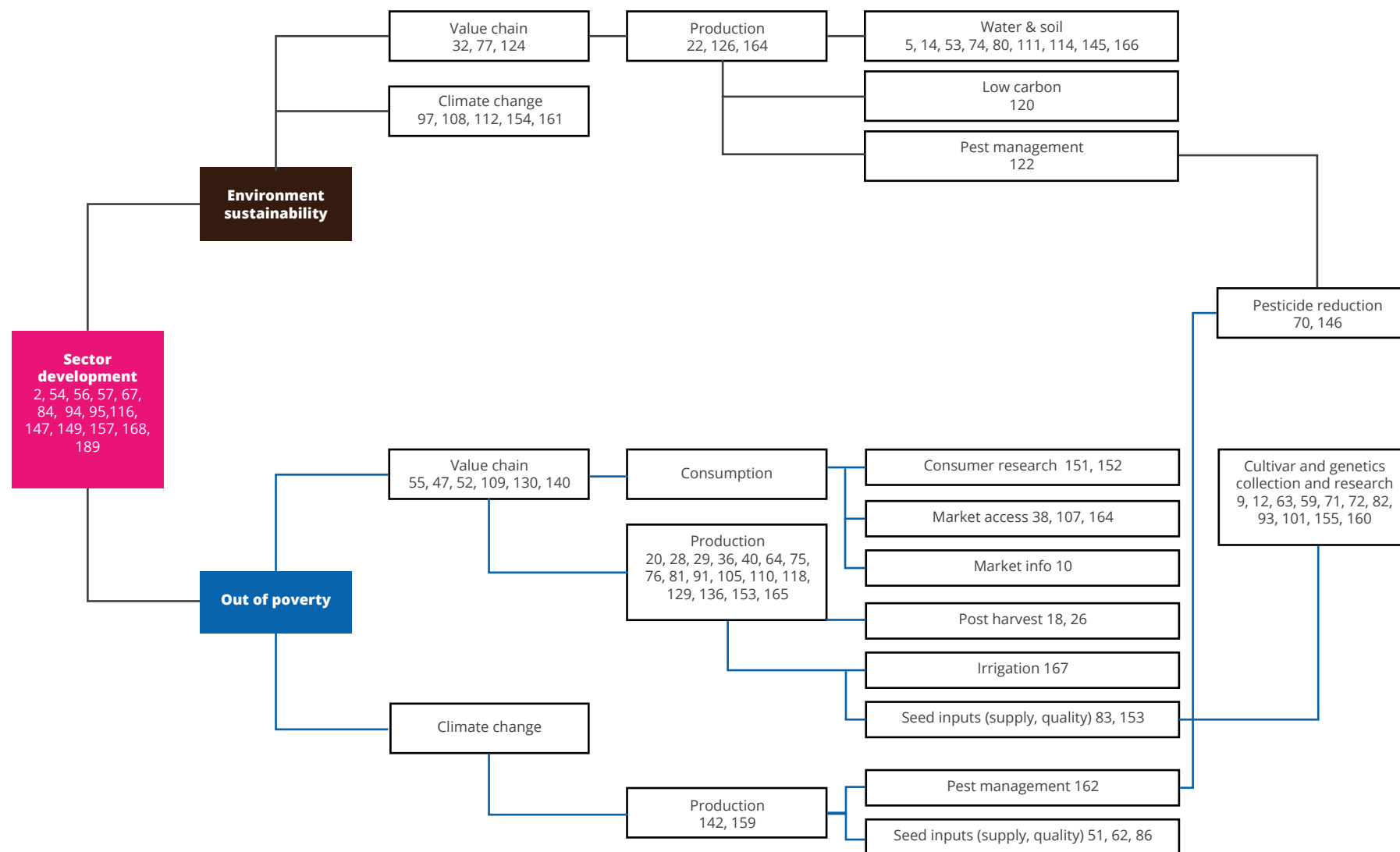
Analysis

Topics

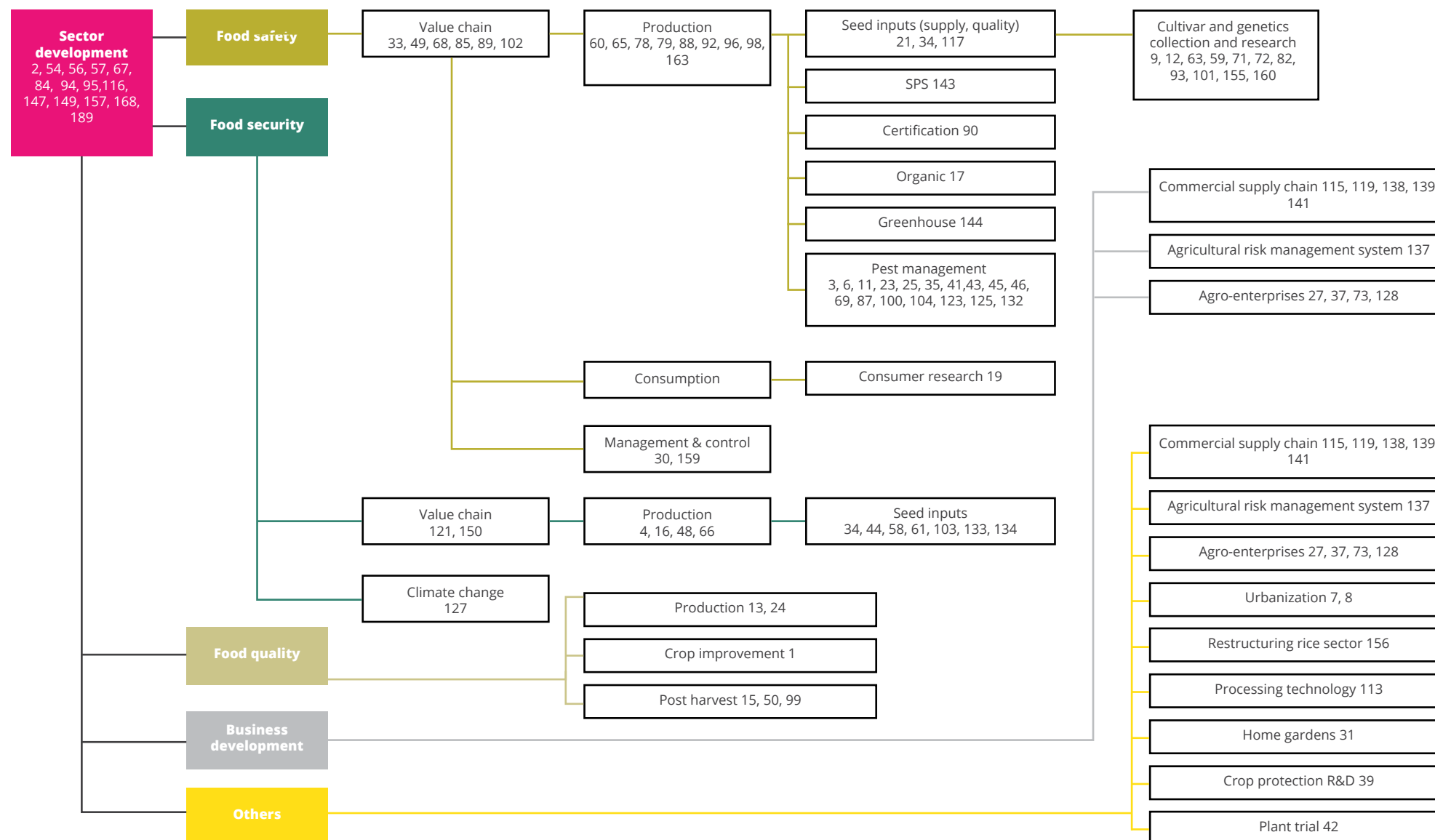
The topics covered in the full list of horticultural projects and large comprehensive programs (168 projects) are grouped into themes as below. The next two pages will provide more details of these themes.



Topics



Topics



Sponsors engaged in what type of projects / programs

The tables below show the elements that the donors covered in their projects. In one project, there may be one or more element covered.

Key sponsors engaged in what type of projects/programs (168 projects)

Donors	Knowledge	Commerce	Governance	Finance
ACIAR	✓	✓	✓	
ADB	✓		✓	✓
AVRDC	✓	✓		
AFD	✓			
DFAT (Australia)	✓		✓	
DFATD (Canada)	✓	✓	✓	✓
Danida	✓	✓	✓	✓
DFID	✓	✓		✓
Dutch government	✓	✓	✓	✓
European commission	✓		✓	
FAO	✓	✓	✓	
GIZ - BMZ	✓	✓	✓	
IDH	✓	✓	✓	✓
IFAD	✓	✓	✓	✓
JICA	✓		x	
LuxDev	✓	✓	✓	
NZAID	✓	✓		
SDC	✓	✓	✓	
USAID	✓			
WB	✓		✓	
STDF	✓	✓	✓	

Table 3. Key sponsors engaged in what type of projects/programs (168 projects)

Sponsors engaged in what type of projects/programs (74 projects)

Donors	Knowledge	Commerce	Governance	Finance
ACIAR	✓	✓		
ADB	✓	✓		
AFD	✓			
DFAT (Australia)	✓			
AVRDC	✓	✓		
DFATD (Canada)	✓	✓	✓	✓
Danida	✓	✓	✓	✓
DFID	✓			
Dutch government	✓	✓	✓	✓
European commission	✓			
FAO	✓	✓	✓	
GIZ - BMZ	✓	✓		
IFAD	✓	✓		✓
JICA	✓		✓	
NZAID	✓	✓		
SDC	✓	✓		✓
STDF	✓	✓	✓	
USAID	✓			
WB	✓			

Table 4. Key sponsors engaged in what type of projects/programs (74 projects)

Activities in projects (Continued on next page)

Knowledge:

Training:

- Capacity building
 - Farmer Field School, Farmer Business School
 - Extension services, farmer-to-farmer extension
- Technology transfer
- Field visit, study tour, workshop
- Coaching

Research:

- Technical research
- Development and provision of curriculum and information/education/communication materials
- Development of quality guarantee system
- Market research

Commerce:

- Assistance in information supply
- Value chain analysis and development
- Market linkage development
- Communication campaign

Example (of Farmer Field School):

ADDA's project 'Developing a Framework for Production and Marketing of Organic Agriculture in Vietnam' (2004 – 2012) was aimed at developing a structure for the production and marketing of organic food crops in Vietnam by organizing producers in cooperatives / associations / farmer. The project had a strong focus on field trials and capacity building by 'training of trainers' (ToT) through Farmer Field Schools (FFS): local farmers trained to be able to train their colleague farmers in organic vegetable production.



Example (of value chain development):

The project 'Creation of a value chain for vegetables in North Vietnam' funded by the Dutch government aimed at establishing a dedicated safe vegetable value chain for an international wholesaler, by training farmers in cultivating vegetables in compliance with the private quality requirements and organizing a traceable supply chain. Production areas included in this project were: Hai Duong, Dong Anh and Moc Chau.

Activities in projects

Policy formulation:

- Policy analysis
- Assistance in policy, regulation and standard development
- Policy advocacy in safe production, export, fertilisers, pesticides, credit, etc.

Finance:

- Credit programs
- Challenge fund
- Provision of in-kind support (seedlings, fertilisers, equipments, etc.)

Example (of policy formulation):

The project 'Restructuring rural economy focusing on rice value chain' (under the big project 'Restructuring for a more Competitive Vietnam') (2014 – 2016) implemented by Ipsard and funded by AusAid focused on improving the institutional structure to create a higher added value for rice produced in Dong Thap. The project was aimed to develop economic models to assess impacts of policies on paddy land conversion, and providing recommendations for paddy land policy and policy for restructuring the rice sector.



Example (of Challenge Fund):

Global Competitiveness Facility is a grant facility funded by Danida with 2 phases (2006 – 2010 and 2011 – 2014). It provided matching grants for solutions/services to challenges faced by several small businesses, household enterprises and farmers; are innovative and offers new services; improve export possibilities for several small producers, preferably within agro-value chains. In phase 2, they funded 25-75% of the following costs : technical assistance, training, systems development, demonstration of new technologies, production equipment for delivery of new services, export market development, corporate social responsibility (CSR) activities. These grants directly supported the value chain development of different crops in targeted provinces, including tea, vegetables, cocoa, coffee, pepper, peanut, rice and flowers.

Frequency on main areas – 168 projects

This pie chart shows the proportions of key areas of the 168 horticultural projects and large comprehensive programs. Most projects have only one key area of focus. Some projects are multi-focused* which is explained below.

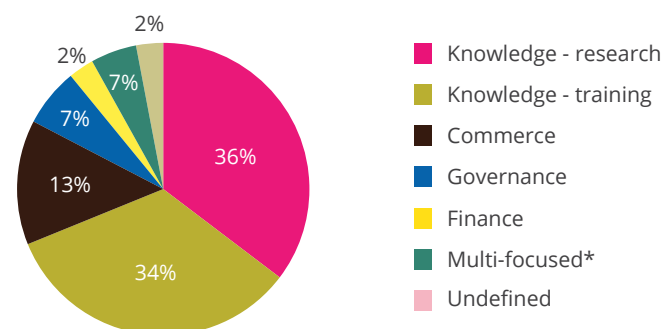


Figure 8. Frequency on main areas (168 projects)

Most projects have the primary focus on K (= Knowledge) as training and capacity building are important activities in order to achieve the objectives. Beside farmers, some projects also focus on capacity building for institutes (on research capacity) and government agencies (on policy and standard development or control system improvement). Many of K projects are also research projects which involved research institutes and universities, through which the capacity building is realized with these stakeholders.

- Example of K - research project: Improving productivity and fruit quality of sweet persimmon in Vietnam and Australia (ACIAR, 2008 – 2013)
- Example of K – training project: Strengthen capacity on seeds' diseases for Vietnam (Danida, 2006 – 2008)

*Multi-focused: Some projects focused on 2-4 topics and they are equally important.

- Project Capacity building and policy reform for pesticide risk reduction in Vietnam (FAO, 2009 – 2011) involved assisting the Vietnamese government in strengthening their policy and regulatory frameworks and enhancing capacity of Vietnamese government and non-government agencies in the Vietnam National IPM Programme to implement quality Integrated Pest Management (IPM) training and action research activities. As the project involved assisting the government with policy strengthening as well as capacity building for them, the main area of focus is both Governance and Knowledge.

This pie chart shows the proportions of key areas of the 168 horticultural projects and large comprehensive programs. Most projects have only one key area of focus. Some projects are multi-focused* which is explained below.

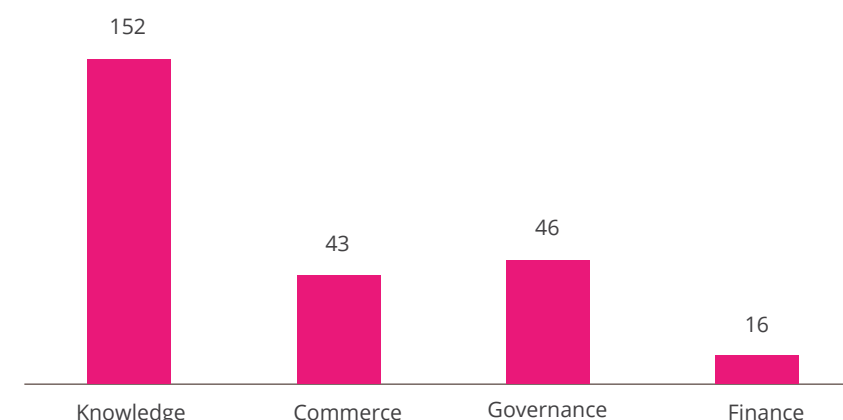


Figure 9. Frequency on topics covered (168 projects)

Even in projects which focused on other areas (C, G, F), K is also used as the key means to cover these topics. Therefore the frequency of K on topics covered is very high.

- Projects that aim to develop a value chain or use inclusive business model are regarded as C project. However many of them focused on training farmers in order to develop the chain or engage farmers in the inclusive business model. An example is the project Cardamom Value Chain Development in Vietnam (IPADE/AECID, Cordaid, Dutch government, 2007 – 2012). It involved training farmers on farmers' organisations, sustainable cardamom cultivation practices and community-based management regulations; and capacity building government agencies and the local cardamom association.

Frequency on main areas – 74 projects and Dutch projects

This pie chart shows the proportions of key areas of the 74 shortlisted F&V and flower projects and large comprehensive programs. Most projects have only one key area of focus. Some projects are multi-focused* which is explained below.

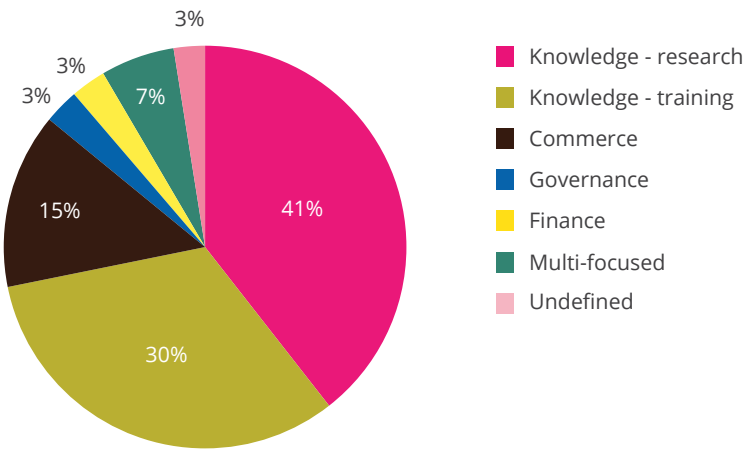


Figure 10. Frequency on main areas (74 projects)

This bar chart shows the frequency of areas that the 74 shortlisted F&V and flower projects and large comprehensive programs covered. Most projects have one key area of focus (key pillar) and also covers other areas (sub-pillar).

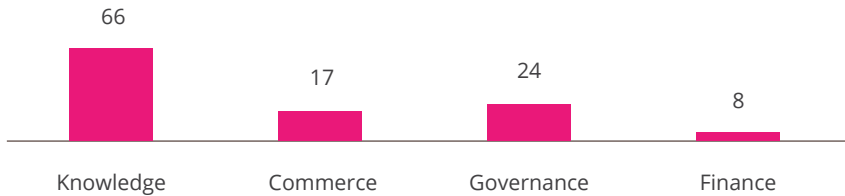


Figure 12. Frequency on topics covered (74 projects)

This pie chart shows the proportions of key areas of the Dutch-financed projects. Most projects have only one key area of focus. Some projects are multi-focused* which is explained below.

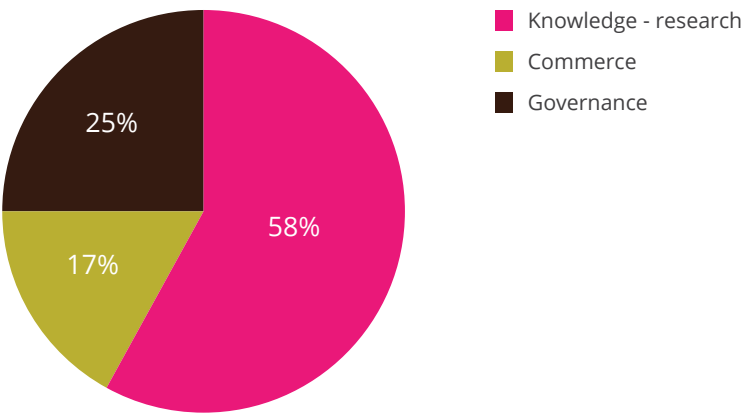


Figure 11. Frequency on main areas (Dutch projects)

Although Finance is not the primary focus of any Dutch project, this element is covered in some projects. This bar chart shows the frequency of areas that Dutch-financed projects covered. Most projects have one key area of focus (key pillar) and also covers other areas (sub-pillar).

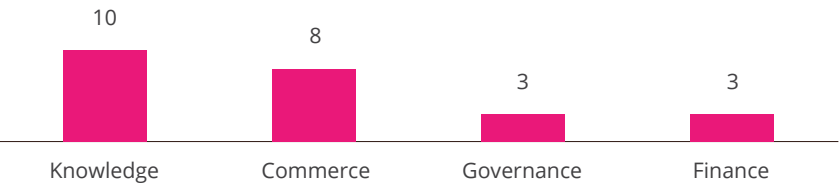


Figure 13. Frequency on topics covered (Dutch projects)

Relation between crops and KCGF

Crop	K	C	G	F
Flower	✓			
Fruit	✓	✓	✓	✓
Vegetable	✓	✓	✓	✓
Tea/coffee/cocoa	✓	✓	✓	✓
Rice	✓	✓	✓	
Other staple crops	✓	✓	✓	
Spices	✓	✓	✓	

Table 5. Crops and KCGF



Projects mostly lasted maximum 3 years

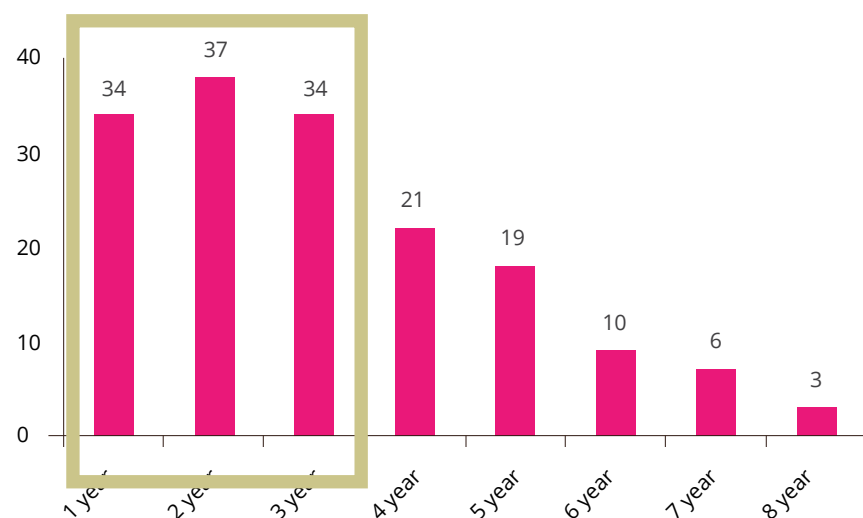


Figure 14. Number of projects by duration (168 projects)



Figure 15. Number of projects by duration (74 projects)

Average length of projects:

- 168 projects/programs: 3.14 years (min 1 year, max 8 years)
- 74 projects/programs: 3.25 years (min 1 year, max 8 years)
- Dutch projects: 2.5 years (min 1 year, max 6 years)
- There are more projects with a relatively short timeframe: among 166 projects, 42% are less than 3 years whilst only 35% lasted more than 3 years. These proportions are exactly the same as in the shortlisted 74 projects.
- Among the 168 projects, 63% had a duration of maximum 3 years and 35% over 3 years. Among the 74 projects, 62% lasted in maximum 3 years, 35% in over 3 years and 3% undefined. Among the Dutch projects, 83% was 3 years or less and 17% over 3 years.

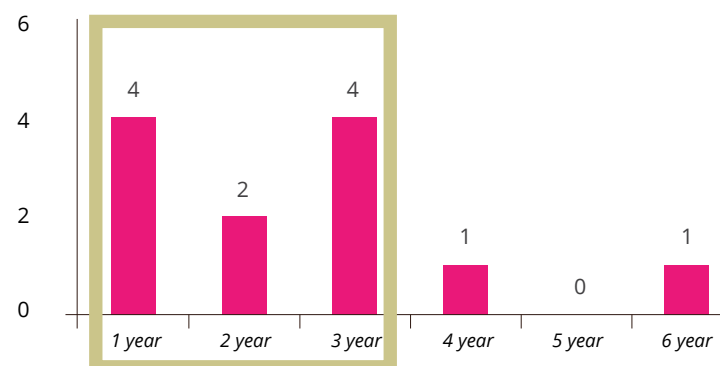


Figure 16. Number of Dutch projects by duration

Length of projects by KGCF – 168 projects

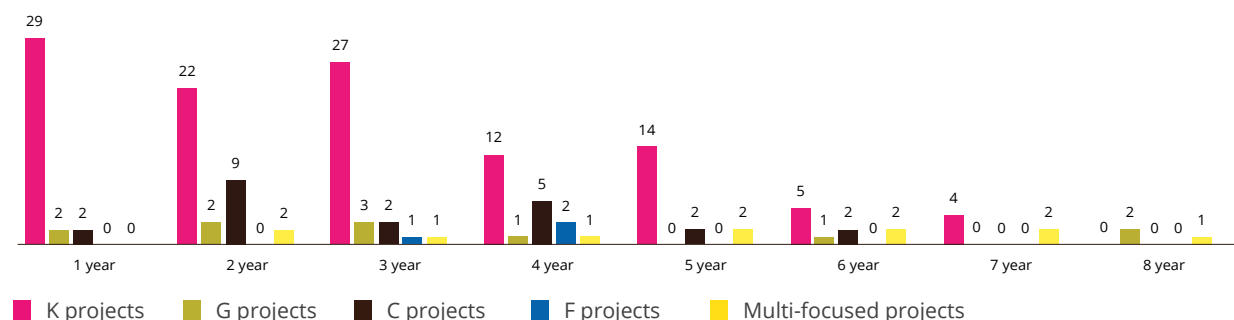


Figure 17. Length of projects by KGCF – 168 projects (count)

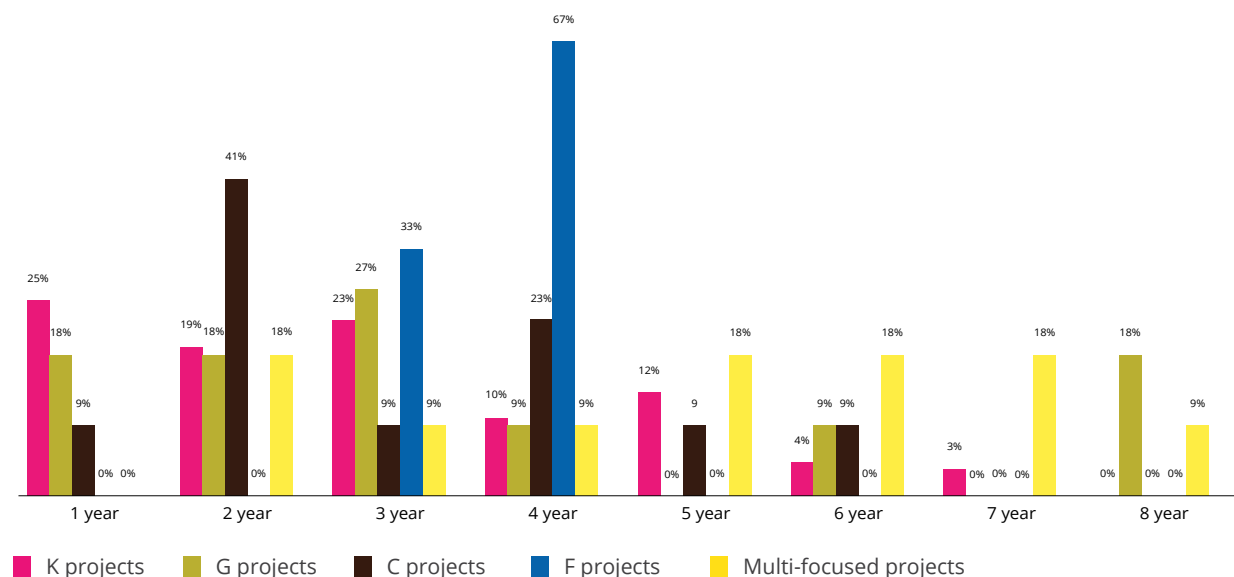


Figure 18. Length of projects by KGCF – 168 projects (in relative in percentages per category)

*NB:

- Relative in percentages: Each group (K, G, C, F, and Multi-focused projects) is equal to 100% and projects are split by their duration.
- Figure 17 and 18 exclude 8 projects, of which the focus or the time is not defined.

Most projects have a maximum duration of 3 years and focus on 'Knowledge', either training or research. Research projects tend to be slightly shorter (average duration of 2.6 years) than training and capacity building projects (average duration of 3.2 years). 5 out of 18 projects that started in 2014 will end in 2015. They are all research projects.

This is explained by the fact that research project tend to have a more specific focus, whereas training projects are more generic in scope, since training can be used as a means for a broad range of agricultural development topics.

An example of a training project is the JICA funded project 'Strengthening the capacities for the Field of management of Vietnam's crop production sector for improving the productivity and quality of crop's products'. This project covered two areas: (1) encouraging and developing new plant varieties through strengthening the capacity of the Plant Variety Protection system, and (2) improving the sustainability of crop production systems. Training was provided to farmers and government officials in the form of ToT training, domestic and overseas training sessions, workshops and seminars. The project started in 2010 and was planned to end in 2013 but later extended to 2014 (4 years).

An example of a research project with a specific focus is the ACIAR project 'Research issues on the brown plant hopper/virus problem in rice in Vietnam'. The project objectives could be met within the timeframe of one year (2007 – 2008).

Length of projects by KGCF – 74 projects

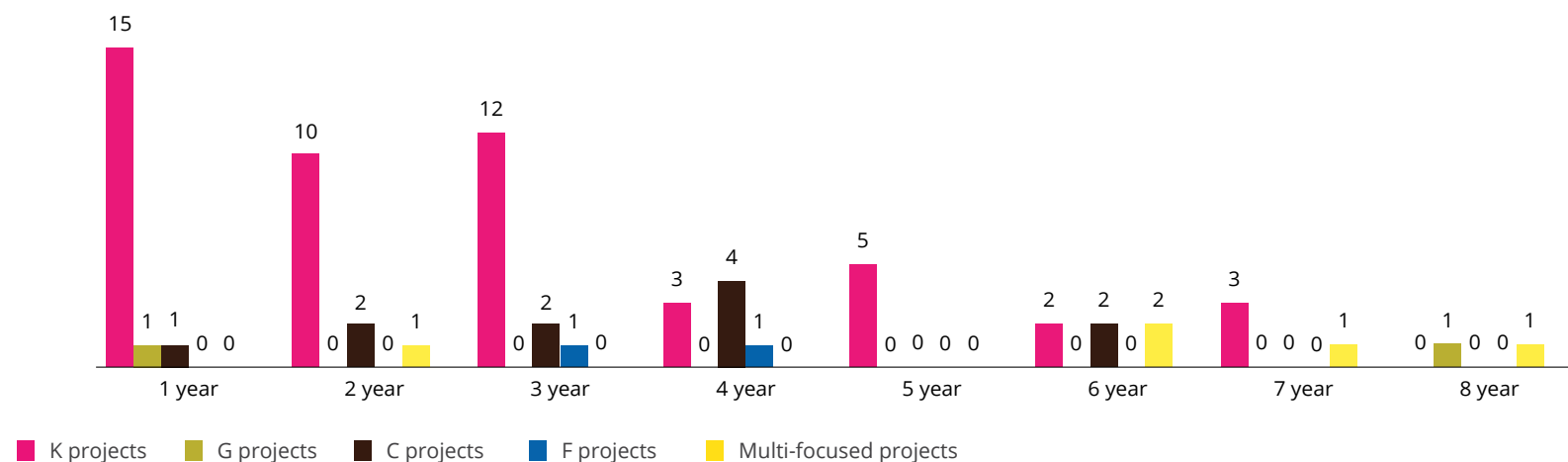


Figure 19. Length of projects by KGCF – 74 projects (count)

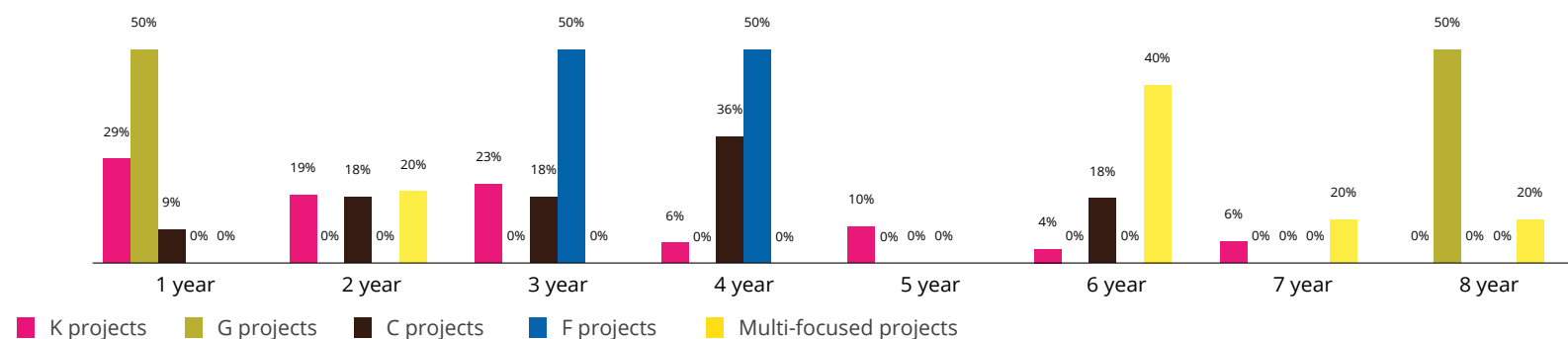


Figure 20. Length of projects by KGCF – 74 projects (relative in percentages per category)

*NB:

- Relative in percentages: Each group (K, G, C, F, and Multi-focused projects) is equal to 100% and projects are split by their duration.
- Figure 19 and 20 exclude 4 projects, of which the focus or the time is not defined.

Length of projects by KGCF – Dutch projects

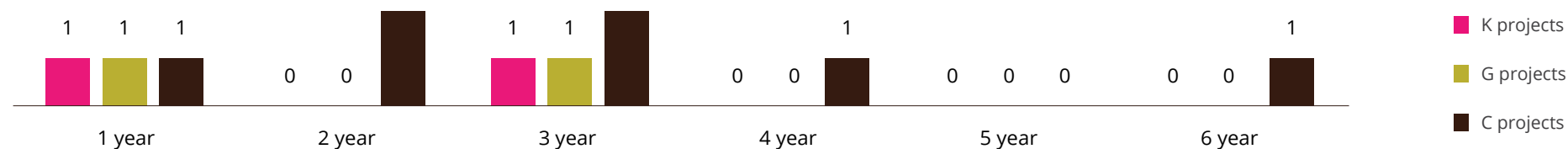


Figure 21. Length of projects by KGCF – Dutch projects (count)

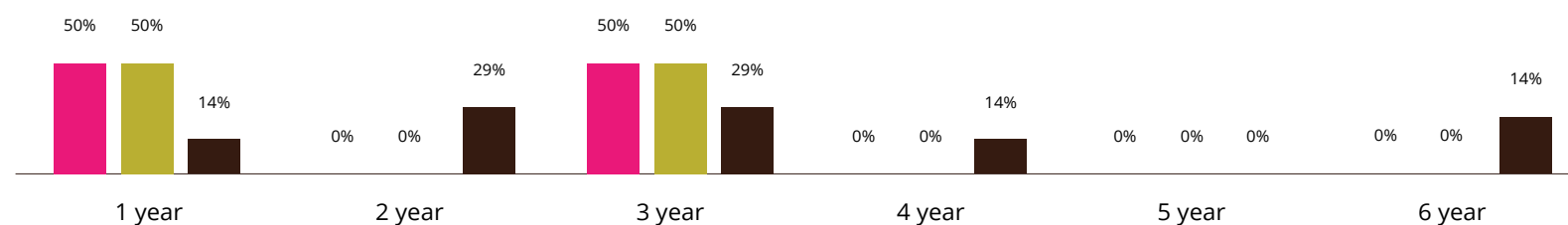


Figure 22. Length of projects by KGCF – Dutch projects (relative in percentages per category)

*NB: Relative in percentages: Each group (K, G, C, F, Multi-focused and focus-not-defined projects) is equal to 100% and projects are split by their duration.

Dutch-financed projects

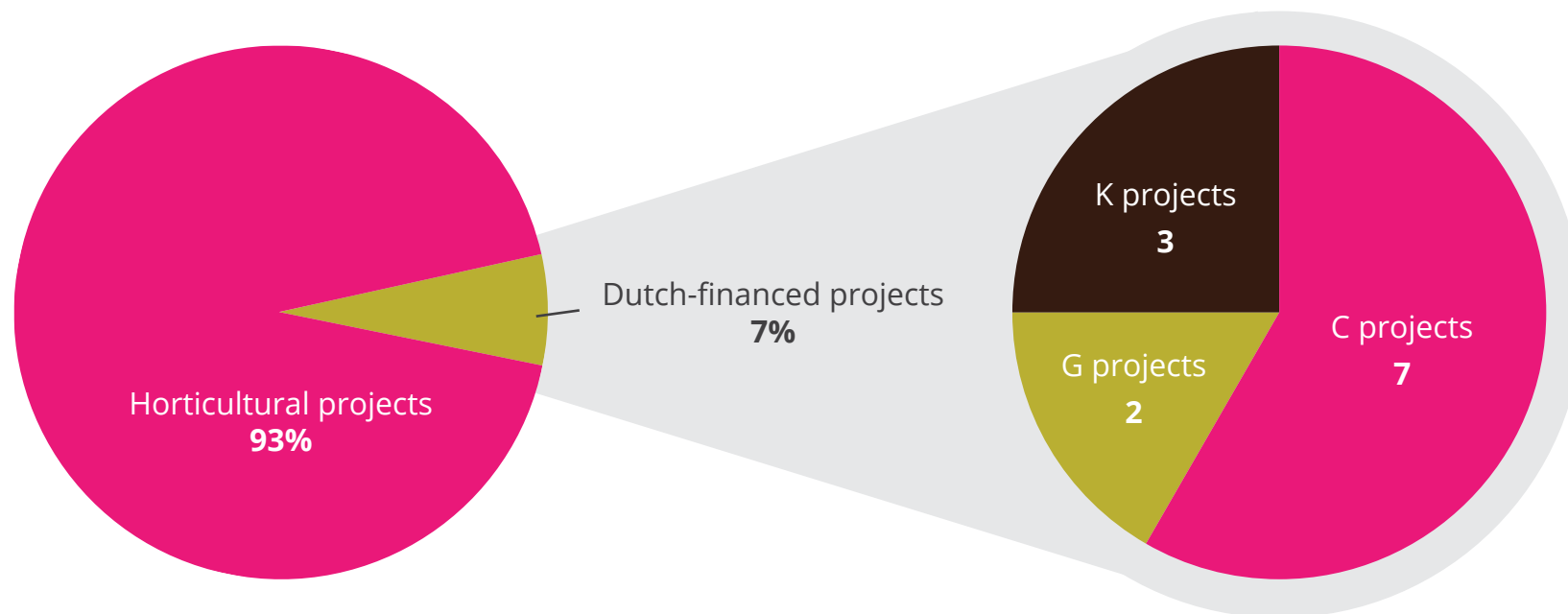


Figure 23. Dutch-financed projects (% of total project in terms of project number)

Figure 24. Key areas in Dutch-financed projects

- Dutch-financed projects has a strong focus on the commercial side. They usually contain the element of Commerce and involve in working with the private sector
- None of Dutch projects has a primary focus on finance, however, this element is covered in some projects

Dutch project examples

Below is the list of Dutch project examples between 2005 - 2014 which are funded directly by the Dutch government via different agencies and programmes:

	K	C	G	F	
Integrating vegetable small holders into modern retail market (2007 – 2009)	✓	✓	✓		Aim to integrate small farmers to a retailer's supply chain through training them and developing GAP standards
PESP Development of a new Potato Chain in Vietnam (2008)	✓	✓			Feasibility study with major goal of introducing modern potato cultivars of Dutch origin to Vietnam, to supply raw materials for a fresh potato chain (retailer) and a potato chips chain (chip production company)
Sustainable Flowers in Vietnam (2008)	✓				Explorative research on rose cultivation to enhance sustainable performance in flower sector
Adding Knowledge Innovation and Management Skills to the Vegetable Sector (2010 – 2013)	✓				Train farmers and students of Dalat University through production trials with innovations (e.g. fertilizers, seedling...)
Creation of a value chain for vegetables in North Vietnam (2010 – 2013)	✓	✓			Create a vegetable value chain for a retailer through training farmers according to the private standard of the retailer
Adding value to Vietnamese Pomelo: Creating superior export quality and innovative fresh-cut (2011)	✓	✓		✓	Set up a pomelo fruit chain and warehouse for high quality pomelo fresh cut with 50% of investment contributed by the Dutch government via PSI programme

Table 6. Dutch project examples (Continued on next page)

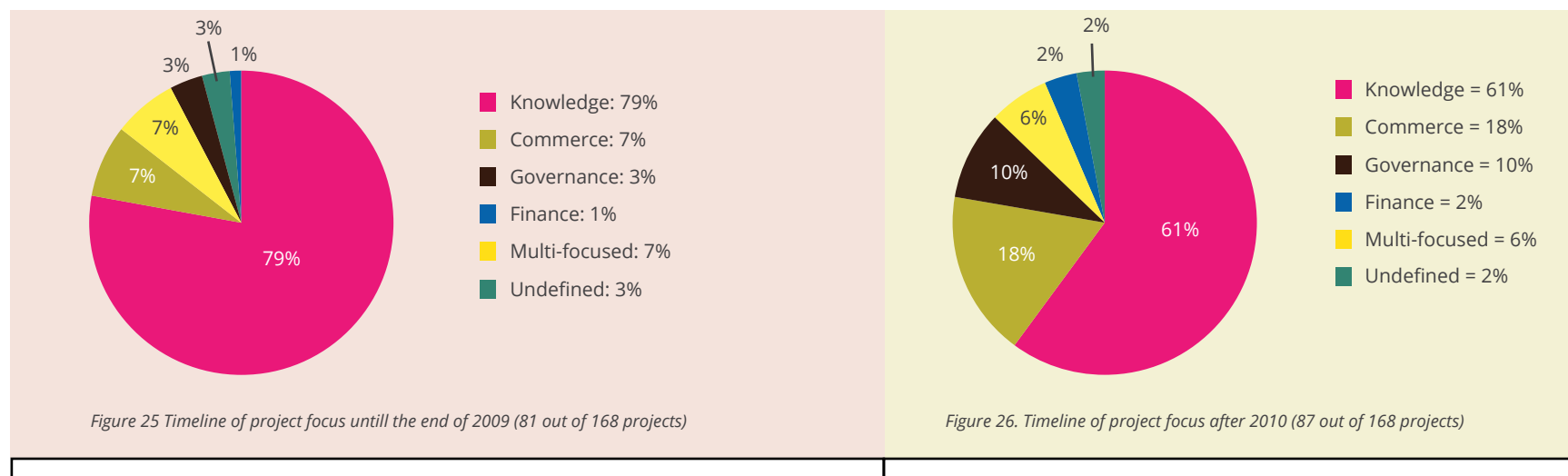
Dutch project examples

	K	C	G	F	
Small scale cold storage of fresh food products for local markets (2012 – 2014)		✓			Develop a cold chain and distribution system for vegetables, set up a trade company as 'chain coordinator'
Strengthen sustainable cocoa development in Vietnam (2012 – 2014)	✓	✓		✓	PPP project to facilitate sustainable expansion of high quality cocoa in Vietnam and to improve international market access
Accelerating the development of a modern greenhouse vegetable production sector in Lam Dong Province, Vietnam (2013 – 2016)	✓	✓		✓	PPP project to accelerate the development of a professional greenhouse horticulture sector through showcasing modern greenhouse technologies, training students and farmers, establishing pre-finance system for future investments by farmers
Growing out of poverty with potato (2013 – 2017)	✓	✓	✓		PPP project to help farmers benefit sufficiently from the increased domestic demand for potatoes through applied R&D, access to top quality seed potatoes, long term supply contracts with a processing company and actors in the chain
Strengthening production capacity and quality control of seed potatoes in Vietnam (2013 – 2014)	✓		✓		Cooperation between Crop Production Department (Vietnam) and Plant Variety Board (Netherlands), including trials to test the Distinctness, Uniformity and Stability of Dutch potato varieties in Vietnam
Phyto sanitary support, plant variety protection support (2014 – 2017)	✓		✓		Assist to improve the institutional framework through capacity building with Vietnamese Plant Protection Department

Table 6. Dutch project examples

Historical analysis

Timeline of project focus (168 projects)



Joined WTO

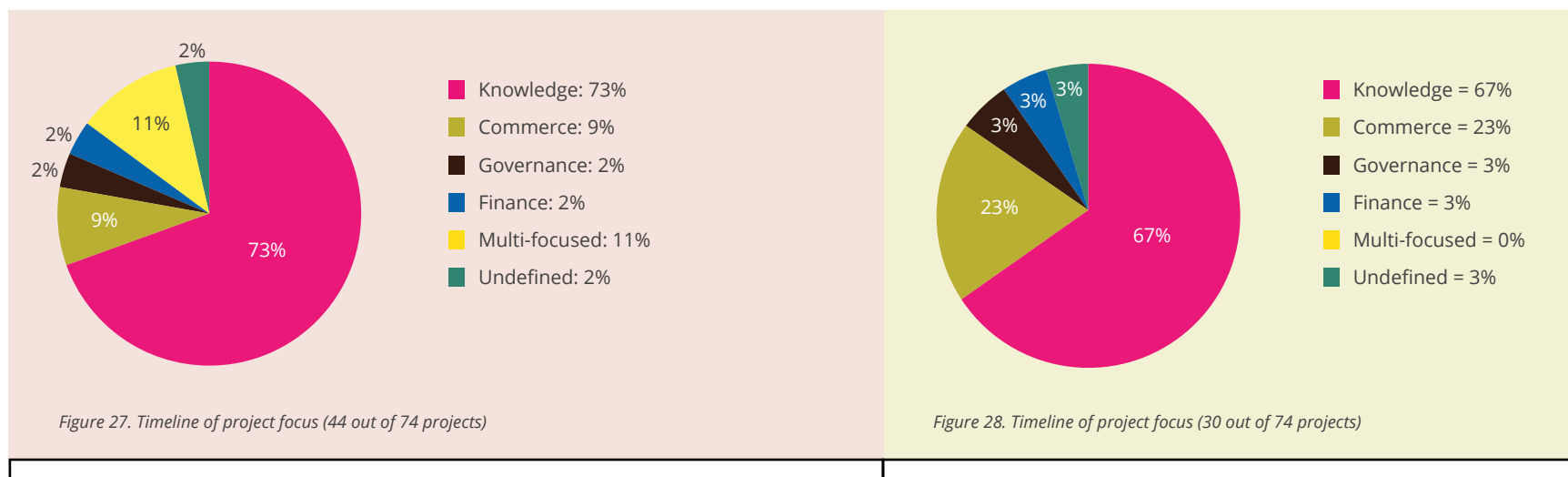
Acquired middle-income status

	Before 2005	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Projects	17	13	8	18	12	13	15	12	24	18	18
K	82%	77%	75%	83%	75%	77%	73%	67%	54%	50%	67%
G	0%	8%	13%	17%	0%	8%	13%	17%	29%	28%	0%
C	6%	0%	0%	0%	8%	0%	7%	8%	8%	6%	22%
F	0%	0%	13%	0%	0%	0%	0%	8%	4%	0%	0%
Multi-focused*	12%	8%	0%	0%	8%	15%	7%	0%	4%	11%	6%
Undefined	0%	8%	0%	0%	8%	0%	0%	0%	0%	6%	6%

*Multi-focused: Projects focused on 2 - 4 topics and they are equally important

Table 7. Timeline of project focus (168 projects)

Timeline of project focus (74 projects)



Joined WTO

Acquired middle-income status

	Before 2005	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total	8	9	3	8	8	8	9	4	5	7	5
K	75%	67%	33%	75%	88%	75%	89%	25%	60%	43%	100%
G	0%	11%	33%	25%	0%	0%	11%	50%	40%	29%	0%
C	13%	0%	0%	0%	0%	0%	0%	0%	0%	14%	0%
F	0%	0%	33%	0%	0%	0%	0%	25%	0%	0%	0%
Multi-focused*	13%	11%	0%	0%	13%	25%	0%	0%	0%	0%	0%
Undefined	0%	11%	0%	0%	0%	0%	0%	0%	0%	14%	0%

*Multi-focused: Projects focused on 2 - 4 topics and they are equally important

Table 8. Timeline of project focus (74 projects)

Follow-up projects

Several projects that already ended or are going to end soon will likely be followed up by new projects. This could be by the same donors who decide to continue their activities in newly formulated projects, or donors who want to build upon the achievements of projects by other donors. Below are some examples of such projects:

1. Food and Agriculture Products Quality Development and Control (DFATD, 2005 – 2013):

This project focused on public health (food safety), farm incomes (product value) and trade development (sanitary/phyto-sanitary export requirements and harmonization of quality and grades standards).

Lessons learned from this project include:

- The project focused on VietGAP and the deployment of production model. However, DFATD realized that although applying VietGAP is necessary, it wouldn't work without a focus on the market side.
- Institutional reform is not easy to implement in Vietnam as commitment is required from a number of different stakeholders. For example, while vegetable production is controlled by MARD, the safety of the vegetables is within the scope of MOH while the market is under the control of MOIT.
- A new project on food safety is being developed based on the lessons learned from this past project. It is being designed as a technical

assistance project. It is not confirmed yet whether it will include cultivation or livestock or both. Changes compared to the past project include:

- Institutional reform to be realized through strengthening the cooperation among three ministries: MOH, MOIT and MARD
- All activities will focus on food safety. On the supply side, the project will focus on links between chain actors for example using traceability system. On the demand side, the project will provide more information for consumers, which was missing in the past project. The project before focused on the production while the new project will look at the whole value chain.

2. Vietnam Business Challenge Fund (DFID, ADB, 2012 – 2015):

DFATD is preparing a new project to continue the Vietnam Business Challenge Fund, which will end in 2015). It will focus on agriculture and support initiatives in food safety by promoting the engagement of private sector in solving challenges in Vietnam's socio-economic development. Food safety is identified as the most prominent issue.

3. Quality and Safety Enhancement in Agricultural Products and Biogas Development Project (ADB, 2009 – 2015).

This project will end in 2015, but is likely to be extended for another year. The project focuses on creating effective regulatory institutions for state management of agro-product safety and quality systems; accelerating the development of agro-production, processing, and marketing to ensure the safety and quality of vegetable, fruit, and tea products; and reducing environmental pollution and greenhouse gases from livestock waste in agricultural areas. The key activity of the project is

the development of Safe Agricultural Zones, including but not limited to building facilities, pack houses, infrastructures, although excluding processing facilities.

The new project will:

- Continue the work of the JICA funded project 'Strengthening the capacities for the Field of management of Vietnam's crop production sector for improving the productivity and quality of crop's products' (2010 – 2014), specifically the Basic GAP which was developed in that project and now recognized by MARD.
- Focus more on connecting production with consumption, which is not included in the current project. Specifically, ADB want to work more on improving market linkages like building roads that link to the markets, involving private sector, processing industries... in order to strengthen the value chain.

4. Binh Dinh Sustainable Rural Livelihoods Project (NZAID, 2009 – 2015).

This project puts emphasis on training farmers in the production of safe vegetables. Additional support to the farmers included building a packing house and assistance in the set-up of a safe vegetable shop. These additional support services proved necessary in helping the farmers to gain market access for their safe produce and give direction in the design of the upcoming second phase of this project. The second phase is expected to have a more prominent focus on market access and demand articulation.

Location selection by donors

Historical relationships:

Some projects were implemented in areas where the donor has well-established long-term relationships with local stakeholders. For example, NZAID has been working in Binh Dinh for many years before they started the Binh Dinh Sustainable Rural Livelihoods Project.

Another example is the Global Competitiveness Facility under the Danida Business Sector Support Programme Phase II (2011-2014). Expectations that established relationships of Danida with both local authorities and commercial enterprises in specific localities would importantly contribute to a successful implementation of the project, informed the geographical scope of the project in Phase I (2006-2010).

Suitable for the project objective:

Donors and implementing agencies also select the locations that fit with their objectives. An example is the safe vegetable supply chain development project in Viet Tri and Lang Son by VECO. The project was designed with the aim to develop a supply chain in North Vietnam. At the beginning of the project, research was conducted on different commodities and different areas in order to identify opportunities for the development of value chains. The research results informed the selection of Viet Tri and Lang Son as most potential locations for developing vegetable supply chains.

Another example is Danida's program ARD SPS 2007-2012. With a focus on upland ethnic minorities the following 5 provinces were selected: Dak Lak, Dak Nong, Dien Bien, Lai Chau and Lao Cai.

Avoid overlapping:

When there are multiple projects that share similar themes, it is important to avoid overlap. Before JICA started their project in food safety in 2010 (Strengthening the capacities for the Field of management of VN's crop production sector for improving the productivity and quality of crop's products, 2010-2014), ADB and DFATD (Canada) were already running projects on this topic. Therefore, JICA selected the locations that were not covered by these two projects.

Ecological conditions:

Some projects have very specific requirements in terms of ecological conditions. For example, research projects that involve the cultivation of specific crops can only be implemented in certain locations with suitable agro-ecological conditions.

Willingness of local stakeholders:

Stakeholders' active engagement is often crucial for successful project implementation. Thus, in addition to the above mentioned area selection criteria, some projects included willingness to participate of the local stakeholders, in their final location selection. Two important aspects in this are the support of local authorities in realizing the project objectives and the interest of targeted beneficiaries in participating in the project.



Focus of donors

The thematic focus areas, the approaches taken and the funding structures applied show a change over time. This change is influenced by both developments in the recipient country (e.g. Vietnam receiving low-middle income country status) and developments on the side of the donor.

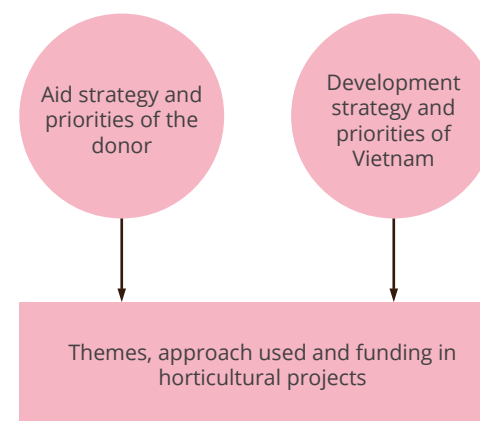
- The strategies of bilateral donors (governments) directly and NGOs indirectly (via the donating government) are influenced by political and socio-economic situations in the donating country. Strategies of NGO donors are also influenced by the priorities of their own donors and of the funding programs available.
- Both bilateral donors like DFID, DFATD (Canada), JICA, etc. and multilateral donors like ADB, WB, etc. usually consult with the Vietnamese government so they can align the aid programs with the country's priorities. Objectives and activities in aid programs are developed so they support Vietnam's strategy in each period of development.

Example Danida

Global Competitiveness Facility is part of Danida Business Sector Support Programme. It is not directly horticultural, but it supports many companies with horticultural products e.g. flowers, vegetables, fruits, cacao, etc. When phase 1 of the Business Sector Support Programme was being designed back in 2004, Vietnamese government was more interested in export markets. To support the government's priorities, the program focused on supporting export-oriented companies. Global Competitiveness Facility, as part of the Business Sector Support Programme phase 2 (2011 – 2014), also place the same focus on local exporters.

Example ADB

ADB has a Country Partnership Strategy (CPS) for 2012 – 2015 with Vietnam, which is aligned with the country's Socio-Economic Development Plan (SEDP) 2011 – 2015. They are currently developing the new CPS, which will incorporate Vietnam's SEDP 2016 – 2020. Currently studies are being conducted in key sectors to identify the needs of Vietnam that will inform discussions with different ministries in defining the final scope of investment, technical assistance and capacity building of the new projects.



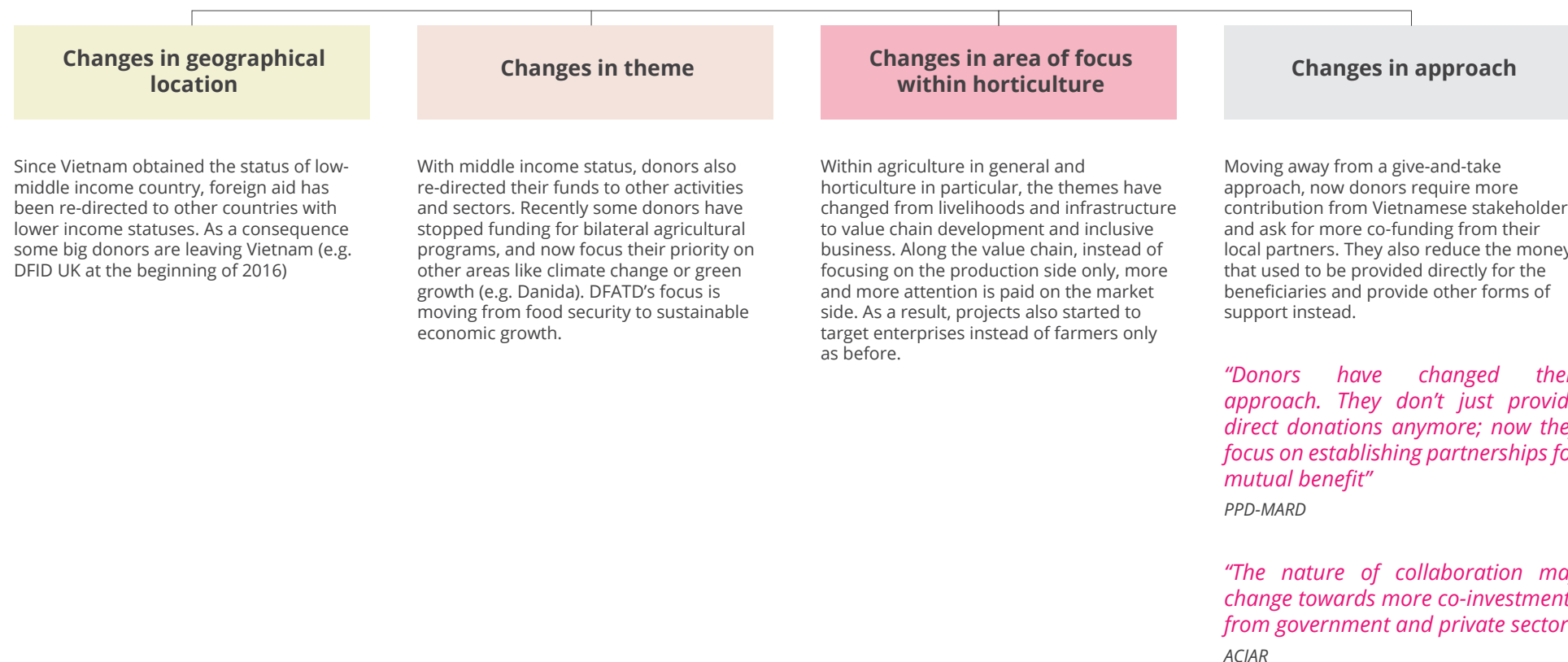
Example ACIAR

The change of government in Australia in 2013 resulted in a new approach in development aid, from a more traditional approach of direct poverty alleviation interventions to approaching poverty reduction through more generic economic development pathways. This resulted in two focus areas: (1) engaging with and find innovative ways to work with private sector, (2) empowering women and girls. This strategic change will impact the themes, objectives, approaches and designs of future horticultural projects/programs in Vietnam.

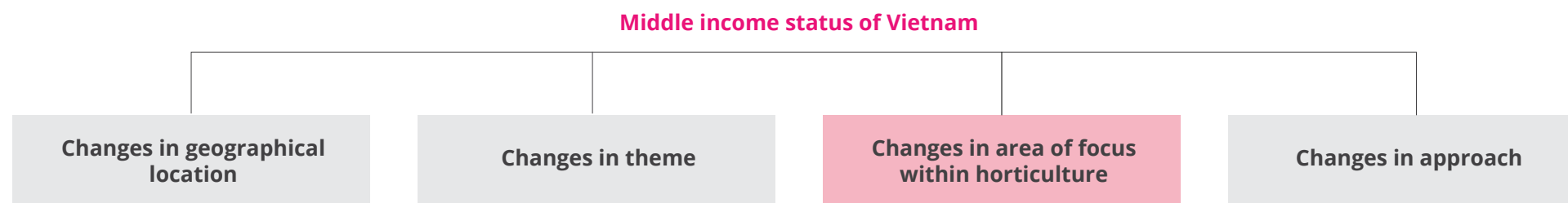
Figure 29. Focus of donors

Changes in development aid

Middle income status of Vietnam



Changes in area of focus within horticulture



More focus on consumption side

- In the past, development projects and programs focused mostly on production by providing technical training for and raising awareness of farmers on cultivation techniques, pest management, etc.
- Donors and implementing agencies became more and more aware that a link between the supply and the demand is required for a sustainable change in cultivation practices. Currently market access and market linkages receive more attention. In some cases, follow-up projects are developed with a focus on the market side to fill in the gap, which has not been addressed in the past or current projects.

Example

In safe vegetable projects, the farmers were guided to follow safe production standards like VietGAP or Basic GAP. These standards required them to put more efforts than they are used to; for example they had to record how they use pesticide and fertiliser. However, their products did not get a higher price on the market. Therefore when monitored within the project, farmers followed such standards or instructions, but when the projects came to an end, they tended to fall back into old practices.

The increasing role of Private Sector

- Realising the importance of working on the demand side to maintain the sustainability of projects, donors and implementing agencies stimulate an increasing role of private sector players. Whilst farmers have limited resources in terms of knowledge, capital and land, enterprises understand the demand and have the capabilities to link all activities within the horticulture business system from supply to demand. .
- Bilateral donors faced with a global economic downturn are increasingly pressurized in their home countries to deliver tangible results and impacts on foreign aid and development expenses. The inclusion of the private sector in foreign development policies is considered important in delivering sustainable impacts.
- Overtime the average value of projects implemented in Vietnam does not show a significant change. However, the structure of the funding more recently shifted towards co-funding structures. Within a project the share in public funds is being reduced, with donors increasingly requiring co-funding from the private sector, through so-called Public-Private Partnerships (PPPs).

- The Netherlands is one of the frontrunners in PPP development in the horticultural sector of Vietnam, but PPP approaches are investigated as a promising model by other donor countries as well, like Australia and Canada.
- Currently private sector engagement in PPPs through co-funding structures only include international corporations. However, with the domestic business sector quickly developing (also aided by donor funded programs on inclusive business development) in the future it is both favoured (by Vietnamese authorities) and expected that Vietnamese domestic corporations will engage in PPP like sector development projects and programs.

Private Sector behind the steering wheel

Changes in agenda settings

- Shift in content: shift from out of poverty alleviation aid programs to business development
- Shift in players: more engagement from private sector (still mostly international corporations) in PPPs
- Future shift: inclusion of domestic (Vietnam) private sector partners in PPPs



Agenda setting changes



New logics:

- Urgency in earning back money: Companies need to earn back the money they contribute in projects in a shortest period of time possible.
- Increasing CSR activities: Companies will be more active in development projects as a way to create more added value and earn reputation. For example, with inclusive business model, low-income communities can benefit from being included in a company's value chain on the supply side or demand side.



Private Sector will be behind the steering wheel of development projects in the coming future

Changes in topic

With the increasing engagement of the private sector, projects tend to put more emphasis on market access and demand articulation. Topics that more recently entered the agendas of horticultural related projects include:

- Financial feasibility
- Business system sustainability
- Sourcing systems traceability
- Operation standardization
- Corporate social responsibility
- Marketing communication and branding



C in an enabling environment of K, G, F

With the increasing reliance of sector development projects on private sector engagement for sustainable impact, it is important to acknowledge that Vietnam is still a country in transition. The success of private enterprises not only depends on their (internationally proven) business models, but importantly also depends on the local conditions for their operations.

Most private sector players currently engaged in projects are among the first entrants to venture into Vietnam. In pursuing business development by engaging in sector development projects they open the market for occupation and development by others. Although, by means of pioneering in the transformative context of Vietnam, private enterprises can influence the advancement of enabling business conditions, most contextual conditions are beyond their core business and scope of control.

Important areas for businesses to succeed in emerging economies are: access to knowledge (e.g. Human Resource needs in terms of skilled and knowledgeable employees), access to finance (e.g. credit instruments for local horticultural entrepreneurs), and favorable institutional conditions (ranging from transparency and consistency in rules and regulations, to enabling infrastructures).

K element:

Vietnam is a country in transition in which the agricultural sector is still in development. Across the country different agro-ecological areas demonstrate a wide variety in stages of development. The needs for training and capacity building as well as research are strongly dependent on the specific objectives and stages of development.

G element:

Improving Vietnam's institutional framework is an ongoing process. Moreover, the development of private sector and the economy in general will require more standards and legislations to regulate the new topics and issues. These include standards and regulations related to food safety, certification, intellectual property, seed registration and multiplication, access to export markets, etc.

F element:

Local enterprises are mainly SMEs that importantly lack access to finance, which is an important prerequisite for enterprises to develop. Being at large shut out from either micro (micro-credit) or macro (multi-million corporate finance) financial structures, the so-called 'missing middle' is not yet adequately addressed. Some programs already provided support for SMEs e.g. the Vietnam Business Challenge Fund by DFID or Global Competitiveness Facility by Danida but it is still case-based and very limited. These programs only ran within a certain period of time (several years) and did not focus on agriculture (or horticulture specifically) only but also on other sectors like infrastructure and low carbon growth. This is an aspect that can't be solved by donors and projects, but demands concerted action on a more public-private institutional level.

With projects increasingly depending on private sector business development and private sector business development depending on suitable enabling conditions, sector development requires concerted action beyond individual stakeholders and projects.

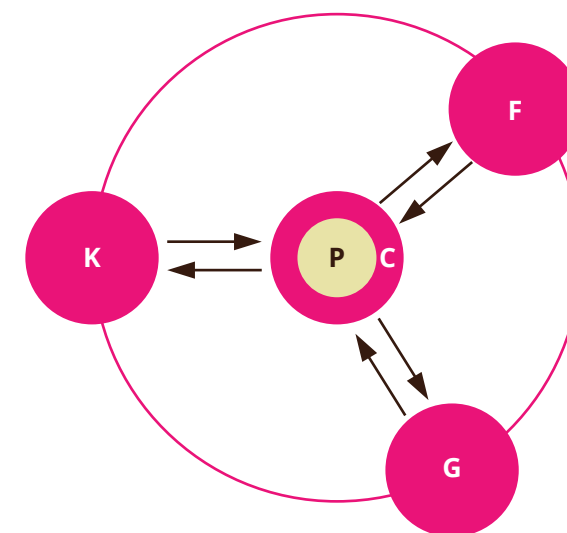


Figure 30. Concerted actions in sector development

C in an enabling environment of K, G, F

Needs articulation is dependent on stage of development. An example in vegetable cultivation is provided below:



Vegetable cultivation Van Ho, Moc Chau

K	Basic cultivation techniques for farmers
G	Land allocation and infrastructures for selling surplus for farmers
F	Access to inputs; local farmers lack the means to pre-invest in input materials like seeds, fertilizer and irrigation



Vegetable cultivation Dalat

K	Trained staff in higher technology greenhouse cultivation; climate control systems, biological pest control, etc.
G	Access to export markets e.g. bell pepper to Japan
F	Access to finance for farmers willing to invest in more advanced greenhouse production systems

C

Contextual conditions of K, G and F have both direct and indirect impacts on the C element.

- Better vegetable supply for companies
- Better access to export market for companies

Lessons learned for future projects

Considerations for future projects

Project duration

It is beneficial when the project planning is well aligned with the project objectives, especially with regard to seasonality and cropping cycles.

Example: The project 'Sustainable Technologies for Pest and Disease Management and Soil Fertility Management in Smallholder Vegetable Production in Sichuan, China and Red River Delta, Vietnam (VEGSYS)' funded by European Commission and implemented by the Vietnam National University of Agriculture in the period 2002 – 2005, included technical research on new techniques for pest control (using traps) and fertilization (liming soil). Due to the predefined and inflexible project implementation period, the researchers were limited in their activities due to seasonality: The project duration allowed for two crop cycles only in which the first was used to identify the issue and propose the solution and the second to test the solution. The project duration did not allow for test validation, by testing the solution during a second cropping season and comparing results with the previous intervention. This was regarded a missed opportunity by the project members.

Example: The Dutch-financed project 'Setting up a vegetable sourcing and distribution system, Integrating vegetable small holders into modern retail market' from 2007 – 2009 focused on bridging the gap between the producers and modern markets by setting up a production, collection and distribution centre for fresh vegetables to serve one specific retailer, involving 1000 farm contracts within 2 years. Given the broad scope of a complete value chain system intervention, the project duration appeared rather limited in realizing sustainable business linkages. While farmers were still learning to comply with private standard requirements in crop production the partners had to prepare the exit strategy before the business was solidly established.

For more complex and commercial projects it is important to allow more time to establish relationships with stakeholders in the chain. Otherwise, the project results will not be sustainable.

Another example, similar to the one above, is the ACIAR funded project 'Improved market engagement for counter-seasonal vegetable producers in north-western Vietnam' (2011 – 2015). This project was extended after its initial completion. The initial project was able to set-up a vegetable value chain from the upland area Moc Chau to the urban market of Hanoi, but was not yet able to develop the new structure into a self-managing sustainable business system. This is being targeted in the extension phase that aims at improving systems and linkages and carefully and gradually exiting the business activities by supporting project partners.

Larger projects with a broad scope ideally consist of two phases: the 1st phase dedicated to the initiation and set-up of the project and the 2nd phase for monitoring, adjusting and in the end ensuring a smooth exit. An exit strategy is vital in maintaining the sustainability of the project. Business interventions should sustain without the active and financial support of the donors or NGOs.

Some donors are taking a more programmatic approach to intervention projects. An example is ACIAR. In the past, ACIAR research projects tended to be more ad-hoc and thus the links between distinct projects were weak. This is recently adjusted into an approach that not only checks the internal cohesion of individual projects but also ensures the cohesion between different projects ACIAR to realize impact beyond individual project objectives. With this new strategic program approach, ACIAR will develop programs of 2 – 3 phases where each phase consists of a distinct project. Often this entails a logical sequence in project objectives; the next project builds upon the activities in the previous project and increases the project sustainability.

"It usually takes 3 years to set things up and put things together, then another 3 years to reinforce the results of the previous 3 years and develop the market"

Helvetas

Selection of partners

The commitment of stakeholders, which can include farmers, local authorities and enterprises, is vital for the success of a project. The project objectives and the individual objectives of the various stakeholders need to be clearly aligned. For the success of a project it is essential that the objectives do not conflict with business objectives. This is even more important when private commercial enterprises are managing the project. If their objectives are not aligned, there is a risk that the business rationales will take over the project rationales.

When selecting private sector stakeholders it appeared important to broaden selection criteria beyond content relevance and alignment of objectives and to include the capacity required for the execution of the tasks defined, like readily available human and financial resources. An example of a project that failed because the company involved didn't have enough resources is a project under the Global Competitiveness Facility program. This program focused on value chain and business development. One of the projects within this program focused on the creation of a Global GAP and FairTrade certified business model in the processing of fruits into juice for export. The project was prematurely brought to an end, when it turned out that the company didn't have enough capital to finance the large volume purchases of fruit ingredients required.

Considerations for future projects

Involve private partners at an early stage of project design

It is advised to develop projects in close collaboration with private sector partners from an early stage onwards. Projects, that involve private commercial enterprises, generally aim to create sustainable business models. This implies an important role for such enterprises in ensuring the success of a project beyond the project duration. With private enterprises becoming more and more involved in sector development projects, it is important to acknowledge that business rationales will importantly define the direction of projects.

Further, the business language is generally different to the language of the donors and NGOs. It is important that the donors obtain a clear understanding of private sector needs and potential project implications.

Sustainable relationships with stakeholders

Establishing trust and sustainable relationships with local stakeholders including authorities, farmers and enterprises is very important. Rapport will help win the trust in the project from local stakeholders and make them more actively involved. Furthermore, this will help local stakeholders to understand the approach of the donors better, which will save time in explaining to these stakeholders how the projects work.

Flexibility

During the implementation of a project, in many cases the situation in real life is different to what was originally planned; changes are almost inevitable. Therefore, a certain level of flexibility is needed in each project.

Examples of beneficial adjustments:

Regularly projects divert from the initial plan during implementation. An example is the NZAID funded project in Binh Dinh. This project adjusted during the implementation to include the establishment of 2 pack houses that appeared vital in linking products to market.

Another example is the BoPInc funded project in North Vietnam that initially targeted the creation of cold storage facilities at farmer household level, to adjust this to more central warehousing.

Another example is a project that would have benefitted from more flexibility. In a Danida funded project IPSARD would have benefitted if flexibility would have been allowed to better support MARD. During the project implementation 'ad hoc' needs of MARD were identified that were not envisaged in advanced and thus no financial reservation was made in the annual budget planning of IPSARD. When new needs came up, IPSARD lacked the resources to address those needs. This is where the donors may step in and provide support.

Project sustainability

In order to improve the sustainability of the projects, it is recommended to encourage the beneficiaries to have more ownership. Co-funding or co-investment has been proved to be successful in getting beneficiaries more involved, hence the shift in the approach of donors (see page 41). An example is the on-going Vietnam Business Challenge Fund by DFID and ADB, where companies have to invest together with the donors. Another example is Global Competitiveness Facility by Danida, where companies even had to pay in advance and later get reimbursed so the risk for the donor is reduced. Nowadays, farmers are also required to invest resources as well. For example they are not paid to attend training so they have to invest their time to

learn.

Another method which has been proved effective in making the projects more sustainable is involving local stakeholders. An example is the Farmers Interest Group project by ADDA, where they used local facilitators instead of using extension services. In the latter case, the people would come from somewhere else and leave after the work was done. But the local facilitators still stayed in the implementing area after the project finished; therefore they still can provide support to local farmers beyond the scope of the project.

Appendix I At least 168 horticultural projects and large programs (Continued on next page)

	Start year	End year	Project name	Donor
1	1999	2006	Soybean variety adaptation and improvement in Vietnam & Australia	AusAID
2	2000	2007	Agriculture Sector Programme Support	DANIDA
3	2001	2008	Managing pest fruit flies to increase production of fruit and vegetable crops in Vietnam	ACIAR
4	2001	2008	Poverty alleviation and food security through improving the sweet potato-pig systems in Indonesia	ACIAR
5	2001	2008	Tea and fruit development project	ADB
6	2002	2005	Sustainable Technologies for Pest and Disease Management and Soil Fertility Management in Smallholder Vegetable Production in Sichuan, China and Red River Delta, Vietnam (VEGSYS)	European commission
7	2002	2006	Improving the relationship among urban growth, horticultural development and environmental protection in Hanoi's suburb, Vietnam	European commission
8	2002	2007	Research of agricultural moves in areas impacted by urbanization in South East Asia (Vietnam, Cambodia)	European commission
9	2002	2007	Collecting of local soybean varieties in Central Vietnam, Southern Vietnam	NA
10	2003	2008	Strengthening agricultural market information activities in Vietnam	ACIAR
11	2003	2009	Huanglongbing management for Indonesia, Vietnam & Australia	ACIAR
12	2004	2006	Establishment of network on unpopular fruits in Asia	DFID
13	2004	2007	Improving agricultural production and food technology through development of solutions on products quality enhancement	AFD
14	2004	2007	Utilising basic soil data for the sustainable management of upland soils in Vietnam and Australia	ACIAR
15	2004	2009	Improving postharvest quality of temperate fruits in Vietnam and Australia	AusAID
16	2004	2010	Efficient nutrient use in rice production in Vietnam achieved using inoculant biofertilisers	ACIAR and AusAID
17	2004	2012	Developing a framework for production and marketing of organic agriculture in Vietnam	DANIDA
18	2005	2006	Improving rural livelihood through development of vegetable post-harvest technology in Cambodia, Laos & Vietnam	ADB, AVRDC
19	2005	2007	Food safety in fruits and vegetables in Vietnam - consumer demand and firms compliance	BMZ
20	2005	2007	Development of mushroom production profession for increased farmer income and meeting local need and export consumption	USAID
21	2005	2007	Research and development vegetables variety in Quang Binh	USAID
22	2005	2007	Fruit development based on sustainable rural development	BFDW
23	2005	2008	Improvement for Plant quarantine treatment techniques against fruit flies on fresh fruits	JICA
24	2005	2008	Specialized areas nutrient management method for the hybrid maize in Vietnam	NA
25	2005	2008	Diseases of crops in the central provinces of Vietnam: diagnosis, extension and control	ACIAR
26	2005	2008	Improving the livelihoods of poor farmers through post-harvested technology	ADB, IRRI
27	2005	2009	Programme for the development of small and medium enterprises	BMZ
28	2005	2010	Soc Trang herd and crop quality	DFATD
29	2005	2010	Community development among ethnic minorities in Northern Vietnam (phase I)	DANIDA
30	2005	2013	Food and agriculture products quality development and control	DFATD
31	2006	2006	Conservation and development of plant resources in home gardens in rural areas of northern Vietnam with community-based participation	DANIDA

Appendix I At least 168 horticultural projects and large programs (Continued on next page)

	Start year	End year	Project name	Donor
32	2006	2006	Sustainable flowers in Vietnam	Dutch government
33	2006	2007	Horticulture and food safety in Vietnam - demand and supply capacity	GIZ
34	2006	2008	Strengthen capacity on seeds' diseases for Vietnam	DANIDA
35	2006	2010	Implementation of rodent management in intensive irrigated rice production systems in Indonesia and Vietnam	ACIAR
36	2006	2010	Supporting community-based agricultural extension and training in mountainous districts	ADB
37	2006	2010	The Global Competitiveness Facility (GCF) - Phase 1	DANIDA
38	2006	2012	Programme for improving market participation of the poor	IFAD, GTZ
39	2007	2007	Targeting crop protection R&D towards social change amongst ethnic minority communities in central Vietnamw	ACIAR
40	2007	2007	Scoping study to review the role of women and assess constraint in the production of indigenous Vietnamese vegetables	ACIAR
41	2007	2007	Emergency support on preventing the brown planthopper, ragged stunt disease on rice/paddy	FAO
42	2007	2008	Gac plant development on alkaline soils in the Mekong Delta	NA
43	2007	2008	Research issues on the brown planthopper/virus problem in rice in Vietnam	ACIAR
44	2007	2008	Capacity building for improvement of seed source quality and rice production for food security in the highland and mountainous regions in Vietnam	FAO
45	2007	2008	Technical support to prevent the brown planthopper and virus on rice in the Mekong Delta	FAO
46	2007	2009	Technical support facility for commercialisation of protein bait production in north Vietnam	ACIAR
47	2007	2009	Quality and safety improvement of agricultural products	ADB
48	2007	2009	Promotion of potato production in Vietnam extension of Phase II	GIZ - Germany Govt
49	2007	2009	Setting up a vegetable sourcing and distribution system, Integrating vegetable small holders into modern retail market	Dutch government
50	2007	2010	ASIA - link: Development of curriculum - supply chain management and post harvest technology for vegetables and fruit	Asia link
51	2007	2010	Subdivide and study genes controlling drought & salinity resistant characteristics of rice/paddy to serve in the work of breeding transgenic	ICGEB
52	2007	2010	Support of vegetable value chains in GMS countries for prosperity and poverty reduction	ADB
53	2007	2011	Improving the utilisation of water and soil resources for tree crop production in coastal areas of Vietnam and New South Wales	ACIAR
54	2007	2012	Agriculture and rural development sector programme support	Denmark
55	2007	2012	Cardamom value chain development in Vietnam	IPADE/AECID, Cordaid, Dutch government
56	2007	2014	Agriculture science and technology	ADB
57	2008	2008	Rural development strategy period 2010-2015	IFAD
58	2008	2008	PESP development of a new potato chain in Vietnam	Dutch government
59	2008	2009	The establishment of a global crop register for musa: Collective action for the rehabilitation of global public goods-Phase 2	World Bank
60	2008	2009	Needs assessment to improve safety fresh fruit and vegetables	FAO
61	2008	2009	Emergency supply of rice seeds to flood victims in northern mountainous provinces of Phu Tho, Yen Bai and Lao Cai	FAO
62	2008	2011	Enhancing and stabilising the productivity of salt-affected areas by incorporating genes for tolerance of abiotic stresses in rice	GIZ

Appendix I At least 168 horticultural projects and large programs (Continued on next page)

	Start year	End year	Project name	Donor
63	2008	2011	Conserving banana diversity for use in perpetuity: Strengthening the network of collections to improve access to wider diversity and safeguard threatened banana cultivars	Global Crop Diversity Trust
64	2008	2012	Eco-agriculture	AFD
65	2008	2012	Increasing the safe production, promotion and utilisation of indigenous vegetables by women in Vietnam and Australia	ACIAR
66	2008	2013	Improving productivity and fruit quality of sweet persimmon in Vietnam and Australia	ACIAR
67	2008	2014	Vietnam - Agriculture competitiveness project	WB, CIDA
68	2008	2014	Safe vegetables in Viet Tri City, Phu Tho Province and Lang Son City, Lang Son Province	Belgian government via VECO
69	2009	2010	Preventing the diseases <i>Didymella bryoniae</i> and <i>Fusarium oxysporum</i> f.sp. <i>niveum</i> on watermelon by <i>Pseudomonas fluorescens</i> 231-1 rhizosphere bacteria	NA
70	2009	2011	Capacity building and policy reform for pesticide risk reduction in Vietnam	FAO / One UN
71	2009	2011	Cocoa of excellence: Unravelling and celebrating diverse flavour qualities of cocoas to promote market differentiation	Common Fund for Commodities
72	2009	2011	Investigating and describing morphology of popular mango cultivars (<i>Mangifera indica</i> L.) in Vietnam	Ministry of Royal affairs Oman
73	2009	2012	Study for policy recommendations to support for development of small and medium enterprises in agriculture sector - phase II+III	AECID
74	2009	2012	Sustainable and profitable crop and livestock systems for south-central coastal Vietnam	ACIAR
75	2009	2014	Improvement of extension systems for applying better farming system and cultivation techniques for poor farmers in Mekong Delta	JICA
76	2009	2014	Improving livelihoods of smallholder upland farmers through improved and integrated cassava-based cropping and livestock systems	NA
77	2009	2014	Improved market engagement for sustainable upland production systems in northern-western highlands of Vietnam	ACIAR
78	2009	2015	Binh Dinh sustainable rural livelihoods project	NZAID
79	2009	2015	Quality and safety enhancement in agricultural products and biogas development project	ADB
80	2009	NA	Agro-ecology in the mountainous regions of northern (ADAM Project)	AFD, CIRAD
81	2009	NA	Horticulture collaborative research support program (Hort CRSP)	USAID
82	2010	2010	Multiply some current genetics of oyster, taro and rice at plant genetic resources of Vietnam	Global Crop Diversity Trust
83	2010	2010	Utilisation of salinity-tolerant sweet potato varieties towards improved livelihood and productivity for the salinity-prone coastal areas in Thanh Hoa province	SEARCA
84	2010	2012	Assistance to the floriculture sector	FAO
85	2010	2012	Strengthening Vietnamese SPS capacities for trade - Improving safety and quality of fresh vegetables through the value chain approach (phase I)	FAO
86	2010	2013	Improving rice tolerance of submergence and salinity to cope with climate change in coastal areas of Vietnamese Deltas	DANIDA
87	2010	2013	Less loss, more profit, better health: reducing the losses caused by the pod borer on vegetable legumes in Southeast Asia and sub-Saharan Africa by refining component technologies of a sustainable management strategy	GIZ
88	2010	2013	Vietnam Facility: Adding knowledge innovation and management skills to the vegetable sector	Dutch government
89	2010	2013	Creation of a value chain for vegetables in North Vietnam	Dutch government
90	2010	2014	Development of certified cocoa production in Vietnam (eco-cocoa)	NA
91	2010	2014	Community Development among Ethnic minorities in Northern Vietnam (Song Da phase II)	DANIDA

Appendix I At least 168 horticultural projects and large programs (Continued on next page)

	Start year	End year	Project name	Donor
92	2010	2014	Strengthening the capacities for the Field of management of Vietnam's crop production sector for improving the productivity and quality of crop's products	JICA
93	2010	2015	Development of crop genotypes for the midlands and mountain areas of North Vietnam	JICA
94	2010	2015	Agriculture, farmers and rural areas support project	IFAD
95	2010	2017	Agricultural development in Ha Tinh province	NA
96	2010	NA	Safe vegetable production support	Syngenta Foundation
97	2011	2011	Coffee and climate change programme	GIZ-BMZ
98	2011	2011	Adding value to Vietnamese pomelo: Creating superior export quality and innovative fresh-cut	Dutch government
99	2011	2012	Capacity development to reduce post-harvest losses in horticultural chain in greater Mekong sub-region (GMS) countries	FAO
100	2011	2012	Capacity building for spread prevention and management of cassava pink mealybug in the Greater Mekong subregion	FAO
101	2011	2013	Decoding genomes of a number of Vietnam's local rice varieties	UK Biotechnology and Biological Sciences Research Council
102	2011	2013	Market access through competency based education and training in horticulture (MACBETH) or A Southeast Asian Partnership to Build Trade Capacity for Fresh and Processed Fruit and Vegetable Products	STDF
103	2011	2014	Abiotic stress tolerant maize for increasing income and food security among the poor in South and Southeast Asia	GIZ
104	2011	2014	Integrated systems approach for pest risk management	STDF
105	2011	2014	Sustainable cocoa for farmers program	USAID
106	2011	2014	The Global Competitiveness Facility (GCF) - Phase 2	DANIDA
107	2011	2015	Improved market engagement for counter-seasonal vegetable producers in north-western Vietnam	ACIAR
108	2011	2015	Climate change affecting land use in the Mekong Delta: adaptation of rice-based cropping systems (CLUES)	ACIAR
109	2012	2013	Agriculture value chain development value chains and agricultural policies/ Agricultural value chain development in Cao Bang Province	LuxDev
110	2012	2013	Towards more profitable and sustainable vegetable-based farming systems in north-western Vietnam and Australia	ACIAR
111	2012	2013	Opportunities to improve the sustainable utilisation and management of water and soil resources for profitable farming in south central coastal Vietnam	ACIAR
112	2012	2014	Sowing the seeds of change: Community-based climate change mitigation through sustainable rice production	AusAID
113	2012	2014	Enrichment of fermented dairy products with selected tropical fruits from the Mekong Delta region in Vietnam	VLIR
114	2012	2014	Linking increase in water use efficiency for food production at the farm scale to global projections	GIZ
115	2012	2014	Pleasure of life: Creating shared value along the sustainable pepper production in Dak Lak province	IDH, Euroma
116	2012	2014	Strengthen sustainable cocoa development in Vietnam	Dutch government
117	2012	2014	Establishment of Rice Seed Production Hub in Hoa Tien Commune, Hoa Vang District, Da Nang City.	IBSA Fund
118	2012	2014	Inclusive business models to promote sustainable smallholder cassava production	IFAD
119	2012	2014	Development of biotrade activities within the natural ingredient sector - Biotrade	SECO
120	2012	2014	Vietnam Low Carbon Rice Cultivation project VLCRP	AusAID
121	2012	2014	Fresh vegetables for Vietnam "Small scale cold storage of fresh food products for local markets"	Dutch government

Appendix I At least 168 horticultural projects and large programs (Continued on next page)

	Start year	End year	Project name	Donor
122	2012	2015	Reduction of pollution from plant protection chemicals in Mekong Delta	VLIR
123	2012	2015	Beating begomoviruses: better livelihoods for farmers in tropical Asia with begomovirus-resistant tomato, hot pepper and mungbean and integrated disease management	GIZ
124	2012	2015	Production and marketing capacity improvement for sustainable agriculture, farmer empowerment, rice improvement, and cleaner environment (PAMCI-SAFE RICE project)	JICA
125	2012	2015	Strengthening regional capacity to meet pesticide export requirements in ASEAN countries	STDF
126	2012	2015	Sustainable Coffee Programme	IDH
127	2012	2015	Climate Smart Agriculture: capturing synergies between mitigation, adaption, & food security	FAO
128	2012	2016	Vietnam Business Challenge Fund	DFID, ADB
129	2012	2016	Sustainable management of crop-based production system for raising agricultural productivity in rainfed areas	IFAD
130	2012	2016	Market Access for the Rural poor through value chain promotion program (MARP)	SDC
131	2012	2017	New premium fruit variety development – Viet Nam/New Zealand	NZAID
132	2012	NA	Study on rice breeding for brown plant hopper resistance	VLIR
133	2013	2013	NCPT (National Centre for Plant Testing) potato variety trials	Dutch government
134	2013	2014	Strengthening production capacity and quality control of seed potatoes in Vietnam	Dutch government
135	2013	2014	CGIAR Humidtropics Research Program	ILRI
136	2013	2015	Strengthening Farmer Interest Groups	CISU
137	2013	2015	Support the design of public-private agricultural risk management system in Vietnam	AECID
138	2013	2015	Piloting sustainable pepper supply chain development in Ba Ria - Vung Tau	Olam
139	2013	2015	Developing the sustainable pepper supply chain in Binh Phuoc province, Vietnam	IDH, Nedspice Group
140	2013	2015	Innovative business opportunities for profitable and sustainable cassava value chains in Southeast Asia	ACIAR
141	2013	2015	Developing a demonstration model of vegetable production	RDA
142	2013	2016	Climate change impacts on rice production in Vietnam: pilot testing of potential the potential adaptation and mitigation measures	Norway Govt
143	2013	2016	Strengthening Vietnamese SPS capacities for trade - Improving safety and quality of fresh vegetables through the value chain approach (phase II)	FAO/UN ONE
144	2013	2016	Accelerating the development of a modern greenhouse vegetable production sector in Lam Dong Province, Vietnam	Dutch government
145	2013	2017	Improving the sustainability of rice-shrimp farming systems in the Mekong Delta, Vietnam	ACIAR
146	2013	2018	Pesticide Risk Reduction Programme (Phase II)	Sweden
147	2013	2018	Private Sector Engagement for Agricultural Development	DFATD
148	2013	2018	Sustainable rural development for the Poor project	IFAD
149	2013	2019	Support for low-carbon agriculture	ADB
150	2013	2019	Growing out of poverty with potato	Dutch government
151	2014	2015	A strategic approach to pro-poor market and consumer research in China and Mekong	ACIAR

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	Start year	End year	Project name	Donor
152	2014	2015	Evaluation of agribusiness research and development opportunities for tropical fruit in southern Vietnam	ACIAR
153	2014	2015	Identification and validation of functional markers from diverse germplasm to reduce chalk in rice breeding materials	ACIAR
154	2014	2015	Trade research and promotion in agro-fishery and poultry products	DANIDA
155	2014	2015	Collecting and evaluating species of apples, bananas, beans, peas, rice and semi-wild yam	Global Crop Diversity Trust
156	2014	2016	Restructuring rural economy focusing on rice value chain (under the big project "Restructuring for a more Competitive Vietnam")	AusAID
157	2014	2016	Technical and policy support for the implementation of agricultural restructuring framework	DFATD
158	2014	2016	Assessing farmer responses to climate change - adjustment policy options	ACIAR
159	2014	2016	Strengthening capacity for food safety management and control along the value chain of agricultural, forestry and fishery products	One UN, UNDP, FAO
160	2014	2016	Exchange and cooperation on genetic resources of some fruit varieties with high economic value	AVRDC
161	2014	2017	Climate change and ethnic minorities in Northern Vietnam	ADDA
162	2014	2017	Climate change impacts on the brown planthopper outbreaks in Vietnam and prevention measures	DANIDA
163	2014	2017	G2G: Phyto sanitary support, plant variety protection support	Dutch government
164	2014	2018	Improving smallholder incomes in the north-western highlands of Vietnam by increasing access and competitiveness in regional temperate and subtropical fruit markets	ACIAR
165	2014	2018	Towards more profitable and sustainable vegetable production systems in north-western Vietnam	ACIAR
166	2014	2018	Integrated water, soil and nutrient management for sustainable farming systems in south central coastal Vietnam and Australia	ACIAR
167	2014	2019	Cao Bang /Doc Lap Irrigation Project	LUX - Development
168	2014	2020	Vietnam Irrigated Agriculture Improvement Project	WB



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This is a publication of:
Netherlands Enterprise Agency
Prinses Beatrixlaan 2
PO Box 93144 | 2509 AC The Hague
T +31 (0) 88 042 42 42
E klantcontact@rvo.nl
www.rvo.nl

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