

Project Title Code: 1.9	Marketing and Policy Analysis in the Post-Harvest and Resource Sectors of Vietnam
Australian Personnel	Prof Gordon MacAulay
Australian Institution	University of Sydney
Vietnam Institution	Hanoi Agricultural University
Project Duration	July 2000 to June 2002

Project Description

The proposal provides for short course training in marketing and policy analysis related to the post harvest sector and the resource sectors. Paralleling the short courses will be a number of mini research projects in these areas that will be designed to develop analytical skills of academic staff in the participating institutions.

Objectives

- a) Enhance the teaching and research capacity of agricultural economists who research and teach in the areas of agricultural and marketing through
 - ◆ Providing training in agricultural and resource policy analysis to two groups of about 20 people each; and
 - ◆ Providing training in marketing to two groups of about 20 people
- b) Provide opportunities for the development of research skills using mini research projects for 4 participants with a research and training period of 17 weeks in the University of Sydney.
- c) Foster closer and sustainable working relationships between Vietnamese and Australian agricultural economists through the development of exchange visits and mini research projects and the development of future ongoing research partnerships.
- d) In 'training the trainers' the short course and mini projects will directly impact Vietnam's capacity for teaching and research in agriculture and rural development. The mini research projects will be targeted to those participants in the program who are most likely to take direct responsibility for training in policy analysis and marketing. These projects will also provide a targeted means of developing productive research partnerships.

Outputs and Performance indicators

Outputs	Performance Indicators
<ul style="list-style-type: none"> ◆ Courses in marketing and policy analysis delivered to over 40 different participants. ◆ Small group of research scholars attend courses in Australia 	<ol style="list-style-type: none"> i) Course tests satisfactorily completed ii) Participant course evaluations iii) Successful completion of the four proposed short courses over the two year period
<ul style="list-style-type: none"> ◆ Mini research projects ◆ Attend University of Sydney courses 	<ol style="list-style-type: none"> i) Completed set of mini research projects ii) Completion of visit to Australia of four research scholars
<ul style="list-style-type: none"> ◆ Visit to Australia of research scholars and visit to Vietnam of course coordinators 	<ol style="list-style-type: none"> i) Completion of visit to Australia of four research scholars ii) Completed reports of visit and contacts developed

PROJECT COMPLETION REPORT

Executive Summary

The first CARD-sponsored Workshop “Agricultural and Resource Policy Analysis in the Post-harvest and Resource Sectors in Vietnam” was held at Hanoi Agricultural University from the 27th November to the 1st December 2000 and was conducted by Professor Gordon MacAulay. Twenty-seven participants, including five women, attended the workshop. The course evaluation indicated that participants enjoyed the course and benefited from the methods and techniques taught.

The second part of the first workshop on Marketing in the Post-Harvest and Resource Sectors of Vietnam was held at Hanoi Agricultural University from the 26th-30th March. The workshop was designed to provide participants with a fundamental understanding of the operation and principles of agro-industry marketing in a market-oriented economy. The five-day course was conducted by Dr Robyn Munro, Director of Munro Jones Management Consulting, and academic staff from the Department of Agricultural and Resource Economics at the University of Sydney and the Faculty of Economics and Rural Development at Hanoi Agricultural University. Twenty-eight participants, including nine women, attended the workshop. They included academic staff from Hanoi Agricultural University, Can Tho University, Thai Nguyen Agriculture and Forestry University, and the University of Agriculture and Forestry in Ho Chi Minh City. People attending from the Ministry of Agricultural and Rural Development included staff from the Institute of Agricultural Economics, the Vegetable and Fruit Research Institute, the Centre for Information, and the Department of Agriculture and Rural Development in Yen Bai province.

The final of the CARD-sponsored workshops “Marketing in the Post-Harvest and Resource Sectors in Vietnam” was held at Hanoi Agricultural University in December 2001. Twenty-five participants, including nine women, attended the workshop. Participants included academic staff from several universities in Vietnam and personnel from the Ministry of Agriculture and Rural Development. Two guest lectures were given during the workshop, the first by Mr Nguyen Phuong Vy, Head of the Policy Department of MARD, on the subject “Current Agricultural Policy Issues in Vietnam”, and the second, by Dr Nguyen Hoang Long, Head of the Marketing Department at the Trade University in Hanoi, on the subject “Situation and Challenges of Marketing Agricultural Products in Vietnam.” The course evaluation by participants was very positive and indicated that the participants felt that the course content was of a high standard and was relevant and useful to their work.

The first research scholar, Dr Kim Thi Dung, a lecturer in the Faculty of Economics and Rural Development at Hanoi Agricultural University, attended courses at the University of Sydney for part of second semester 2000. In the second semester of 2001 two further CARD research scholars, Mr. Luu Thai Danh and Mr. Pham Le Thong of Can Tho University, completed their 17-week placement at the University of Sydney. The final CARD research scholar was, Mr. Nguyen Huy Cuong, from Hanoi Agricultural University. Mr. Cuong spent 17 weeks from March – July 2002 at the University of Sydney. The visiting scholars attended courses at the University of Sydney and each successfully completed a mini-research project.

No major difficulties have been encountered during the period of the project and performance of personnel from both The University of Sydney and Hanoi Agricultural University is considered to be “fully satisfactory”.

1. Project Description

1.1 Background and preparation

Over the period since 1994 to the present members of the Faculty of Agriculture, Food and Natural Resources at the University of Sydney have developed links with a number of institutions in Vietnam. Staff from the Faculty have been delivering short courses in Vietnam on various topics; staff of Vietnamese institutions have been visiting Australia for training; and the Faculty now has a significant cohort of undergraduate and postgraduate students from Vietnam. This activity reflects a long-term commitment of senior academic staff to the development of teaching and research links in Vietnam in agricultural science and agricultural economics. This was the context for the proposal.

The project provided for short course training in marketing and policy analysis related to the post-harvest sector and the resource sectors to be held at Hanoi Agricultural University. Paralleling the short courses were a number of mini-research projects in these areas that were designed to develop the analytical skills of academic staff in the participating institutions. For a small, targeted group (four people over the two years), a period of 17 weeks was to be spent in Australia attending courses at the University of Sydney and carrying out research work on mini projects. The courses attended related to marketing, agricultural and resource policy analysis and research methods in agricultural economics.

Key dates in the project were:

- Project began, June 2000
- First policy workshop 27 November 2000-1 December 2000
- Scholar visit to Sydney, second semester 2000
- Marketing workshop, 26-30 March 2001
- Second policy workshop, 10-14 December 2001
- Second marketing workshop, 17-21 December 2001
- Scholar visits to Sydney, second semester 2001
- Scholar visit to Sydney, first semester 2002
- Preparation of CD Rom material, March to September 2002
- Project Final Report September 2002

Key stakeholders in the project were:

- Faculty of Economics and Rural Development, Hanoi Agricultural University, Hanoi
- Faculty of Agriculture Food and Natural Resources, University of Sydney
- Ministry of Agriculture and Rural Development, Vietnam

- Institute of Agricultural Economics
- Centre for Information
- Can Tho University, Can Tho
- Thai Nguyen Agricultural and Forestry University, Thai Nguyen
- University of Agriculture and Forestry, Ho Chi Minh City
- Vegetable and Fruit Research Institute, Hanoi
- Hung Yen College of Business Administration, Hanoi
- Department of Agriculture and Rural Development, Yen Bai province

The major beneficiaries from the workshops are the staff of the various stakeholder organisations listed above and more indirectly the significant numbers of students they teach. For staff working in government there have been clear indications of the benefit of the training in the work being undertaken and the level of analysis used for Ministry projects. It is considered that over the period of the program there has been a significant shift observed in the teaching capacity of staff at Hanoi Agricultural University and indications of direct use of material from the workshops in courses being taught at Hanoi Agricultural University in particular. The Research Scholars have benefited substantially in research skills and in learning to use research materials as a result of working with staff at the University of Sydney and carrying out their mini projects.

1.2 Context and rationale

In 1994 work was carried out on curriculum design in agricultural economics for the Faculty of Economics and Rural Development at Hanoi Agricultural University. Since that time intensive courses of about 10 days duration have been provided as follows:

November 1995: Quantitative Techniques in Agricultural Research

- a) Markets and Price Analysis
 - b) Quantitative Methods
- Professor Gordon MacAulay

January 1997: Quantitative Techniques in Agricultural Economics Research

Professor Gordon MacAulay and Ms Shauna Phillips

November 1998: Agricultural Policy Analysis

Professor Gordon MacAulay and Dr Donna Brennan

Approximately 18-20 participants attended each course. In the 1997 and 1998 course participants came from both government and universities other than Hanoi Agricultural University. Courses were taught in English and translated into Vietnamese and detailed course notes provided. Short tests, translated into Vietnamese, were also included.

Beginning in 1997 a project entitled “Impacts of Alternative Policy Options on the Agricultural Sector in Vietnam” was developed and commenced under funding by the Australian Centre for International Agricultural Research (ACIAR) in October 1999. This research project relates to the effects of policy change on agricultural land use in Vietnam. The Project leaders are Professor Gordon MacAulay (University of

Sydney) and Professor Dr To Dung Tien and Dr Do Kim Chung (Hanoi Agricultural University). The project will continue for 3.5 years to mid 2003 and has partners of Hanoi Agricultural University, the Ministry of Agriculture and Rural Development, the International Rice Research Institute in the Philippines and the University of Sydney.

The proposal for courses in the areas of marketing and policy analysis grew out of the experience in providing training as indicated above. The project also derives from a set of consultations between Professor Lester Burgess and Deans and Rectors at both Hanoi Agricultural University and Can Tho University. Exchange visits by the Rectors to the University of Sydney also assisted development of the cooperation. This has led to a realisation by senior academics at Hanoi Agricultural University that much more is required and particularly training focussing on specific industry sectors is needed. One course of ten days allowed only a limited range of topics to be covered and did not allow for any significant development of applied research exercises in policy analysis. In addition, there were demands to attend the course that went well beyond the limit of twenty people set in this case. It is quite apparent that Vietnam has a very great shortage of people skilled in agricultural and resource policy analysis. There are also very few people with skills in marketing and related market analysis techniques. It is understood that the Ministry of Agriculture and Rural Development has very few people with skills in agricultural policy analysis.

1.3 Project objectives and scope at design

The objectives for the project at the initial design stage are listed below.

- 1) Enhance the teaching and research capacity of agricultural economists who research and teach in the areas of agricultural policy and marketing through:
 - providing training in agricultural and resource policy analysis to two groups of about 20 people each; and
 - providing training in marketing to two groups of about 20 people
- 2) Provide opportunities for the development of research skills using mini-research projects for 4 participants with a research and training period of 17 weeks in the University of Sydney.
- 3) Foster closer and sustainable working relationships between Vietnamese and Australian agricultural economists through the development of exchange visits and mini-research projects and the development of future ongoing research partnerships.

In 'training the trainers' the short course and mini projects were designed to directly impact Vietnam's capacity for teaching and research in agriculture and rural development. The mini-research projects were targeted to those participants in the program who are most likely to take direct responsibility for training in policy analysis and marketing. These projects were also designed to provide a targeted means of developing productive research partnerships.

1.4 Implementation arrangements

The project was managed from the University of Sydney under the direction of Professor Gordon MacAulay and in conjunction with Professor Dr To Dung Tien at Hanoi Agricultural University. Activities in Hanoi Agricultural University were coordinated by Ms Sally Marsh and in Sydney by Ms Helena Clayton and Ms Annette Vervoort. Course components were delivered by Professor Gordon MacAulay, Dr Robyn Munro, Ms Sally Marsh and a number of visiting speakers. The visiting scholars were supervised by Professor Gordon MacAulay but gained considerable benefit by interactions with students and staff at the University of Sydney Department of Agricultural and Resource Economics. The preparation of the CD Rom material was coordinated by Ms Helena Clayton and Ms Annette Vervoort with assistance from Mr Charles Bett and Ms Nguyen Phuong Nga, both students in the Department of Agricultural and Resource Economics at the University of Sydney.

2. Appropriateness of Project Design and Objectives

The project builds on long-standing links between the University of Sydney and Hanoi Agricultural University (HAU). The Faculty of Economics and Rural Development at Hanoi Agricultural University is a leading faculty covering the discipline of agricultural economics and related areas of rural development, marketing, econometrics and economics. Faculty members teach a wide range of courses and the faculty is involved in a number of research activities which relate to agricultural policy reform and agricultural marketing issues.

2.1 Appropriateness of Objectives

The aim of the project was to directly impact on Vietnam's capacity for teaching and research in agriculture and rural development and further develop on-going research partnerships. The problems to be addressed by the project were:

- a shortage of skills in the agricultural universities and in government in agricultural policy analysis and marketing.
- a very limited development of applied policy analysis and marketing skills as applied to particular sectors of the economy such as the post-harvest sector and the resource sectors including fishing, forestry and water.
- a need to develop capacity by 'training the trainers' in policy analysis and marketing skills so that Vietnam can rapidly become self-supporting in these areas and capable of providing training and the necessary skills to develop and teach appropriate curricula.

Project objectives as stated in the project proposal are listed below, along with a considered 'appropriateness rating' for each objective. We consider that the project objectives adequately address the problems outlined above.

Objective No.	Objective Description	Appropriateness Rating
1	Enhance teaching and research <ul style="list-style-type: none"> • Courses in marketing and policy analysis • Research scholars attend courses in Australia 	5 4
2	Development of research skills <ul style="list-style-type: none"> • Mini-research projects • Attend University of Sydney courses 	5 5
3	Networking and collaboration <ul style="list-style-type: none"> • Visit to Australia of research scholars • Visit to Vietnam of course coordinators 	5 5

2.2 Appropriateness of Design

Key design features of the project are related to the nature of the short courses on policy analysis and marketing, and the concept of bringing research scholars to the University of Sydney, are listed below. It is considered that these design features reflect best practice to enhance teaching and research and develop research skills, and to foster networking and collaboration between The University of Sydney and Vietnamese research and teaching institutions.

Description of Design Features	Appropriateness Rating
Short courses in Vietnam <ul style="list-style-type: none"> • Content developed in consultation with Vietnamese partner • Build on existing links and previous work • Interactive teaching • Vietnamese content in short courses • Short course participants have potential to use knowledge gained in their workplace 	5 5 5 5 5
Research scholars to the University of Sydney <ul style="list-style-type: none"> • Hands-on mini-research projects • Access to library and text resources in Australia • Attend appropriate classes • Write report of visit and project 	5 5 5 5

The networking and collaboration over the period of the project has been very effective, particularly in terms of identifying the specific needs of our collaborators for capacity building in marketing and policy analysis. The collaboration has made an important contribution toward the project achieving outcomes that are appropriate and valuable for the individuals and institutions participating in project training courses and research scholar placements at the University of Sydney.

3. Implementation Performance

3.1 Project Components and Outputs

Policy Analysis Workshop I

The first CARD-sponsored Workshop on “Agricultural and Resource Policy Analysis in the Post-harvest and Resource Sectors in Vietnam” was held at Hanoi Agricultural University from the 27th November to the 1st December 2000. The Rector of Hanoi Agricultural University, Professor Dr Nguyen Viet Tung welcomed the workshop participants, and AusAID First Secretary in Vietnam, Ms Shireen Sandhu, officially opened the workshop. Twenty-seven participants, including five women, attended the workshop. They included staff from Hanoi Agricultural University (16), Can Tho University (2), Thai Nguyen Agricultural and Forestry University (2), Hung Yen College of Business Administration (2), the Institute of Agricultural Economics (3) and the Ministry of Agricultural and Rural Development (2). Professor MacAulay, Dr Do Kim Chung and Ms Sally Marsh presented the workshop material.

The course evaluation indicated that participants at the workshop enjoyed the course and benefited from the methods and techniques taught. One hundred percent of participants rated the content of the workshop as either “very good” (24%) or “good” (76%), and either “strongly agreed” (38%) or “agreed” (62%) that what they learnt would be useful in their work. Following the workshop, a Press Release was written and given to the AusAID office in Vietnam.

As a part of the project a portable computer projector was purchased and is now located at Hanoi Agricultural University. This was used for the workshops and will substantially bring up-to-date the teaching capacity of staff in the Faculty of Economics and Rural Development and allow them to greatly strengthen their direct use of computers for teaching purposes.

Marketing Workshop I

Unfortunately, because of illness, Dr Robyn Munro was unable to present the Marketing Workshop scheduled for the 4th –8th December (following the Policy Analysis Workshop). Material for this workshop had been prepared, and so was re-scheduled for March/April 2001. There was a great deal of interest expressed in this proposed workshop.

The workshop on Marketing in the Post-Harvest and Resource Sectors of Vietnam was held at Hanoi Agricultural University from 26th –30th March 2001 with academic staff from several universities and personnel from MARD taking part. The workshop was designed to provide participants with a fundamental understanding of the operation and principles of agro-industry marketing in a market-oriented economy. The five-day workshop was conducted by Dr Robyn Munro, Director of Munro Jones Management Consulting, and academic staff from the Department of Agricultural Economics at the University of Sydney and the Faculty of Economics and Rural Development at Hanoi Agricultural University.

Twenty-eight participants, including nine women, attended the workshop. They included academic staff from Hanoi Agricultural University, Can Tho University, Thai Nguyen Agriculture and Forestry University, and the University of Agriculture and Forestry in Ho Chi Minh City. People attending from the Ministry of Agricultural and Rural Development included staff from the Institute of Agricultural Economics, the Vegetable and Fruit Research Institute, the Centre for Information, and the Department of Agriculture and Rural Development in Yen Bai province.

Basic economic concepts involved in marketing and price analysis were covered, along with the principles of marketing management. Participants gained knowledge of consumer buying behaviour, price information and analysis, market research approaches for investigating consumer and distribution requirements, and quality and grading systems.

Vietnamese marketing examples were used to illustrate marketing principles, with lectures by the Rector of Hanoi Agricultural University, Professor Dr. Dang Vu Binh, on the “Role of Abattoirs in the Beef Marketing Systems of Hanoi Province”, and by Ms Bui Thi Gia from the Faculty of Economics and Rural Development at Hanoi Agricultural University on “Vegetable Marketing in the Red River Delta”.

The Workshop also had a practical orientation. Lectures on “Data Collection for Market Research” were followed by an exercise in which participants worked in groups to develop a questionnaire to assess consumer preferences and demand for a range of hypothetical new products, such as packaged, high quality Vietnamese rice.

The evaluation of the Workshop showed that 100% of the participants assessed the contents of the Workshop as either “very good” or “good”, and either “strongly agreed” or “agreed” that what they learned from the course will be useful in their job. Ninety-six percent of participants either “strongly agreed” or “agreed” that the ideas presented were relevant to policy issues in Vietnam. The topics that participants rated the most useful included marketing management philosophies, grading and quality, and product positioning, branding and packaging.

Policy Analysis and Marketing Workshop II

The final of the CARD-sponsored workshops on "Policy Analysis and Marketing in the Post-Harvest and Resource Sectors of Vietnam" was held as scheduled at Hanoi Agricultural University from 10- 21 December 2001.

Professor To Dung Tien, former Dean of the Faculty of Economics and Rural Development at Hanoi Agricultural University welcomed participants and The Vice-Rector of Hanoi Agricultural University, Associate Professor Nguyen Van Muon officially opened the workshop. The ten day course was conducted by Professor Gordon MacAulay, Head of the Department of Agricultural Economics at the University of Sydney; Dr Robyn Munro, Director of Munro Jones Management Consulting; and Ms Sally Marsh, Research Fellow in the Department of Agricultural Economics at the University of Sydney who is currently located at Hanoi Agricultural University. Ms Galina Barrett, an Australian Youth Ambassador for Development, who also worked with the Faculty of Economics and Rural Development at Hanoi Agricultural University, provided assistance for the training course. Guest lectures were given by Mr Nguyen Phuong Vy, Head of the Policy Department of Ministry of Agriculture and Rural Development, on the subject “Current Agricultural Policy Issues in Vietnam”, and Dr Nguyen Hoang Long, Head of the Marketing Department at the Trade University in Hanoi, on the subject “Situation and Challenges of Marketing Agricultural Products in Vietnam.”

Twenty-five participants, including nine women, attended the workshop. They included academic staff from Hanoi Agricultural University No. 1, Can Tho

University (1), the University of Agriculture and Forestry in Ho Chi Minh City (2), and the College of Business Administration in Hai Hung (1). People attending from the Ministry of Agricultural and Rural Development (MARD) included staff from the Institute of Agricultural Economics (2), the Information Centre for Agriculture and Rural Development (2), and the Policy Department (1). Many of the participants had attended the previous CARD workshops (held in November 2000 and March 2001) on policy analysis and marketing, so this course was designed to consolidate and build on previous knowledge and skills taught.

The training course was divided into two sections. In the first week theory and techniques for quantitative policy analysis were taught by Professor Gordon MacAulay and Ms Sally Marsh. Topics covered included:

- Foundations of policy analysis and welfare economic principles
- Partial budgeting techniques for cost-benefit analysis
- Production function analysis
- Trade issues and the WTO
- Techniques for preliminary analysis of survey data
- Household models

Each topic covered incorporated a period of computer lab work with practical exercises based on Vietnamese data and examples. Participants developed a rice stock-holding model, derived a production function for small farm households in Ha Tay province from survey data, calculated parametric budgets for a baby corn activity on a small farm holding, and ‘experimented’ with policies using a basic household model for a ‘typical’ small Vietnamese farm household with mixed consumption and production goals. Additionally, participants worked in groups to research, prepare and present a topic related to implications for Vietnam of integration into AFTA and the WTO.

During the second week the course material on marketing was prepared and taught by Dr Robyn Munro, a professional marketer from Australia. Topics covered included:

- Marketing management
- Market segmentation – targeting and positioning
- Marketing planning
- Positioning and promoting products
- New product development
- Market pricing and general pricing approaches
- International marketing
- Competitive advantage

Practical aspects of Dr Munro’s material included a case study of the Australian Ricegrowers’ Cooperative and a field trip to the Nestle fresh whole milk factory in Ba Vi District, Ha Tay Province. Course participants had the opportunity to question the management of this business and learn of the strategies taken by this large multi-national company to market their dairy products in Vietnam.

The two sections of the training course were evaluated independently. Both evaluations showed that 100% of the participants who completed the evaluation

assessed the contents of the workshop as either “very good” or “good”. For the policy analysis training course, 93% of respondents either “strongly agreed” or “agreed” that what they learnt from the course will be useful in their job, and 80% “agreed” that the ideas presented were relevant to policy issues in Vietnam. The topics that participants rated the most useful included current policy issues in Vietnam (presented by Mr Vy), economics of the household and village, production function analysis and analysis of survey data. For the marketing training course, 81% of respondents either “strongly agreed” or “agreed” that what they learned from the course will be useful in their job, and 63% “agreed” that the ideas presented were relevant to marketing issues in Vietnam. The topics that participants rated the most useful included market segmentation (targeting and positioning), marketing planning, pricing approaches, the case study of the Australian Ricegrowers’ Cooperative and the field trip to Nestle.

The performance rating for each of the core project areas is provided in the table below.

Scholar Visits

The first research scholar, Dr Kim Thi Dung, a lecturer in the Faculty of Economics and Rural Development at Hanoi Agricultural University, attended courses at the University of Sydney for part of second semester 2000, and successfully completed a mini-research project entitled “Impacts of Credit Policies on Farm Household Development”. This was Dr Dung’s first visit to a western country. Because of illness and other commitments in Vietnam, Dr Dung’s visit was shorter than the proposed 17 weeks.

In the second semester of 2001 two CARD research scholars, Mr. Luu Thai Danh and Mr. Pham Le Thong of Can Tho University, completed their 17-week placement at the University of Sydney. They attended courses at the University of Sydney and each successfully completed a mini-research project. The topic of Mr. Danh’s mini-research project was “The Use of a Spatial Equilibrium Model to Analyse the Impact of the Rice Export Policy on Domestic Prices and Food Security in Vietnam”. Mr. Thong’s topic was “The Economic Efficiency of Rice Production at the Farm Level in the Mekong Delta”. The research reports were attached as Appendices in the six monthly reports.

The final CARD research scholar was, Mr. Nguyen Huy Cuong, who is based at Hanoi Agricultural University where he holds the position of lecturer and postgraduate coordinator. Mr. Cuong spent 17 weeks from March – July 2002 at the University of Sydney. The topic of Mr. Cuong’s mini-research project was the “Price Analysis of the Market Agricultural Products in Vietnam” and is attached as an Appendix to the six-monthly report.

Component No.	Component Description	Outputs	Performance Indicators	Performance Rating
1 Enhance teaching and research	<ul style="list-style-type: none"> • Courses in marketing and policy analysis delivered to over 40 participants • Course tests satisfactorily completed • Participant course evaluations 	<p>Courses in marketing and policy analysis delivered to 40 different participants</p>	<p>Completion of four short courses</p> <p>Course tests satisfactorily completed</p> <p>Participant course evaluations completed</p>	<p>5</p> <p>5</p> <p>5</p>
2 Develop research skills	<ul style="list-style-type: none"> • Research scholars attend courses in Australia • Mini-research projects undertaken by 4 research scholars 	<p>Scholars audit courses</p> <p>Report on mini projects</p>	<p>Courses audited</p> <p>Mini project reports</p>	<p>4</p> <p>5</p>
3 Networking and collaboration	<ul style="list-style-type: none"> • Visit to Australia of research scholars 	<p>Completion of visits and visitor reports</p>	<p>Completion of visits and contacts with Australian researchers</p>	<p>4</p>



Professor Dr To Dung Tien welcomes participants



Participants presented with certificates

Work has been undertaken over the past 6-months on a CD-ROM of course training material, which will provide a long-term resource in Vietnam on techniques in agricultural policy analysis and marketing. Significant work has been completed on collating and editing the course material for the CD-ROM. In addition, some reference material to support the course material has been developed. This is being scanned and converted to PDF format.

3.2 Project Outcomes

The key outcomes of the project are:

- development of an understanding of policy analysis and marketing concepts over two sets of workshops by two groups of 27 and 25 people.
- known use of material from the workshops for teaching in the curriculum of Hanoi Agricultural University and of the research techniques in the Ministry of Agriculture and Rural Development.
- preparation of four mini research projects by research scholars visiting the University of Sydney.
- development of professional networks and contacts by the research scholars during their visits to Australia and their contacts with various organisations.

3.3 Sectoral Impact

Through ‘training the trainers’ and also directly impacting on the work of public servants in the government sector the impact of the workshops will be long-term and substantial. A very significant number of students will have staff trained in the use of policy analysis and marketing approaches as a background from which to draw educational material.



Professor Gordon MacAulay, CARD training course at Hanoi Agricultural University

Over the workshops a total of five women attended the first policy analysis workshop, nine attended the marketing workshop and nine attended the combined policy and marketing workshop. Although an effort was made to have a gender balance in attendees at the workshops this proved difficult given the gender balance in the groups from which participants were drawn. Participation by woman in the workshops also involved the presentation of material; at the second of the CARD marketing workshops Ms Bui Thi Gia from the Faculty of Economics and Rural Development at Hanoi Agricultural University gave a presentation on the topic of marketing principles with respect to vegetable marketing and production in the Red River Delta.

Transfer of knowledge to outlying rural areas was made possible by the attendance of staff from Thai Nguyen Agricultural and Forestry University and the Department of Agriculture from Yen Bai Province at the workshops. In addition several workshop participants from Hanoi Agricultural University are involved in satellite teaching programs in areas such as Thai Nguyen, a region of where there are Vietnamese minority groups living.

3.4 Costs and Financing

Overall the project is within budget and with a small surplus remaining. The computer projector equipment purchase was significantly less than budgeted while the expenditure on personnel in Australia was higher than budgeted. In addition, expenditure in the first year of the project was lower than budgeted as a result of travel by only one research scholar. This was corrected in the second year with three

research scholars travelling to Australia. Full details of the project funding and expenditure are provided in the Appendix A1.0

3.5 Monitoring of project

Monitoring of the project has involved a continuous watch on the budget with much of the work undertaken by Ms Sally Marsh and Ms Helena Clayton. Each of the workshops was evaluated using a detailed questionnaire at the end of each workshop. Full details of these evaluations were provided in each of the six-monthly reports (not attached herewith). Responses indicated a very high level of satisfaction with the workshops and are discussed briefly above. Each of the workshops was completed at the time specified except for the first marketing workshop and resource material was provided to the participants at the time of the workshops.

The mini research projects were continuously monitored by Professor Gordon MacAulay and the quality of the research reports checked and edited. The reports have been included in the six-monthly reports of the project. A detailed de-briefing of the research scholars was held by Professor MacAulay at the end of each visit with scholars given the opportunity to evaluate and comment on their visits. Comments were invariably positive.

3.6 Technical Assistance, Training and Capacity Building

The work of the members of the University of Sydney team has been excellent. The project has successfully delivered the two sets of policy and marketing workshops to a high standard and with high levels of satisfaction by the participants. The project is within budget and also has led to further exchanges between the participating organisations and the development of professional networks. Additional people, to those initially indicated in the original proposal, have been involved in various ways with the project including an Australian Youth Ambassador (Ms Galina Barrett) and staff working on an associated ACIAR funded project.

The working relationships between staff at the University of Sydney and those at Hanoi Agricultural University and Can Tho University have been enhanced and strengthened as a result of the project and continue to be professionally based and excellent.

Training programs were an integral part of the project and as indicated elsewhere in the report have been demonstrated to have had an impact already. There will clearly be a longer term impact of the training provided although difficult to document in detail. Not only is there the direct impact of the training provided but also there is a significant amount of useful training materials have been developed for the workshops. These are potentially useful for use by the participants and by others including in future training courses and workshops.

3.7 Management of Constraints, Issues, Risks and Change

No major difficulties were encountered during the project.

The English language capacity of visiting research scholars arose as a concern over the course of the project. However, the English level of the second and third of the CARD scholars was fully satisfactory and it was pleasing to see the significant improvement in the conversational and written English skills of the two scholars during their 17-week placement at the University of Sydney. The English capacity of the final of the CARD scholars put forth by Hanoi Agricultural University was of a satisfactory level although the study program was altered somewhat to make it more appropriate to the scholar's English capability. Arrangements were made for him to undertake English language study while in Sydney and he was closely supported by the Vietnamese students currently studying in the Department.

Illness and an accident played a part in the timing of some of the activities of the project including the first marketing workshop and the stay of the first research scholar in Sydney. These risks were managed through adjustments in the timing of activities and did not appear to have adversely affected the outcomes of the overall project at all. As a result of a change in position of Dr Do Kim Chung, from Hanoi Agricultural University to the Ministry of Agriculture and Rural Development, it was not possible to have him visit Australia at the time of the visit by the research scholars. However, another senior member of staff from Hanoi Agricultural University, Mr Pham Van Hung on an AusAID scholarship was at the University of Sydney for much of the time of the visits by the research scholars and played the role intended for Dr Chung.

Finally, the timing of the final CARD scholar was delayed to the first semester of 2002 so as to fit the schedule of Hanoi Agricultural University. An approval for this delay was obtained from ITC in June 2001. There was no impact on the project of this delay other than delaying the pattern of funds expenditure.

3.8 Project Management

Performance of personnel from both The University of Sydney and Hanoi Agricultural University is considered to be "Best Practice" (5). The close collaboration that has been developed between Hanoi Agricultural University and the University of Sydney has significantly contributed toward the successful management and delivery of the project activities. The two main project activities that took place (the CARD workshops and visits by four CARD scholars to the University of Sydney) were completed to a high standard. There was a delay because of illness in the first marketing workshop and a shortened visit by the first scholar because of a family accident.

The assistance from Annette Vervoort, the CARD contract administrator appointed by the Faculty of Agriculture at the University of Sydney, contributed substantially to the smooth running of the implementation and day-to-day management of project activities.

4. Performance and Outcomes

4.1 Assessment of Performance Against Objectives and Design

Overall, the project attained the expected outcomes and in a number of ways went beyond expectations. A contribution was made to the relationship between staff at the University of Sydney, Hanoi Agricultural University and Can Tho University. This strengthening can be seen in the professional level of interaction, the capacity to undertake and develop research projects and in the expanded range and quality of material being taught. In addition, the research capacity of a group of staff within the Ministry of Agriculture and Rural Development has been significantly increased.

4.2 Sustainability

This project has continued, over two years, to contribute positively toward the strong and productive relationships between the collaborating universities in Vietnam and the University of Sydney. Project activities thus far, including the training workshops in policy analysis and marketing and the mini-research projects undertaken by visiting scholars, have contributed to the building of much needed skills and capacity in the area of policy analysis and marketing.

The CARD-sponsored workshops have been designed to provide participants with a fundamental understanding of the principles of policy analysis and agro-industry marketing in a market-oriented economy. The focus of these workshops has been on building skills in marketing and policy analysis with people who are either teaching these subjects or involved in policy and marketing, planning and analysis within Government institutions. It is likely that potential research topics in the policy and marketing areas will arise from the training and this could lead to further collaboration between the University of Sydney, Hanoi Agricultural University and Can Tho University. There may also be opportunities arise for placement of Vietnamese into post-graduate positions at the University of Sydney. These opportunities have been further strengthened by the complementarities of this project with the research and training conducted as part of the related ACIAR-funded project on "The Impacts of Alternative Policy Options on the Agricultural Sector in Vietnam. We consider that the sustainability of the project can be rated as "fully satisfactory" (4).

4.3 Development Impact

There has been some significant development impacts extending from the capacity building achieved in the four CARD-sponsored workshops and the research scholar visits. Some of the key development impacts are outlined below.

- Enhancement in the quality of agricultural information in Vietnam through the capacity building in rural field research methodology
- Increased research capacity in key organisations in Vietnam responsible for analysis of agriculture, marketing and natural resource policy
- Improved decision making in the facilitation of change and development in Vietnam's agricultural sector - the capacity building in policy evaluation and market economics has important development impacts in terms of developing

stronger analysis of policy options and directions in the agricultural and resource sectors of Vietnam.

- Improved research skills for a group of women working in the agricultural sector of Vietnam, with likely positive impacts in enhancing capacity to conduct research addressing gender issues concerned with agricultural and rural development.
- It is also worth noting that these impacts from the project are both immediate and long term. They are long term in the sense that the expanded human capacity for teaching and research will be passed to future generations of students and researchers and also have an impact through improved agricultural and rural policy development across Vietnam. The leverage on this particular approach to training in policy analysis and marketing is very high once the methods start to be adopted for policy development in the rural sector. Some of the effects will take time to be seen in the training of students who end up working in policy development in government but these also can be substantial.

5. Conclusions

5.1 Overall Assessment

Overall, the project has been very successful in achieving the goals that were originally set. It is clear that a strong set of established links to Hanoi Agricultural University and the Ministry of Agriculture and Rural Development in Vietnam have greatly facilitated this outcome. The full and positive cooperation of staff in these organisations has been of great assistance and is gratefully acknowledged.

The project design seems to have been appropriate and has allowed for a variety of approaches to be used in capacity building with particular emphasis on ‘training the trainers’. Over the period of the project there has been a significant shift in the material used in teaching programs and in the approaches to policy research in the organisations involved. This has provided both a short-term and long-term impact.

It would seem that in the context of this project the CARD program is a powerful way to shift the level of policy analysis in Vietnam even though it is difficult to measure the outcomes. One area of improvement might be development of techniques for measuring the impacts over a period of time from such projects.

5.2 Lessons Learned

- The English language capacity of visiting research scholars was raised as an important issue over the course of the project. The English-based study program was altered for two of the scholars to be more appropriate to their English language skills. This involved a reduction in course attendance and a greater emphasis on supervised research and/or English language training. Despite any difficulties encountered with English skills, there was a very good opportunity for learning and capacity building for all of the scholars and overall the scholars achieved a substantial improvement in their English skills during their placement at the University of Sydney.

- Throughout the project an emphasis on training in practical techniques was particularly welcomed, requested and needed by course participants and research scholars.
- Practical training in the area of market economics, marketing and agricultural policy analysis was directly relevant to the teaching and research needs and activities of the CARD project participants.
- The emphasis on 'training the trainers' and networking was an efficient and sustainable way to establish a strong foundation for enhancing the long-term research and teaching capacity of our partner organisations.