SAFEGRO

PROJECT IMPLEMENTATION PLAN

August 14, 2020

Submitted to:

GLOBAL AFFAIRS CANADA (GAC)

Submitted by:

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Le Van Son
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Foreign Affairs, Trade and Development Canada
Embassy of Canada
31 Hung Vuong
Hanoi, Vietnam

Dear Ms. Le Van Son,

Re: Safe Food for Growth Project (SAFEGRO) Project Implementation Plan (PIP)

I am pleased to provide you with the revised Project Implementation Plan (PIP) for the Safe Food for Growth Project (SAFEGRO) in Vietnam, incorporating GAC's feedback and revisions associated with the approval process discussions with the Government of Vietnam, for your approval.

Please advise us if you require additional clarification or for any discussion on the PIP and AWP content.

Yours sincerely,
ALINEA INTERNATIONAL

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TABLE OF CONTENTS

LIST OF TABLES AND FIGURES

List of Tables

List of Figures

ACRONYMS AND ABBREVIATIONS

AAFC	Agriculture and Agri-food Canada
ADB	Asian Development Bank
AFSP	Agri-food Safety Project
APP	Annual Procurement Plan
AWP	Annual Work Plan
CBT	Competency Based Training
CC	Climate Change
CCP	Critical Control Point
CD	Capacity Development
CDC	Center for Disease Control (US)
CEA	Canadian Executing Agency
CFIA	Canadian Food Inspection Agency
CGIAR	Consultative Group for Integrated Agriculture Research
CPC	Canadian Project Coordinator
CPTPP	Comprehensive and Progressive Agreement for Trans Pacific Partnership
CSA	Climate Smart Agriculture
CSO	Civil Society Organizations
CWG	Component Working Group
DACUM	Developing a Curriculum
DAH	Department of Animal Health
GAC	Department of Foreign Affairs, Trade and Development
EMP	Environmental Management Plan
ERM	Enterprise Risk Management
E &T	Education and Training
EVFTA	European-Vietnam Free Trade Agreement
FAPQDCP	Food and Agricultural Product Quality Development and Control Project
FAO	Food and Agriculture Organization
FAVRI	Fruit and Vegetable Research Institute
FBD	Food-Borne Disease
FIAP	Feminist International Assistance Policy
FS	Food Safety
FSMC	Food Safety Management Committee
FSANZ	Food Safety Australia and New Zealand
GAP	Good Agricultural Practices
GBVCA	Gender-based Value Chain
GE	Gender Equality
GFSI	Global Food Safety Initiative
GoC	Government of Canada
GoV	Government of Vietnam
GWG	Gender Working Group

HCMC	Ho Chi Minh City
HR	Human Resources
ILRI	International Livestock Research Institute
IM	Inception Mission
IPSARD	Institute of Policy and Strategy for Agriculture and Rural Development
JICA	Japan International Cooperation Agency
LIMS	Laboratory Information Management System
LM	Logic Model
LMFA	List of Materials for Approval
LOE	Level of Effort
MARD	Ministry of Agriculture and Rural Development
MIS	Management Information System
MOH	Ministry of Health
MOIT	Ministry of Industry and Trade
MOU	Memorandum of Understanding
MRL	Maximum Residue Level
NAFIQAD	National Agro-Forestry-Fisheries Quality Assurance Department
NIFC	National Institute for Food Control
NGO	Non-Governmental Organization
NIN	National Institute of Nutrition
ODA	Official Development Assistance
OOG	Office of the Government
PCC	Project Coordination Committee
PD	Project Director
PIP	Project Implementation Plan
PMF	Performance Measurement Framework
PSC	Project Steering Committee
PPC	Provincial People's Committee
PPD	Plant Protection Department
PPP	Public-Private Partnership
RA	Risk Assessment
RBM	Results-Based Management
RETAC	Reference Testing and Agri-food Quality Consulting Center
SAFEGRO	Safe Food for Growth Project
SME	Small and Medium Enterprise
TA	Technical Assistance
TG/STDS	Technical guidance/standards
TORs	Terms of Reference
USFDA	US Food and Drug Administration
USDA	US Department of Agriculture
VC	Value Chain
VCED	Vietnam Cooperative Enterprise Development Project
VFA	Vietnam Food Administration

VFIORP	Vietnam Foodborne Illness Outbreak Response Protocol
VND	Vietnamese Dong
VPD	Vietnamese Project Director
VSEP	Vietnam Skills for Employment Project
WB	World Bank
WBS	Work Breakdown Structure
WE	Women's Empowerment
WHO	World Health Organization
WU	Women's Union

1 EXECUTIVE SUMMARY

The Safe Food for Growth (SAFEGRO) technical assistance (TA) project will support the Government of Vietnam to ensure better access to safe and competitive agri-food products, with an aim to improve the well-being of female and male consumers as well as other beneficiaries (including poor farmers) in Vietnam. The SAFEGRO technical team will provide leading Canadian and international expertise to develop an internationally recognized risk-based food safety management system adapted to Vietnam, including the technical advice from the Canadian Food Inspection Agency (CFIA), the CEA (Alinea and the University of Guelph (UoG]) and other leading food safety organizations.

The design of the project, with three clearly linked and complementary components, will ensure activities are built on a solid food safety risk analysis framework of 'practice informs policy' with robust risk assessments to inform risk management and guide more effective risk communication. The three project Immediate Outcomes appropriately reflect the logical interdependent "Components" of a modernized national risk-based food safety management system. The project will support a technical and regulatory "Enabling Environment" for safe food to be "Supplied" through vibrant agri-food value chains, and supported by robust risk communication. This will drive market "Demand" for safer food through improved performance of national and sub-national governments enforcing domestic food safety while meeting international standards. The most sustainable SAFEGRO results will be widely disseminated, scaled and shared regionally so that Vietnam will be recognised for its food safety leadership.

SAFEGRO will initially consider value chains and interventions based on historical, evidence-based food safety incidents and will focus on domestic food safety risk mitigation strategies having the greatest potential public health impact, especially for women. SAFEGRO, working closely with stakeholders and other donors will build best practice results and incentives to change food safety behaviours with a focus on the dominant marketing channels among cooperatives and both wholesale and retail markets. SAFEGRO will explore and exploit opportunities for public-private partnerships (PPP) with small and medium food enterprises and larger companies able to act as change agents, while recognizing that enforcement and market demands for safe food compliance can create significant financial burdens on farmers and food business operators. Working with the key national ministries, selected sub-national governments and other stakeholders such as the private sector, academia, civil society, NGOs, and the media, the project will enable selected agri-food value chain players to produce, process, distribute and trade safe food for consumers and meet international food safety standards. SAFEGRO will demonstrate sustainable and cost-effective approaches through its value chain work including credible traceability and certification systems to build consumer trust and catalyze food safety culture. The project will respond directly to the gender related issues consistent with the Canadian FIAP call for greater efforts and resources to increase women's access to economic opportunities and resources. In the project design, the effects of environment and climate change on food security and nutrition are closely linked to food safety and public health all of which are thoroughly consider with mitigation options.

2 INTRODUCTION

2.1 Background

The complex agri-food value chains in Vietnam are characterized by a multifaceted landscape of significant food safety risks along distribution nodes with a variety of vested players including farmers, cooperatives, traders, wholesale and retail markets and a few large producers and retailers. Food attributes in this environment is quite variable and subject to significant food safety hazards. A weak regulatory environment, problematic enforcement and unreliable food safety management systems undermine consumer trust and confound the demand for safe foods. Food safety compliance is both a domestic issue and a constraint on commodity exports. Observers point to weaknesses in Vietnam's food safety control system and a lack of resources for food safety management. Economic partners report confusion with multiple government agencies, overlapping mandates on food safety management and inconsistent implementation of food safety regulations which may also compromise food imports. A number of donor organizations, including Canada, have collectively provided comprehensive reviews of the food safety landscape in Vietnam which laid the groundwork for the timely implementation of this uniquely comprehensive Safe Food for Growth (SAFEGRO) project to strategically address the critical control points for a modernized food safety control system.

The Ministry of Agriculture and Rural Development (MARD) has a long-standing relationship with Canada through international trade interactions with Agriculture and Agri-food Canada (AAFC) and the Canadian Food Inspection Agency (CFIA). Preparations for SAFEGRO have undergone a highly consultative design process with all of the key national ministries and food safety agencies over the last five to six years and was approved by Vietnam's Prime Minister in 2017. This has yielded a rational project logic model (LM), the results of which are aligned with the GoV and complementary to concurrent donor and international agency investment such as the World Bank Agri-food Safety Project (US$175M).

2.2 PIP Methodology

The PIP articulates the design and implementation framework for SAFEGRO to guide project implementation over the next five years. It provides an update to the original project design with a rationale for changes based on findings from the Inception Mission and subsequent GoV consultations, re-articulates the expected results and proposed activities to achieve the results, and describes how the project will be managed, monitored and investments sustained. It outlines the roles and responsibilities of the main stakeholders and presents a budget as well as a detailed Annual Workplan for Year One (August 1 2020 – March 31, 2021). See Appendix N as a separate document.

The Inception Mission followed closely upon contract signing and workplan approval, from November 29 – December 4, 2019. The Inception Mission was led by Ms. Nguyen Thi Huong, the Project Director (PD) accompanied by a team of Canadian and Vietnamese technical specialists. They were joined throughout the mission at key meetings by Ms. Le-Van Son (Project Team Leader – Canadian Embassy) and the Head of Co-operation, Mr. Jared Brading who participated in the kick-off and wrap-up meetings.

The inception mission team gathered on a regular basis to reflect on findings, to consider implications for the project design, to propose adjustments to the logic model and to discuss potential capacity development activities with a focus on the first AWP. The team remained focused on the need to consider fundamental regulatory and technical food safety shortfalls while seeking insights into the approaches and innovations which would motivate food safety behavioral change at all levels in the public and private sectors including farmers and markets, under a new paradigm of food safety culture. The team pro-actively included gender equality, environmental considerations and sustainability seeking recommendations to mainstream these cross-cutting themes.

Consultations and inquiries were formulated to identify the critical institutional and technical food safety constraints and potential mitigation strategies for modifications in the development of a more inter-connected logic model of outcomes and outputs which and stakeholders preferred interventions to facilitate a more integrated national food safety management system, and a robust regulatory framework.

The flexible itinerary and meeting agenda provided for consultations with key stakeholders. A set of specific questions stimulated discussions in Hanoi during the first week, with the second week of activities conducted in Ho Chi Minh City. The mission was able to engage with more than 200 persons from both the public and private sector including field visits to farms, cooperatives and food business operators. The scope of activities among team members of the inception mission provided an excellent cross-section of data sources and gather essential information on recent changes in the food safety landscape since the project was initially prepared, emerging issues, a refinement of needs and related developments which contributed to proposed changes in the logic model and specific activities.

The Team prepared a comprehensive matrix of value chain (VC) selection criteria (criteria by commodity) for discussion with all key stakeholders during the mission (Appendix M). Subsequent to the IM, we have been consulting with experts and specialists in Vietnam who have undertaken VC analyses and reporting with recommendations. This includes specific reports commissioned by the WB for its AFSP with which we will be closely collaborating operationally and geographically. Based on the IM feedback from a variety of stakeholders during the IM and follow-up discussions, it is being recommended that SAFEGRO initially focus on consolidated fruit and vegetable VCs rather than a specific fruit or vegetable in Hanoi (vegetables) and HCMC (fruit), linked to a network of selected cooperatives and farmers groups in the main provincial production bases (1-2) which supply each of these municipalities. It is expected that the final provincial links will be selected early on in the project and aligned with the results of the Gender-Based Value Chain (GBVCA) and food safety risk assessments (RA). These assessments will provide a food safety risk ranking and critical control points (CCPs) for each VC node to identify the highest priorities for initial risk mitigation interventions by SAFEGRO. Follow-up RAs in Y3 will be used to measure progress against the initial food safety risk ranking. In addition, SAFEGRO will select one wholesale market and (1-2) retail markets in each municipality to focus its resources and provide the greatest likelihood for successful mitigation measures to be scaled in Y4-5. At the same time the project will explore options during Y1 to address contraints in the seafood and aquaculture value chains beginning with activities in Y2 for an expected initial focus on shrimp and associated traceability. Given the complexity of the pork VC, however, the Team has recommended that this be incorporated into SAFEGRO in Y3.

The PIP consists of nine sections and appendices. A significant effort was put into developing specific strategies for the project which are summarized in the body of the PIP and described in more detail in the respective appendices. The Annual Workplan (2020-21) is provided in Appendix N as a separate document.

3 PROJECT DESIGN

3.1 Rationale for revisions of Logic Model

3.1.1 Context

The recent growth in the production of agri-food products and improved quality in Vietnam has not been accompanied by mitigation of food safety risks as a serious public health challenge especially for the poor and women. Foodborne diseases and related economic losses are attributed to the fragmented nature of agricultural production, complexity of value chains, and weaknesses in Vietnam's food safety surveillance and inspection systems, especially in wholesale and retail markets. Consumers lack confidence in food products that are claimed to be safe in the absence of credible and transparent traceability systems. SAFEGRO will provide institutional and technical support to strengthen the competitiveness of the agricultural sector in Vietnam with a focus on food safety.

Food safety is an increasingly important public health issue in Vietnam with the rise in purchasing power and demand for food especially in Hanoi and Ho Chi Minh City. Over 80% of the food is distributed through high-risk wholesale markets and local, informal/wet markets. The risk-based value-chain analysis will emphasize thorough assessments of these particular distribution nodes with the expectation that considerable time and effort will be devoted to food safety risk mitigation strategies in these venues. Smallholder farmers produce most of the foods for these markets with inadequate attention to requirements and standards of on-farm food safety, in particular, pesticide use.

This project is the result of a direct request from the Government of Vietnam for Canadian assistance to develop and strengthen Vietnam's food safety following previous cooperation in this sphere including the Food and Agriculture Product Quality Development and Control Project (FAPQDCP), the recently completed Vietnam Skills for Employment Project (VSEP), which included food safety capacity building, collaboration with the ongoing Vietnam Cooperative Enterprise Development Project (VCEDP).

Recommendations from recent World Bank and Food and Agricultural Organization (FAO) assessment reports on food safety management in Vietnam set the scene for the rational design of SAFEGRO in a timely manner and have facilitated improved donor collaboration. The GoV identifies food safety and a streamlined national food safety control system as a key reform priority. It recognizes the need for better coordination among respective authorities, clarification of food safety enforcement mechanisms through clear "official" technical guidance documents, integration of surveillance and inspections, including the national food safety laboratory system and improved public private engagement on traceability and communication to build consumer trust. The dysfunctions in food safety enforcement and adoption of best practice throughout the domestic value chains is further exacerbated by a dearth of effective, comprehensive competency-based food safety and capacity building at all levels for in-service training and internationally recognized academic curriculum.

The Vietnam Food Safety Law (2011) streamlined the food safety responsibilities of the different government bodies. In order to implement the Food Safety Law, the Government issued The National Strategy on Food Safety for 2011-20 and Vision to 2030 for implementation of master plans on food safety from production to consumption and control of food safety over the entire food supply chain by

2020. Specific objectives of the strategy relate to awareness raising and food safety practices for target groups; to capacity building for the food safety management system; to significant improvement of food safety assurance in manufacturing, processing, and selling facilities; and to active prevention of acute food poisoning. A key programme assigned to MARD was to draft and lead the "Development on Safe Food Supply Chain Model" in collaboration with the provincial People's Committees.

The One Commune One Product policy, which is complementary to SAFEGRO, was established in 2018 to promote small and medium enterprises and cooperatives for competitive agri-food and consumer products with high standards. At the same time MARD and other key ministries have undergone some institutional changes associated with the distribution of food safety responsibilities and authority in accordance with the new food safety law. For example, the GoV has also begun piloting of FS Management Committees in select cities/provinces including HCM city, Da Nang city and Bac Ninh as proofs of concept for a new approach to sub-national food safety management. SAFEGRO will be collaborating with the HCM FSMC, which has been operational for 3 years (2017 to 2019) and will be extended for three more years before a final decision is made on this model.

Vietnam is a signatory to free trade agreements such as the Comprehensive and Progressive Agreement for Trans Pacific Partnership (CPTPP) and European-Vietnam Free Trade Agreement (EVFTA) with significant export implications and global value chains that Vietnam has been increasingly engaged in. The CPTPP, effective since January/2019, encompasses ten countries and provides significant tariff reductions on agri-food products such as catfish, shrimp and vegetables, rice and dried nuts. The EVFTA, effective since August 1,2020, is a sophisticated, long-term agreement, which is expected to increase exports turnover of agri-products by 20% in 2020 but is constrained by concerns over food safety issues, primarily related to MLRs and pesticides. Of particular relevance to SAFEGRO is the improved export market opportunities this will create for fruit and, potentially, meat and seafood.

Although Vietnam has about 50,000 businesses and 13,000 cooperatives producing and distributing agri-food products through existing value chains (production, processing and trading), these value chains have to deal with about 10 million small farmers as suppliers but approximately 1,000 businesses and 1,000 cooperatives have direct connections to farmers. Many of the more progressive small and medium agri-food enterprises and cooperatives lead the agri-product value chains with new management and contracting/compliance techniques they have applied for quality and safety, for shortened linkages, and for ease of quality control and ensuring brand recognition. The role of leading businesses is becoming more important in local agri-food value chains including significant players such as VinEco, Masan, BigC, CP, Mega Market, Saigon Co-op.

3.1.2 Rationale

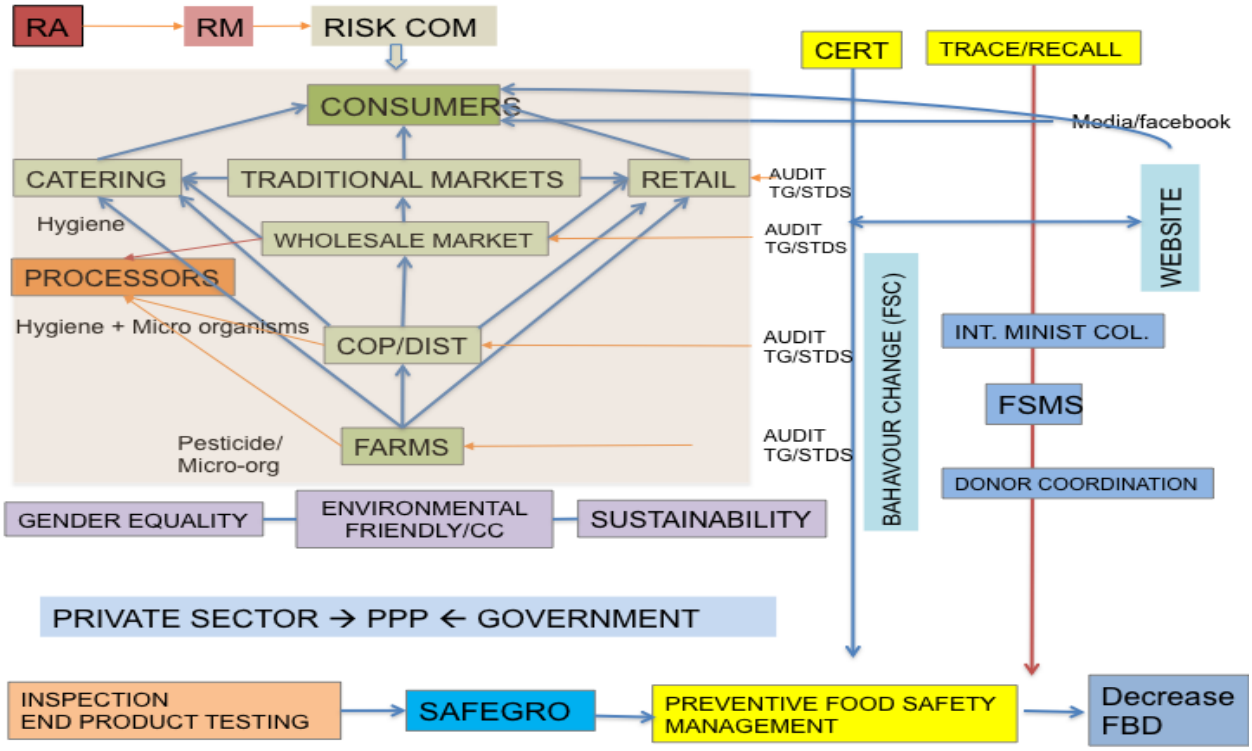
The project's original goals and design are still remarkably relevant to the context in Vietnam, despite the considerable time that has elapsed. The proposed support comes at a time when government food safety commitment is becoming more robust with some changes in regulations and in the actors, which require some minor adjustments to the original design. There is a desire to approach the reform with an emphasis on Canadian and international compliance standards for risk-based food safety management adapted to Vietnam. The design of the project, with three clearly linked and complementary components, will ensure activities are built on a solid food safety risk analysis framework of 'practice

informs policy' by robust risk assessments to inform risk management and guide more effective risk communication.

The rationale and associated outcomes and activities have been updated during the inception mission and aligned with food safety legislation and policy. The underlying complexity of the food safety landscape in Vietnam and inter-related nature of critical elements for integration of risk-based food safety management (See Figure 1) requires a comprehensive, multi-faceted, integrated approach to SAFEGRO for refining the regulatory framework, providing evidence-based demonstrations for scaling up from specific value chains, supported by a robust communication strategy to drive demand.

SAFEGRO will support an "integrated food safety management system" which promotes the coordination and, to the extent possible, integration of mandates, consistency of enforcement and program harmonization among the existing ministries involved in food safety to provide more efficient application of shared resources and programs, reduce redundancy and duplication and avoid compliance confusion among end-users. This can be considered a long-term transitional phase for Vietnam to a unified agency or a more long term cooperative working arrangement such as the examples from the operational cooperation among USDA/USFDA/CDC, the FSANZ framework, etc. SAFEGRO will facilitate the adaptation of the best framework for Vietnam in the short to medium term."

Figure 1 Complex landscape of food safety management in Vietnam



The three Immediate Outcomes appropriately reflect the logical interdependent "Components" of a modernized national "risk-based" food safety management system beginning with a regulatory framework for food safety risk assessments to guide improved risk management and transparent risk communication. The project will support a technical and regulatory "Enabling Environment" (IO 1100)

for safe food to be "Supplied" through efficient agri-food value chains (IO 1200), and supported by robust risk communication to drive market "Demand" (IO 1300) for safer food. This will be supported by improved performance of national and sub-national governments enforcing domestic food safety, while meeting international standards.

SAFEGRO will consider value chains and interventions based on historical evidence-based food safety incidents and other criteria to focus on domestic food safety risk mitigation strategies as having the greatest potential public health impact, especially for women. The growing need for food safety competency among regulators and within the private sector has the potential to create employment opportunities for food safety skillsets, especially for women and youth. SAFEGRO, working closely with stakeholders and other donors will build on the momentum and adapt the best practice with incentives, focused on the more dominant marketing channels among cooperatives and wholesale and retail markets. SAFEGRO will explore and exploit opportunities for public-private partnerships (PPP) with larger companies able to act as change agents while recognizing that enforcement and market demands for safe food compliance can create significant financial burdens on food business operators.

Inter-ministerial collaboration and participation of the respective ministries in project design and annual workplans will facilitate pro-active engagement and clarification of responsibilities, more operational integration of government enforcement combined with voluntary private sector assurance programs such as Global Food Safety Initiative (GFSI), an international benchmarking program for food safety food safety certification programs based on the principle of "once certified, accepted everywhere". SAFEGRO will demonstrate rational, sustainable and cost-effective approaches to both through its value chain work including credible traceability and certification systems to build consumer trust.

Vietnam is promoting adoption of a risk-based food safety system and SAFEGRO will assist the GoV capacity to implement more risk-based inspection through risk assessments and application of prioritized risk management and risk communication in selected value chains, a prototype for a national system. Improved inspections with enforceable penalties and sanctions supported by improved communication will raise consumer awareness and that of all key stakeholders.

Sustainability of food safety modernization is contingent upon the establishment of competency-based training and capacity building to ensure continuity of qualified government regulators and skilled staff for industry. The SAFEGRO project has set the sustainability of training resources as a priority and, during the inception mission, government counterparts have endorsed the adaptation of the CFIA's competency-based training frameworks (Appendix I) as the basis for training inspectors and laboratory staff. In addition, SAFEGRO through Memorandum of Understanding (MOU's) which are being negotiated between the CEA and both Nong Lam University and Vietnam Agricultural University, will promote the adoption of an internationally certified undergraduate food safety curriculum with the expectation that other universities in Vietnam will follow suit.

Ultimately, SAFEGRO will influence "changes" in food safety behaviors at all levels to imbed a culture of food safety and individual behavior from personal hygiene and food handling to on-farm practices and including food processing operations, wholesale/retail markets, food service and changes in organizational values to drive food safety culture among the people involved.

3.2 SAFEGRO Logic Model

LOGIC MODEL

(updated by GAC on May 25, 2020)

Title	**Safe Food for Growth Project (SAFEGRO)**	No.	**D-000756**		
Country	**Vietnam**	Budget	**$15.3 million**	Duration	**2019/20-2024/25**

ULTIMATE OUTCOME	**1000** Improved well-being of female and male consumers and agri-food sector actors[i] including poor farmers in Vietnam						
INTERMEDIATE OUTCOMES	**1100** (Component 1 – Enabling Environment) Improved performance of national and sub-national governments in food safety regulation enforcement along the selected value chains in Vietnam to meet international standards.			**1200** (Component 2 – Supply Side) Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and international markets (in selected value chains).			**1300** (Component 3 – Demand Side) Increased consumer demand for safe and affordable agri-food in Vietnam
IMMEDIATE OUTCOMES	**1110** Improved capacity of relevant government agencies to coordinate policies, procedures and programming on food safety at the national and sub-national levels	**1120** Improved food safety control capacity of national and sub-national governments to support the risk-based food safety management system in Vietnam	**1130** Improved capacity to apply a risk-based approach by national and sub-national governments in Vietnam	**1210** Strengthened capacity of poor farmers and other actors, particularly women, along selected value chains to supply safe agri-food products, taking gender equality and environmental sustainability considerations into account	**1220** Increased capacity of government and private actors to ensure traceability and safety of agri-food products along selected value chains.	**1230** Increased capacity of value chain actors, including poor farmers and entrepreneurs in selected provinces and cities to apply agri-food innovative solutions and climate smart and gender-sensitive agriculture approaches, technologies and practices	**1310** Increased awareness by consumers, particularly women, of the critical importance of food safety and their rights to have access to and availability of affordable, safe agri-food products in selected provinces and cities in Vietnam

OUTPUTS	**1111** Technical assistance (TA)[ii] including gender integration support provided to relevant government agencies at the national and sub-national level to improve the Food Safety Policy Framework and relevant laws, decrees, regulations, decisions and standards. **1112** TA provided to relevant government agencies to improve the coordination of the food borne disease (FBD) management system aligned with international standards. **1113** TA provided to relevant government agencies to	**1121** TA provided for the establishment of a National Laboratory Information Management System (LIMS)/Administration of an inter-ministerial network of food safety laboratories **1122** TA and training provided to trainers, regulators, inspectors, auditors and laboratory staff for development and implementation of a comprehensive competency-based food safety framework. **1123** TA provided to laboratories to support the development of food safety testing and	**1131** TA provided to improve the risk assessment capacity and coordination mechanisms of relevant authorities **1132** TA provided to relevant government agencies for enhancing their capacity to produce an annual report on the state of food safety in Vietnam including gender and environmental considerations **1133** TA provided to selected academic or research institutions on food safety risk assessment **1134** TA provided to relevant national and sub-national government agencies to use risk assessment results to improve	**1211** TA provided to agri-food producers and processors, particularly women, to follow food safety regulations, procedures and good agricultural/manufacturing practices that are environmentally sustainable and climate change adaptable **1212** TA provided to relevant authorities and other actors in agri-food trade, distribution and transport, particularly wholesale and retail markets, to improve hygiene and safety conditions **1213** Logistical and technical support provided or facilitated to producer groups, including those of poor female farmers and youth, to access, expand or diversify markets for their agri-food products in an environmentally sustainable manner	**1221** TA provided for enhancing registration and compilation of a list of food business operators, farms and facilities **1222** TA provided to relevant government agencies, trade associations and value-chain actors to improve traceability and recall procedures for selected food products and selected supply chains **1223** TA provided to relevant government agencies and value chain actors, particularly women, on the application of GAP, HACCP and/or other relevant	**1231** TA provided to introduce environmentally sustainable and climate smart agricultural and gender-sensitive technologies to male and female producers including small farmers **1232** TA provided for establishing a Virtual Food Innovation Hub[iv], to facilitate linkages and access to Canadian and international innovative solutions and technologies[v] and best practices on improved preservation of safe food and reduced food loss **1233** TA provided to enhance linkages made between value chain actors and funding for entrepreneurial innovation, particularly for women led businesses	**1311** TA provided to civil society organizations, particularly consumer protection and women's groups, to develop a communication strategy and support social media tools for sharing information on food safety and on availability of safe and affordable agri-food products **1312** TA provided to design gender sensitive educational material on key aspects of food safety for various age groups and distribute to educational institutions **1313** TA provided to selected catering services in industrial zones to access and apply best practices in supplying safe and affordable agri-food products for workers **1314** TA provided to Vietnamese media to improve the quality of media products promoting safe and affordable agri-food products, including appreciation of related policy dialogue, in a gender-sensitive and

develop a comprehensive, transparent and reliable food safety management system, including a monitoring and reporting platform enabled to disseminate information to stakeholders.	diagnostic innovative solutions[iii]. **1124** TA provided to regulators, inspectors, auditors, relevant experts and private sector actors to support the modernization of a risk-based food safety control system	risk management and communication		international standards and their certification **1224** TA provided for enhancing market access negotiation capacity of relevant government agencies; and supporting value chain actors, including small farmers and producers on marketing, branding, labeling, quality and safety assurance		environmentally responsive manner **1315** TA provided for communicating with consumers, especially women on application of best practices in food purchase, food preservation and home cooking in a more hygienic and safer manner **1316** TA provided to relevant authorities to improve their public communication regarding food safety issues in an environmentally responsive and gender sensitive manner

[i] Agri-food sector/value chain actors include, for example, farmers, local collectors/traders, cooperatives, processors, distributors, wholesale/retail market operators and transporters
[ii] Technical assistance may include training, financing, know-how, equipment and legal assistance to beneficiaries in order for them to acquire knowledge and skills.
[iii] Innovative solutions may include mini-labs, rapid field kits, mobile-labs and piloting of appropriate technology.
[iv] The Virtual Food Innovation Hub will comprise of relevant government agencies, research organizations and value chain actors, particularly women.
[v] Technologies related to safe food preservation include but are not limited to innovative packaging, transportation and storage techniques that are energy efficient and environmentally sound.

3.3 Rationale for Revisions to Logic Model

The participatory process for modifications to the logic model reflects the sequencing and inter-connected outputs and supporting activities from technical, management and chronological perspectives. Food safety risk-analysis principles guided the review process and the extent to which the outcomes, outputs and respective activities flow in support of an integrated risk-based national food safety control system, emphasize sustainability of project interventions, reinforce food safety culture, and reflect behavior change while continuing to mainstream gender equality and environmental considerations. Intermediate Outcomes remain unchanged. At the Immediate Outcome level the team has proposed some minor wordsmithing (1120/1230) based on recommendations of MARD/ National Agro-Forestry-Fisheries Quality Assurance Department (NAFIQAD) and the consolidation of Intermediate Outcomes 1310/1320 as outlined below. Minor revisions have been made in the text at the output level to streamline the logic and align with the overarching outcomes to which they contribute and to be consistent with the Vietnamese version approved by the Government.

Immediate outcome 1110

- Added descriptive text and revisions to Output 1111 which now reads: "Technical assistance (TA) including gender integration support provided to relevant government agencies at the national and sub-national level to improve the Food Safety Policy Framework and relevant laws, decrees, regulations, decisions and standards".
- A new Output 1112 has been created to emphasize the fundamental contribution of food safety risk mitigation to public health which was seen as a significant gap and agreed by all key stakeholders: "TA provided to relevant government agencies to improve the coordination of the food borne disease (FBD) management system aligned with international standards".
- The original Output 1112 has been re-numbered to 1113 and remains unchanged.

Immediate Outcome 1120

IO 1120 has been revised to "Improved food *control* capacity……" by replacing "testing" with "control" to reflect the contribution of the underlying outputs and activities to modernization of the national food safety control system rather than specific focus on laboratories and testing. "Inspection" has been changed to "management" for the same reason.

- Output 1121: has been revised to reflect a more systemic approach to food safety laboratory development: "TA provided for the establishment of a National Laboratory Information Management System (LIMS)/Administration of an inter-ministerial network of food safety laboratories".
- Output 1122: a new output created for a "Comprehensive food safety lab capacity building framework" which incorporates the original 1122 (sampling techniques) and 1123 (lab equipment calibration) as components and activities under a comprehensive laboratory training framework. It now reads: "TA and training provided to trainers, regulators, inspectors, auditors and laboratory staff for development and implementation of a comprehensive competency-based food safety framework".
- A new Output 1123 has been created for innovative food safety laboratory solutions which now incorporates the original 1124 (rapid test kits) and 1225 (mini-labs) along with other solutions related to food safety hazard detection and improved laboratory capacity. It reads: "TA provided to laboratories to support the development of food safety testing and diagnostic innovative solutions".
- Creation of a new Output 1124 to support the expectations for the revised Immediate Outcome 1120 and activities for a national, risk-based, food safety "control" system with capacity building and activities

focused on risk assessment, risk management and risk communication. TA provided to regulators, inspectors, auditors, relevant experts and private sector actors to support the modernization of a risk-based food safety control system

Immediate Outcome 1130

- Output 1131 has been revised to read "TA provided to improve the risk assessment capacity and coordination mechanisms of relevant authorities".
- Output 1132: in principle remains unchanged but with minor revisions to now read: "TA provided to relevant government agencies for enhancing their capacity to produce an annual report on the state of food safety in Vietnam including gender and environmental considerations".

Immediate Outcome 1210

- Output 1211 edited to "TA provided to agri-food producers and processors, particularly women, to follow food safety regulations, procedures and good agricultural/manufacturing practices that are environmentally sustainable and climate change adaptable".
- Output 1212 for TA "…on improved preservation of safe food through innovative packaging, transportation and storage techniques that are energy efficient and environmentally sound…" has been incorporated into a revised Output 1232 related to development of a food safety innovation Hub. This ensures that it is fully aligned with innovation activities and investments. Revised Output 1212 now reads: "TA provided to relevant authorities and other actors in agri-food trade, distribution and transport, particularly wholesale and retail markets, to improve hygiene and safety conditions".
- Output 1214 TA "HACCP and international standards…" has been moved to become Output 1223 under 1220 since this output and subsequent set of activities is more aligned with contributions this output.
- Output 1215 for "Logistical and technical support…" has been re-numbered as 1213 and now reads: "Logistical and technical support provided or facilitated to producer groups, including those of poor female farmers and youth, to access, expand or diversify markets for their agri-food products in an environmentally sustainable manner".

Immediate Outcome 1220

This Immediate Outcome has been revised to "Increased traceability of agri-food products along selected value chains" to reflect project focus and mitigate any expectation that SAFEGRO would implement this country-wide.

- Output 1221 has been edited to read "TA provided for enhancing registration and compilation of a list of food business operators, farms and facilities".
- Output 1222: The wording "trade associations and value-chain actors" has been added to reflect the emphasis on project activities in selected supply chains and with minor edits to now read: "TA provided to relevant government agencies, trade associations and value-chain actors to improve traceability and recall procedures for selected food products and selected supply chains".
- Output 1223 has been moved from IO 1210 (i.e. Output 1214) and re-numbered as noted above. Output 1223 now reads: "TA provided to relevant government agencies and value chain actors, particularly women, on the application of GAP, HACCP and/or other relevant international standards and their certification".
- Output 1224 has been added to reflect MARD's specific request to training and now reads: "TA provided for enhancing market access negotiation capacity of relevant government agencies; and supporting

value chain actors, including small farmers and producers on marketing, branding, labeling, quality and safety assurance".

Immediate Outcome 1230

Edits have been proposed for this IO to better reflect the integration of innovative food safety solutions with the insertion "agri-food innovative solutions" and emphasis on the value chain with the insertion of "amongst value chain actors". Immediate Outcome 1230 now reads: "Increased capacity of value chain actors, including poor farmers and entrepreneurs in selected provinces and cities to apply agri-food innovative solutions and climate smart and gender-sensitive agriculture approaches, technologies and practices".

- Output 1231 with minor edits now reads: "TA provided to introduce environmentally sustainable and climate smart agricultural and gender-sensitive technologies to male and female producers including small farmers".
- Output 1232 has been expanded to emphasize innovation in food safety and related resources through the development of a virtual hub and will also incorporate the original Output 1212 related to "innovative packaging, transportation and storage techniques". Specific reference to reduced food loss has been added at the request of MARD. It now reads: "TA provided for establishing a Virtual Food Innovation Hub , to facilitate linkages and access to Canadian and international innovative solutions and technologies and best practices on improved preservation of safe food and reduced food loss".
- Output 1233 with minor edits now reads: "TA provided to enhance linkages made between value chain actors and funding for entrepreneurial innovation, particularly for women led businesses"

Immediate Outcome 1310

Immediate Outcomes 1310 and 1320 are now consolidated under a revised 1310 which reflects a more integrated approach to risk communication beginning with a comprehensive food safety communication strategy and sustainable capacity building: "Increased awareness by consumers, particularly women, of the critical importance of food safety and their rights to have access to and availability of affordable, safe agri-food products in selected provinces and cities in Vietnam".

- New Output 1311 focuses on the development of a comprehensive strategy as the basis for all other communication outputs and activities: "TA provided to civil society organizations, particularly consumer protection and women's groups, to develop a communication strategy and support social media tools for sharing information on food safety and on availability of safe and affordable agri-food products".
- Output 1312 with minor edits now reads: "TA provided to design gender sensitive educational material on key aspects of food safety for various age groups and distribute to educational institutions".
- Output 1313 with minor edits now reads: "TA provided to selected catering services in industrial zones to access and apply best practices in supplying safe and affordable agri-food products for workers".
- Outputs 1321/1322 which focused on media support and policy dialogue under IO 1320 have been incorporated into a new Output 1314 for "TA provided to Vietnamese media to improve the quality of media products promoting safe and affordable agri-food products, including appreciation of related policy dialogue, in a gender-sensitive and environmentally responsive manner".
- A new Output 1315 has been inserted at the request of MARD to reinforce engagement with consumers to read: "TA provided for communicating with consumers, especially women on application of best practices in food purchase, food preservation and home cooking in a more hygienic and safer manner".
- Output 1323 is now Output 1316. It remains unchanged in principle except for a few minor editorial changes.

3.4 Reach, Beneficiaries and Intermediaries

The project will work directly with the Government agencies responsible for state management of food safety, including MARD, MOH and MOIT and their subnational office as beneficiaries. The project will focus on specific agri-food marketing channels in Hanoi and HCMC, the combined home to 20 million people. More than 500 managers, technical experts and staff from three Ministries (MOH, MOIT, MARD) and Hanoi and HCMC institutions are expected to directly benefit from the project through technical support or capacity building in food control, training courses offered by SAFEGRO and many more through training of trainers programs. Senior government managers and decision-makers will be exposed to international best practice and the potential of evidence-based interventions and programming through pilot programs, simulation exercises and innovative solutions which will inform their policy dialogue. Engagement with food business operators, academic institutions, media and civil society organizations as intermediaries are expected to facilitate access to safer food and opportunities for a significant number of beneficiaries in the order of several thousand. These will include farmers, employees in food business operations and, ultimately, consumers, especially women and youth. SAFEGRO will work closely with the private sector, smallholder farmers, agri-food producers, processors, traders, wholesale and retail markets, and caterers. Through a pro-active communication strategy, SAFEGRO is expected to reach thousands of consumers to increase demand for safe food. The project expects to reach up to 5,000 farmers through farmer groups, cooperatives, women's groups and youth organizations. In addition, the school and education programs will touch more than 1,000 students with awareness raising messaging and educational materials intended to influence their food safety behaviors.

3.5 Gender Equality and Women's Empowerment Analysis

3.5.1 Gender gaps in Vietnam:

The Government of Vietnam has committed to promote gender equality by making it a cross-cutting issue in all political, economic and cultural and social spheres[1] in addition to laws, regulations, strategies and action plans specific to gender equality[2]. The enabling policy environment has helped Vietnam to achieve some encouraging results in advancing gender equality and women's empowerment. Yet, there are still needs for narrowing gender gaps that require more effort and commitments from the Government and all sectors to eliminate barriers for the advancement of women and girls. Although women provide the bulk of the agricultural labor force, few own land nor is their representation in decision-making and leadership a reflection of their contribution to and influence in the agri-food sector, especially in terms of food safety behaviors.

3.5.2 Gender and Food Safety:

Women in Vietnam are active in production, processing and selling and dominate informal small-scale food processing, most of which is done at home for both household consumption and sale in local markets. Men are generally more involved in large animal care, fishing, hunting, and slaughter, but women dominate in poultry, dairy products, processing, and preparation of foods. In pig slaughterhouses, for example, men are in charge of killing and carrying pigs while women are responsible for cleaning. In agriculture, women undertake grass cutting while men spray pesticide on the farm. The FBD risks along the value chain from

[1] Examples: Law on Election of Deputies to the National Assembly and People's Council, Law on Support for Small and Medium-sized Enterprises, Labour Code, Land Law (2013), Vocational Training Scheme for Rural People with women as a prioritized group…

[2] Law on Gender Equality (2006), Law on Prevention and Control of Domestic Violence (2007), National Strategy on Gender Equality 2011 – 2020 and about to renew, Scheme on Supporting Women's Start-up 2017 – 2025, …

planting to harvesting to processing to consumption suggest different exposure to hazards for each sex depending on their roles in each node of the value chain.

SAFEGRO's GE and WE strategy (Appendix A) will respond directly to the above issues consistent with the Canadian FIAP call for greater efforts and resources to increase women's access to economic opportunities and resources. Food safety risk assessments and communication will consider food safety culture related to women's and men's roles in production, processing, preparation and consumption. A number of persistent and emerging food safety related challenges that could potentially diminish women's empowerment will be addressed, as outlined in Appendix A.

3.6 Environmental and Climate Change Analysis (see Appendix B)

Environmental factors (soil, air and water pollution) can affect food safety and affect cross-contamination during storage, processing, distribution, processing, handling and consumption. Environmental benefits can be generated by increasing awareness of targeted training groups and by building their capacity to identify opportunities for food safety risk mitigation and environmental integration along the food value chain from "environment to consumer". SAFEGRO will consider environmental issues from the perspectives of: (i) project environmental impact assessments, (ii) specific environmental related project activities, and (iii) the rapidly emerging concept of food safety risks precipitated by climate change. At the institutional and government levels, SAFEGRO will strive to integrate environmental considerations in policy and regulatory frameworks, particularly for safe agri-food products. Upgrading of the VietGAP certification scheme, for example, will emphasize environmental sustainability along agri-food value chains, a reduction in environmental pathogen sources and limitation of chemical substances used in production. CSA strategies will encompass Climate Change (CC) adaptation as well as Good Agricultural Practices (GAP) for food safety. Vietnam has one of the highest climate risks with impact on food safety risks, both direct and indirect, through changing rainfall patterns, contamination of water for agricultural production and persistence of pathogens and their vectors. Chemical pesticide residues and veterinary medicines in plant and animal products will be affected by changes in pest pressure. The risk of food contamination with heavy metals and persistent organic pollutants following changes in crop varieties cultivated, cultivation methods, soils, redistribution of sediments and long-range atmospheric transport, is increased because of climate change. Climate sensitive risk factors and illnesses will be among the largest contributors to the burden of food-related disease and mortality, including under-nutrition, communicable and non-communicable diseases, diarrhea and vector borne diseases. The effects of climate change on food security and, consequently, nutrition are closely linked to food safety and public health and must be considered as a whole.

3.7 Risks and Mitigation Strategies

A number of risks have been identified for SAFEGRO, which will be further elaborated and mitigation strategies put in place and monitored during implementation. Further detail on risk mitigation strategies, final risk ratings, and responsibilities can be found in Annex G: Risk Register Table. In general, SAFEGRO risks and constraints are categorized as operational risks, financial risks and development risks including:

1. Risks:

1.1. GoV resource commitment risk

The GoV will be actively involved in the project and required to devote considerable logistical and financial resources including personnel who may be required for considerable amounts of time during specific parts of the project. A food safety emergency, for example, may require a temporary shifting of GoV resources away from the originally planned time sensitive activities. Mitigation of the risk will involve joint annual workplans which will reflect respective resource allocations and expectations but also be sufficiently flexible to adapt to changes, including reductions in resources and/or slowdown in planned implementation time frames. Identifying champions and quick wins will catalyze support and participation of key influencers within the national and sub-national ministries

1.2. Change in project context risk

SAFEGRO is a multifaceted and complex project to be undertaken over several years during which significant changes in the context might make the initial objectives and/or strategies less relevant. Changes in government, food borne disease emergencies, natural disasters, and economic pressures are all examples. The 13th National Congress of the Communist Party to be organised in Quarter 1 of 2021, of which all resource and personnel from the GoV are now mobilised, resulting in some delays in term of decisions for project's implementation that need consultation and advice from national counterparts.

Like many other countries in the world, Vietnam is facing with COVID-19 pandemic, one of the most dangerous challenges this world has faced in our lifetime. This is a human crisis with severe health and socio-economic consequences, including supply chain of agri-products which SAFEGRO is supporting the GoV. Some of challenges and obstacles the project are facing, namely struggling with shortages of input materials for production phase on the field, disruption of supply chain in the selected value chain, constraints in free traveling across the borders, etc. This incident affects the implementation strategy, methodology and resources allocation to adapt to "new normal" context of Vietnam and the world.

The CEA will continuously observe the context through annual progress reviews, consultations with key stakeholders, feedback on specific activities and diligent monitoring and evaluation of project outcomes to ensure that they are still relevant. Appropriate refinements to the original project design and PIP will be made through annual workplan with careful rationale of any significant adjustments. The technical assistance to strengthening the food safety management system, from lab expert, inspection personnel following risk based approach, teaching staff in food safety training institution will be ensured so that the results of the project still valid, creating solid foundation for scientifically reliable system in food safety area. In addition, GAC has made provisions for an independent mid-term evaluation which will further inform project revisions and workplans for continued relevance.

1.3. Language/cultural difference related risk

Due to language and cultural differences between CEA and their Vietnamese counterparts, there is a risk that the various views of the different stakeholders regarding work plans' activities, priorities, objectives of expected results, etc. may differ, be subject to misinterpretation and result in project delays. In order to mitigate this risk project documentation must be clear in both languages (Vietnamese and English) and an adequate budget must be allocated to ensure quality interpretation and translation services for all key meetings and project work.

1.4. Lack of Inter-ministerial coordination

Inter-ministerial and vertical coordination between national/sub-national entities could undermine commitments to the project and efforts to support the enabling environment among MARD, MOH, MOIT, provinces, districts and communes accountable to their respective People's Committee. SAFEGRO will mitigate these risks through promotion of a participatory evidence-based planning, joint activities, resource sharing (i.e. lab and inspection results) and reinforcement of the mutual benefit of aligning the respective ministries' resources into a more integrated approach to a national food safety control system. This could be considered an alternative or transitional approach to a unified, single food safety agency.

1.5. Private sector participation/PPP

Success of SAFEGRO is at risk where the private sector, including farmers and other value chain players, do not see the value in adopting safe food practices and investing in safe food in support through public private partnerships. SAFEGRO will address this risk through targeted training, certification, traceability, branding accompanied by pro-active communication to raise awareness of the benefits of food safety including market access, especially support through incubators for women-lead SMEs.

1.6. Sustainability risk

Given that the overall objective is to improve the ability of the Vietnamese population to access a safe food supply and to assist domestic food producers, post-project continuity is essential and poses significant risks. The concept of sustainability has been and will continue to be mainstreamed through all activities and engagement with stakeholders by seeking assurances that project intermediaries (companies, universities, government departments, cooperatives, CSOs, etc.) are truly committed to the value of carrying on with worthwhile interventions and programs and don't consider these only as "project activities to be implemented". The CEA has considered proposed activities in terms of their human and financial resources, self-sufficient business models, cost-sharing/recovery, recurrent government budgets, and sustainability along with a strategy to reinforce stakeholder commitments to long-term maintenance. SAFEGRO's project organizational structures (PSC, PPC, CWG) and donor coordination will further promote participation and buy-in.

1.7. Climate change risk

Climate changes related to increased temperature, variability of precipitation pattern, extreme weather events, droughts, flooding, emerging pest and pathogen risks may threaten the food quality and safety and production. Building climate resilience will be addressed through promoting climate smart agriculture practices in production, taking into account environmental considerations and food safety in value chains.

1.8 COVID-19 Pandemic risks

The current COVID-19 pandemic presents a unique set of risks to project implementation. In adition to the public health risks to staff and counterparts, ongoing control programs present resrictions on travel, engagement with partners and delivery of training programs. In addition, restrictions on international travel and mandatory 14 days of quarantine/isolation present additional risks to implementation of effective international TA inputs. To this end the team has modified the capacity development strategy to mitigate these risks through judicious use of Canadian TA and travel, greater emphasis on virtual communication, and expansion of innovative and practicable eLearning applications. In addition, given limitations on international travel, the team will consider recruitment of more local staff and consultants to work together

remotely, with Canadian and international experts providing technical guidance, oversight, coaching and mentoring.

2. Constraints:

- Ineffective coordination of food safety across national ministries is a major challenge. This must be addressed before substantial gains can be made to ensure safe food is being provided to domestic and international consumers.
- The lack of a holistic approach to addressing food safety issues in Vietnam across the value chain would hinder the GoV's responsibility for providing an enabling environment to the private sector (supply side), and consumers (demand side).
- There is an immediate need for rigorous government surveillance, inspection and enforcement of regulations. As important as it is to formulate good production practices, their implementation may not be sustainable without such a system. As well, it will not be easy to construct private market mechanisms to ensure food safety in Vietnam without these conditions.
- Any proposed activities have to undergo an economic analysis to determine the cost-benefit of the proposal for the stakeholders as well as the likelihood of its successful implementation and sustainability. Activities that encourage private entrepreneurship and long-term organizational commitment provide opportunities for it to flourish have a better chance of success than those that rely solely on government intervention or regulation.
- Proposed activities have to consider flexible and adaptive solutions in the context of post covid-19 recovery. It may hamper the coordination and management of the conventional workplan and budget estimation from both donor and the CEA. However, witness and living in unprecedented outbreak requires an unprecedented response.

3.8 Project Exit Strategy and Sustainability

3.8.1 Exit Strategy

SAFEGRO will gradually transition from an initial effort of intensive TA and training of trainers and institutional capacity building to oversight with advisory, mentoring, and coaching activities. This will ensure transfer of all appropriate food safety expertise and substantial behavioral change throughout the key stakeholders, among beneficiaries and especially the influencers and drivers that can sustain scaling of the best practices and lessons learned beyond the life of the project.

Building training capacity into local institutions, organizations and commercial service providers through training of trainers will ensure that the SAFEGRO team can gradually, with minimal mentoring towards the end of the project, step away from sustainable training. SAFEGRO will support credible food safety certification and traceability to establish a brand and recognition of the trainers and service providers as reliable experts and advisors who are essential support for farmers, vendors, caterers, companies and others to achieve food safety compliance under a sustainable business model for demand-driven self-financing by end-users beyond the project. Coaching of trained regulators and private sector stakeholders able to implement food safety management through their daily work support the project horizon. Lessons learned through the selected value chains will be shared as soon as possible through case studies, workshops, courses or policy forums and best practices will be scaled in collaboration with other donors or government programs or as standalone self-financing business models for training and capacity building comparable to some encountered by the inception mission.

SAFEGRO will work with the key ministries to put in place a cost-effective, risk-based food safety management system to provide for a more efficient, integrated inspection system which benefits annual reporting and control of FBD through monitoring and evaluation. Collective commitment to the program will ensure government commitment and gradual handover of interventions as the project winds down. There will be a significant body of knowledge and expertise resident in Vietnam: people trained, systems established, training products developed, sustainable business models for capacity building and improved market access and raised consumer awareness and demand for safe food. Trained experts will continue the work of developing a national food safety control system based on international best practices.

SAFEGRO will give consideration to co-sponsor, with other partner organizations including the government and private sector (i.e. GFSI), a final regional or international food safety event to share lessons learned, showcase project successes. This would convene other countries, donors, international organizations and food companies in Vietnam to reflect on SAFEGRO for collective strategies to support a global-to-local food safety strategy going forward (Appendix I) and for which Vietnam can take leadership. The SAFEGRO team will gradually withdraw as Vietnam takes on a leadership role for the sustainable project interventions.

3.8.2 Sustainability strategy (detailed in Appendix D)

Every project activity will be evaluated on the basis of its sustainability and potential for the developed resources to stand alone after the project. SAFEGRO training and technical assistance investments will build local capacity and embed the fundamental food safety resources and management systems in local institutions in a manner which incentivizes food safety culture among all key stakeholders, provides obvious benefits and motivates stakeholders to adopt best practices. The SAFEGRO *sustainability* strategy (Appendix D) and the four step Capacity Development (CD) model outlined in the capacity building strategy will ensure behavior change and *sustainability*. SAFEGRO will promote food safety throughout the value chain, facilitating investment capital, and providing the trigger for improved market access. SAFEGRO will help stakeholders understand the personal and public health benefits of improved food safety behaviours and to answer the question of “What’s in it for me?” through experiential ‘learning by doing’ to imbed new skills and knowledge into day-to-day behaviours at home and on the job.

Joint annual work plans (AWP) ensure buy-in and sustainability by identifying the required resources (human, physical and financial resources) and oversight through the monitoring and reporting platform. The merits of demonstrable performance of national and sub-national governments in food safety regulation and enforcement of a risk-based food safety management system will facilitate sustainability of many of the project interventions. Imbedding the food safety practices in the legal framework through “legal technical guidance documents” will support enforcement of the food safety laws and decrees with operationalization being dependent upon institutional and resource commitments at all levels. It is imperative that the key ministerial stakeholders and other counterparts understand their respective roles and appreciate the potential mutual benefit of ensuring *sustainability* of the project interventions. This will begin with participatory planning and M&E consultations with stakeholders so that knowledge and skills are learned and applied. Practicable application in the value chains will reinforce the benefits backed up by legally mandated penalties and fines for non-compliance.

A clear public private partnership to transfer responsibility for food safety and liability to the producers and processors will be supported by training programs, technical assistance and establishment of the competency-based training in an institution with sustainable business models. Sustainability for the technical

components of the national food safety control system (LIMS, innovations, iRisk, etc.) will be contingent upon demonstrating their value proposition.

SAFEGRO will promote joint inter-ministerial coordination through the steering committees and component working groups, participation in project activities such as training events, study tours and other opportunities to institutionalize improved coordination/cooperation arrangements introduced by the project. This will include annual workplanning/budget consultations to ensure the project is aligned with ministerial programming/budget planning and appropriate counterpart budget and in-kind contributions are allocated, monitored and reported. Sustainability for the supply component will be based on value chain business model which will incentivize commitments to food safety and be supported by a sustainable network of accredited food safety auditors, certifiers and advisors as pay-for-service professionals, especially women.

The impact of SAFEGRO on food safety culture and behavioral change will, ultimately, ensure the adoption and sustainability of the food safety practices being promoted at all levels. Mitigation of safety risks from cross-contamination in the home kitchen will be a priority to support sustainability of reduced food safety risk in daily activities. Social media messaging for consumers will ensure sustainability by working with existing CSOs, both consumers and women's groups, who are already working on public health initiatives to embed food safety messaging combined with food safety "tool kits". The project will develop and deliver competency-based training programs in safe food handling and preparation to create a marketing tool for consumers, caterers and other supply chain players, thus pushing them to ensure their staff apply new knowledge and skills in order to acquire business.

4 PROJECT MANAGEMENT AND GOVERNANCE

4.1 Management Approach and Structure

SAFEGRO is a bilateral development project between the Government of Canada (GoC) and the Government of Vietnam (GoV). The GoC has retained Alinea International, in partnership with the University of Guelph (UoG), as the Canadian Executing Agency (CEA) to implement the SAFEGRO project. The CEA will work in collaboration with the national implementing partners, the Ministry of Agriculture and Rural Development (MARD), the Ministry of Health (MOH) and the Ministry of Industry and Trade (MOIT) as well as with sub-national partners including Hanoi, HCMC and selected provinces involved in target value chains. These key national partners will be responsible for the liaison and coordination of project activities with all relevant stakeholders in the country.

The CEA's approach to project management is participatory and transparent and will ensure that counterparts have genuine input into planning, monitoring and decision-making. This approach reflects our view that SAFEGRO supports rather than leads Vietnamese counterparts in the achievement of results. At the same time, the CEA fully recognizes its fiduciary responsibilities to GAC and will ensure that Project funds are spent in accordance with its obligations under its contract to GAC. The CEA will also ensure that, whenever applicable, hiring of Vietnamese consultants, training and travel allowances in Vietnam follow UN- EU Local Costs Guidelines.

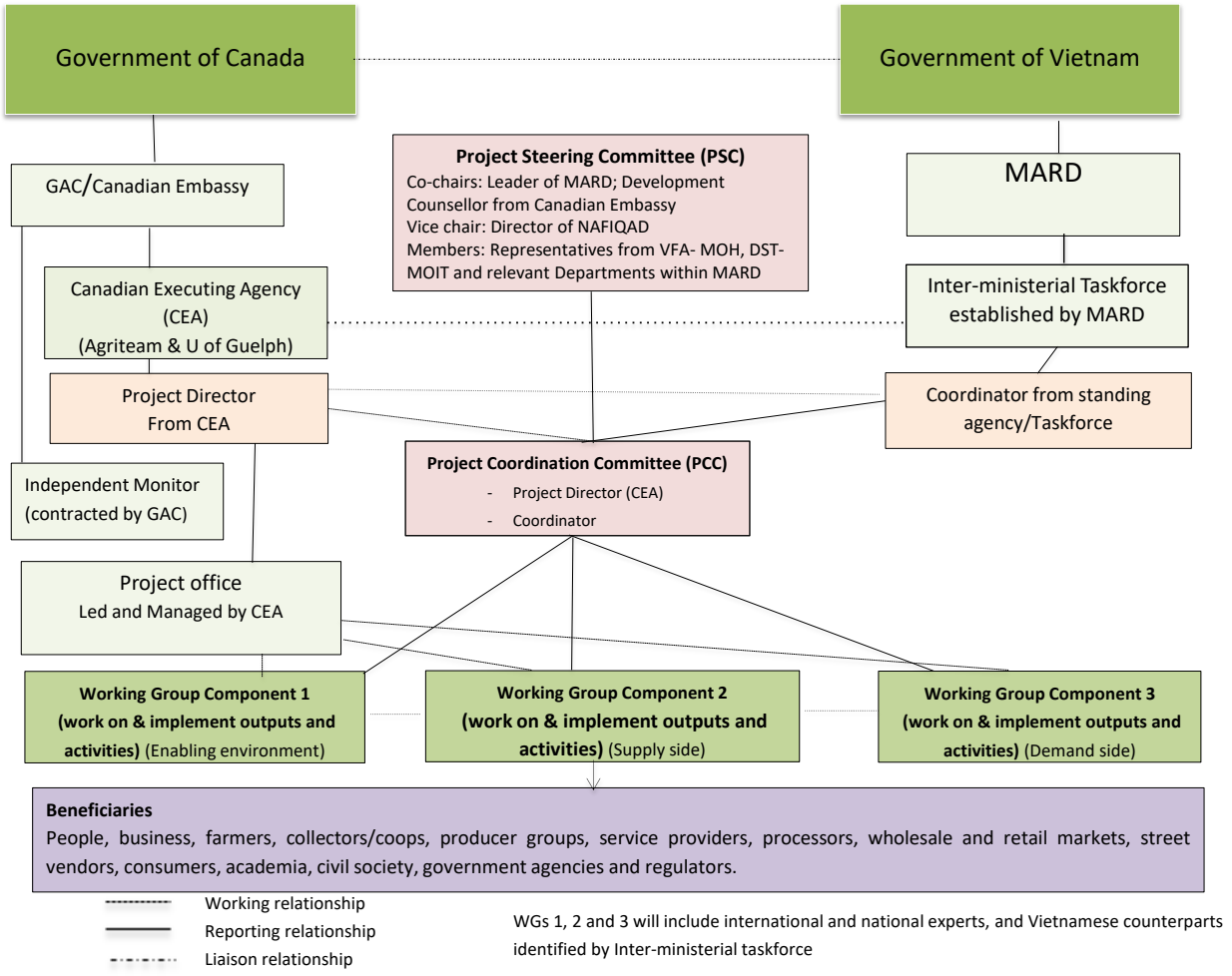
The SAFEGRO management structure builds upon lessons learned in Vietnam in previous GAC projects and adapted to the new Decree on ODA Management (2020). The Decree No. 56/2020/ND-CP of the GoV on management and use of Official Development Assistance (ODA) loans, preferential loans of foreign donors dated May 25, 2020 which replacing the Decree No. 132/2018/ND-CP amending and supplementing a number of articles of Decree No. 16/2016 / ND-CP on management and use of Official Development Assistance (ODA) loans, preferential loans of foreign donors will guide the design and implementation of SAFEGRO.

The project outputs and activities are designed to ensure state-of-the-art technology and practice in food safety management is introduced for access of Vietnam's agri-food products to international markets while meeting domestic needs and empowering national ownership and leadership. The management structure will seek to facilitate full alignment with national priorities, promote inter-ministerial cooperation, reduce duplication of efforts, build accountability for delivery of SAFEGRO implementation principles and ensure flexibility to meet emerging demands over the five-year project implementation period.

The Government of Vietnam and SAFEGRO will make efforts to jointly identify and mobilize additional funding (cash or in-kind) sources for the implementation of the project. Collaborations with the many other donor programs working on food safety in Vietnam will be pursued in order to improve donor coordination and enhance project efficiencies and reach. Of note are projects by the World Bank (WB), Asian Development Bank (ADB), Food and Agriculture Organization (FAO), Denmark, International Livestock Research Institute (ILRI), New Zealand, Netherlands, and Japan (JICA). There are also several

GoV programs which have strong synergies with SAFEGRO, including, amongst others, the One Commune One Product program.

Figure 2: SAFEGRO Project Management and Implementation Structure



4.2 Roles and Responsibilities of the Project Stakeholders

Global Affairs Canada (GAC)

In collaboration with the GoV, GAC will exercise overall responsibility for setting the general direction of the project. GAC will:

- conclude a Memorandum of Understanding (MOU) with the GoV;
- co-chair the Project Steering Committee;
- review and approve all project work plans and reports in close consultation with GoV partners;
- monitor project activities and assess progress towards expected results;
- contract for the services of an external monitor and/or an external evaluator;
- assist in facilitating donor coordination activities;
- liaise with the CEA on project issues and facilitate consultations as deemed appropriate; and,
- provide funds for the project in a timely manner and ensure the appropriate use of Government of Canada funds in support of project objectives and planned results.

The Canadian Embassy in Hanoi (Development Section) will act as the GAC representative in Vietnam and will be responsible for contributing to the efficient implementation of the project as described above and in particular for maintaining dialogue with local partners and other donors and verifying project progress and results. GAC's internal specialists may be mobilized during project implementation to ensure the effective integration of governance, environmental and gender issues. GAC also reserves the right to seek the advice of any third parties it deems appropriate and relevant to the project, on project implementation, progress towards expected results, issues and risks.

The Canadian Executive Agency (CEA)

The CEA will implement and manage the project towards the attainment of the expected results using a participatory approach to maximize the input and ownership of Vietnamese partners, stakeholders and experts. The CEA will be the overall manager, administrator and coordinator for the project, and organize the various resources required to implement the project. Related to this, the CEA will be responsible for carrying out all tasks and initiatives required to ensure best practice and transparency in the financial and operational administration of the project.

The CEA will be responsible for i) managing GAC's financial contributions to the project, ii) coordinating technical assistance requirements with Vietnamese partners, iii) identifying and providing technical assistance resources to the project and, iv) delivering technical assistance that responds to the needs of the Vietnamese Government and institutions. The CEA will:

- Manage, administer and coordinate the project using GAC's approach to Results-based Management (RBM) and follow sound management (technical and financial), monitoring and evaluation approaches;
- Work closely and collaboratively at all times with all project partners including MARD, MOH, MOIT, Hanoi and Ho Chi Minh City municipal governments and other selected sub-national governments, supply chain members, consumers, civil society organizations and the media to: develop and strengthen the relationships with and enhance the capacity of direct project beneficiaries
- Ensure annual work plans and reporting requirements include input from all project partners and that all reporting is completed in a timely fashion;
- Assume fiduciary responsibility for project expenses with sufficient accountability, transparency and oversight to ensure appropriate procedures, checks and balances are in place to diligently monitor disbursements and report any discrepancies in a timely manner;
- Advise GAC of any signs that the project has the potential to fall short of its objectives, and identify and implement corrective actions;
- Ensure that the GE strategy is mainstreamed throughout project activities
- Ensure eligible expenses for equipment for SAFEGRO institutions are approved, and that equipment is competitively procured within expected estimated prices, documented, delivered and installed in a timely fashion with the highest level of transparency and to facilitate handover upon project termination;

- incorporate and set an example for integrating gender equality principles, environmental sustainability and governance considerations[3] throughout the project.; and,
- act as the Secretariat to the Project Steering Committee (PSC)

The CEA's Project Director, based in Hanoi and working closely with the CEA team in Canada, is responsible for the overall management and leadership of the project and the smooth coordination and collaboration with the Government of Vietnam. The CEA will establish and manage a fully functional project office in Hanoi with appropriate human resources, physical infrastructure and administrative structure to facilitate the implementation of project activities, and to promote coordination with national institutions, sub-national level organizations and other stakeholders. The CEA may establish a satellite office in Ho Chi Minh City to assist with day-to-day project administration, communication, monitoring and logistic needs.

Government of Vietnam Ministries and provincial governments

Three national ministries will be SAFEGRO's main counterparts (MARD, MOH, and MOIT) and will be responsible for providing GoV inputs to the project and for monitoring project implementation. The Office of the Government (OOG) will also play a monitoring role by virtue of its chairing of the National Steering Committee on Food Safety.

MARD as Project Signatory

MARD is the lead partner ministry for the implementation of SAFEGRO and will:

- facilitate an MOU for the project with GAC, compile comments from relevant ministries and agencies during the process of refining and approving the Project Document and organize the implementation of the "Safe Food for Growth" project in accordance with existing regulations on the management and use of ODA management;
- provide information and guidance on the general direction of the project in the context of Vietnam's Food Safety Law and regulations;
- review project progress in close collaboration with other key ministries;
- coordinate counterpart funding or contributions to the project according to GoV's regulations and monitor the progress of local contributions to the project;
- obtain customs and fiscal tax exemptions for the project and provide facilitation for the processing of visas requested by project personnel, according to legislation in force;
- act as the Co-chair with GAC on the Project Steering Committee.

MARD will also appoint a coordinator from Standing Agency (NAFIQAD)/Inter-ministerial taskforce whose role will be to ensure that the project's implementation will achieve expected results while being adapted to the context specific to Vietnam. This coordinator will provide information and advice to the CEA regarding the overall project planning and implementation during annual work planning and facilitate communication and pro-active collaboration through the Project Coordination Committees. The coordinator appointed by MARD and the CEA Project Director will not co-manage the Project. There will be no co-signing arrangement regarding the implementation of project activities. The coordinator

[3] GAC Strategic Paper on Governance as a Cross-Cutting theme can be found at: http://www.international.gc.ca/development-developpement/priorities-priorites/strategic_papers-documents_strategiques.aspx?lang=eng#part3

appointed by MARD will not be involved in running the CEA Project Office, but, rather, will provide advice to the CEA.

MARD, MOH and MOIT as Participating Ministries

MARD, MOH and MOIT, as equal participating ministries and beneficiaries of SAFEGRO will coordinate and lead specific activities that relate to their respective food safety responsibilities as designated in the law. More specifically, the three key ministries will:

- facilitate an enabling environment for project activities and commit sufficient human and financial resources including assigning representatives of the national and sub-national governments with decision-making authority for negotiations and coordination during the full project cycle;
- participate in the implementation of the project, including monitoring and evaluation;
- work closely with the CEA to collect data and document evidence-based lessons learned and best practices for dissemination to relevant stakeholders;
- coordinate the technical and material contributions by all Vietnamese partners and facilitate the participation of national and sub-national authorities, officers, professional, technical and other personnel to support the achievement of project outcomes as necessary;
- support the CEA in the implementation of the project activities, procurement of goods, and other disbursements in conformity with the approved work plans and facilitate logistics and facilities, as necessary;
- work closely with the CEA to engage with the private sector to promote food safety through SAFEGRO activities;
- promote networking and information sharing of project plans and disseminate the results of all project activities and studies within Vietnam and the international community as stipulated in the Project MOU; and,
- participate in Project Steering Committee meetings.

Additional government staff will be assigned for training through SAFEGRO as appropriate. Vietnam should ensure that officials who participate in the trainer of trainer's courses supported by the project are recognized as trainers as part of their job functions and/or responsibilities. They will also ensure, as far as possible, that the same multi-disciplinary team nominated by the country participate in training for the duration of the project.

Government Inputs

The Government contribution is in-kind, equivalent to CAD $ 100,000, and consist of designating the point of contact necessary for the implementation and monitoring of the project, assigning relevant officials to participate in project and arranging office spaces to the project implementation phase.

Project Committees

Project Steering Committee (PSC)

A Project Steering Committee (PSC) for SAFEGRO will be established to: i) provide oversight and ensure it remains consistent with national priorities; ii) review and recommend for approval the Project Implementation Plan (PIP), Annual Work Plans (AWPs) and Annual Progress Reports; iii) monitor project progress made towards expected results; and, iv) meet, as required to ensure smooth implementation of the project and address specific complaints, problems, or obstacles to implementation. The PSC will

meet annually, and on an as-needed basis. All decisions will be made by consensus. The PSC will consist of:

- Director of Cooperation/Counsellor (Development), Embassy of Canada (Co-chair);
- Deputy Minister of MARD (Co-chair)
- Vice chair: Director of NAFIQAD
- Members: Representatives from VFA- MOH, DST-MOIT and relevant Departments within MARD

Other participating agencies, representatives from both supply and the demand side of the value chain, businesses, consumer groups, media and academia and civil society shall be invited to participate in PSC meetings to provide information and guidance as needed or, in some cases, as observers to ensure transparency.

The CEA will play the role of Secretariat. As such, they will organize PSC meetings, provide necessary reports and progress materials for the purpose of informed decision-making and prepare and circulate the PSC Minutes for signature. The initial PSC will be scheduled in early quarter 3 of 2020 to ensure endorsement of the PIP and on an annual basis thereafter.

Inter-Ministerial Taskforce

The Inter-ministerial Taskforce established by MARD's leader as per Decision No. 935 QĐ/BNN-HTQT dated March 18, 2020 with the following tasks:

- Participate in developing and providing input to the Project Document , the Project implementation plan and the annual work plans.
- Cooperate with the Canadian Executive Agency (CEA) to ensure the effective implementation of the Project
- The Head of the taskforce is responsible for assigning tasks to members. The members of the taskforce perform their assigned tasks in accordance with the assigned management domain and report the results to the taskforce and the governing bodies accordingly.

The National Agro-Forestry-Fisheries Quality Assurance Department (NAFIQAD) is the standing agency of MARD, responsible for organizing the operations of the Inter-ministerial Taskforce and acting as the focal point for reporting to MARD's leadership.

Project Coordination Committee (PCC)

A Project Coordination Committee (PCC) for SAFEGRO shall be established for the operational coordination of the project and will meet periodically. The PCC aims to improve coordination among Vietnamese partners (particularly key Ministries-MARD, MOH, MOIT), ensure collaboration and participation of all partners involved in the project and with the donor community.

The PCC will be co-chaired by the Project Director (PD) and the MARD appointed coordinator from the Taskforce with participation of representatives from MOH, MOIT, MARD, CEA's specialists, and one representative from each Component Working Group (CWG). In addition, the civil society representatives, consumers groups, media and local experts will be invited to participate in the PCC as appropriate.

The PCC shall have the following responsibilities:

- Providing collaborative and coordinated guidance and advice on the implementation of the project to the PD;
- Providing direction with the preparation of work plans and semi-annual progress reports and present, through the PD, to the PSC;
- Ensuring the project is following GAC's approach to Results-based Management;
- Ensuring the project is following the approved work plans; identifying and reporting, through the PD and the MARD appointed coordinator, to GAC/PSC any contextual issues that may put the achievement of expected results at risk;
- Ensuring the integration of gender equality principles and environmental sustainability considerations throughout the project; and,
- Ensuring dissemination of best practices, lessons learned, and project results to relevant stakeholders;

Working Groups (WGs)

WGs relevant to the three project components shall be established to address specific issues related to the technical and practical elements of project implementation (enabling environment, supply side and demand side. Members of the WGs will be from participating stakeholders and partners of SAFEGRO and will be identified when the project starts the implementation phase. Component sub-groups or task forces will be convened and disbanded on an as needed basis.

Gender Working Group (GWG)

A GWG consisting of representatives from stakeholders will provide ongoing input into the project through the ongoing monitoring and review of the GE and WE Strategy and the creation and monitoring of Action Plans. The CEA is responsible for ensuring that GE is mainstreamed in all activities of the project and that every consultant and staff person incorporates a gender perspective in his/her work. To that end, a gender equality responsibility statement will be included in all TORs for TA and staff position descriptions. It is the responsibility of the PD to supervise the work of the TAs and staff and ensure that their responsibilities towards gender are fulfilled. The PMF contains targets for GE and is set up to capture sex disaggregated data. PMF reports will be provided to the PSC semi-annually.

Financial Management and Transparency

The CEA will ensure financial and administrative management of the project as well as procurement oversight. Both field offices, the main project office in Hanoi and the satellite office in Ho Chi Minh City, will ensure compliance of all financial operations and perform detailed reporting to ensure for robust financial management and due diligence. The field team will report to the Project Director based in Hanoi who will work closely with the Canada-based Project Coordination Team to maintain effective overall project management and financial control and to ensure accounts are up-to-date. The team will be guided by the CEA's comprehensive set of manuals and guidelines, based upon GAC's policies and procedures and 25 years of project management experience. These include a *Field Manager's Handbook,* an *Administrative Manual* (tailored for the project) and a *Travelers' Briefing Manual* to provide short-term consultants with comprehensive information related to traveling and working in Vietnam.

The financial records for the project will be maintained at the CEA's head office in Calgary, Canada. Strict financial controls will be maintained, including planned and spontaneous internal audits and approval of all expenditures by the Project Director under verification by the financial management team in Canada. The CEA will ensure that all finance and administrative staff in both Canada and Vietnam are fully conversant with GAC policy and guidelines as they relate to the management of Canada-based and overseas personnel, and the procurement of goods and services. This process ensures that all transactions are weighed against the contract clauses and against GAC policy in order to establish eligibility for reimbursement, and to ensure that allowances or rates are not exceeded, that costs are categorized correctly and that billings are accurate. In addition, the CEA will provide field staff and staff in Canada with specific awareness training to mitigate any potential mis-use or abuse related to project expenditures.

The project expenditures and reimbursement for training participation and approved local expenses for project counterparts will be carefully monitored to ensure that they conform to GoV and GAC requirements and standards.

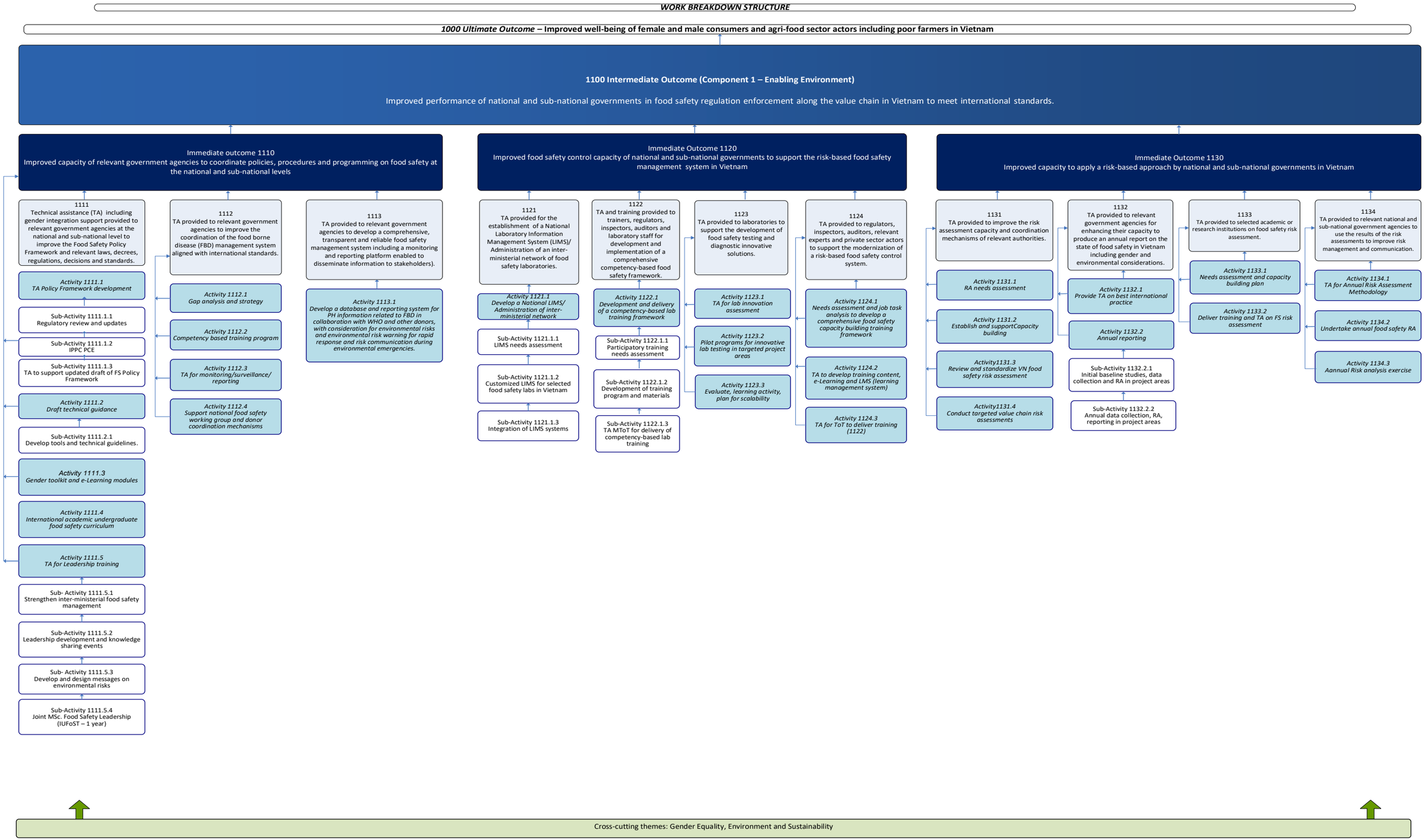
The annual work planning process will include the budgeting of each activity according to its WBS number. This will ensure that the accounting system can track costs at the immediate outcome level, the intermediate outcome level and output level if required. It will also allow the CEA to identify the cost inputs required to achieve the desired outcomes and to evaluate variances, so as to ensure timely and cost effective management.

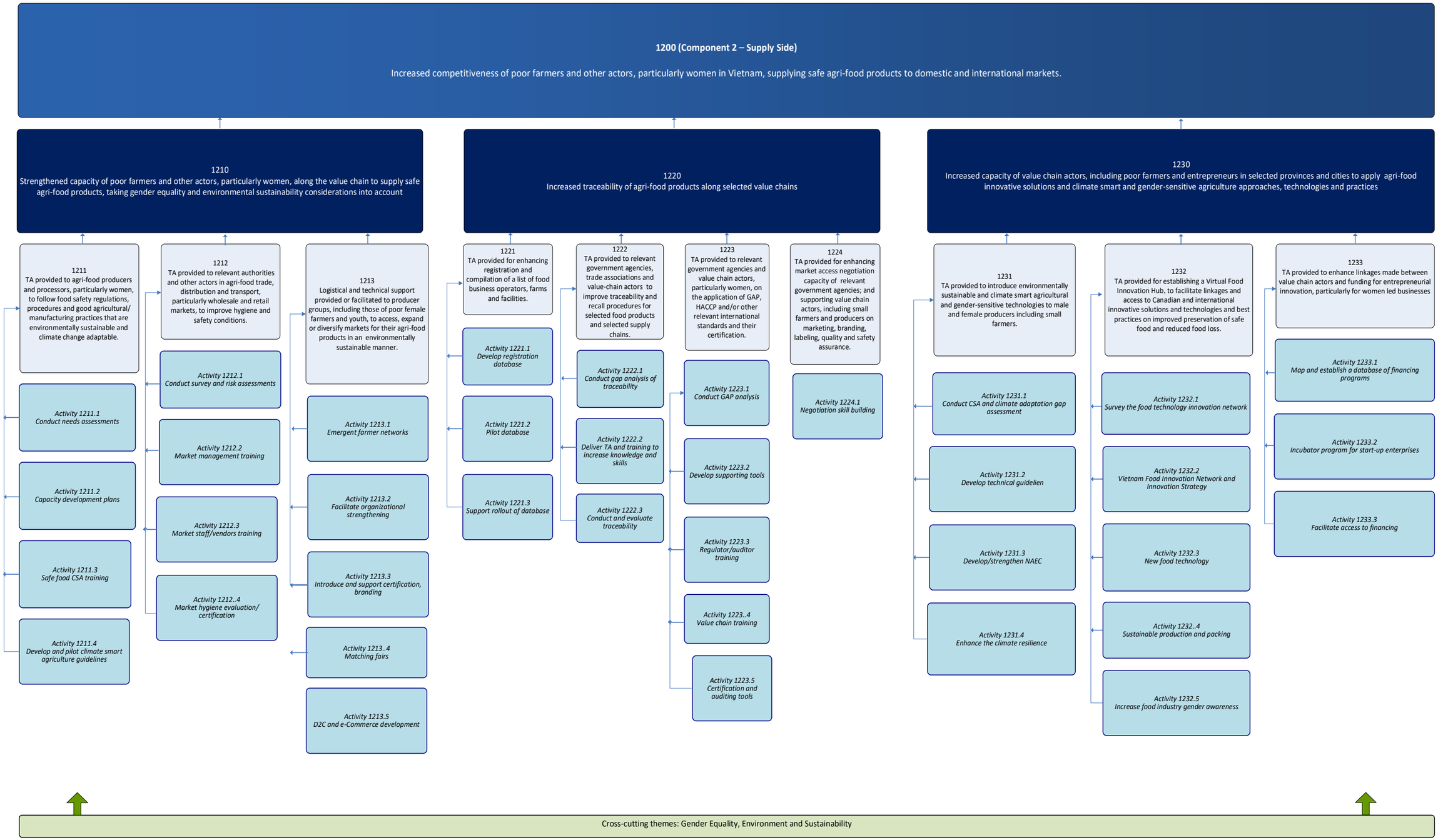
5 PROJECT IMPLEMENTATION

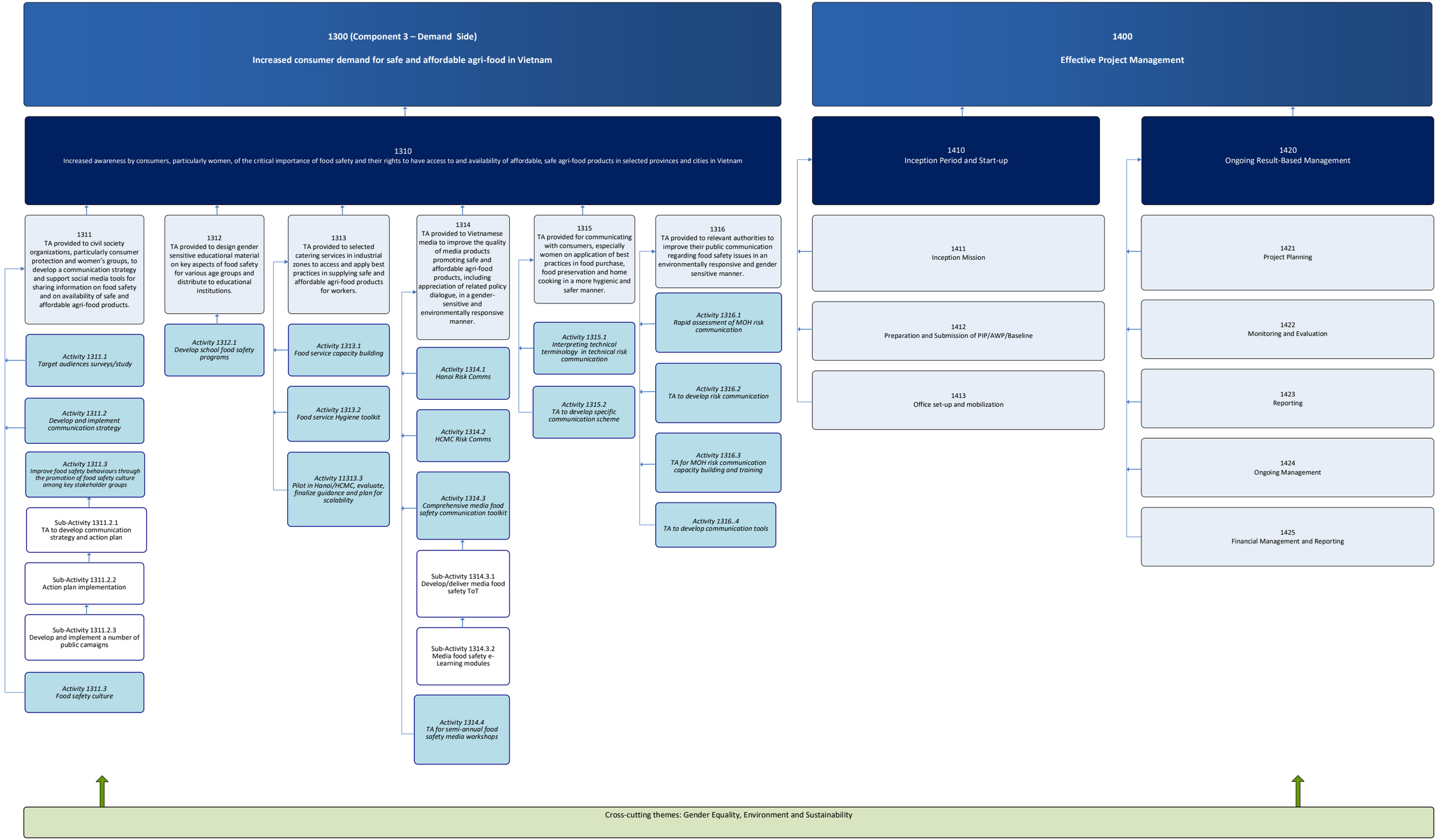
5.1 Immediate outcomes-outputs-activities (APPENDIX H)

The comprehensive matrix of immediate outcomes-outputs-activities is provided in detail in Appendix H. The matrix incorporates feedback from the inception mission (IM) consultations and reflects the approach the team has used to thoughtfully interpret consultations, interviews, field observations and concrete recommendations from recent desk research reports to provide a comprehensive set of essential activities which will contribute to the respective outputs and intermediate outcomes. The matrix does not, however, fully capture the connections and dependency between and among many of the activities to reflect the complexity of SAFEGRO and the food safety system it supports. We have tried to illustrate the connections through linkage reference in parenthesis in the full table in Appendix H. The matrix also illustrates the participation of beneficiary agencies and organizations for each of the outputs.

5.2 Work Breakdown Structure




1200 (Component 2 – Supply Side)
Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and international markets.
1210
Strengthened capacity of poor farmers and other actors, particularly women, along the value chain to supply safe agri-food products, taking gender equality and environmental sustainability considerations into account
1211
TA provided to agri-food producers and processors, particularly women, to follow food safety regulations, procedures and good agricultural/ manufacturing practices that are environmentally sustainable and climate change adaptable.
Activity 1211.1
Conduct needs assessments
Activity 1211.2
Capacity development plans
Activity 1211.3
Safe food CSA training
Activity 1211.4
Develop and pilot climate smart agriculture guidelines
1212
TA provided to relevant authorities and other actors in agri-food trade, distribution and transport, particularly wholesale and retail markets, to improve hygiene and safety conditions.
Activity 1212.1
Conduct survey and risk assessments
Activity 1212.2
Market management training
Activity 1212.3
Market staff/vendors training
Activity 1212..4
Market hygiene evaluation/ certification
1213
Logistical and technical support provided or facilitated to producer groups, including those of poor female farmers and youth, to access, expand or diversify markets for their agri-food products in an environmentally sustainable manner.
Activity 1213.1
Emergent farmer networks
Activity 1213.2
Facilitate organizational strengthening
Activity 1213.3
Introduce and support certification, branding
Activity 1213..4
Matching fairs
Activity 1213.5
D2C and e-Commerce development
1220
Increased traceability of agri-food products along selected value chains
1221
TA provided for enhancing registration and compilation of a list of food business operators, farms and facilities.
Activity 1221.1
Develop registration database
Activity 1221.2
Pilot database
Activity 1221.3
Support rollout of database
1222
TA provided to relevant government agencies, trade associations and value-chain actors to improve traceability and recall procedures for selected food products and selected supply chains.
Activity 1222.1
Conduct gap analysis of traceability
Activity 1222.2
Deliver TA and training to increase knowledge and skills
Activity 1222.3
Conduct and evaluate traceability
1223
TA provided to relevant government agencies and value chain actors, particularly women, on the application of GAP, HACCP and/or other relevant international standards and their certification.
Activity 1223.1
Conduct GAP analysis
Activity 1223.2
Develop supporting tools
Activity 1223.3
Regulator/auditor training
Activity 1223..4
Value chain training
Activity 1223.5
Certification and auditing tools
1224
TA provided for enhancing market access negotiation capacity of relevant government agencies; and supporting value chain actors, including small farmers and producers on marketing, branding, labeling, quality and safety assurance.
Activity 1224.1
Negotiation skill building
1230
Increased capacity of value chain actors, including poor farmers and entrepreneurs in selected provinces and cities to apply agri-food innovative solutions and climate smart and gender-sensitive agriculture approaches, technologies and practices
1231
TA provided to introduce environmentally sustainable and climate smart agricultural and gender-sensitive technologies to male and female producers including small farmers.
Activity 1231.1
Conduct CSA and climate adaptation gap assessment
Activity 1231.2
Develop technical guidelien
Activity 1231.3
Develop/strengthen NAEC
Activity 1231.4
Enhance the climate resilience
1232
TA provided for establishing a Virtual Food Innovation Hub, to facilitate linkages and access to Canadian and international innovative solutions and technologies and best practices on improved preservation of safe food and reduced food loss.
Activity 1232.1
Survey the food technology innovation network
Activity 1232.2
Vietnam Food Innovation Network and Innovation Strategy
Activity 1232.3
New food technology
Activity 1232..4
Sustainable production and packing
Activity 1232.5
Increase food industry gender awareness
1233
TA provided to enhance linkages made between value chain actors and funding for entrepreneurial innovation, particularly for women led businesses
Activity 1233.1
Map and establish a database of financing programs
Activity 1233.2
Incubator program for start-up enterprises
Activity 1233.3
Facilitate access to financing
Cross-cutting themes: Gender Equality, Environment and Sustainability


1300 (Component 3 – Demand Side)
Increased consumer demand for safe and affordable agri-food in Vietnam
1310
Increased awareness by consumers, particularly women, of the critical importance of food safety and their rights to have access to and availability of affordable, safe agri-food products in selected provinces and cities in Vietnam
1311
TA provided to civil society organizations, particularly consumer protection and women's groups, to develop a communication strategy and support social media tools for sharing information on food safety and on availability of safe and affordable agri-food products.
Activity 1311.1
Target audiences surveys/study
Activity 1311.2
Develop and implement communication strategy
Activity 1311.3
Improve food safety behaviours through the promotion of food safety culture among key stakeholder groups
Sub-Activity 1311.2.1
TA to develop communication strategy and action plan
Sub-Activity 1311.2.2
Action plan implementation
Sub-Activity 1311.2.3
Develop and implement a number of public camaigns
Activity 1311.3
Food safety culture
1312
TA provided to design gender sensitive educational material on key aspects of food safety for various age groups and distribute to educational institutions.
Activity 1312.1
Develop school food safety programs
1313
TA provided to selected catering services in industrial zones to access and apply best practices in supplying safe and affordable agri-food products for workers.
Activity 1313.1
Food service capacity building
Activity 1313.2
Food service Hygiene toolkit
Activity 11313.3
Pilot in Hanoi/HCMC, evaluate, finalize guidance and plan for scalability
1314
TA provided to Vietnamese media to improve the quality of media products promoting safe and affordable agri-food products, including appreciation of related policy dialogue, in a gender-sensitive and environmentally responsive manner.
Activity 1314.1
Hanoi Risk Comms
Activity 1314.2
HCMC Risk Comms
Activity 1314.3
Comprehensive media food safety communication toolkit
Sub-Activity 1314.3.1
Develop/deliver media food safety ToT
Sub-Activity 1314.3.2
Media food safety e-Learning modules
Activity 1314.4
TA for semi-annual food safety media workshops
1315
TA provided for communicating with consumers, especially women on application of best practices in food purchase, food preservation and home cooking in a more hygienic and safer manner.
Activity 1315.1
Interpreting technical terminology in technical risk communication
Activity 1315.2
TA to develop specific communication scheme
1316
TA provided to relevant authorities to improve their public communication regarding food safety issues in an environmentally responsive and gender sensitive manner.
Activity 1316.1
Rapid assessment of MOH risk communication
Activity 1316.2
TA to develop risk communication
Activity 1316.3
TA for MOH risk communication capacity building and training
Activity 1316..4
TA to develop communication tools
1400
Effective Project Management
1410
Inception Period and Start-up
1411
Inception Mission
1412
Preparation and Submission of PIP/AWP/Baseline
1413
Office set-up and mobilization
1420
Ongoing Result-Based Management
1421
Project Planning
1422
Monitoring and Evaluation
1423
Reporting
1424
Ongoing Management
1425
Financial Management and Reporting
Cross-cutting themes: Gender Equality, Environment and Sustainability

5.2 Schedule

SCHEDULE		TIMING											
		Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Y2	Y3	Y4	Y5
Output	Technical assistance (TA) including gender integration support provided to relevant												
1111	government agencies at the national and sub-national level to improve the Food Safety Policy Framework and relevant laws, decrees, regulations, decisions and standards												
1111.1	TA for policy framework development												
	1111.1.1 Regulatory review and updates												
	1111.1.2 IPPC PCE												
	1111.1.3 TA to support updated draft of FS Policy Framework												
1111.2	Draft technical guidance												
	1111.2.1 Develop tools and technical guidance												
1111.3	Gender toolkit and e-Learning modules												
1111.4	International academic undergraduate food safety curriculum												
1111.5	TA for Leadership training												
	1111.5.1 Strengthen inter-ministerial food safety management												
	1111.5.2 Leadership development and knowledge sharing events												
	1111.5.3 Develop and design messages on environmental risks												
	1111.5.4 Joint MSc. Food Safety Leadership (IUFoST - 1 yr)												
1112	TA provided to relevant government agencies to improve the coordination of the food borne disease (FBD) management system aligned with international standards												
1112.1	Gap analysis and strategy												
1112.2	Competency based training program												
1112.3	TA for monitoring/surveillance/reporting												
1112.4	Support national food safety working group												
1113	TA provided to relevant government agencies to develop a comprehensive, transparent and reliable food safety management system including a monitoring and reporting platform enabled to disseminate information to stakeholders												
1113.1	PH information system												
1121	TA provided for the establishment of a National Laboratory Information Management System (LIMS)/Administration of an inter-ministerial network of food safety laboratories												
	1121.1.1 LIMS needs assessments												
	1121.1.2 Customized LIMS for selected food safety labs in Vietnam												
	1121.1.3 Integration of LIMS systems												
1122	TA and training provided to trainers, regulators, inspectors, auditors and laboratory staff for development and implementation of a comprehensive competency-based food safety framework												
1122.1	1122.1.1 Participatory training needs assessment												
	1122.1.2 Development of training program and materials												
	1122.1.3 TA MToT for delivery of competency-based lab training												
1123	TA provided to laboratories to support the development of food safety testing and diagnostic innovative solutions												
1123.1	TA for lab innovation assessment												
1123.2	Pilot programs for innovative lab testing in targeted project areas												
1123.3	Evaluate, learning activity, plan for scalability												
1124	TA provided to regulators, inspectors, auditors, relevant experts and private sector actors to support the modernization of a risk-based food safety control system												
1124.1	Needs assessment and job task analysis to develop a comprehensive food safety capacity building training framework;												
1124.2	TA to develop training content, e-Learning and LMS (learning management system)												
1124.3	TA for ToT to deliver training (1122)												

SCHEDULE		TIMING											
		Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Y2	Y3	Y4	Y5
1131	TA provided to improve the risk assessment capacity and coordination mechanisms of relevant authorities												
1131.1	RA needs assessment,												
1131.2	Establish and support RA capacity building												
1131.3	Review and standardize VN food safety RA												
1131.4	Conduct targeted value chain risk assessments												
1132	TA provided to relevant government agencies for enhancing their capacity to produce an annual report on the state of food safety in Vietnam including gender and environmental considerations												
1132.1	Provide TA on best international practice												
1132.2	Annual reporting												
	1132.2.1 Initial baseline studies, data collection and RA in project areas												
	1132.2.2 Annual data collection, RA, reporting in project areas												
1133	TA provided to selected academic or research institutions on food safety risk assessment												
1133.1	Needs assessment and capacity building plan												
1133.2	Deliver training and TA on FS risk assessment												
1134	TA provided to relevant national and sub-national government agencies to use the results of the risk assessments to improve risk management and communication												
1134.1	TA for Annual Risk Assessment Methodology												
1134.2	Undertake annual food safety RA												
1134.3	Annual risk analysis exercise:												
1211	TA provided to agri-food producers and processors, particularly women, to follow food safety regulations, procedures and good agricultural/manufacturing practices that are environmentally sustainable and climate change adaptable												
1211.1	Conduct needs assessments												
1211.2	Capacity development plans												
1211.3	Safe food CSA training												
1211.4	Develop and pilot climate smart agriculture guidelines												
1212	TA provided to relevant authorities and other actors in agri-food trade, distribution and transport, particularly wholesale and retail markets, to improve hygiene and safety												
1212.1	Conduct survey and risk assessments												
1212.2	Market management training												
1212.3	Market staff/vendors trainingand temporary employees												
1212.4	Market hygiene evaluation/certification												
1213	Logistical and technical support provided or facilitated to producer groups, including those of poor female farmers and youth, to access, expand or diversify markets for their agri-food products in an environmentally sustainable manner												
1213.1	Emergent farmer networks												
1213.2	Facilitate organizational strengthening												
1213.3	Introduce and support certification, branding												
1213.4	Matching fairs												
1213.5	D2C and e-Commerce development												
1221	TA provided for enhancing registration and compilation of a list of food business operators, farms and facilities												
1221.1	Develop registration database												
1221.2	Pilot database												
1221.3	Support rollout of database												

SCHEDULE		TIMING											
		Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Y2	Y3	Y4	Y5
1222	TA provided to relevant government agencies, trade associations and value-chain actors to improve traceability and recall procedures for selected food products and selected supply chains												
1222.1	Conduct gap analysis of traceability												
1222.2	Deliver TA and training to increase knowledge and skills												
1222.3	Conduct and evaluate traceability												
1223	TA provided to relevant government agencies and value chain actors, particularly women, on the application of GAP, HACCP and/or other relevant international standards and their certification												
1223.1	Conduct GAP analysis												
1223.2	Develop supporting tools												
1223.3	Regulator/auditor training												
1223.4	Value chain training												
1223.5	Certification and auditing tools												
1224	TA provided for enhancing market access negotiation capacity of relevant government agencies; and supporting value chain actors, including small farmers and producers on marketing, branding, labeling, quality and safety assurance												
1224.1	Negotiations skill building												
1231	TA provided to introduce environmentally sustainable and climate smart agricultural and gender-sensitive technologies to male and female producers including small farmers												
1231.1	Conduct CSA and climate adaptation gap assessment												
1231.2	Develop technical guideline												
1231.3	Develop/strengthen NAEC												
1231.4	Enhance the climate resilience												
1232	TA provided for establishing a Virtual Food Innovation Hub , to facilitate linkages and access to Canadian and international innovative solutions and technologies and best practices on improved preservation of safe food and reduced food loss												
1232.1	Survey the food technology innovation network												
1232.2	Vietnam Food Innovation Network and Innovation Strategy												
1232.3	New food technology												
1232.4	Sustainable production and packaging												
1232.5	Increase food industry gender awareness												
1233	TA provided to enhance linkages made between value chain actors and funding for entrepreneurial innovation, particularly for women led businesses												
1233.1	Map and establish a database of financing programs												
1233.2	Incubator program for start-up enterprises												
1233.3	Facilitate access to financing												
1311	TA provided to civil society organizations, particularly consumer protection and women's groups, to develop a communication strategy and support social media tools for sharing information on food safety and on availability of safe and affordable agri-food products												
1311.1	Target audiences surveys/study												
1311.2	Develop and implement communication strategy												
	1311.2.1 TA to develop communication strategy and action plan												
	1311.2.2 Action plan implementation												
	1311.2.3 Develop and implement a number of public campaigns												
1311.3	Food safety culture												

SCHEDULE		TIMING											
		Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Y2	Y3	Y4	Y5
1312	TA provided to design gender sensitive educational material on key aspects of food safety for various age groups and distribute to educational institutions												
1312.1	Develop school food safety programs												
1313	TA provided to selected catering services in industrial zones to access and apply best practices in supplying safe and affordable agri-food products for workers												
1313.1	Food service capacity building												
1313.2	Food service Hygiene toolkit												
1313.3	Pilot in Hanoi/HCMC, evaluate, finalize guidance and plan for scalability												
1314	TA provided to Vietnamese media to improve the quality of media products promoting safe and affordable agri-food products, including appreciation of related policy dialogue, in a gender-sensitive and environmentally responsive manner												
1314.1	Hanoi Risk Comms												
1314.2	HCMC Risk Comms												
1314.3	Comprehensive media food safety communication toolkit												
	1314.2.1 Develop/deliver media food safety ToT												
	1314.2.2 Media food safety e-Learning modules												
1314.4	TA for semi-annual food safety media workshops												
1315	TA provided for communicating with consumers, especially women on application of best practices in food purchase, food preservation and home cooking in a more hygienic and safer manner												
1315.1	Interpreting technical terminology in technical risk communication												
1315.2	TA to develop specific communication scheme												
1316	TA provided to relevant authorities to improve their public communication regarding food safety issues in an environmentally responsive and gender sensitive manner												
1316.1	Rapid assessment of MOH risk communication												
1316.2	TA to develop risk communication												
1316.3	TA for MOH risk communication capacity building & training												
1316.4	TA develop communication tools												
1400	Management												
1411	Inception Mission												
1412	Preparation and Submission of PIP/AWP/Baseline												
1413	Office set-up and mobilization												
1421	Project Planning												
1422	Monitoring and Evaluation												
1423	Reporting												
1424	Ongoing Management												
1425	Financial Management & Reporting												

5.3 Gender equality and women's empowerment strategy (detailed in Appendix A)

5.3.1 Guiding Principles of Gender Mainstreaming in SAFEGRO

The Strategy is premised on the notion that the project can only succeed when both women and men have rights and opportunities to achieve their aspirations and fulfill their potential and when their knowledge and contributions are equally valued and mobilized. This will create the enabling environment and space to help women and men become active agents of change. The project will focus on ensuring that women are empowered to have the capacity to make decisions over their lives and participate in the social development. SAFEGRO's will mainstream gender throughout all activities go beyond counting numbers of beneficiaries by sex and will pay sufficient attention to boost food safety related leadership and entrepreneurship skills of women, with women as essential influencers and beneficiaries of changes in food safety behaviors and eventually helping to close the gender gap.

SAFEGRO acknowledges the needs for transforming gender equality and power relations to advance gender equality and sustain the project's outcomes with novel interventions to address the root cause of gender inequalities and change the discriminatory social norms, attitudes, and practices that limit women and girls' rights and opportunities including the power of media and education. Advancing towards gender equality calls for state-of-the-art approaches, from community conversations, traditional entertainment, and trainings on technical topics to communication for behavior change of both women/girls and men/boys with food safety culture at its core. Consideration will be given to how food safety technologies could potentially displace workers in sorting, collecting or other processing roles (where women dominate) as technologies are upgraded and regulations and standards become stricter.

5.3.2 Priority Areas of GE and WE Interventions in SAFEGRO

The GE and WE Strategy (Appendix A) will guide SAFEGRO management, implementing partners and stakeholders involved in and benefiting from this project. Applying the GE and WE Strategy means greater gender sensitivity in the project and specific interventions will help to close the gender gaps. Tangible project efforts will address inequalities and inequities affecting women and men with clear PMF indicators on gender equality, GE capacity development and awareness raising, and inclusive Governance starting with a review of the food safety policy framework from a gender perspective. Equal participation of women and men in the technical assistance will promote mutual recognition of access to resources, especially, leadership training. Youth empowerment programming will inspire young farmers, particularly women farmers as champions, and connect them with financial support.

5.3.3 Working in Partnership

The SAFEGRO GE and WE strategy will rely heavily on a number of key partnerships with line ministries to address any discriminatory norms hindering women's participation and leadership in the organizational structure and create enabling mechanism for women and men to equally contribute and benefit from the project's impacts. SAFEGRO will link with grassroots organizations to connect with households and individuals in the community. Partnership with producers, processors and caterers and retailers will improve workplace practices, working conditions and policies for men and women. Partnership with the media will be key for the project's risk communication and behavior change

strategy to promote food safety and perpetuate equal gender relationships and decision-making in food consumption.

5.3.4 GE and WE Strategy Implementation

The oversight management of the SAFEGRO GE and WE Strategy will be the responsibility of Project Director and the entire team. SAFEGRO will mainstream the integration of GE in all aspects of project implementation to project staff, project implementing partners, and TA consultants (both international and national) including gender orientation from the beginning. TORs for all technical assistance will include attention to gender issues and women's empowerment and have them included in the reporting indicator of TA success. The Project Director has overall accountability to keep gender equality at the heart of all interventions under the project.

A GE Specialist will assist the Project Director to oversee the GE and WE Strategy, provide gender expertise for GE and WE Strategy implementation and develop Annual Action Plan for GE. The GE Specialist will provide trainings for project staff and partner organizations to acquire gender analysis skills, thus everyone involved will be expected to share responsibility for implement the GE and WE Strategy.

The project will establish a **Gender Working Group (GWG)** whose members are representing the implementation partners and the Technical Committee for each component should have one person who can also play this role of a gender focal point. The GWG will be empowered to provide relevant feedback to their respective organizations with an aim of improving the status of women and eliminating gender discrimination in their working areas and in the project as a whole. The M&E Specialist and GE Specialist will work closely with each other on the gender indicators and measures throughout the project implementation.

5.4 Environmental strategy including climate smart agriculture

SAFEGRO will consider environmental issues from the perspectives of: (i) project environmental impact assessments, (ii) specific environmental related project activities, and (iii) the rapidly emerging concept of food safety risks precipitated by climate change including climate smart agriculture. The strategy is described in Section 3.6, Section 8.0 and Appendix B of the PIP.

5.5 Training and education strategy

SAFEGRO will adopt Alinea's four-step Capacity Development (CD) process which i) establishes local ownership and consensus about the need for change (consensus); ii) develops capacity in priority areas (training); iii) ensures that capacity is applied to improve performance (application); and, iv) supports internalization of changes for sustainability (institutionalization). Training methods will be based on the expected outcomes and the capacity needs of each target group. This is the essence of a flexible, tailored and demand-driven CD strategy with particular focus on formative areas for capacity building among all three project components including but not limited to: (i) evidence-based policy and regulatory development (ii) strengthening FS within value chains through the practical application of risk

assessments, risk management, certification qualification, and (iii) influencing consumer demand and "Food Safety Culture" through traditional and social media messaging and other means.

The COVID 19 pandemic has catalyzed the shift to eLearning and online project management approaches in international development. The key to moving online effectively is to remain needs-based in the development of programs and selection of technology. "One size does NOT fit all" in any type of training and technical support, regardless of whether the delivery mode is face-to-face, online or a blend of the two. Training and the appropriate delivery platform must be selected based on the technical needs and context of the beneficiary. The capacity development package will include, but be more encompassing than simply providing online courses. The complete approach will: i) deliver the necessary information, product or learning; ii) simulate type of activity we would do in the field; and, iii) provide the coaching, mentoring and follow-up support needed to transfer new approaches into the workplace. SAFEGRO has developed a strategy for eCapacity Development that will allow training and technical assistance to be delivered from the beginning of program implementation despite the ongoing challenges of COVID 19.

5.5.1 Recruitment and Expert Network Management

SAFEGRO will rely on Alinea's strategy for technical expert procurement to: i) accurately and precisely identify developmental needs for SAFEGRO and translate these into TORs; ii) use an extensive and deep network of relevant Canadian, international and Vietnamese expertise for SAFEGRO; and iii) follow an efficient and transparent recruitment process that has evolved from decades of experience recruiting specialized resources and experts in line with GAC policies which we have implemented to source timely, high quality expertise in Vietnam since 2004.

5.6 Estimated Budget per Immediate Outcomes (estimates)

Alinea International Ltd.
Safe Food for Growth (SAFEGRO) Project

Project Budget by Immediate Outcome		Inception August 29, 2019 - July 31, 2020	Year 1 2020-2021	Year 2 2021-2022	Year 3 2022-2023	Year 4 2023-2024	Year 5 2024 (4 months)	TOTAL
1110	Improved Inter-agency Food Safety Coordination		282,551	378,737	362,206	287,533	192,157	1,503,184
1120	Food Safety Control System		240,988	306,936	265,051	196,946	51,814	1,061,735
1130	Improved Application of Risk-Based Approach		210,555	297,577	344,431	239,041	114,957	1,206,561
1210	Strengthen VC Capacity to Supply Safe Agri-Food Products		375,577	661,283	549,234	543,859	248,201	2,378,155
1220	Increased Traceability & Safety along Selected Value Chains		177,060	443,989	475,085	379,195	102,466	1,577,794
1230	Increased Knowledge of Innovation & Climate Smart Approaches		103,762	295,089	341,916	281,588	90,766	1,113,122
1310	Awareness Raising for Food-Safety, Access, & Affordability		209,430	735,330	691,702	596,025	191,876	2,424,362
1400	Program support and fixed costs	677,429	69,128	264,365	260,751	235,677	102,737	1,610,087
TOTAL		677,429	1,669,050	3,383,305	3,290,377	2,759,863	1,094,975	12,875,000

5.7 Estimated Budget by Eligible Cost Categories

Alinea International Ltd.
Safe Food for Growth (SAFEGRO) Project

	Project Implementation Budget			Total Inception to July 31, 2020 Actual & Forecast		Q2 August - Sept 2020		Q3 Oct - Dec 2020		Q4 Jan - March 2021		Total Year 1 August 2020 - March 2021		Year 2 2021 - 2022		Year 3 2022 - 2023		Year 4 2023 - 2024		Year 5 to July 31, 2024 (4 months)		Total Project	
				Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs
1.1	**Personnel based in Canada or on short-term assignment**																						
	Project Coordinator	Vesna Duricic	600	63	37,838	22	13,200	33	19,800	33	19,800	88	52,800	115	69,000	115	69,000	115	69,000	75	45,297	572	342,935
	Food Safety / Risk Assessment Spec.	Brian Bedard	1,200	154	184,800	36	43,200	49	58,800	63	75,600	148	177,600	175	210,000	175	210,000	158	189,600	75	90,375	885	1,062,375
	Value Chain Specialist		500			-	-	-	-	15	7,500	15	7,500	55	27,500	37	18,500	30	15,000	20	10,000	157	78,500
	Regulation / Policy Specialist	Rolf Schoenert	1,000	17	12,100	20	20,000	29	29,000	59	59,000	108	108,000	160	160,000	160	160,000	140	140,000	65	65,000	650	645,100
	Business Administration Specialist	Deb Rasmussen	1,000	51	51,188	9	9,000	31	30,997	55	54,997	95	94,993	52	52,000	52	52,000	50	50,000	20	20,375	321	320,556
	Subtotal 1.1				285,925		85,400		138,597		216,897		440,893		518,500		509,500		463,600		231,047		2,449,465
1.2	**Personnel on long-term assignment in the Recipient Country**																						
	Project Director	Nguyen Thi Huong	650	222	144,138	37	23,833	55	35,750	55	35,750	147	95,333	220	143,000	220	143,000	220	143,000	73	47,401	1,101	715,872
	Subtotal 1.2				144,138		23,833		35,750		35,750		95,333		143,000		143,000		143,000		47,401		715,872
1.3	**Local Professionals**																						
	Local Project Manager	Liem Dao	550	168	92,331	37	20,163	55	30,245	55	30,245	147	80,652	220	121,000	220	121,000	220	121,000	88	48,400	1,063	584,383
	Local Food Safety Specialist	TBD	500	10	5,000	-	-	48	24,000	55	27,500	103	51,500	230	115,000	230	115,000	94	47,000	63	31,500	730	365,000
	Local Gender Advisor	TBD	500	31	15,500	-	-	46	22,915	55	27,495	101	50,410	120	60,000	120	60,000	95	47,500	43	21,590	510	255,000
	Local Environment Advisor	TBD	500	16	8,000	-	-	46	22,915	55	27,495	101	50,410	36	18,000	7	3,590	-	-	-	-	160	80,000
	Local Communications Officer		500			-	-	50	24,750	54	26,750	103	51,500	150	75,000	145	72,500	120	60,000	82	41,000	600	300,000
	Local Regulation / Policy Specialist		500			-	-	-	-	30	15,000	30	15,000	85	42,500	75	37,500	64	32,000	56	28,000	310	155,000
	Interpreter		200			19	3,800	58	11,600	58	11,600	135	27,000	290	58,000	290	58,000	270	54,000	115	23,000	1,100	220,000
	Subtotal 1.3				120,831		23,963		136,425		166,085		326,472		489,500		467,590		361,500		193,490		1,959,383
1.4	**Additional Personnel and Contractors**				-																		
	Training & Education Specialist	Larry Goodridge	1,000	15	14,625	10	10,000	15	14,500	15	15,000	40	39,500	70	70,000	70	70,000	70	70,000	32	32,000	296	296,125
	Canadian Gender Specialist	Lenore Rogers	919	1	459	-	-	5	4,595	-	-	5	4,595	8	7,352	6	5,514	6	5,514	6	5,514	32	28,947
	Climate Change Specialist	Wit Siemieniuk	1,000		-	-	-	5	5,000	-	-	5	5,000	-	-	-	-	-	-	-	-	5	5,000
	Local M&E Specialist	TBD	270	15	3,945	-	-	18	4,949	55	14,847	73	19,796	49	13,274	49	13,274	49	13,274	41	11,070	277	74,634
	LIMS Expert	TBD	650			-	-	-	-	30	19,500	30	19,500	-	-	-	-	-	-	-	-	30	19,500
	Food Safety Curriculum Specialist	Jeff Farber	650			5	3,250	15	9,750	15	9,750	35	22,750	20	13,000	-	-	-	-	-	-	55	35,750
	Local Value Chain Specialist/Bus.Admin	TBD	500			-	-	40	20,000	60	30,000	100	50,000	120	60,000	150	75,000	120	60,000	10	5,000	500	250,000
	Fruit/Veg VC Expert	John Dufill	1,000			-	-	-	-	5	5,000	5	5,000	20	20,000	20	20,000	20	20,000	-	-	65	65,000
	Extension Specialist	TBD	900			-	-	-	-	-	-	-	-	50	45,000	50	45,000	25	22,500	-	-	125	112,500
	Innovation System / Extension	UoG - TBD	1,000			-	-	-	-	-	-	-	-	20	20,000	-	-	-	-	-	-	20	20,000
	Competency-based FS Training	IFPTI	850			-	-	-	-	-	-	-	-	25	21,250	25	21,250	-	-	-	-	50	42,500
	Traceability	John Keogh	1,000			-	-	3	3,000	25	25,000	28	28,000	20	20,000	5	5,000	-	-	-	-	53	53,000
	RA ToT	Greg Paoli RSI	850			-	-	15	12,750	20	17,000	35	29,750	25	21,250	-	-	-	-	-	-	60	51,000
	iRisk Specialist	Emma Hartnet RSI	850			-	-	15	12,750	20	17,000	35	29,750	25	21,250	-	-	-	-	-	-	60	51,000
	ICT Info System	TBD	800			-	-	-	-	-	-	-	-	20	16,000	20	16,000	20	16,000	-	-	60	48,000
	Local IT Service Provider	TBD	250			-	-	-	-	-	-	-	-	50	12,500	50	12,500	20	5,000	-	-	120	30,000
	Local Certification / Auditing ToT	TBD	250			-	-	-	-	-	-	-	-	-	-	-	-	50	12,500	-	-	50	12,500
	Local Lab Expert (incl Innovation)	TBD	250			-	-	-	-	20	5,000	20	5,000	30	7,500	10	2,500	-	-	-	-	60	15,000
	Local Communication/Media Specialist	TBD	500			-	-	40	20,000	-	-	40	20,000	39	19,500	-	-	-	-	-	-	79	39,500
	Food Safety Culture Specialist	Brita Ball	650			-	-	15	9,750	15	9,750	30	19,500	-	-	-	-	-	-	-	-	30	19,500
	Unallocated Technical Pool	TBD				-	-	-	-	10	7,500	10	7,500	-	120,000	-	120,000	-	35,121	-	12,500	10	295,121
	Subtotal 1.4				19,029		13,250		117,044		175,347		305,641		507,876		406,038		259,909		66,084		1,564,577
	Total Fees				569,923		146,446		427,815		594,078		1,168,340		1,658,876		1,526,128		1,228,009		538,022		6,689,298

Alinea International Ltd.
Safe Food for Growth (SAFEGRO) Project

	Project Implementation Budget			Total Inception to July 31, 2020 Actual & Forecast		Q2 August - Sept 2020		Q3 Oct - Dec 2020		Q4 Jan - March 2021		Total Year 1 August 2020 - March 2021		Year 2 2021 - 2022		Year 3 2022 - 2023		Year 4 2023 - 2024		Year 5 to July 31, 2024 (4 months)		Total Project	
				Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs	Qty	Costs
2 (a)	**Travel and Living Expenses**																						
	International Travel:																						
	(i) - International airfare		3,300	6	21,683	-	-	-	-	7	23,100	7	23,100	41	135,300	46	151,800	48	158,400	12	39,600	160	529,883
	(ii) - Meals & Incidentals		135	51	10,670	-	-	-	-	187	25,256	187	25,256	998	134,789	1,111	150,051	1,200	162,071	300	40,526	3,847	523,363
	(iii) - Visa		220	5	974	-	-	-	-	7	1,540	7	1,540	41	9,020	46	10,120	48	10,560	12	2,640	161	34,854
	(iv) - Accommodation		165	44	11,994	-	-	-	-	166	27,390	166	27,390	913	150,645	1,010	166,650	1,083	178,695	276	45,540	3,492	580,914
	(v) - Local transportation		400		1,625	-	-	-	-	7	2,800	7	2,800	41	16,400	46	18,400	48	19,200	12	4,800	154	63,225
	In-Canada Travel:																						
	(i) - Airfare		1,000	1	756	-	-	-	-	-	-	-	-	3	3,000	2	2,000	2	2,000	2	2,000	10	9,756
	(ii) - Meals & Incidentals		109		231	-	-	-	-	-	-	-	-	17	1,845	12	1,303	12	1,303	12	1,303	53	5,984
	(iv) - Accommodation		180		288	-	-	-	-	-	-	-	-	15	2,700	10	1,800	10	1,800	10	1,800	45	8,388
	(v) - Local transportation		50		127	-	-	-	-	-	-	-	-	3	150	2	100	2	100	2	100	9	577
	Regional Travel for Vietnam-based Staff and Consultants																						
	(i) - Regional airfare		300	9	2,080	1	300	1	300	5	1,500	7	2,100	80	24,000	75	22,500	67	20,100	21	6,420	259	77,200
	(ii) - Meals & Incidentals		135	3	1,386	5	675	5	675	44	5,943	54	7,293	490	66,228	417	56,306	366	49,407	43	5,907	1,373	186,527
	(iv) - Accommodation		140	33	4,106	5	700	5	700	44	6,160	54	7,560	490	68,650	417	58,366	366	51,215	43	5,992	1,403	195,890
	(v) - Local transportation		20		289	1	20	1	20	44	880	46	920	219	4,384	251	5,019	216	4,328	25	500	758	15,440
	Subtotal 2 (a)				56,210		1,695		1,695		94,569	-	97,959		617,111		644,414		659,179		157,127		2,232,000
2 (b)	Equipment purchase and transportation costs																						
	-Equipment		2,500			-	-	-	10,000	-	152,500	-	162,500	-	175,000	-	135,000	-	35,000	-	-		507,500
	-Supplies		250	-	184	2	500	3	750	3	750	8	2,000	12	19,677	12	18,505	12	3,000	4	1,000		44,366
2 (c)	Communication costs (mail, courier, mobile cards)		350	1	693	2	700	3	1,050	3	1,050	8	2,800	12	4,200	12	4,200	12	4,200	4	1,437		17,531
2 (d)	Translation / Interpretation		450	16	9,571	2	900	3	1,350	3	1,350	8	3,600	14	6,300	14	6,300	12	5,600	8	3,589		34,960
2 (d)	Word processing, printing, copying		300	1	1,777	2	600	3	900	3	900	8	2,400	12	3,600	12	3,600	12	3,725	4	1,283		16,385
2 (e)	Bank transfer fees		125	2	1,012	2	250	3	375	3	375	8	1,000	13	1,600	12	1,500	12	1,500	4	500		7,112
	Subtotal 2 (b, c, d, e)				13,237		2,950		14,425		156,925		174,300		210,377		169,105		53,025		7,810		627,853
2 (f)	**Cost of Local Support Staff**																						
	Accountant		4,200		-	-	-	4	14,700	4	17,493	8	32,193	14	62,034	14	62,034	14	62,034	2	8,862		227,157
	Admin Assistant		2,600	29	1,634	-	-	4	9,100	4	10,829	8	19,929	28	76,803	28	76,804	28	76,804	4	12,324		264,298
	Office Cleaner		720		-	-	-	4	2,520	4	2,999	8	5,519	15	11,135	14	10,634	14	10,634	1	1,018		38,941
	Other				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,760		3,760
	Subtotal 2 (f)				1,634		-		26,320		31,321		57,641		149,972		149,472		149,472		25,964		534,156
2 (h)	**Expenses of Counterpart Personnel**																						
	Participant local transport	EU Cost norms	15	4	11,764	88	1,280	72	1,040	20	291	180	2,612	1,080	15,715	1,125	16,370	845	12,295	705	10,264		69,020
	Participant per diems	EU Cost norms	46	4	4,051	127	5,806	107	4,888	20	918	253	11,613	1,130	51,428	1,335	61,277	930	42,687	735	33,719		204,775
	Participant accommodations	EU Cost norms	55	4	5,724	107	5,895	97	5,341	20	1,107	223	12,343	1,080	59,778	1,125	62,269	845	46,770	706	39,091		225,974
	Participants visas/insurance			4	231	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		231
	Subtotal 2 (i)				21,770		12,982		11,270		2,316		26,568		126,921		139,915		101,752		83,074		500,000
2 (i)	**Field Office Expenses**																						
(i)	Office Rental	$31 USD / m	2,900	2	898	1	3,150	3	8,700	3	8,700	7	20,550	24	69,600	24	69,600	24	69,600	2	6,184		236,432
	Office Rehabilitation					-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	5,000		5,000
	Utilities (incl. telephone & internet)		500			2	1,000	3	1,500	3	1,500	8	4,000	24	12,000	24	12,000	24	12,000	2	1,000		41,000
	Office Supplies		500			2	1,000	3	1,500	3	1,500	8	4,000	24	12,000	24	12,000	24	12,000	2	1,000		41,000
(ii)	Vehicle Rental		2,000		2,420	1	4,000	3	6,000	3	6,000	7	16,000	12	24,000	12	24,000	12	24,000	2	4,000		94,420
(iii)	Other: Project Communication		962			2	1,923	3	2,885	3	2,885	8	7,692	24	23,077	24	23,077	24	23,077	2	1,928		78,851
(iii)	Other: VAT holding account					1	2,500	2	5,000	1	2,500	4	10,000	6	15,000	6	15,000	6	15,000	1	2,500		57,500
	Subtotal 2 (i)				3,317		13,573		25,585		23,085		62,243		155,677		155,677		155,677		21,612		554,202
2 (j)	**Training Expenses**																						
	-In Vietnam Training																						
	1100 - Improved Performance						-		-		35,000		35,000		245,180		271,910		209,910		137,565		899,566
	1200 - Increased Competitiveness in Domestic & International Markets						-		10,000		10,000		20,000		121,123		155,000		145,000		98,800		539,923
	1300 - Increased Demand for Safe & Affordable Agri-food in Vietnam						-		20,000		-		20,000		88,069		68,756		50,569		15,000		242,393
	1400 - Effective Project Management		57		11,338		3,000		2,000		2,000		7,000		10,000		10,000		7,270		10,000		55,609
	Subtotal 2 (j)				11,338		3,000		32,000		47,000		82,000		464,372		505,666		412,749		261,365		1,737,491
	Total Reimbursable Expenses				**107,506**		**34,200**		**111,295**		**355,216**		**500,711**		**1,724,429**		**1,764,249**		**1,531,854**		**556,953**		**6,185,702**
	TOTAL				**677,429**		**180,647**		**539,110**		**949,294**		**1,669,050**		**3,383,305**		**3,290,377**		**2,759,863**		**1,094,975**		**12,875,000**

6 PROCUREMENT PLAN

6.1 Introduction

The CEA shall procure, on behalf of GAC, all equipment, materials and technical services needed to execute the project. The CEA shall be guided by the contract clause 3.10 regarding procurement of equipment and materials:

SAFEGRO will procure equipment for the Canadian project field office as well as for the laboratories, information systems, value chains, markets and other activities in accordance with the contract clauses referenced above. This Procurement Plan lays out the specific processes for procurement in three separate sections: (i) Procurement for the project field offices; (ii) Procurement for project activities including the laboratories (mini-labs, mobile labs and rapid test kits), value chain pilots, including wholesale and retail markets, and the communication strategy, and (iii) procurement of professional service.

6.2 Goods, assets and services to be procured for project duration

It is anticipated that the following items will be procured over the life of the project:

Table 1: Procurement for Project Offices (Hanoi and HCMC)

Category	General Description	Quantity
Office Furnishings	Desks	8
	Chairs	8
	Boardroom table	1
	Boardroom chairs	10
	Book cases	6
	Filing cabinets	10
	Kitchen table	1
	Kitchen chairs	10
	Refrigerator	1
IT Equipment	Laptop computers with monitors	10
	Network printers	3
	Portable LCD projector	1
	Network photocopier/scanner	2
	Telecon/video conference equipment (monitors/cameras/Jabra) - sets	1
	Miscellaneous Support Items (Including software, anti-virus, uninterrupted power sources, etc.)	
Office Equipment	Air conditioners	5
	Paper shredder	1
	Office safe	1
	LCD projector	2

	Telephone systems	2
	Television and DVD player	1
	Fax machine	1
	Binding machine	1
Contingency, to support ever-greening and replacement of damaged goods		
Grand Total Estimate of Procurement		**$ 127,500**

Procurement of equipment and materials for specific project activities and pilot projects will be evaluated on the basis of their contribution to project outcomes, real need and, most importantly, sustainability and maintenance beyond the life of the project. A good example is the procurement of lab equipment which will be carefully evaluated to ensure that it is not a duplication of existing resources, complements the project activities. Most importantly, there should be a significant demand and volume for continued testing using the specified equipment with committed recurrent budget for maintenance and reagents from the recipient laboratory or a proven business model for self-financing. The evaluation will also be considering overlapping responsibilities and alternative resources available in the network of food safety labs in the project areas. In some cases, especially as it relates to evaluating technological innovations and prototypes (e.g. mobile labs, rapid test kits, packaging), the requirements may be less stringent. The project will also consider options for cost sharing on procurement to evaluate the "real" need and commitment of partners to maintaining the equipment. SAFEGRO will also coordinate closely with other donors to avoid redundancy and leverage others' capital investments as much as possible with a particular emphasis on the WB Agri-food Safety Project (AFSP).

SAFEGRO will work closely with counterparts in key ministries, municipal institutions, cooperatives and private sector partners to assess their expenditures and consider the most expeditious complementary procurement to support those investments.

The SAFEGRO team also recognizes that there will be a need for significant equipment procurement by the private sector value chain players to be able to comply with the enforcement of food safety management systems. While such procurement is not within the SAFEGRO budget, the project will pro-actively seek opportunities to address this need through training on bankable business planning, exploration of innovative commercial financing, and available government grants and subsidies especially for women entrepreneurs.

Table 2: Equipment and related supplies for Project Activities/Pilots

Table x.x: Procurement Budget							
#	Category	Details	Activity #	Component 1	Component 2	Component 3	Management
	Office Related						
1	SafeGRO office equipment	office equipment and knowledge portal	1400				$ 127,500
2	SafeGRO vehicle	decision made to use rental vehicles	1400				
	Laboratory and other Equipment						
3	LIMS	hardware and software	1121.0	$ 50,000			
4	Lab Equipment	specialty equipment only	1122.0	$ 55,000			
5	Lab Innovation	Rapid test kits, mobile/mini labs	1123.2	$ 50,000			
6	Market hygiene	equipment for pilots	1212.4		$ 40,000		
7	Packaging and other pilot materials	innovative materials for pilots	1232.4		$ 30,000		
8	Traceability pilot	tags, infra-red readers, etc	1222.3		$ 100,000		
9	Certificate development/trials	labelling, materials, etc	1223.5		$ 25,000		
10	Digital platforms	Public Health; Registration; Knowledge Portal/communications	1112.3; 1221; 1300	$ 10,000	$ 10,000	$ 10,000	
		Total by Component		**$ 165,000**	**$ 205,000**	**$ 10,000**	**$ 127,500**
		Total Equipment		**$ 507,500**			
		Related Supplies		$ 44,366			
		Total Equipment and Supplies		**$ 551,866**			

6.3 Competitive procurement process for goods and assets

With prior approval by GAC, SAFEGRO procurement of goods and services will be conducted in a manner that will pass public scrutiny and auditing in matters of prudence and probity, encourage competition, and reflect fairness in the spending of public funds, ensure the pre-eminence of operational requirements and prevent bias or abuse of project funds. Items will be sourced in Vietnam when this is most appropriate and cost-effective. Where feasible given price, availability, and cost of shipping, procurement of goods and services will be sourced in Canada or internationally.

Prior to commencing any purchasing activity for the Canadian project field offices, the CEA will submit to GAC a list of materials for approval (LMFA). Prior to the start of each fiscal year, the CEA will submit for GAC's approval, an Annual Procurement Plan (APP), as part of the AWP, detailing the items to be purchased in the upcoming fiscal year, quantities needed, estimated cost, procurement mode, intended sources of supply and schedule. No procurement will be carried out prior to GAC's approval of such APPs and subsequent LMFAs.

For procurement of goods and materials by the CEA, the following criteria will be used to determine the method of solicitation for purchases:

Mode	Value	Description
1	up to C$ 5,000	Price comparison with documentation on file. Goods are standard, off-the-shelf items.
2	C$ 5,000 - C$ 24,999	Invite a minimum of two written quotations/pro formas in a competitive manner. Goods are standard and off-the-shelf.
3a	C$ 25,000 +	Formal call for sealed tenders, often called Bid Solicitation Documents. Issued competitively to qualified suppliers. Goods may or may not be off-the-shelf. Selection is based on the technical and financial components or requirements.

Mode	Value	Description
3b	C$ 25,000 +	RFP. Goods may or may not be off-the-shelf. Selection cannot be made solely on the basis of price. Selection will be based on the technical and financial components or requirements.
4	Non-Competitive	Justification to sole-source and appropriate documentation are required.

When at least two valid bids are received, the purchase order will be issued to the lowest compliant bidder. Where the bid selected is other than the lowest, or the item has been sole-sourced, full justification including published price lists, copies of invoices to other clients, and/or a Fair Price Declaration, and the appropriate CEA approval shall be recorded in the file. All purchases will be authorized by the Project Director in Vietnam and the Canadian Project Coordinator, or in their absence by the Canadian Risk Assessment Specialist. All orders and contracts will be monitored and expedited to ensure delivery by the scheduled dates. The CEA will review and pay the supplier's invoices as per agreed terms and conditions. All non-consumable items procured for the project will be recorded in a Project Inventory Database, a copy of which will be appended to progress reports.

Inventory Management

All non-consumable items procured for the project will be identified with a permanent sequentially numbered label and recorded in a database, as per sample shown below. This applies to all equipment purchased, whether for the project field offices, the laboratories, value chains, food safety innovation or other project activities.

Asset Record	Description	Manufacturer/ Supplier	Serial #	Price ($CDN)	Date of Purchase	Date of Commission	Location	LMFA #
0001								
0002								
000x…								

Formal Handover of Project Goods

In relation to the items procured for the project, it is understood that these items will be handed over to the appropriate entity at the end of the project as defined in 3.10.4 of the Contract. The CEA will examine the condition of the goods to be handed over and prepare a detailed hand-over or disposal procedure plan for the approval of GAC and the appropriate entity. In addition, the CEA will prepare Handover/Acceptance certificates (signed by GAC) and submit the certificates to these entities or keep them in their financial files for audit purposes.

6.4 Competitive selection process for professional services

Ensuring resources, are selected based on merit

SAFEGRO will employ the following strategies to assure merit-based selection:

1) Participatory and demand driven identification of deliverables/services in collaboration with partners (government, private sector, CSOs) will identify the essential deliverables/services with timing, linked

tasks reflected in each TOR as the principal criteria to measure merits of any resource/expert for results. Upon establishment of the TORs and approval by GAC, the CEA project director and Canadian-based project management staff will undertake the recruitment process.

2) High-quality, specific, clear and well-structured TORs will validate TA needs, deliverables and success criteria will lead to ideal candidates and requirements for the position or assignment. TORs will define the position/assignment, responsibilities, scope of work, deliverable(s) and criteria for success.

3) The CEA's tested TA recruitment and selection templates/tools will guide recruitment and selection and assure transparency. Templates and scoring guides for TORs, initial and secondary CV screening, interviews, reference checks and project-focused language, writing and technical tests will assure selection is based upon agreed and consistent criteria. Triangulating information on criteria from CVs, interviews, tests and reference checks will also ensure that candidates' qualifications and suitability are assessed through quantitative/qualitative analysis. We will retain completed tools/templates for quality assurance and share with partners for transparency purposes. The CEA will also reference the UN/EU guidelines for financing of local costs in development cooperation with Vietnam.

4) Targeted, step-wise recruitment will balance efficiency with wide reach to attract candidates who meet the merit criteria. Candidates will be sought first from the CEA and the CEA's network databases and then our wider networks. If three well qualified candidates are not available within the required timelines, we will conduct a deeper search, advertise online and through professional social media networks until sufficient candidates are identified.

5) A selection panel will review CVs, interview, test and reference check candidates and short-list them with quantitative criteria. Maximum scores reflecting the relative importance of qualifications/merit will lead to assignment-specific scoring templates for interviews. Results will be discussed among the panel and references checked for the top candidate. Selection of a lower placed candidate will include written rationale, open to audit. The nominated resource/expert and a merit-based rationale for selection will be sent to GAC as part of a standard approval process.

Ensuring Competitiveness

The CEA's recruitment strategy will ensure competitiveness and value for money through the following processes:

1) At project outset we will supplement our extensive existing network to develop a deep bench of experts in Canada, Vietnam and internationally to ensure multiple candidates are considered for each assignment.

2) Vietnamese expertise will be utilised in technical areas in order to further cost-effectiveness of technical resource(s), travel, project management and building locally recognized capacity for sustainability. Current and past supply chain initiatives in Vietnam have produced experts who can provide locally contextualized support to SAFEGRO.

3) Cost weighted scoring using a 80/20 technical/financial model will limit costs while ensuring that experts meet technical requirements and account for travel costs as for Canadian and international consultants resident in Vietnam.

4) A scale of fee bands for different categories & seniorities of Canadian/international/local experts will assure costs are based on global averages for TA that provides value-for-money and prevents costly turnover. We will use EU/UN cost norms for local resources.

5) Use of tested procurement and contracting tools and templates will assure that the management costs of actual procurement are kept to a minimum. Contracting template requirements will limit liability and potential future costs.

Meeting TA requirements in a timely manner

We will ensure we meet requests for TA resources in a timely manner through:

1) Establishing a clear recruitment process which will be refined with stakeholders and reviewed in detail with GAC to ensure that the approach meets expectations.

2) The SAFEGRO Field Manual for project staff and outside resources/experts will clearly set out recruitment/deployment R&Rs, thus preventing administrative delays and ensuring timeliness.

3) Staff orientations and onboarding will link new staff to more experienced ones will ensure that relevant project staff are clear about the procurement process.

4) Expected dates for deployments will be identified as part of AWPs as the basis for securing agreements from contracted experts or previously identified resources so that they are available.

5) Detailed planning for each recruitment will be incorporated into activities and consider timeline(s) and deadlines for activities.

Subcontracting of specific Canadian Technical Expertise

We will enable sub-contracting of specific Canadian expertise through the following mechanisms:

1) During the inception phase of the project we will clarify where specific Canadian technical expertise, such as from CFIA or provincial governments, would add value that could establish a sustained bilateral institutional linkage as well as promote learning from the Canadian experience.

2) Direct recruitment will be considered and discussed with GAC in cases where a specific Canadian institution is requested. In these exceptional cases, and after having sought GAC's approval, we will follow best practices for sole sourcing, as per GAC/National Joint Council guidelines.

3) Contracting of personnel from Canadian institutions will be through an institutional contract to expedite assignments of experts from that organization and ensure that the contracting process is seamless.

4) We will remain open to unique contracting arrangements in order to allow Canadian public sector employees to participate as GoC employee and not lose any benefits/entitlements.

5) Specific public sector Canadian expertise will be allowed to carry its institutional recognition or brand (e.g. that of CFIA) rather than only SAFEGRO support, as this would promote Canada.

6) The CEA will liaise closely with private sector food safety technology companies with innovative solutions, service providers and consultants where there is a rationale, value-for-money fit for SAFEGRO needs to promote Canadian expertise in these areas.

7 PROJECT MONITORING AND REPORTING (APPENDIX E)

7.1 SAFEGRO Monitoring, Evaluation and Learning Strategy (MEL)

The detailed M&E strategy is provided in Appendix E. Monitoring and evaluation of the SAFEGRO will be the joint responsibility of the CEA and the Government of Vietnam. Results will be monitored and evaluated following results-based management principles. Monitoring will also be aligned, to the extent possible, with reliable national information, statistical and monitoring and evaluation systems in order to promote enhanced national ownership and accountability and sustainability for results including embedding some approached within the government food safety control, systems.

Monitoring

The SAFEGRO M&E team will develop a comprehensive MEL management system that includes a data acquisition plan, the development of data collection tools that ensure the collection of disaggregated data according to gender and other identify factors; baseline, midline and end line data collection; and routine data collection (both per the PMF). Wherever possible, we will leverage existing national data sources and programming activities to collect SAFEGRO performance data.

Progress on planned outcomes will be routinely monitored according to the indicators and targets identified in the PMF, including inclusion targets for gender and other identity factors. Potential indicators have been included in the PMF attached. Data interpretation processes involve the analysis of results and progress to determine the factors and variables for increases and/or decreases based on a systematic process which examines the trends through the following lenses i) quality; ii) food safety policy; iii) gender/economic equality; and (iv) food safety knowledge and practices. We will pay particular attention to the impact of programming on women and girls, the economically disenfranchised and other vulnerable groups are fully considered and that the benefits of SAFEGRO (and improvements in Vietnam's food safety system) are equitable, inclusive and "do no harm" to these groups. For areas for deeper analysis, we will apply innovative techniques such as Outcome Mapping and Outcome Harvesting.

Drawing equally on the examination of progress towards milestones established at the onset of the project, six-month review processes will be carried out to assess and integrate learning and corrective actions into annual work planning. Risk monitoring will also form part of the project's monitoring strategy whereby risks identified at the onset of the project in the risk matrix, and those identified throughout review and planning processes are tracked to reduce risks and support mitigation strategies.

Project Evaluation

We will also provide opportunities to undertake developmental evaluations – specific evaluations that delve even deeper into a results and processes than regular monitoring and/or outcome mapping / harvesting can offer.

It is expected that a comprehensive evaluation of the project will be conducted to assess the relevance, efficiency, effectiveness, impact and sustainability (DAC criteria) of SAFEGRO's contribution to the key development outcomes committed by the two governments.

Learning

The examination of lessons learned will complement case studies and implementation research on identified pilots of innovation (e.g. organic value chains, standards with exporters) with the CEA nd Vietnamese research institutions. The impact of SAFEGRO on food safety culture, for example, will be measured in collaboration with local research institutions to monitor activities and modify them through an ongoing process

A core management strategy is the use of semi-annual review and planning processes drawing on data interpretation and lessons learned facilitated processes.

Reporting

Progress reporting will utilize output and outcome templates found in the new "International Assistance Results Reporting Guide for Partners", Second Edition (2018). These reports will highlight progress towards achieving the project outcomes as well as how the project is working together to deliver with other key stakeholders in Viet Nam.

7.2 Performance Measurement Framework

The SAFEGRO PMF framework and table are provided in detail in Appendix M.

7.3 Performance Reporting Framework

Table 3: Reporting Schedule

Report	Submission requirements	Submission Date
Inception Workplan	Draft within 15 Days, Final within 30 Days, from effective date of contract, unless otherwise agreed to in writing by GAC.	
Project Measurement Framework (PMF)	Within 105 Days from the effective date of the Contract	August 2020 (approved extension)
Project Implementation Plan (PIP)	Draft within 105 Days, Final within 130 Days, from effective date of contract, unless otherwise agreed to in writing by GAC.	August 2020
Semi-Annual and Annual Progress Reports	Within 30 Days from the end of the semester, CEA must provide a Semi-Annual Progress Report for the six-month period ending September 30th and an Annual Progress Report ending March 31st of each year.	
Annual Work Plan	Within 105 Days after signature of Contract, together with the PIP for the first year of the Project. Within 30 Days from the end of each fiscal year, together with the Semi-Annual Progress Report and the Annual Financial Report.	July 28, 2020 March 1st annually
Final Narrative Report	Within 30 Days from the end of the activities of the project.	
Minutes of Meeting	Draft to be provided within 3 Days from the date of the meeting and final minutes within 15 Days from the date of the meeting.	As per actual meeting dates
Semi-Annual Financial Reports	Within 30 Days from the end of every semester together with the Semi-Annual Report	
Annual Financial Report	Within 30 Days from the end of the fiscal year together with the Annual Progress Report	
Final Financial Report	Within 30 Days from the end of the activities of the project.	

7.4 Stakeholder Communications Plan

SAFEGRO will communicate with stakeholders in the public, private & civil society sectors to foster dialogue in project activities to create/sustain an effective risk-based food safety system. SAFEGRO will adopt a variety of tools, techniques and activities to ensure effective communication amongst key stakeholders, awareness raising and an appreciation of the project's contribution to food safety modernization in Vietnam.

Reports on the communication strategy including the submission of the Visibility and Recognition Activities Reporting Form; will be included in the AWP as well as the Semi-Annual, Annual and Final Reports.

8 ENVIRONMENTAL SUSTAINABILITY AND INCLUSIVE CLIMATE CHANGE STRATEGY (DETAILS IN APPENDIX B)

8.1 Situational analysis and key issues for agri-food value chains

The conflict between economic development and environmental protection in the agriculture sector is growing noticeably, expressed in restructuring crop types, changing land use, excessive fishing, rapid growth in the livestock, access to clean water and more. As a result of agriculture growth, pollution from agricultural activities has worsened. Each year the country uses 60,000 - 80,000 tons of plant protection products such as pesticides, herbicides and growth promotions. Pesticides are applied abusively without compliance with the technical specifications, resulting in food poisoning and long-term health risks. There is scant monitoring but strong evidence of pollution with residues in food and its harmful effects on environmental and public health in rural areas. The adverse impacts of traditional livestock waste have been clearly observed, particularly on water, soil, and air, and the subsequent impacts on the quality and safety of agro-products. Food safety and hygiene issues lead to the spread of epidemics and the outbreaks affecting the sector performance. In the domestic market, frequent incidents of environmental damage and poisoning from agro-chemicals and biological contaminants have made consumers more conscious of the need for higher and stricter safety standards for agricultural products. These issues will not be effectively addressed in the absence of a strong domestic demand for environmentally clean and “safe food”. It is also necessary to raise food safety awareness to mitigate the risks associated with Vietnamese traditional practice of shopping in open markets which lack adequate management systems for food safety and hygiene.

The SAFEGRO project’s Environmental Sustainability and Inclusive Climate Change Strategy supports the Ultimate Outcome of the project, “1000 Improved well-being of female and male consumers and agri-food sector actors including poor farmers in Vietnam” as well as all outcomes, including Immediate Outcome 1200 “Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and international markets” with outcome 1210 “Strengthened capacity of poor farmers and other actors, particularly women, along the value chain to supply safe agri-food products, taking gender equality and environmental sustainability considerations into account”. The project offers opportunities to have a positive impact on the environmental context of safe food in Vietnam and the country’s ability to achieve sustainable economic growth through the introduction of environmentally friendly knowledge and skills to support food production and consumption. That potential will have to be maximized as plans for implementation proceed. In the context of a risk-based approach to food safety, a number of key environmental and climate change issues have been identified to be addressed in the in the proposed value chains.

8.2 Mitigation measures that formulate the Environmental Management Plan (EMP)

SAFEGRO will consider environmental issues in the context of three approaches to mitigation of: (i) environmental impact risks as they relate to ongoing agri-food production and, more specifically, project interventions, (ii) environmental food safety hazards, especially pathogens and chemical hazards, and (iii) climate change adaptation. The food system in Vietnam, particularly for the food value chains under consideration is facing various environmental issues and climate change challenges as described in Table 1. A number of interventions have been deployed elsewhere to address these environmental issues and climate change challenges, and some of these potential opportunities will be explored and adapted under SAFEGRO through evidence-based recommendations evolving from the pilot value chain work.

8.3 Environmental Sustainability and Climate Change Adaptation Strategy

In order to ensure that Environmental Sustainability and Climate Change Adaptation are mainstreamed throughout the project, the national Environmental and Climate Smart Agriculture Specialist will prepare a project implementation plan to ensure inclusion of environmental and climate change considerations in all proposed activities and their sustainability beyond the life of the project. SAFEGRO will pro-actively capture best practice from the rapidly evolving area of research related to links between climate change and food safety.

International and national Environmental and Climate Change team will be mobilised during the implementation phase to oversee all related proposed environmental and climate change activities and coordinate with other initiatives to maximize resources and impacts. Training courses, workshops, policy dialogues and information sections delivered to food system key leaders and actors along the value chains, will emphasise Environmental Responsibility and Climate Change Awareness. Some key environmental and climate change issues identified during the inception mission under Component include a review of environmental consideration in the food safety laws, regulations, decrees, circulars and guidelines, assessment of enforcement of environmental management along food value chains which will be addressed under SAFEGRO. Interventions to address environmental issues and climate change concerns will be mainstreamed throughout the project and SAFEGRO will undertake a number of initiatives to promote environmentally friendly and climate smart agricultural practices in regard to food safety/selected food chains. Within activities under Component 2, for example, the project will specifically address climate change through the value chain pilots to complement other related activities:

1. Develop and pilot climate smart agriculture guidelines
2. Conduct CSA and climate adaptation gap assessment and strategies
3. Develop technical guideline and tools for CSA and CC responses
4. Enhance the climate resilience of small scale farmers, especially women, through technology
5. Develop and promote an innovation scheme for 3R applications in selected VCs
6. Promote applied research for environmentally friendly packaging

Component 3 of SAFEGRO for for “Increased consumer demand for safe and affordable agri-food in

Vietnam" will include specific environmental initiatives to broadcast environmental management messaging through the development of hygiene management toolkits for small and medium food businesses and a specific environmental and climate change toolkit for communications.

8.4 Measures to ensure environmental capacity available and strengthened

The project will continue to explore and review the existing environmental risk mitigation resources and available network of expertise and training in Vietnam and explore ways to leverage and expand these resources to promote SAFEGRO's environmental strategy and its sustainability. The SAFEGRO team will work with the three key ministries and stakeholders to develop capture lessons learned from previous projects and use this experience to inform SAFEGRO's activities especially as it related to climate smart agriculture and food safety. Environmental considerations will be mainstreamed through all training programs, toolkits, guidance, the competency-based food safety curriculum, university curriculum and, especially K-12 school curriculum and embedded in partner training institutions (i.e. CSOs) and universities to ensure sustainability. Environmental elements of the communication strategy will focus on behavior change among key beneficiaries to ensure that the environmental food safety risks, environmental impacts and climate change risks are well understood and complement other activities to mitigate these risks.

9 COMMUNICATION STRATEGY (ANNEX F)

9.1 Raise awareness, visibility and recognition of GAC's contributions

In all activities under 3 components of the SAFEGRO with results such as strategy publications, research reports, training materials, online infographics, etc., the GAC identity will be marked and acknowledged. The project will follow regulations on marking and public communication under GAC funded assistance and seek the advice from personnel in charge of communication at the Embassy of Canada in Vietnam on specific cases.

Table 4: Marking plan for project deliverables

No.	Deliverables	Marking with GAC identity	When and where to mark	Rationale for not marking
1	Key trainings and capacity building for external stakeholders	Yes	Invitation letter, banner, training materials, reports, papers	
2	Internal meetings and working sessions	No		No banners or publication needed for regular internal working session
3	Leaflets, news, brochures	Yes	Front cover	
4	Public events	Yes	Invitation letters, banner, event materials, media releases	
5	Communication products for social media	Yes	Video clips, infographics, audio-visual products	
6	Publications (both soft and hard copies)	Yes	Books from research reports, articles	
7	Commodities, equipment, supplies and other materials	Yes	Office equipment, test kit, lab equipment and materials	

9.2 Target groups in Canada and Vietnam and communication methods to be used

Strategies and communication methods for reaching out the target groups of SAFEGRO include:

Fostering Project Identity among Project Stakeholders and Externally
This includes a specific strategy which positions the identity of the project, taking into account the rules established by GAC for the use of its logos or designations. In the first year of implementation, communications activities will design a brand logo clearly identifying the Governments of Canada and of Vietnam, design and printing of basic stationery (paper headed, cards, etc.) and elaborate communication protocols.

Creating and Optimizing Opportunities for Exposure: When the communication strategy and action plan of the project is developed in the last quarter of the first year, we will expedite messaging to different target groups as well as engagement with local and national media, social media platform to publicize project activities and results. We will make deliberate efforts to increase our exposure to ever-

broadening audiences. Study tours, training in and out the country, business matching events are opportunities created in SAFEGRO so that both Canadian and Vietnamese people know more on the project itself, resulting in raising common understanding and communication channel for follow up cooperation. It is expected the relation remains and being maintained beyond the project's life. Electronic data bases will be created and maintained for easy electronic communication with partners and an ever broadening network of interested persons.

9.3 Comprehensive food safety awareness raising to drive behavior change among practitioners, supply chain players and consumers, especially women

Project messages will be created so that a consistent image of SAFEGRO will be portrayed. The messages will include the innovative and distinctive highlights of SAFEGRO including that it is market driven, that environment and gender are key concerns and that it addresses the needs of industry. Project messages will highlight the critical role that the Vietnamese partners play in achieving the outcomes of SAFEGRO. The beneficiaries, including young people and women will be the centre of media message. They will serve both as information receiver and the main character of stories portrayed by communication activities and events of SAFEGRO. As the project progresses, there will be many opportunities to publicize project accomplishments: workshops and training sessions provided; annual policy forums; keynote speakers at major events. SAFEGRO will plan to convene an international food safety meeting or conference in the final year to share international experience and showcase the results of SAFEGRO and profile GAC's contributions.

9.4 Promoting food safety culture in Vietnamese context

Food safety is a growing concern for consumers in Vietnam as incidences of unsafe foods and an increasing trend of cancer cases are frequently reported in the media but consumers do not believe in the food safety information currently available. SAFEGRO will develop a communication approaches to build consumer trust in government advice on food safety issues to influence perceptions and prejudices over time by targeting specific food safety hazards most easily addressed through communication. Although chemical hazards such as pesticide contamination and chronic illness, for example, have a high profile among consumers, microbiological pathogens are a more significant immediate hazards and can be mitigated through simple messaging to change food safety handling and preparation behaviors (i.e. hand-washing, clean, separate, cook, chill).

Changes in food safety behaviors amongst all stakeholders and actors is the fundamental principle of SAFEGRO's CD strategy. Food safety culture reflects the progress along a continuum of improvements in adoption of food safety behaviors and practices towards ensuring safe food is available throughout the value chain and especially among consumers. SAFEGRO will specifically explore food safety culture in the Vietnamese context and undertake applied research to adapt and adopt appropriate indicators of food safety culture progression to measure project progress towards affecting food safety behaviors.

The pathway to facilitate the overall communication follows a logical approach illustrated in the revised logic model under component 3 for the project framework beginning with activities in pilot value chains to analytically understand target audiences (Output 1311), development of comprehensive communication strategy development (Output 1311), followed by careful monitoring and evaluation of behavior changes and to provide specific evidence-based interventions for the nudges and choice architecture which work and can be scaled up.

SAFEGRO communication tools will evolve from the fundamental pillars of risk analysis and be guided by initial value chain risk assessments and development of risk management plans for which risk communication will be an integral part. Clear, concise and behavior-driven messaging and communication will be mainstreamed as a tool for change throughout the SAFEGRO portfolio of activities from farmer through to consumers and among government agencies. Adopting the value chain approach to food safety mitigation provides the opportunity to target messaging and communication at each of the critical control points along specific commodity value chains to complement the impact of technical interventions. While technical components of the project will provide the supporting informational and capacity building framework for modernization of the food safety control system, these become the skeleton upon which communication expands the impact of food safety culture. SAFEGRO will focus on specific, innovative and targeted communication which changes behavior and, with some minimal experimentation, provide evidence-based rationale for ongoing commitment to specific activities. While considerable effort is devoted to consumer communication, the contribution of project activities and outputs to the outcomes will, ultimately, be reinforced by a comprehensive communication strategy among value chain stakeholders and to drive food safety culture in the key government ministries as well. The communications strategy will include specific approaches to promote GE and women's empowerment, disseminate information about food safety risks and preventive measures across key value chains. It will highlight food safety issues of particular importance to women.

SAFEGRO's team, acknowledging Vietnamese culture sensitivity and language will ensure communication with stakeholders with frequent feedback and careful adaptation of internationally accepted processes and procedures for food safety communication. In addition to language (Vietnamese, other ethnicities), educational level and usage will be considered and ensure that media will be in local languages. Risk-based food control communication is recommended as best practice by WHO, FAO and Codex and requires a through-chain approach where food safety hazards (microbial, chemical and physical hazards) are controlled along the production and supply chain: from primary production, to manufacturing and preparation, to food retail service and catering. Results of risk assessment and management will drive risk communication messaging to involved stakeholders through multiple channel of the production chain.

9.5 Communications Strategy Budget

The communication strategy has been costed based on previous project experience in Vietnam. The total budget includes operational costs related to social media, published materials, communication product development and engagement activities under Field Office Expenses and hardware costs under

Equipment. The total budget over the life of project is $60,000 consisting of $50,000 in operational costs and $10,000 in hardware for hosting and video production.

No.	Deliverables/Product	Units	Budget
2(iii)	**Field Office Expenses - Communications**		
1	Media and public engagement: fanpage development and operations, stories on defined messages	$1000/year * 5 years	$5,000
2	Event/workshop/seminar banner, event materials, media releases	$500/year * 5 years	$2,500
3	Leaflets, news, brochures	$1,500/year * 5 years	$7,500
4	Public events, video clips, infographics, audio-visual products	$4,000/year * 5 years	$20,000
5	Communication products for social media: short clips delivering messages to post on media, FB online promotion, etc.	$1,000/year * 5 years	$5,000
6	Engagement with CSOs, NGOs for stories, contents development	2 events/year for 5 years * $1,000/event	$10,000
	Total – operational costs		**$50,000**
2 (b)	**Equipment**		
7	Purchase of server for SAFEGRO knowledge portal and communications platform. Small communications equipment for video production and editing.	1 server	$10,000
	Total		**$60,000**

9.6 Visibility and Recognition Activities Planning Form

Global Affairs Canada / Affaires mondiales Canada

Visibility and Recognition Activities Planning Form

This planning document has been developed to assist recipients of Canada's international development support through Global Affairs Canada to consider how appropriate public recognition can be provided to the Government of Canada.

To ensure that visibility and recognition (V&R) is available for communication purposes, please maintain a file with any of the following: pictures of signs on projects, screenshots of websites, blogs or social media posts that recognize Canada; publications that acknowledge Canada; copies of news releases or speeches that acknowledge Canada; copies of reports that recognize Canada; copies of film, video or audio that recognize Canada's contribution; and copies of newspaper articles about Global Affairs Canada funded projects. Examples in your file might be requested for use by Global Affairs Canada's Public Affairs Branch. For more information on recognizing Canadian support, please consult your project officer.

Project Details

Project number: P-000707-1

Project name: The Safe Food for Growth (SAFEGRO) Project

Visibility and Recognition Objectives

To publicly recognize Canada's contributions to international assistance activities.

To ensure public-recognition activities align with project/program or contribution objectives.

Strategic Considerations

Please identify any strategic considerations (operational, security, or other) that may preclude public recognition for Canada's contribution or support.

N/A

Target Audiences (Check those that apply)

- [x] Audiences in Canada
- [x] Audiences in beneficiary country
- [x] Other international assistance partners

Other (please specify): CVFIA, University of Guelph, Public Health Canada, FAO, WHO, JICA, ILRI/CGIAR, World Bank.

- [ ] Other (Please specify)

Visibility and Recognition Activities

For the examples listed below, indicate the activities for which you have capacity to integrate V&R.

- [x] Public announcements that include recognition to Canada (in Canada and in country)
- [x] News releases that include recognition to Canada
- [x] Recognizing Global Affairs Canada's contributions on a website.
- [x] Recognizing Global Affairs Canada's contributions through social media channels (Twitter, Facebook, etc., use of @CanadaDev Twitter handle)
- [x] Conducting speaking engagements that include recognition of Canadian support:
- [x] Conducting media interviews that include recognition of Canadian support:
- [x] Conducting outreach activities that include recognition of Canadian support:
- [x] Publications (annual reports, brochures, etc.) that include recognition to Canada
- [x] High-level visits to and from Canada that include partner recognition
- [x] In-the-field activities (e.g. signage, brochures, etc.)
- [x] Collaboration on Global Affairs Canada communications activities (public announcements, stories from the field, news releases, Web content, coordinated social media campaign)
- [x] Other (please specify)

Other (specify): Ongoing project activities that clear indicate training and

GAC-AMC 2203E (2016-06-16) Page 1 of 2 Canada

benefits are supported by Canada

Global Affairs Canada use only

Date received (yyyy-mm-dd)	
Date reviewed (yyyy-mm-dd)	
Shared with Public Affairs	◯ Yes ◯ No
Next scheduled update (yyyy-mm-dd)	
EDRMS number	
Project officer name	

APPENDIX A GE AND WE STRATEGY AND ACTION PLAN

TABLE OF CONTENTS

INTRODUCTION

This SAFEGRO Gender Equality (GE) and Women's Empowerment (WE) Strategy builds on lessons learned and recommendations provided by the final evaluation of the Food and Agriculture Products Quality Development and Control Project (FAPQDCP) and the findings from a three-week SAFEGRO inception mission in Hanoi, Ho Chi Minh City and several other provinces. It delineates the commitment of SAFEGRO to (a) promote gender equality and women's empowerment along the selected value chains; (b) strengthen the integration of gender equality into SAFEGRO's interventions; and (c) enhance the relevance, efficiency, effectiveness, impacts and project sustainability for both women and men.

The GE and WE Strategy will align with Canada's Feminist International Assistance Policy (FIAP) that recognizes the strong need for promoting gender equality and the empowerment of women and girls by eliminating barriers to equality. This strategy will also assist to create better opportunities for women and girls to become change agents and improve their own lives and the lives of their families and communities. It will also contribute to the implementation of Vietnam's key gender efforts such as the Gender Equality Law (2006), the Law on Prevention and Control of Domestic Violence (2007), the National Strategy on Gender Equality until 2020 and its follow-up, as well as Vietnam's commitment to achieving 17 Sustainable Development Goals (SDGs) including a stand-alone goal - SDG 5 (Gender Equality) by 2030.

Although both women and men have different and complementary roles in food production at the household and community levels in Vietnam, women often play a greater role in ensuring nutrition, food safety and food quality. Women take the main responsibility for producing, processing and preparing most of the food for their households and for retailing food products. Women constitute the group that is most vulnerable to Food Borne Diseases (FBDs) (together with infants, small children, pregnant women, sick persons, the elderly and the poor). This explains the importance of having women actively involved in all efforts where they can have potential to influence behavior and improve food safety under the project while ensuring their equal rights and access to resources, technical assistance, and opportunities.

Therefore, this GE and WE Strategy serves as a guiding pathway for the SAFEGRO's project team, the implementation partners including, but not limited to, line Ministries, Departments, Companies, NGOs, Research Institutes, and the Media to recognize women's and men's distinct roles, capacity and skills in the food safety system and their risks to FBDs over time. The project interventions will value the contributions of males and females equally, their potential to create a food safety culture and will address the underlying cause of gender inequality at all levels.

RATIONALE FOR GE AND WE STRATEGY:

1. Gender gaps in Viet Nam:

Vietnam's Constitution has long recognized gender equality as a necessary foundation for building a peaceful, prosperous and sustainable society. As such, the Government of Vietnam has committed to promote gender equality by making it a cross-cutting issue in all political, economic, cultural, and social

spheres[4] in addition to laws, regulations, strategies and action plans specific to gender equality[5]. The enabling policy environment has helped Vietnam to achieve some encouraging results in advancing gender equality and women's empowerment (as illustrated in the Box below). Yet, there is still the need for narrowing gender gaps that will require more effort and commitment from the Government and all sectors to eliminate barriers that impede the advancement of women and girls in Vietnam.

SOME GENDER GAPS IN VIETNAM

- 26.7 per-cent of women's representation in the National Assembly (term 2016 – 2021)
- 12 out of 30 ministries and related agencies have women as either Minister(s) or Deputy Minister(s)
- 31.6 per-cent of enterprises are women-owned (71.7 per-cent are micro-sized and 28.3 per-cent are small and medium-sized)
- 60 per-cent of the agricultural labor force are women
- 9 per-cent of farm owners are women
- 80 per-cent of the households in rural areas are male-headed
- Women participation in the workforce of Vietnam (72,.9 percent) remains less than men (83.0 per cent)
- The Gender Pay Gap means the average income of a man is at least 10.1 per-cent higher than the income of a woman with the same qualification in 2015
- Women, on average, spend 5 hours (314 minutes) for unpaid care work, 2 hours (125 minutes) more than men do. In areas with low quality public services, women spend 9 hours for unpaid care work.
- Women in the Northern mountainous region spend nearly 2 hours (107 minutes) each day collecting fuel and water, while women in cities spend only 3 minutes.
- In 2016, the literacy rate of men is estimated to be 96.6 per-cent, while the rate for women has risen to 93.5 per-cent
- More than half of all married women (58 per-cent) revealed that they had suffered at least one of three types of violence (physical, sexual and emotional) by their husbands
- Women are still found in the informal employment sector with low incomes and an unsecured and unstable working environment.
- Female Doctoral Degree Holders are 21 per cent and the number of Female Professors and Associate Professors in 2012 – 2016 is 24.6 per-cent.

Sources: General Office of Statistics (GSO), Voluntary National Report to the United Nations, 2018

2. Gender and Food Safety:

Food safety is an increasingly important public health issue in Vietnam due to the rise in purchasing power and demand for food especially in Ha Noi and Ho Chi Minh City. In Vietnam, Hazard Analysis and Critical Control Points (HACCP), VIETGAP, and other international standards are generally applied for export markets and high-end local supermarkets. Supermarkets in Vietnam meet only 20% of local demand for food products, while the remaining 80% is distributed through wholesale markets and local, informal/wet markets. Smallholder farmers produce food for these markets. However, these farmers have not paid adequate attention to the requirements and standards of food safety. For example,

[4] Examples: Law on Election of Deputies to the National Assembly and People's Council, Law on Support for Small and Medium-sized Enterprises, Labour Code, Land Law (2013), Vocational Training Scheme for Rural People with women as a prioritized group…

[5] Law on Gender Equality (2006), Law on Prevention and Control of Domestic Violence (2007), National Strategy on Gender Equality 2011 – 2020 and about to renew, Scheme on Supporting Women's Start-up 2017 – 2025,

chemicals such as pesticides are over-used in agriculture without strict controls governed by the relevant authorities.

In Vietnam, women and men undertake different roles and responsibility in the agri-food sector. Women are very active in production, processing and selling. Women dominate in informal small-scale food processing, most of which is done at home for both household consumption and sale in local markets. Men are generally more involved in large animal care, fishing, hunting, and slaughter, while women dominate in poultry, dairy products, processing, and preparation of foods. For example, in the context of a pig-slaughter house, reported in the consultation meeting, men are in charge of killing and carrying pigs while women are responsible for cleaning. In agriculture, women undertake grass cutting while men spray pesticide on the farm. The FBD Pathways are along the value chain from planting to harvesting to processing to consumption. Therefore, the presence of women and men in production, processing, and retailing suggests different impacts of human health hazards on each sex depending on their roles in each node the value chain.

In the food safety system, women and men hold different capacity and skills, thus food safety improvement should be inclusive of both. As indicated during the inception mission, women are less likely to attend the training workshops organized by governments and/or donors because of their limited availability and mobility because of their work overload. Consequently, male participants dominate attendance at these training programs. The paradox is that, while women are the main farm laborers and as smallholder farmers and food buyers, they are not able to acquire the necessary knowledge, information, and capacity to perform safe agriculture and the ability to produce safe food. In addition to lack of knowledge and capacity, during many inception mission meetings an issue raised by both women and men was the need for financial capital to start their safe agro-industry.

A better understanding of the food safety culture related to women's and men's roles in safe food production, processing and preparation across the value chain and in consumption practices will be key to implementing risk assessment, management and communication effectively in the agri-food sector. It will be important to keep abreast of other factors including their age, health status, culture, geographical specificities, and social norms, which affect their risks to FBDs and microbiological pathogen contamination of food over time.

In the food safety system, there are persistent and emerging challenges that have distinct impacts on women and men and could potentially diminish women's empowerment, which aims at gaining better equality in institutional, economic, social and domestic structures. The challenges include, but are not limited to:

- Women are inappropriately burdened by unpaid care work, doing two and a half times more unpaid care and domestic work than men;
- Women's limited availability and mobility to access knowledge, information, and training opportunities;
- Women have limited access to services, land and financial resources in agro-industry;
- Women have limited chances and confidence to take on leadership positions and/or pursue careers in sciences and technology;
- Lack of gendered analysis in the value chain and food safety system; and

- Lack of gender consideration in food safety related interventions.

With this GE and WE Strategy, SAFEGRO will respond directly to the above issues identified and will be in alignment with the Canadian government's FIAP which calls for greater effort and resources to increase women's access to economic opportunities and resources.

GUIDING PRINCIPLES OF GENDER MAINSTREAMING IN SAFEGRO

Women and Men as Active Agents of Change: The Strategy is premised on the notion that the project can only succeed when both women and men have the rights and opportunities to achieve their aspirations and to fulfill their potential when their knowledge and contributions are equally valued and mobilized. There is also the need to recognize mutual benefits and commitment to promoting food safety behavioral change and sustainability of project interventions. This will create the enabling environment and space to help women and men become active agents of change. The project will thus focus on ensuring that women are empowered to have the capacity to make decisions over their lives and to participate in the social development of their communities. As such, SAFEGRO's gender interventions will go beyond counting numbers of beneficiaries by sex and will pay sufficient attention to boost leadership and entrepreneurship skills of women, and eventually help to close the gender gap.

Transforming Gender and Power Relations: SAFEGRO acknowledges the need for transforming gender equality and power relations to advance gender equality and to sustain the project's outcomes. SAFEGRO will pursue novel interventions to address the root causes of gender inequalities and change the discriminatory social norms, attitudes, and practices that limit women's and girl's rights and opportunities. For example, SAFEGRO will develop initiatives using the power of media and education for involving men and boys, encouraging them to understand the mutual benefits of having both sexes contribute to achieving food safety in the family and community.

Innovation: Innovation will be a must for SAFEGRO. As such, advancing toward gender equality requires state-of-the-art approaches, from community conversations, traditional entertainment, training on technical topics, and communication for behavior change of both women/girls and men/boys. SAFEGRO will focus on two interconnected paths forward: innovative approaches to GE and gendered innovations to address the root causes of gender inequality.

Innovative approach to GE: SAFEGRO brings gender equality as a core value to partnerships with all implementing partners. SAFEGRO will pilot a leadership skill program for women to leverage their skills and confidence to be a leader in their personal and work-life and to engage women throughout the value chains. SAFEGRO will train women on quality improvement in food production and best practices, as well as to enable them as smallholder farmers to access to market opportunities. A knowledge sharing network of women entrepreneurs will be formed to assist women entrepreneurs get on their feet. SAFEGRO will create space and supports to enable the different actors along the value chain – policy makers, producers, suppliers, and consumers to come together via training, workshops, forums, and networks to benefit both sexes. In particular, SAFEGRO will strengthen the role of the Women's Union in addressing gender inequality, empowerment of women and girls, and improving food safety. In addition, Component Three of the project opens a great opportunity to innovatively use different means of mass

media to engage with men and women, both as producers and consumers of safe food. A network of journalists will be formed to realize this opportunity as gender issues are socially constructed and the media is a central actor in the construction of social perceptions in modern life. As a result, the volume of media publicity can shape the perception of citizens over gender (in)equality as well as potential policy action. The media is a primary arena for advocating gender equality and is key toward influencing the publics understanding of gender issues.

Gendered Innovation: SAFEGRO will pursue Gendered Innovation Principles to promote a gender-responsive approach to innovation. SAFEGRO will encourage and assist the selected producers, as needed, to employ methods of gender analysis to develop goods, services and technology in agro-industry. SAFEFRO will ensure the agri-food innovations and technologies supported by the project will work for women and girls, particularly when digital technologies are rapidly transforming agricultural methods in Vietnam. Technological innovations for the selected value chains, especially access to information and the promotion of transparency, will help to mitigate structural and societal barriers that prevent women from access to information, knowledge, capacity building, resources, and other services. Women also need tools, technologies and practices that reduce, rather than increase their time burden because of their heavy household obligations. In developing new technologies or practices, it is important to consider how technologies could potentially displace workers in sorting, collecting or other processing roles (where women dominate) as technologies are upgraded and regulations and standards become stricter. In the development of new tools, technologies and improved practices in safe food handling, women and men should be involved both as clients and providers of innovation because of their different roles along value chains and women in particular because of their key role as household food decision-makers and preparers[6].

METHODS OF GENDER MAINSTREAMING IN SAFEGRO

Gender-Based Value Chain/Risk Assessment: Once the value chain is selected, SAFEGRO will work closely with Vietnamese authorities at all levels to analyze gender issues along that specific value chain so that gender targets will be intentional, locally-contextualized and contribute to the national efforts of addressing discriminatory norms and practices that inhibit the potential of women to perform safe agriculture.

Development of Results-Based Work Plan: SAFEGRO will rely on sex-disaggregated data and gender analysis to develop activities and work plans, aimed at participatory empowerment of women and promoting gender equality. It will support strengthening the national partners' gender knowledge and capacity to appreciate the gender impacts and to develop the ability to use sex-disaggregated data for monitoring their performance.

Gender as a crosscutting issue in all activities: SAFEGRO will ensure that women's and men's concerns and experience are an integral part of the design, implementation, monitoring and evaluation of the project's activities. The aim of gender mainstreaming is to ensure that women and men benefit equality

[6] Gender and Food Safety Analysis USAID FTF

in any assistance and that inequality is not perpetuated. This includes incorporating gender considerations into Technical Assistance activities, Training Courses, Study Tours, Policy Development, and other interventions throughout project implementation.

Women specific interventions where needed: The gender-based value chain and risk assessment will provide the necessary information for identifying where specific interventions for women's empowerment would be beneficial. For example, this could be a leadership program designed for women, the creation of a network of women champions amongst women farmers and entrepreneurs, technical assistance for relevant authorities to pay attention to working conditions of women in agro-industry, a referral mechanism to connect businesswomen with funding sources, and/or an initiative of a "Gender Seal" for food products grown and/or processed by women farmers.

Accountable: SAFEGRO has integrated gender equality indicators into the project outcome and output results and implementation plans based on evidence collected during the project inception mission. SAFEGRO has incorporated gender sensitive indicators into the PMF and will ensure that the progress in achieving equality results and lessons learned are monitored, reviewed and reported in semi- and annual reports. Where there are discrepancies in achieving results, SAFEGRO will collaborate with partners to develop additional strategies to close the gaps.

PRIORITY AREAS OF GE AND WE INTERVENTIONS IN SAFEGRO

The GE and WE Strategy will guide SAFEGRO management, implementing partners and stakeholders involved in and benefiting from this project. Applying the GE and WE Strategy means greater gender sensitivity in the project. The desired areas of actions help close the gender gaps as follows:

Study on Gender and Food Safety: The project will carry out a gender-based value chain assessment to investigate women's and men's roles, responsibilities, and access to information, knowledge, and resources. This gendered risk assessment will collect gendered information and identify differences in women's and men's exposure to health risks along the selected value chains (production, processing, trading, and consuming). This will provide the project with entry points and baseline data which will be used to: i) propose tangible project efforts to attack the inequalities and inequities affecting women and men, ii) establish a PMF with clear indicators on gender equality progress in the project implementation. These studies will illustrate to partners the requirement to collect sex-disaggregated data for all project activities and use them for monitoring performance. Together the M&E Specialist and Gender Equality Specialist will train the relevant people to be able to collect sex-disaggregated data and to undertake a gender analysis of their work. This will ensure our partners will have a better understanding of the specific needs, issues, and potentials of women and men in the food safety system.

Capacity Development in relation to GE: In order to implement the GE and WE Strategy and Action Plan for GE and the Advancement of Women and Girls, a clear understanding of gender equality concepts and issues amongst SAFEGRO's project management, project staff, and implementing partners at all levels is required. SAFEGRO will provide gender training for these groups so they are capable of identifying gender issues and/or discrimination in their own context. They will learn about Gender Markers and

adapt it to their own use to ensure that women/girls and men/boys will benefit equally from any activity, decision, and policy. With a better understanding of GE concepts relative to their day-to-day work, the project team and implementing partners will help to promote a gender approach in project implementation and in their own institutions.

Inclusive Governance: As another entry point for gender-responsive policy advocacy, SAFEGRO will review the food safety policy frameworks from a gender perspective. The findings will provide baseline evidence for SAFEGRO to advocate for gender considerations in the whole process of food safety policy and regulation development. Any existing gender-based legislation and toolkits in Vietnam will be studied and adapted to the food safety area. This will help to ensure any food safety regulations developed under SAFEGRO will be sensitive to gender.

Equal Participation of Women and Men in Technical Assistance Activities: Men and women undertake varied and diverse roles across the whole value chain based on socio-cultural norms and their preferences. Despite women's significant contribution to agriculture, they are often constrained by other domestic duties that restrict their mobility and access to relevant education, training, extension services, and agricultural inputs. SAFEGRO will ensure incentives are created for mutual recognition and support for both women and men so that they benefit from information and knowledge, capacity building, training courses, study tours, and technical assistance along the supply chain.

Improved access of women to resources: This means fostering equitable access by women to financial and non-financial services to meet their needs. SAFEGRO will connect women business owners in agro-industry with different credit programs (both state-and non-state) with the support from the Women's Union, the Farmer's Union, and the Youth's Union, etc. SAFEGRO will create a platform through which these women are able to acquire information, knowledge, and entrepreneurship skills about their business and help them with market linkages for their safe agro-products.

Women's Empowerment: The stereotypical traditional model and patriarchal regime in Vietnam – man as a breadwinner and woman as a female homemaker - also prevents the empowerment of women. SAFEGRO will provide leadership training for women at the national, sub-national, and grass root levels to promote women's active participation in decision-making positions within the institutions supported by SAFEGRO. It is important for SAFEGRO to include women's participation in the project management unit and/or technical committees in all three project components. If needed, leadership coaching and training will be organized to help these women obtain and hold these positions successfully.

Youth's Empowerment: There is an increasing flurry of young rural men and women migrating to the industrial zones for job opportunities. This phenomenon leaves agricultural tasks mainly to middle-aged men and women. The inception mission found that there is a significant presence of middle-aged women on the farm (earning roughly 4 million Vietnam Dong per month) while their husbands are away from home working in construction sites. To support the Government's efforts calling young people back to agriculture, SAFEGRO will work with relevant authorities such as the Youth's Union and Universities to inspire young farmers, particularly women farmers as champions, and connect them with financial support. In the meantime, SAFEGRO will work with schools (K6-K12) to embed gender equality and food

safety into their curriculum as a way to change their behavior and prepare male and female youth to eat a safe and healthy diet.

WORKING IN PARTNERSHIP

1. Partnership with Line Ministries:

SAFEGRO will work closely with three key Ministries including the Ministry of Agriculture and Rural Development (MARD), the Ministry of Health (MoH), and the Ministry of Industry and Trade (MoIT) to address any discriminatory norms hindering women's participation and leadership in their organizational structures and to create enabling mechanisms for women and men to equally contribute and benefit from the project's impacts. SAFEGRO will provide relevant departments and units under these three Ministries with training and support to become gender competent and, enable them to collect sex-disaggregated data and to formulate food safety regulations and policy in a gender-sensitive manner. SAFEGRO will collaborate with these agencies to conduct training needs assessments, taking men's and women's needs, backgrounds and conditions into consideration and ensure equal participation of men and women in all capacity development and trainings under the project. In addition to the three key Ministries, SAFEGRO will consider similar undertakings with partners in the municipal governments and related Departments in Hanoi and Ho Chi Minh City such as Department of Agriculture and Rural Development (DARD), Department of Health (DoH), and Department of Industry and Trade (DOIT) and Food Safety Committees in Ho Chi Minh City.

2. Partnership with Socio-economic Organizations and NGOs:

Socio-economic organizations or mass organizations such as the Women's Union, Farmer's Union, and Youth's Union will be an indispensable link between SAFEGRO and the grassroot levels as they have connections at all levels and deep down to each household and individuals in the community. SAFEGRO will collaborate with these organizations to advocate for the inclusion of GE and food safety across the value chain, particularly when the Women's Union and Farmers' Union are working with MARD to implement the Tripartite Collaboration Program on Campaigning and Motivating Safe Agriculture Production and Business for Public Health in the period of 2017 – 2020[7].

This collaboration will especially fit into the scope of the project's food safety communication strategy and help to leverage the government's communication efforts in the food safety field. Besides, these organizations will serve as a bridge between producers, especially women with different sources of financial support available, for instance from Agri-bank, Social Policy Bank, and the Scheme of Supporting Women Entrepreneurship until 2025, as well as private investors. By doing this, women will have more opportunities to expand their access to financial services to do business in the area of safe agriculture and food safety.

The Women's Union will assist the Project to identify the female-owned enterprises that will benefit from the project's technical assistance and pilot the initiative of "Gender Seal" certification in

[7] Program 526/CTPH-CP-HNDVN-LHHPNVN (2017 – 2020)

cooperation with other relevant authorities. As the Women's Union is member of the food safety inspection team, it will be essential to have their participation in SAFEGRO's meetings, capacity building and training activities to gain a better understanding of food safety. Concurrently, SAFEGRO will assist them to gain a better capacity in supporting Gender and Food Safety.

NGOs and individuals working in gender in development will be engaged to contribute their experiences, intellectual and creative ideas and innovative ways of addressing the root causes of gender inequality at the grass root levels.

3. Partnership with Producer, Processor and Catering Providers/Retailers:

Once these actors are selected to participate in the project, SAFEGRO will work with them to bring in an improvement of workplace practices, working conditions and policies for men and women. SAFEGRO will provide guidance for producers and processors such as cooperatives to create gendered communication, advertising, and consumer awareness that do not depict stereotypical gender roles.

4. Partnership with the Media:

Working with the media will be a key for the project's risk communication and behavior change towards food safety that will ultimately contribute to the project's success and sustainability. SAFEGRO will particularly strengthen the collaboration with the media to create impacts on people's shopping habits, diet, and food safety culture[8]. Although women are mainly responsible for purchasing food and managing nutrition at home, popular media messages will have a significant impact on giving the viewer a glimpse into what a society of equal gender roles and responsibilities would bring to food safety. To do this, SAFEGRO will provide the media with gender toolkits and training, so that they can promote food safety and perpetuate equal gender relationships and decision-making in food consumption.

GE AND WE STRATEGY IMPLEMENTATION AND MONITORING

The oversight management of the SAFEGRO GE and WE Strategy will be the responsibility of the Project Director and Manager(s). SAFEGRO will decentralize the integration of GE in all aspects of project implementation to project staff, project implementing partners, and TA consultants (both International and National). The Project Director will ensure that, TORs for all technical assistance will include attention to gender issues and women's empowerment, to the most possible extent, and have them included in the reporting indicators of TA success. The Project Director has overall accountability to keep gender equality at the heart of all interventions under the project. The following steps will help to support application of the GE and WE Strategy in the first year of the project implementation:

Step 1: Recruitment of GE Specialist with high level of efforts

A GE Specialist will be hired to assist the Project Director to oversee the GE and WE Strategy, provide gender expertise for GE and WE Strategy Implementation and develop an Annual Action Plan for GE. S/he will be mobilized to closely work with the project personnel from the work planning stage to the

[8] "A food safety culture is the values of an organization with regard to food safety. An organization with a strong food safety culture demonstrates to its employees and customers that making safe food is an important commitment."

implementation stage to ensure consideration of GE and women's empowerment are incorporated in all activities and stages of project implementation. S/he will conduct an in-depth study of gender in the value chain and food safety, develop training materials, guiding toolkits, and mentoring to provide practical suggestions for the project's TA consultants to undertake their tasks using a gender lens. Where relevant, a training course for TA consultants will include a generic gender session/module prepared by the GE Specialist but customized to be relevant to the participant's role in the project. In addition, TA consultants (both International and National) will be required to consult with the GE Specialist on the best ways to incorporate gender issues in their own topics and capacity development activities.

The GE Specialist will participate in the Techncial Working Group (TWG) of each component to support the incorporation of GE inputs into project work planning to implementation activities to analyzing project impacts along the way. S/he The GE Specialist will provide training for project staff and partner organizations to acquire knowledge of gender concepts and gender analysis skills, so that everyone involved will be expected to share responsibility for implementing the GE and WE Strategy. This will improve GE not only within project partner organizations but also in the project as a whole in a manner that is sustainable beyond the project's life.

Step 2: Establishment of Gender and Food Safety Working Group (GWG)

In addition to the Technical Working Groups, the project will establish a **Gender and Food Safety Working Group (GWG)** whose members will represent the implementation partners including targeted Departments under each Ministry, the Media, NGOs, Women's Union, Farmers' Union, and Youth's Union. These members are not involved solely as gender focal points but also with responsibility for project implementation. Once the project becomes operational, the GE Specialist will work with the SAFEGRO's Project Director and key Ministry partners to identify the members of the GWG (entailing full name, title, and organization) and develop clear functions and working mechanism for the Group. The purpose of the GWG will be to provide relevant feedback to their respective organizations with an aim of improving the status of women and eliminating any gender discrimination gaps in their working areas and in the project as a whole.

Step 3: Gender orientation and trainings for the GWG/ Continuous Technical Assistance for the Group

The GWG will be trained on gender and food safety and assist with embedding GE into every aspect of the project implementation, especially where it is related to his/her agency's functions and mandates and the project activities to be undertaken. As a starter, the GWG will take stock of their organization's readiness (awareness, knowledge, and capacity) to deliver on GE and WE results. It is recommended that the SAFEGRO Director, Manager(s), and GE Specialist work closely with the GWG on a regular basis to detect any evolving challenges and address them with technical assistance and capacity-building activities as needed.

Step 4: Monitoring the GE and WE Strategy Implementation

The M&E Specialist and GE Specialist will work closely with each other on the gender indicators and measures throughout project implementation. In addition, the M&E Specialist will assist the GE specialist and the members of GWG to develop indicators, collect sex-disaggregated data and measure GE progress of the project in the PMF.

To monitor the GE and WE implementation, the GWG and GE Specialist will assist the project office, Heads of CWGs, implementation partners, and TA specialists to prepare and review the bi-annual and annual report to ensure the diffusion of GE and WE Strategy into all project activities and in reference to the PMF.

Risks to GE and WE Strategy Implementation

Risks	Level of Impact	Level of Probability	Level of Control	Mitigation Measures
Operational risks				
Risk that line Ministries and their Departments are not willing to include gender objectives into their activities	Major impact	Very Likely	Relative control	• Important efforts from the donor and project should be placed on the policy dialogue with these Ministries on having their commitments to include gender mainstreaming along the value chain, risk assessment, management and communication. • It is important to ensure consensus of all participating Ministries on the GE/WE Strategy.
Risk that gender objectives are not done due to low awareness, knowledge and skills of actors involved in the project implementation	Major impact	Likely	Relative control	• SAFEGRO will provide sufficient training and tools and technical assistance for actors to be able to integrate gender into their work
Risk that gender progress will be overlooked in the implementation progress reports	Moderate impact	Likely	Relative control	• SAFEGRO will provide training on collecting sex-disaggregated data, and information (quantitative and qualitative) • SAFEGRO will highlight the requirement for including sex-disaggregated data and gender progress in all reports.
Risk that there are low levels of women's participation in the TA, capacity trainings	Moderate impact	Likely	Relative control	• SAFEGRO will work with partners to ensure women's

Risks	Level of Impact	Level of Probability	Level of Control	Mitigation Measures
proposed by the project				equitable participation from the start of project implementation • SAFEGRO needs to ensure the inclusion of gender equality in TA programs right at the planning stage
Financial risks				
Risk that the project fund allocation prioritizes to other activities	High impact	Unlikely	Relative control	• SAFEGRO commits to prioritize activities related to gender equality and empowerment of women, girls, and youth across project implementation • Ensure the level of effort of the GE Specialist is sufficient to meet the project goals from the beginning of project implementation
Risks related to achievement of gender targets				
Risk that the gender objectives are not achieved	Moderate impact	Likely	Relative control	• Orient all stakeholders about GE and WE Strategy from the beginning • Work closely with the GWG to insist in their responsibility and accountability to implement the gender objectives and detect any difficulty along the implementation for any adjustment made on a timely manner. • Prompt assistance is given to the project implementers on a regular basis • Optimize power of the media to shape the public's perception of gender equality
Risk that harmful gender norms can be created due to	Major impact	Likely	Relative control	• Ensure that the communication

Risks	Level of Impact	Level of Probability	Level of Control	Mitigation Measures
interventions insensitive to gender				messages don't reinforce the unequal roles and relationships between women and men in all spheres • Ensure the coherence and consistence of the project's messages • Ensure agri-food innovation and technology are responsive to gender
Risk that women smallholder farmers are losing their business because of the promotion of bigger scale farm and higher food safety standard	Major impact	Likely	Relative control	• It is very important to undertake a situational analysis of smallholder M/F farmers in the selected value chains and communities • It is very important to create direct and/or indirect measures to support women smallholder farmers • Strengthen the partnership with Women's Union, Farmers' Union to support these women small farmers to be self-sustained
Risk of a low rate of women representation in leadership positions	Moderate impact	Very likely	Very little control	• It is crucial to equip women with better leadership skills • Create spaces for them to inspire other women in the network

GENDER RESULTS-BASED ACTION PLAN

LOGIC MODEL OUTCOME STATEMENT	EXPECTED GENDER RESULTS	GENDER-SPECIFIC ACTIVITIES	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION SCHEDULE FOR ACTIVITIES in YEAR 1
Ultimate Outcome 1000: Improved well-being of female and male consumers and agri-food sector actors including poor farmers in Vietnam				
Intermediate Outcome 1100 (Component 1 – Enabling Environment) **Improved performance of national and sub-national governments in food safety regulation enforcement along the value chain in Vietnam to meet international standards.**				
1110 Improved capacity of relevant government agencies to coordinate policies, procedures and programing on food safety at the national and sub-national and sub-national levels	1. Increased capacity at national and sub-national government agencies to integrate gender considerations in the development and implementation of the Food Safety Policy Framework (law, decrees and other regulations as well as the Food Safety Strategy) in a coordinated and participatory manner	1.1. Review the current FS laws, regulations and guidelines using a gender lens; 1.2. Adapt the gender-based legislation toolkit to be specific to food safety; 1.3. Provide training on this toolkit for those who are involved in drafting food safety policies and regulations; 1.4. Provide leadership training skills for women working at national and sub-national levels in the food safety system	SAFEGRO project management team, GE Specialist, partner organizations, TA consultants	Activity #1.1: Q4, 2020 Activity #1.2 and 1.3: Q4 2020 and continue in Q 1, 2021 Activity #1.4: Q4, 2020, and continue to 2021, 2022, 2023
1120 Improved food safety control capacity of national and sub-national governments to support the risk-based food safety inspection system in Vietnam	2. Increased capacity of M/F technical authorities to conduct food safety inspection using a gender lens 3. Increased capacity for gender analysis in FS technical issues for other M/F non-technical members of the inspection	2.1. Provide capacity training on gender issues, gender analysis relative to food safety 3.1 Include other inspection members, including the Women's Union, in the technical training programs about gender issues, gender analysis	SAFEGRO project management team, GE Specialist, partner organizations, TA consultants	Activity #2.1: Q4, 2020 Activity #3.1: Incorporate with TA along 5 year of the project implementation

LOGIC MODEL OUTCOME STATEMENT	EXPECTED GENDER RESULTS	GENDER-SPECIFIC ACTIVITIES	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION SCHEDULE FOR ACTIVITIES in YEAR 1
	team, including from the Women's Union	relative to food safety		
1130 Improved capacity to apply a risk-based approach by national and sub-national governments in Vietnam	4. Increased capacity of national and sub-national governments to apply a risk-based approach from a gender perspective 5. Increased commitment of the project implementing partners to facilitate the participation of women in TA training	4.1. Conduct gender-based food safety risk assessment 4.2. Provide training on gender-based risk assessment, management, and communication using findings from assessment 5.1. Conduct a training needs assessment to support women's participation to the optimal level.	SAFEGRO project management team, GE Specialist, partner organizations, TA consultants	Activity #4.1: Q4, 2020 Activity #4.2. Q4, 2020 Activity #5.1: Incorporate with TA along 5 year of the project implementation
1200 (Component 2 – Supply Side) **Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and international markets.**				
1210 Strengthened capacity of poor farmers and other actors, particularly women, along selected value chains to supply safe agri-food products, taking gender equality and environmental sustainability considerations into account	6. Increased capacity of poor M/F farmers and other actors, particularly women, to supply safe agri-food products 7. Increased healthy working conditions and hygiene for women and men in markets, and cooperatives, etc.	6.1. Conduct gender-based value chain assessment 6.2. Provide gender capacity training for the National Agriculture Extension Center (NAEC) under MARD to develop agricultural extension curriculum using a gender perspective. 7.1 Provide training for MARD, MOIT, MOH at national and sub-national levels to ensure working conditions of women and men are in	SAFEGRO project management team, GE Specialist, partner organizations, TA consultants	Activity #6.1: 43, 2020 Activity #6.2: 4, 2020 Activity #7.1: Incorporate with TA along 5 year of the project implementation

LOGIC MODEL OUTCOME STATEMENT	EXPECTED GENDER RESULTS	GENDER-SPECIFIC ACTIVITIES	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION SCHEDULE FOR ACTIVITIES in YEAR 1
		compliance with hygiene and safety standards to mitigate the risk		
1220 Increased capacity of government and private actors to ensure traceability and safety of agri-food products along selected value chains.	8. Increased access by female/male farmers to information, knowledge, and practices regarding food safety standards such as HACCP etc. 9. "Gender Seal" used to support Women-Owned Farms	1.1. Ensure participation of female/male farmers, collectors, traders, processors, distributors, and exporters into TA on the application of HACCP and other food safety standards; 9.1. Work with certification authority and Women's Union to prepare "Gender Seal" Certification	SAFEGRO project management team, GE Specialist, partner organizations, TA consultants	Activity #8.1: Incorporate with TA along 5 year of the project implementation Activity #9.1: Q1-2, 2021
1230 Increased capacity of value chain actors, including poor farmers and entrepreneurs in selected provinces and cities to apply agri-food innovative solutions and climate smart and gender-sensitive agriculture approaches, technologies and practices	10. Increased number of agriculture approaches, technologies, and practices initiated by M/F value chain actors, particularly poor M/F farmers and female entrepreneurs 11. Increased entrepreneurship skills for poor M/F farmers and women entrepreneurs in agri-food industry	10.1. Develop linkages between M/F farmers, particularly female entrepreneurs with funding sources for entrepreneurial innovation 11.1. Ensure participation of M/F farmers and women (from government agencies, research agencies, value chain actors) in technical assistance to a virtual Food Innovation Hub, and their access to Canadian and International	SAFEGRO project management team, GE Specialist, partner organizations, TA consultants	Activity #10.1: Q1-2, 2021 Activity #11.1: Incorporate with TA along 5 year of the project implementation Activity #11.2: Q1-2, 2021

LOGIC MODEL OUTCOME STATEMENT	EXPECTED GENDER RESULTS	GENDER-SPECIFIC ACTIVITIES	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION SCHEDULE FOR ACTIVITIES in YEAR 1
		technologies and best practices on improved preservation of safe food through innovative packaging, transportation and storage techniques that are energy efficient and environmentally sound. 11.2. Create a network of women champions in agri-innovation, technologies and entrepreneurship as a forum for inspiring and supporting other women.		
1300 (Component 3 – Demand Side) **Increased consumer demand for safe and affordable agri-food in Vietnam**				
1310 Increased awareness by consumers, particularly women, of the critical importance of food safety and their right to have access to and availability of affordable, safe agri-food products in selected provinces and cities in Vietnam	12. Increased awareness and trust of both women and men in food safety	12.1. Conduct gender-based audience analysis to understand communication means that are popular/most effective to reach different audience groups (men/boys, women/girls) in the urban and rural settings 12.2. Develop a gender-sensitive toolkit for use for all project communication 12.3. Provide training on this toolkit for a network of media selected to support	SAFEGRO project management team, GE Specialist, partner organizations, TA consultants GE Specialist, TA consultants, partner organizations, SAFEGRO project team	Activity #12.1: Q4, 2020 Activity #12.2 and 3: Q2, 2020 Activity #13.1: Q4, 2020 Activity #13.2: Incorporate with TA along 5 year of the project implementation

LOGIC MODEL OUTCOME STATEMENT	EXPECTED GENDER RESULTS	GENDER-SPECIFIC ACTIVITIES	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION SCHEDULE FOR ACTIVITIES in YEAR 1
	13. Increased awareness and trust of M/F youth about safe and healthy diet	this project. 13.1. Incorporate gender equality in food safety education in targeted schools 13.2. Provide orientation to sensitize teachers and principals to gender equality in introducing food safety topics in their schools.		

The expected results of the strategy must be integrated into the project PMF for proper monitoring. All actors involved in the project need to validate other elements including data source, collection methods, frequency, and responsibility.

List of potential gender indicators

Access to resources

- % of women and men who hold land use rights certificate by Land Law 2013 and can use it as collateral for getting loans from the Bank;
- % of women and men who know about a variety of credits programs available to finance their economic activities and whether or not they are eligible;
- % of women and men who are referred different financial programs;
- % of women and men who successfully get loans and financial/non-financial support for their business;

Access to technical assistance and trainings

- % of women and men who participate in all technical assistance activities
- % of women and men who have access to technical and impartial trainings concerning safe agriculture and food safety;
- % of women and men who participate in skill-and-capacity strengthening trainings/events regarding food safety;
- % of women and men trained in Gender Equality Approach
- % of women and men trained to become Gender Equality Promoters/Trainers

Access to information and knowledge

- % of women and men who have devices/tools used to access to food safety information, education, communication;
- % of women and men who use food safety information to decide on their diets;
- Level of trust of women and men on the food safety purchased;
- Level of involvement of women and men in food purchasing and nutrition management for the family

Decision-making authorities

- % of women and men are entrepreneurs and head of cooperatives in agro-industry
- % of leaders in targeted organizations of SAFEGRO (at all levels) are women
- Level of women leaders' confidence in their capacity and contribution to the food safety
- % of women and men who participate in household financial planning decisions;
- % of women and men who make decisions on their agricultural production;
- % of women and men who work on the farm and not on the farm;
- % of women and men who generate incomes for the family and their income differences and who take full control over the use of their income;
- % of women and men leaders with understanding of gender equality approach.
- % of women and men leaders of cooperatives and business owners who create a working environment sensitive to gender and respect the labor policies.

APPENDIX B ENVIRONMENTAL MANAGEMENT STRATEGY

Environmental Sustainability and Inclusive Climate Change Strategy

Safe food production and distribution has strong ties to the environment. As such, we believe that the implementation of SAFEGRO offers important opportunities - from farm to fork - to integrate consideration of the environment and its sustainability into Vietnam's food safety system. The following Environmental Sustainability and Inclusive Climate Change Strategy outlines SAFEGRO's approach to supporting this integration

As per Global Affairs Canada's Environmental Integration Screening Tool[9], the project is therefore classified as a Category B project. As a Category B project, we will target specific opportunities to introduce and promote environmentally sustainability and mitigate climate change with a food safety focus.

The ultimate goal of SAFEGRO is to improve the well-being of consumers and agri-food sector actors through strengthening of the food safety policy framework, sustainable food safety value chains and consumers' awareness on food safety. The activities and expected results of SAFEGRO pose minimal/low risks to the environment but do offer opportunity for improving Vietnam's environmental sustainability and for integrating the ES into food safety policies and management systems. As such and as part of this overall strategy, we will embed ES sub-activities into a select range of SAFEGRO activities and interventions and design and assess the effectiveness of these sub-activities through metrics embedded in appropriate output and outcome indicators.

Aligned with SAFEGRO's design, we will integrate ES considerations at three different levels. These include project activities that:

1. Provide technical assistance and training for administrators and other government officials from across the food safety management system to integrate ES where appropriate; .
2. Assist agri-food value chain actors with the introduction, adoption and ongoing use of environmentally friendly knowledge and skills that support environmentally and economically available solutions for enhanced food production and distribution; and
3. Promoting ES as part of a broader food safety social marketing and communication strategy for consumers.

In order to mitigate the environmental risks to food safety in Vietnam including overuse of fertilisers and pesticides for crop production, livestock waste and pollutants from processing facilities and markets, the SAFEGRO project has incorporated environmental considerations into its design. The environmental strategy addresses environmental critical control points at each stage of value chains that are most relevant to stakeholders such as at farms, processing facilities and in the market. The strategy aims to identify most emerging environmental and climate change issues specifically linked to food safety risks and corresponding potential opportunities do address in each segment of the selected food value chains.

[9] https://www.international.gc.ca/world-monde/funding-financement/screening_tool-outil_examen_prealable.aspx?lang=eng

The Environmental Sustainability and Inclusive Climate Change Strategy of SAFEGRO is, therefore, developed to take into consideration of environmental issues and climate change on food safety risks, and mainstreaming the mitigation measures into other activities or through separate activities specifically to address environmental concerns and climate change resilience. The aim of the strategy is to ensure that any adverse impacts that project activities may cause to the environment (include climate system) will be mitigated or taken into consideration during designing and implementing phases. In addition, the strategy propose some specific "environmental" and "climate change" activities to address the environmental issues in the selected food value chains and to increase climate resilience of the food systems.

In order to ensure that Environmental Sustainability and Inclusive Climate Change are mainstreamed throughout the project, a national Environmental and the Climate Smart Agriculture Specialist will prepare a detailed CSA plan for each of the selected food value chains to ensure inclusion of food safety focused environmental and climate change considerations in all related proposed activities. The CSA plans will be integrated into the into the capacity development activities for each of the value chains and ensure that CSA is addressed it terms of improved food safety practices and provide specific technical elements of GAP programs such as pesticide use, clean water, etc.

The Canadian and local environmental specialists, in collaboration with the entire CEA team and counterparts, will ensure that all related proposed environmental and climate change activities will be take place. The project will coordinate with other donor and government initiatives to maximize resources and impacts. Training courses, workshops, policy dialogues and information sessions delivered to food system key leaders and actors along the value chains, will emphasise Environmental Responsibility, Climate Change Awareness and Climate Smart Agriculture for food safety.

The environmental and CSA specialists will also work closely with the M&E team to update the PMF and refine the measurable indicators to ensure progress related to environmental impcats and mitigation strategies are realistically monitored and measured.

Some key environmental issues and climate risks identified during the consultation with relevant stakeholders and literature reviews have been integrated into activities under Component 1. For example, review of environmental consideration (articles/parts) regulated in the food safety laws, regulations, decrees, circulars and guidelines, which will be further refined during the project implementation. The assessment of enforcement and applicable status/difficulties/constrains on environmental management of food value chains will be carried out under activity 1111.1 with TA for policy framework development, which will *conduct a regulatory review of laws, regulations, decrees, circulars and guidelines to identify gaps and identify regulatory development needs and provide annual updates on progress, with consideration of environmental and gender issues*. Under activity 1112.1- Gap analysis and strategy, *the development and implementation of a national PH strategy to mitigate food borne diseases (FBD), the environmental and CC risk management will be included*. In addition, under activity 1112.2- TA for monitoring/surveillance/reporting in which *a support program for monitoring, surveillance and reporting of FBDs (1132), including technical training, a Vietnam food incident/outbreak*

recall program Vietnam Foodborne Illness Outbreak Response Protocol (VFIORP), the environmental and CC risks are also included.

Under activity 1113.1 Public health information system: *Develop a database and reporting system for PH information related to FBD in collaboration with WHO and other donors, consideration for environmental risks and environmental risk warning for rapid response and risk communication during environmental emergencies will also be included*. Under activity 1122.1 Development and delivery of a competency-based lab training framework, environmental management procedures are included in participatory training needs assessment and environmental considerations are also included in development of training program and training materials.

Furthermore, under activity 1131.1 for RA needs assessment, the environmental and climate change considerations are also taken into account. Under activity 1131.4 – Conducted targeted value chain risk assessment- environmental considerations are also included. In activity 1132.1 Provide TA on best international best practices in preparation of the risk-based annual report on the state of food safety in Vietnam, environmental indicators are included. In output 1133- TA provided to selected academic or research institutions on food safety risk assessment, activity 1133.1 Needs assessment and capacity building plan – environmental and climate change issues are considered. Under Component 2- environmental and climate change considerations are also included, for example activity 1211.1, 1212.1 and 1212.4, 1213.2, 1213.5, 1221.1, 1223.1, 1223.2, 1223.3, 1223.4, 1232.1- are all included environmental and climate change considerations.

Beside, integrating environmental issues and climate change concerns into other activities proposed under Component 1- **Improved performance of national and sub-national governments in food safety regulation enforcement along the value chain in Vietnam to meet international standards**, SAFEGRO proposes a number of separated activities in **component 2 and component 3**. Specifically, the SAFEGRO will undertake the 9 following initiatives to promote environmentally friendly and climate smart agricultural practices in regard to food safety/selected food chains.

Under component 2- **Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and international markets**, 6 initiatives were proposed and will be implemented along with other activities of the project:

1. Conduct food safety-focused CSA and climate adaptation gap assessment and prepare adaptive capacity development strategy (sub-activity 1231.1), from which feasible and location-specific CSA intervention/model can be developed after the complete of SAFEGRO project
2. Develop and pilot climate smart agriculture related food safety guidelines for relevant actors in the selected value chains including poor farmers, particularly women (Activity 1211.4) which contributes to increase adaptive capacity of food production to climate change impact, particularly flooding, drought and other extreme weather events. (and for sure depend on geo-location of each value chain)
3. Develop technical food safety guideline and tools for CSA and CC responses (Activity 1231.2)

4. Promote the application **of Direct-to-Consumers (D2C) and e-Commerce** practices for selected value chains in order (Activity 1213.5), which can reduce the transaction costs and as well as to reduce food residues along supply chains (by reducing number of distribution places);
5. Enhance the food safety climate resilience of small-scale farmers, especially women, by supporting technology transfer (Activity 1231.4).The result from activity 1231.1 and 1231.2, relevant technologies will be transferred to small-scale farmers to increase adaptive of their food system to impacts of climate change.
6. Sustainable production and packaging: Promote and facilitate research for an initiative on non-toxic, environmentally friendly, safe material in production and packaging (Activity 1232.4) which can include introduction of best practices in safe water for vegetable production in urban areas, pesticide/herbicide management and contamination.

Under component 3- Increased consumer demand for safe and affordable agri-food in Vietnam, two specific initiatives to channel environmental management and climate change responses messages to wider audience.

1. Develop and pilot environmental food safety and hygiene management toolkit for medium and large catering (Activity 1313.2)
2. TA for semi-annual food safety media workshops with a focus on public health and policy awareness raising including environmental concerns and climate change (Activity 1314.4)

The proposed environmental and climate change related interventions in SAFEGRO project are mainly focus on capacity building and approaches will be explored to ensure that these demand driven intervention will be sustained even beyond the termination of the project.

APPENDIX C CAPACITY DEVELOPMENT STRATEGY

Alinea International has traditionally emphasized a comprehensive 4-step approach to capacity development mainstreamed throughout project activities to support expected outputs and outcomes. While this is the foundation for SAFEGRO implementation as well, the team also recognizes the challenges to this approach presented by the current COVID-19 pandemic restrictions and the need to ensure effective uptake of knowledge, skills and competency through the proposed training programs. To this end the team has modified the capacity development strategy to accommodate these constraints through judicious use of Canadian TA and travel, greater emphasis on virtual communication, expansion of innovative and practicable eLearning applications. In adition, given limitations on international travel, the team will consider recruitment of more local staff and consultants to work together remotely, with Canadian and international experts providing techncial guidance, oversight, coaching and mentoring. The approach is outlined below.

1.1 Four Step Capacity Development (CD) Approach

The UNDP defines CD as, "… the process by which individuals, organizations, institutions, and societies develop abilities (individually and collectively) to perform functions, solve problems and set and achieve objectives" (Capacity Development: Technical Paper, UNDP, 1997). Alinea uses a four-step CD process to assist an individual, an organization and a system to solve their problems and achieve their goals. The process: i) establishes local ownership and consensus about the need for change (consensus); ii) develops capacity in priority areas (training); iii) ensures that capacity is applied to improve performance (application); and, iv) supports internalization of changes for sustainability (institutionalization). Alinea's four-step framework is highly iterative and synergetic and recognizes that stages in the process overlap and are continually evolving with the introduction of new partners, new methodologies, and with the analysis and integration of lessons learned. The four steps, as illustrated in Figure 1, are:

Step 1: Consensus Building: The foundation of Alinea's CD strategy is consensus building around needs, opportunities, goals and methods. Through on-going dialogue and learning opportunities, partners assess issues, new ideas, ways of operating, programs and strategies. Building consensus is the foundation for trust and beneficial interaction of all partners (stakeholders), mid- and high-level staff in selected oversight and line ministries; women's organizations, and donors. Consensus building ensures a common understanding amongst partners regarding the goals of the capacity development activities and the strategies to be used. Partnership agreements will begin with consensus building around capacity building objectives to ensure ownership and commitment to results.

CD plans should be grounded on consensus building to identify the skills, knowledge, processes, policies and other capacities required to achieve the overall project goals. These skills and conditions will then be fostered at the individual, organizational and system levels. Consensus building is an ongoing process which can be supported through annual review meetings, management meetings, policy dialogues and during implementation of partnership programs. Overall, consensus building works as a risk management tool, promoting sustainability by building relations and problems-solving strategies across sectors and groups, and ensuring a continual focus on results in all stages.

Step 2: Capacity Strengthening: CD plans identify the training needs of individuals, the process, program and infrastructure needs of organizations and the overarching policies, regulations and public support required to allow for the achievement of sustainable results. Specific training and institutional strengthening activities are adapted as partner needs and capabilities change over the life of the project. At the system level, capacity strengthening may address polices, regulations and enforcement; ministry-to-ministry collaboration; government-civil society dialogue and government-donor coordination. A range of delivery methods for capacity building is used to ensure the programs cater to the constraints and existing capacities of each stakeholder, but all should be grounded in participatory, hands-on adult-learning methodologies that develop new knowledge, skills and attitudes. Typical approaches to capacity strengthening in Step 2 include formal and informal classroom training, study tours, hands-on practical training programs, job placements and policy studies.

Figure 3: Alinea 4-step CD Approach

	Step 1: **Consensus Building** **"what to do"**	**Step 2:** **Skills Development** **"learning"**	**Step 3:** **On-the-job application** **"real life application"**	**Step 4:** **Institutionalization** **"new becomes normal"**
Enabling Environment ("policy")				
Organizational Structure and Process ("process")				
Individual attitudes, skills and knowledge ("people")				
Explanation and Examples:	Consensus building never finishes. We review the context, needs, priorities and approaches continuously with our stakeholders. Detailed consensus building is completed with the AWP each year. • international best practice studies • gap analysis • needs assessments • participatory training needs assessments • study tours • case studies • policy forums • other …	Numerous types training are used to develop attitude, skills and knowledge (ASK): • short term/long term • informal/formal • study tours • seminars • workshops • webinars • on-line learning • job placements • visiting research scholars • job-shadowing • on the job training • mentoring • working side by side • other …	Coaching and mentoring programs during on-the-job training enhance beneficiary ability to adopt and adapt new concepts to the Vietnamese context • On-the-job training • Coaching/mentoring • WGs as pilots for inter-ministerial coordination • Small applied research projects • Pilot projects • Simulations • Other …	New concepts and approaches are formalized in: • law, policy, regulation, standards and guidelines • adoption and replication of new processes and information systems within and across ministries • training teams • allocation of budgets to support new system • job descriptions • other …

Step 3: Application: New skills, knowledge and methods must be applied and practiced within the on-the-the job environment. This demonstration and adaptation phase of the CD strategy is critical to ensuring individuals and organizations are able to adapt and apply new skills and systems locally. Demonstration of positive results at this stage can catalyze support for the CD approach throughout government. Methods used in Step 3 include mentoring and peer-to-peer support; developing networks and linkages; facilitating policy dialogue and collaboration with external partners; demonstration and pilot projects; supporting and widely disseminating high quality policy research; documenting lessons learned and catalyzing support for best practices; and ensuring political and industry support.

Step 4: Institutionalization: Institutionalization guarantees sustainability and is the ultimate goal for a capacity development strategy. It is achieved when the "new" way of doing things becomes the "normal" way of doing things. Institutionalization is a long-term process of systemization, replication and diffusion across government and civil society of the processes, policies, tools and operations introduced during the capacity development program. Institutionalization is a long-term process, and will need to continue beyond the end of any single project.

Iteration and Scaling: In practice, the four steps in our strategy overlap and continually evolve in an iterative, synergistic manner. Particular points of iteration occur between Steps 2 and 3, where efforts to support application of new tools and skills often highlight additional capacities that need to be strengthened through further training, or development of new tools and processes. Additionally, policy dialogue, research and communications in Step 3 often highlight the need for, or themselves become vehicles for more consensus building (Step 1) with different partners. The strategy is also designed to be implemented in a phased approach that takes into account specifics of local leadership, the results of prior mainstreaming efforts, and the realities of current partner capacities.

The 3 P's - Policy, Process and People: CD must simultaneously address constraints in i) the enabling environment including social attitudes and the regulatory framework ("Policy") and ii) organizational and institutional constraints such as information systems and implementation systems ("Process") at the same time that capacity is built at iii) the individual level through training programs ("People"). Simply put, individuals who have increased their technical and professional capacity but have no outlet to apply it in their organizations either become frustrated employees or leave for better opportunities. Likewise, an organization with the vision and capability to take on new approaches can be blocked from innovation by a static legal and regulatory framework. The change of social attitudes towards a "food safety culture" in consumers and producers will be a critical element of the enabling environment.

Training Program Design, Implementation and Evaluation

SafeGRO will use a systems approach to training design, delivery and management which is most successful when the learner is required to perform specific tasks to a defined standard. A systems approach specifies measurable outcomes that can be achieved by training. The steps of a systems approach are: i) conduct training needs analysis; ii) design and develop training; iii) conduct training; and, iv) evaluate training.

Participatory Training Needs Assessments (PTNAs): Alinea uses PTNAs to develop consensus regarding the type and amount of training required, the approaches to be used and the skills, knowledge and

attitudes to be developed. The PTNA identifies the required job competencies and the trainees' present level of competency then analyzes the gap between the two to identify which of the shortfalls require training. This can be done for individuals or groups, depending on the needs of the organizations involved. There are four key steps in the model: i) problem identification; ii) needs analysis; iii) training needs analysis; and, iv) job analysis.

Design and Development of Training Programs: Alinea uses the results of the PTNA to prepare a Master Training Plans (MTPs) that provide an operational roadmap for the delivery of training programs. The MTP guides the detailed design of training programs including the content and training methods to be used, the selection of appropriate training delivery agents (individuals and/or schools), the evaluation procedures and the course manuals. The MTP includes:

- Summaries of training programs according to sector, organization, department or other determining factors for the specific project including a) training topic areas; learning and behavioral objectives; and numbers of people to be trained.
- Competency profiles that clearly define the knowledge, skills and behaviours a competent individual should display in their job. This is determined through a "task analysis" and "knowledge/skill" analysis which breaks each job down into a number of key responsibilities and tasks. This DACUM method is used to develop a training curriculum.
- Schedules and budgets
- Monitoring and evaluation processes

Training Implementation: Alinea specializes in developing hands-on, practical training programs based on adult education principles. The core training program may be delivered through a combination of classroom and practical training. The exact method is determined by the needs of the client. Training is followed-up by on-the-job application with mentoring and support from technical specialists. Where formal training (certified programs, academia programs) are required, SafeGRO will seek the most cost-effective program delivery method from our roster of domestic and international service providers.

Study tours are a powerful tool for 1) crystalizing a common vision for the project, 2) developing consensus on changes and approaches to be used, 3) identifying champions who can access resources for the project and 4) nurturing the development of personal and professional networks between individuals and organizations that need to work together. To this end, they are important to include at the beginning of a project when all of these important factors of change have to be put in place. As part of the 4-step capacity development approach, they build agreement and common vision (Step 1 consensus building), build basic understanding and knowledge of new systems and contribute to changing attitudes about what is possible (Step 2 training).

Our strategy is to include two senior study tours in the first year of the project under Activity 1111.5.1 and Activity 1112/Activity 1222.2 focusing on important aspects of SAFEGRO: the food safety policy and regulatory framework, integrated "risk-based" national food safety systems respectively and with a common theme of inter-ministerial collaboration. These tours will include senior decision makers and operational managers selected from each of the participating Ministries. They will look at the structure

and function of the Canadian food safety system, management issues, lessons-learned from Canada's 30 years of system development and introduce the Vietnamese participants to innovative approaches.

In subsequent years of the project, in-Canada and international training will be focused on in-depth skills building for specific technical and management personnel who will become subject matter specialists for the Ministries. Training will be longer, more technical and tend to be based in only one or a few locations. Short-courses and certificate programs are typical. The longest type of in-Canada training would be a "placement" where a Vietnamese specialist would be embedded in a Canadian organization to develop technical skills and a strong understanding of the organizational and business processes/framework that supports a specific process.

Study tours must be well designed, involve the right participants for the purpose of the mission, be carefully implemented and lead directly to action plans and follow-up through annual work plans, working groups and pilot projects. SAFEGRO will manage all study tours and overseas training carefully using our needs assessments, training planners, expert input into meeting and activity design, evaluations and facilitation of discussion about follow-up actions.

Master Training of Trainers (MTOT) and Pyramid Training: Where the training program needs to reach a great number of recipients and/or be institutionalized, Alinea will develop a team of Master Trainers. This team of specialists and trainers from the host institution(s) will be provided technical upgrading to establish them as Subject Matter Specialists (SMS) as well as training in adult education principles, PTNAs (design, implementation and analysis) and program and curriculum development. This approach embeds sustainable training capacity within the institution. To support rollout of the MToT program at lower levels, they will be mentored and coached which will be phased out as they build confidence and skills to effectively deliver high quality training.

Pilot Projects for the Application and Development of New Skills and Knowledge: Pilots will test new approaches and technologies and allow participants to gain useful knowledge and practical skills. We will assess skills knowledge and transfer, as well as higher level outcomes from the pilots. This assessment will be used to drive policy-making, ensuring a sustainable feedback loop that drives project results into the national food safety system. Finally, our process for assessing pilot results will support their sustainability by integrating them into the feedback loop for evidence-based policy process.

Monitoring and Evaluation: All training is objectively evaluated against the behavioural objectives determined in the needs assessment and modifications are made if the objectives were not met. Post training checklists and work program deliverables will provide a basis for trainee follow-up and further verification of the impact of the competency-based training. M&E will be undertaken annually through competency-based assessments to ensure knowledge is applied by trainees and, if not, modifications will be undertaken. The M&E process will provide a feedback loop for continuous improvement and disaggregated data will determine if programs address women's needs. M&E findings will link to innovative exchanges between pilots, forums and field visits to inform policy makers.

Information Management (IM) and Knowledge Transfer (KT) Approach: We will: formalize and translate knowledge into documents, learning resources, etc.; manage collection of these and other

pertinent knowledge products; establish accessible channels and guidelines for sharing knowledge resources; and identify appropriate knowledge hubs (MOH-VFA, MARD-NAFIQAD, etc.) based on the type of information to assure sustainability post-project. Our IM/KT approach will prioritize local ownership, use Vietnamese language, promote positive non-stereotyped women's roles, enable continuous learning and be regularly quality assured, and will address: 1) who information is targeted to and shared with; 2) what types of information will be provided; 3) how information/knowledge will be transferred; and 4) where it will be sustainably housed post-project.

Integration with the GE Strategy: SAFEGRO will ensure the CD Strategy is integrated with and supports the GE Strategy. This integration will be addressed in all of the previously described elements of training needs assessments, program and materials development, participant selection, participant support, monitoring and evaluation. For example, value chain work will be initiated with a GBVCA (Activity 1211.1) which will identify needs and barriers to be overcome. This participatory assessment will informa all subsequent design and delivery work. Women's participation will reflect their participation in the underlying industry sector or government program. Opportunities to build leadership awareness of gender issues will be grasped through Activity 1111. All monitoring and evaluation will be gender disaggregated and data collection will make use of any targeted approaches needed to ensure women's participation. To this end, the Gender Specialist will be routinely involved in the oversight of the CD Strategy to ensure the GE Strategy is integrated and that those implementing the activities are sensitive to gender issues and capable of integrating and implementing gender-focused approaches.

1.3 Application within SafeGRO Components

The following section provides examples of the main approaches to be used in the many and varied initiatives under the project. This is intended to illustrate how a variety of training methods will be selected based on the expected outcomes and the capacity needs of each target group. This is the essence of a flexible, tailored and demand-driven capacity development strategy. These approaches apply to policy and process capacity building as well as to human resource development.

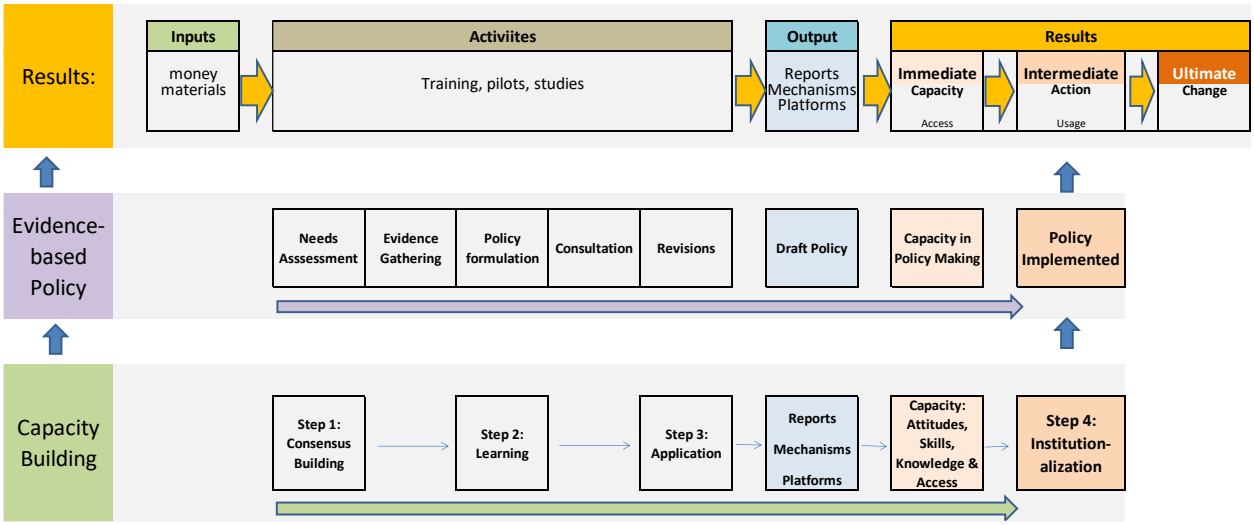
The CD approach applies to all stakeholders directly participating in SafeGRO activities including: i) relevant government personnel from the MOH, VFA, MARD and MoIT and their related Departments and agencies at the sub-national level; ii) participating value-chain actors including farmers (women, men, youth), intermediaries, processors, distributors, wholesalers and retailers; iii) food sector associations and NGOs; iv) academia and research organizations; v) civil society organizations and the media. However, the development of the project knowledge portal and other platforms will make access to information and research materials accessible to all interested parties via the internet. Because the CD strategy is designed to support SafeGROs result-based approach, the timing CD initiatives is tied to the implementation of each Activity and Output. As clearly indicated in the WBS, each major program begins with a needs assessment that informs the development of the capacity building plan and related training programs, thus insuring the program will be demand driven, needs based and designed to suit the learning and application needs of the participatants, all within the context of results achievement.

MTOT programs (sampling, calibration, market hygiene, CSA, others) are necessary to delivery standardized training and technical support to the subnational and grassroots level within SafeGRO. They will also be critical to the GoV's long-term requirement of replicating successful FS approaches nationwide in order to achieve the

Ultimate goal of FS and competiveness. In Year 1 and early Year 2, the PTNAs will be conducted, programs and materials developed, MTOT teams trained and initial trainings delivered. Full rollout of the programs will being in Year 2 through the SafeGRO Activities and continue until the end of project. Embedding the MTOT teams in the home Ministries with appropriate staff, resources and capacity to renew programs and teams on an ongoing basis will be addressed as part of the exit and sustainability strategy.

Component 1: Evidence-based Policy and Regulatory Development: The 4-step approach can be effectively applied to the policy component of SAFEGRO as illustrated in the following figure.

4 Step Capacity Building Applied to Evidence Based Policy Making



Policy coherence is the specific focus of **Activity 1111.5.1 Strengthen Inter-ministerial Food Safety Management,** which has the Immediate Outcome of improved process for coordination of relevant government agencies on food safety at national and sub-national levels and the Intermediate Outcome of change in behaviour in senior government management and leadership of shared responsibility leading to a cohesive and strengthened Food Safety Policy Framework without duplication or gaps between ministries. Some of the techniques/tools used to develop this coherence include the use of cross-ministerial working groups, cross-ministry platforms, policy forums, international best practice studies and gap analyses, pilot projects, amongst others, as shown in Figure 3, above. In addition, SAFEGRO will facilitate policy coordination through the PSC and FSWG with VFA taking the lead and especially in joint M&E of results; identification of key interventions based on joint risk assessments in value chains; cross-cutting databases and information systems requiring sharing of information for LIMS, registration/certification/traceability; single joint annual reporting; focus on project activities which, by default, depend on joint inter-ministerial collaboration; events and regular meetings which provide mutually beneficial profile.

In Output 1111, TA will be applied to further develop and provide a monitoring system for the FS policy framework. Capacity building activities will include:

- Step 1 (consensus) and Step 2 (training) - Study of international best practice and gap analysis will identify policy and regulatory needs. Understanding of international best practice will built

through seminars, workshops, policy forums, case studies, e-learning, study tours, placements and academic upgrading.

- Step 3 (real life application) - Developing evidence-based policy, regulations, standards and guidelines: TA will be provided to support the ministries to identify weaknesses in the law and subsequently develop regulatory revisions. This will be done through task-specific working groups, simulation exercises and review exercises. Specialized TA around gender will be specifically provided to support integration of gender within decrees and circulars and also to support implementation.
- Step 4 (institutionalization) - Sharing, replicating and institutionalizing learning will be facilitated through annual policy forums, a communications program and the digital knowledge platform.

A feedback loop from assessments and pilot projects across the project will facilitate evidence-based policy making. Each pilot project will include a final assessment and scalability recommendations which will be shared through Activity 1111.5.2 **Leadership Development and Knowledge Sharing Events** as well as through the Component Working Groups. This is further supported by Activity 1112.3 TA for Monitoring, Surveillance and Reporting which provides the evidence for continuos policy and regulatory review and improvement. Activity 1112.4 Support National Food Safety WG, will provide technical assistance and support to the NFSWG to review, integrate and act upon this information to improve policy coherence and food safety results.

Platform Development and Utilization: SafeGRO will be developing and/or supporting digital platforms for public health, food safety management, food entity registration, the innovation network and the project knowledge portal which may be stand-alone or combined depending on existing resources and needs. For each, we will work closely with senior ministries' stakeholders to gain consensus on the need, design and ownerships through a review of related models in Canada and internationally (through study tours and other activities). As part of the assessment and design work, criteria for host selection will be developed, which will include i) functional responsibility within the FS system, ii) presence of existing systems on which to build, iii) availability of technical staff and resources to support long-term operations. These decisions will be formalized in MOUs and operating protocols. We will provide TA to support the development of the chosen system design, procurement, software architecture and development, and development of user manuals. TA will be used to develop the systems with the ministry chosen to host the platform(s). With the platform's nationwide scope, a series of online videos, based on different users' access and needs, will be developed. We will also build the capacity of experts within the platform-hosting ministry through ToT and support development of a Help Desk to enable troubleshooting and implementation across ministries and at national and sub-national levels.

Development of Guidance Tools and Documents: Guidance tools and documents will support the learning and application of skills and the standardization of practice and provide a sustainable reference resource. Access to these materials will be facilitated through a pro-active web-based food safety resources platform including a database or resources, advisory services and e-Learning modules accessible through a user friendly learning management system (LMS). These documents will be used in related MToT and competency-based training programs. Guidance documents will be the property of the ministries to ensure they are sustainable and seen as valuable with the different ministries.

Strengthening and Standardizing FS Policy Enforcement and Compliance: A competency-based system, supported by technology, eLearning and a pool of SMSs and Master Trainers will support FSPF implementation. International standards and training programs/competency frameworks will guide the needs assessment and program design. Expert trainers will also be given training in adult education methodologies to ensure they can effectively deliver competency-based training customized for identified positions. To ensure institutionalization, the competency-based training will be embedded within ministry HR systems.

- **Output 1124. Food Safety Control System.** The IFPTI competency-based training framework for regulators, the international standard used by CFIA and other global regulators, will be adapted to the Vietnamese context to address training needs for regulators at the national and sub-national level from entry level. A certification system will recognize sequential completion of programs linked to requirements for professional development and career advancement. Hands-on competency will be imbedded through tabletop and field simulation exercises (1112) to experience first-hand application of improved management of foodborne disease outbreaks and recall management.

- **Output 1121, 1122, 1123. Laboratory management (LIMS), sampling and calibration.** We will work with the MOH/VFA, MARD and MOIT to conduct a laboratory system review to identify (i) needs for development of the national reference laboratory and LIMS; (ii) develop a cost-effective Laboratory Capacity Development Plan covering the national reference laboratory and LIMS, and development of a team of Master Trainers to provide training on sampling (inspectors) and calibration (laboratories). Technical expertise will be recruited from Alinea-UofG's extensive network of experts and organizations and CRIFS.

- **Output 1212 Hygiene and safety at wholesale and retail markets.** We will provide TA to develop awareness, training and incentive programs for market managers, staff and vendors, as well as the value chains that serve them. We will help develop food safety/health messages (posters, handouts) for use in markets as well as training and certification programs for food vendors. A Master Trainer team will be developed at MoIT and MARD to allow for the eventual roll-out of training.

Food safety testing and diagnostic innovations (Output 1123): Pilot projects will be used to identify, test, evaluate and adopt new testing and diagnostic approaches. Capacity building will be embedded in: i) needs assessment and design (task-specific working groups, international best practice and gap analysis); ii) implementation (competency-based training, on-the job learning); iii) evaluation (participatory evaluation, cost-benefit analysis, technical assessments); and, iv) knowledge sharing and scale-up strategy (evidence-based policy making, strategic planning, communications). Pilots will be linked to SafeGRO value chains and/or pilots in Ho Chi Minh City and Danang. Results will inform evidence-based decision making under Output 1111.Pilots will identify sustainable business models to support replication and institutionalization.

Component 2 Strengthening FS within Value Chains: To identify TA/CB needs in SafeGRO, we will select value chains based on identified criteria and then conduct risk/critical control point assessments and gender based value chain analysis (GBVCA) to plan pilots and related activities. The GBVCA will include barriers to women to ensure TA/CB needs for women are addressed in program development. Stakeholders consulted will include value chain actors, industry associations, government, CWG members, and producer groups including those of women farmers. The GBVCA will include workshops, interviews, site visits, document reviews and gap analysis to update the project design and build consensus on TA needs. Results from the GBVCA will identify women's roles, capacities, needs and barriers to design training in a gender-sensitive manner.

To build capacity, we will work closely with exporters, retailers and processors in each selected value chain who have an interest in brand protection and promotion and can drive adoption down the value chain to producers. Practical training, demonstrations and pilot programs will give private sector value chain actors information, knowledge and skills that they can immediately apply in their day to day work. To conduct this training, we will work closely with recognized HACCP and certification trainers who can provide training directly on a fee for service basis to exporters and retailers as well as the National Agricultural Extension Center (NAEC) and the Department of Cooperatives and Rural Development (DCRD) to develop teams of MTOTs and develop or modify training materials to various value chain actors. This will embed the training programs in institutions with both the mandate and the reach to provide sustainability.

Several pilot projects will be conducted in Component 4, which are very important in developing, testing and institutionalizing new processes. This is done within the 4-step capacity approach. Step 1 is to develop concensus regarding the process problem to be solved using assessments, best practice studies, gap analsyis, case studies and other means. Step 2 is to train pilot project participants in the new skills and knowledge needed to operating the process. Step 3 is to pilot the new process(es) for a period of time to assess their usefulness and suitability (technical, finanicial, environmental, cultural). If the process is not successful or not suitable, modifications are made or a different process is selected. Step 4 is to select the most successful pilot and adopt it into regular use.

- **Output 1223 HACCP and international food safety standards.** TA and capacity building to value chain actors will support HACCP compliance as well as GlobalGAP/ASEANGAP and other international standards for export and high-end domestic markets. We will provide TA to a network of advisors, consultants and extension providers for farmers and companies to assess risks and develop food safety plans. Using certificate programs in Vietnamese, they will develop food safety skills to support compliance. We will work with extension providers to support value chain actors, including poor women farmers, to implement GAP (VietGAP, Basic GAP, etc.), climate smart agriculture (CSA) and on-farm food safety (OFFS) practices linked to financial and branding incentives for improved production.
- **Best agriculture and climate smart management practices:** A series of pilots will support adoption of GAPs, sustainable natural resource use and food safety. Awareness programs, farmer field schools, certification and pilot projects will promote good practices: (i) on farm (water, manure, CSA, integrated pest management (IPM), etc.); (ii) during harvesting, storage and transport (sanitation, containers, traceability, etc.); and (iii) at packing houses/processors (sanitation, packing, traceability, etc.). Environmental management will address greenhouse emissions, agrochemicals and waste management. MARD's local Departments will be important partners. To conduct this training, we will work closely with the National Agricultural Extension Center (NAEC) to develop teams of MTOTs and develop or modify training materials to various value chain actors.

Driving FS Innovation (Output 1232). Vietnamese food development centers, institutes and the private sector, along with Canadian partners such UofG's Food Innovation Centre (FIC) will be linked with value chain actors and the local innovation system to test new technologies. We will link with programs such as Vinh Long's Food Development Center's annual contest for innovative packaging to maximize SAFEGRO's reach. Specific focus will be paid to support women-led and women-owned SMEs to ensure they are able to access innovative technologies. Approaches for CD and training will include: i) information sharing through the virtual innovation

network (newsletters, technical bulletins, videos, e-learning); ii); seminars, webinars, and innovation events in Vietnam; iii) research placements, exchanges and small applied research projects; and, iv) pilot projects between researchers and private sector food industry partners to build skills-based competency.

Component 3 Influencing Consumer Demand and Creating "Food Safety Culture" (1300): Consumer demand for safe foods, as well as an awareness of their availability, will be a catalyzing force in creating a safe food culture.

- **Traditional and Social Media Messaging by CSOs and Media:** We will work with CSOs and media organizations to build capacity for social media messaging on food safety. We will develop tailored food safety "tool kits" to support CSOs and media in creating gender sensitive social media messaging. This will include TA from UoG's Department of Consumer Studies who have extensive experience in food safety perceptions combined with Vietnamese survey expertise.

- **Educating Youth on Key Aspects of Food Safety:** We will work with local government of Hanoi and Ho Chi Minh city to adapt existing integrated food safety curriculum (Hands On Classrooms) to Vietnam. This will be enhanced with adaptation of the FightBAC web-based platform providing supplementary classroom teaching materials and interactive food safety games. Programming will be tailored to various age groups from K-12 and supported a core team of educators within MOET.

- **Catering services:** An awareness raising campaign that highlights the business case for food safety. We will use internationally recognized training programs to train catering staff and food handling staff, starting with ServSafe eLearning, or a similar program adapted to Vietnamese. The project will then work to embed this programming in relevant industry associations and training institutions.

Recruitment and Expert Network Management

Recruitment of resources and experts: Alinea's strategy for technical expert procurement rests on three strengths: i) our capacity to accurately and precisely identify developmental needs and translate these into TORs; ii) our extensive and deep network of relevant Canadian, international and Vietnamese expertise for SAFEGRO; and iii) our efficient recruitment process that has evolved from decades of experience recruiting specialized resources and experts in line with GAC policies which we have implemented to source timely, high quality expertise in Vietnam since 2004.

Network of Experts: Alinea will draw upon its food safety work and UofG's Canadian Research Institute for Food Safety (CRIFS) and Guelph Food Innovation Centre (GFIC. UoG will provide expertise in food quality and safety, traceability, CSA, food supply chains and distribution through their network of Canadian and international: universities, colleges; government departments; private sector (producers, processors, distributors, exporters); CSOs, think tanks and consumer groups. The CFIA will be an important source of expertise in policy and enforcement. We will maintain an up-to-date network of technical experts and resources by building on our internal database, leveraging our existing networks for outreach, and active recruitment. Through the combination of all three methods, we are able to maintain and grow our network, ensuring we stay current and stay connected to the best possible resources and individuals available.

Network Database: The CEA has an established network database of Canadian, Vietnamese and international technical resources for SAFEGRO that can be searched by technical area, country and organizational type to rapidly identify and short-list potential service providers to match project needs.

The database will be uploaded to an online/cloud platform accessible by project personnel in Canada and Vietnam. SafeGRO will conduct frequent updates to sectors, topics and experts, including adding new information and culling old data in response to evolving project need/activities. A dedicated LinkedIn Group will be used to draw experts from the core team's networks. Online communities of practice will also be established to enable technical experts to exchange knowledge, ideas, and market intelligence, identify potential service providers, and exchange contact information. Parts of this network will be included in the knowledge portal and innovation platform, based on the consent of the organizations and individuals to be included in a public forum. The intention that the entire network would be handed over to the GoV as part of the project exit and sustainability strategy.

1.4 eCapacity Development in Response to COVID 19

The COVID pandemic has catalyzed the shift to eLearning and online project management approaches in international development. While virtual approaches can never fully replace the relationship and trust building, communication and experiential learning that comes from being face-to-face and witnessing international best practice in person, these tools have proven to be highly effective when applied strategically and skillfully to achieve well defined management and learning objectives. They will become a mainstay in the "toolbox" of development professionals with the benefit of freeing up some travel expenses to use on technical assistance and training and improving value for money.

The COVID pandemic is passing through the end of the first wave and public health professionals around the world are preparing for a second and possibly subsequent waves later in 2020 and 2021. Cases are still rising in Africa and Latin America and a disturbing resurgence is underway in the United States. With no vaccine or effective treatment available, scrupulous hand washing, physical distancing and travel restrictions remain the only effective responses. Until there is a vaccine and/or treatment, international travel for development projects will depend upon: i) the opening of international borders either generally or for "bubbles" of countries, ii) the lifting of "upon arrival" quarantine restrictions; iii) the availability of international travel health insurance covering COVID 19; and, iv) the willingness of technical experts to travel, especially those in high risk categories (underlying conditions, 60+ years of age, men). Some countries and regions may be able to open up travel in the summer and fall of 2020 (e.g. European Union), but a new wave of infections in the fall and winter of 2020/2021 could close down all travel for a second time.

Moving Capacity Development Online: The challenge during the COVID 19 pandemic is to: i) manage project planning, implementation and Monitoring, Evaluation and Learning (MEL); ii) implement the 4-step capacity development model; iii) remain participatory and demand driven; and, iv) deliver lasting results, all while working remotely and keeping teams and beneficiaries safe and healthy. This can be done by building and empowering strong local teams and effectively deploying the strategic selection and use of a variety of online platforms and approaches.

In moving project management and capacity development online, it is important to mirror approaches we would use face-to-face in the digital approaches that we select. The approaches used in each stage of Alinea's 4-step capacity development model, along with the elements to emulate in the online environment, are summarized in Table 5.

Table 5: Mirroring Capacity Development Approaches Online

Step	Approaches	Online Mirroring
Step 1 Build Consensus	▪ Focus on idea sharing ▪ Ensure stakeholder voices are heard ▪ Find local solutions and knowledge ▪ Build a common vision	Select online approaches that allow discussion, small groups, anonymous input and visualization.
Step 2 Strengthen Capacity (Knowledge, Skills, Attitudes)	▪ Transfer of knowledge that is measurable, recognized and, in certain cases, certified. ▪ Practical skills that are usually learned through hands-on training. ▪ Change attitudes, usually through experiential learning ▪ Gender sensitive ▪ Environmentally sustainable ▪ Monitor and evaluate	▪ eLearning approaches (online courses, videos, virtual reality) supported by a Learning Management System (LMS) that can track individual participation and progress and issue certificates. ▪ Use of LMS data in MEL
Step 3 Apply in Real Life	"On the job" application of new capacity cements the new capacity and supports the contextualization and adaptation of those approaches: ▪ mentor and coach ▪ support the implementation and assessment of pilot projects ▪ mainstream gender and environment ▪ monitor and evaluate pre/during/post	▪ mentoring and coaching - select platforms that allow for discussion, screen sharing, integration of video. ▪ pilot projects - integrate pre-recorded and real time video of project sites, demos, best practice. ▪ Ensure that gender and environmental issues are included in programming, video and other means. ▪ Include gender and environment in LMS statistics and MEL programs and integrate LMS/MEL.
Step 4 Institutionalize	▪ Transfer to partners – similar to stage 1 regarding common vision, dialogue and stakeholder input ▪ Institutional memory ▪ Replication and scaling-up ▪ Knowledge management and communication	Involves many things that will actually be bolstered by a greater online/digital approach: ▪ Knowledge platforms to capture digital training, case studies, knowledge products etc, ensuring long-term access to stakeholders ▪ Digital training programs and resource materials support broader beneficiary reach and institutional capacity development / ability to train new staff members over time.

Remote Capacity Development Options: The key to moving online effectively is to remain needs-based in the development of programs and selection of technology. "One size does NOT fit all" in any type of training and technical support, regardless of whether the delivery mode is face-to-face, online or a blend of the two. Training and the appropriate delivery platform must be selected based on the technical needs and context of the beneficiary.

The capacity development package will include, but be more encompassing than simply providing online courses. The complete approach will: i) deliver the necessary information, product or learning; ii) simulate type of activity we would do in the field; and, iii) provide the coaching, mentoring and follow-up support needed to transfer new approaches into the workplace. The following is an indicative, but not exhaustive, list of the many, often low cost, options available:

- Meetings (skype, zoom, go-to-meetings …)
- Polls and surveys (Survey Monkey, google surveys ….)
- Videos (ranging from those made by project staff/participants on a phone to professionally shot)
- Group work can be supported through zoom and other platforms
- Classes and seminars through webinars (adobe connect, zoom ….)
- Workshops and conferences (adobe connect, zoom ….)
- Technical knowledge and skills – online courses with own or other platforms
- Process learning – through gamification
- Hands on skills through virtual reality (simulators).

In Table 6, the four stages of capacity development are teamed with technology solutions well suited to the type of information transfer and sharing desired.

Table 6: Technology Solutions for Four Steps of Capacity Development

Step	Traditional Activity	Technology Option
Step 1 – Consensus building	▪ site visits ▪ focus groups ▪ a study tour	▪ zoom based workshops and break out groups ▪ online surveys ▪ video-based site visits
Step 2 – Capacity strengthening	▪ classroom training ▪ workshops ▪ seminars ▪ placements ▪ site visits, study tours	▪ Knowledge: Online courses, one-on-one teaching, discussion groups, working groups ▪ Skills building • Video courses/you tubes for skills building • Gamification, augmented and virtual reality ▪ Attitudes – often achieved through experiential learning. Substitute: • Movies and video • Testimonials, small group discussions
Step 3 – Application	▪ Side-by-side learning ▪ Mentoring, coaching ▪ Pilots	▪ one-on-one online meetings ▪ pilots done locally with remote support
Step 4 - Institutionalization	▪ Handover of websites and materials ▪ Documentation of standards, processes, job descriptions	▪ Using the previous products and the knowledge portal to embed and scale

During step three and step four, it will likely be necessary to support the capacity development process with a Learning Management System (LMS). An LMS provides a number of different functions related to content development, course administration, monitoring reporting user participation and progress,

evaluation and certification, amongst others. The elements of an LMS are illustrated in the following figure.

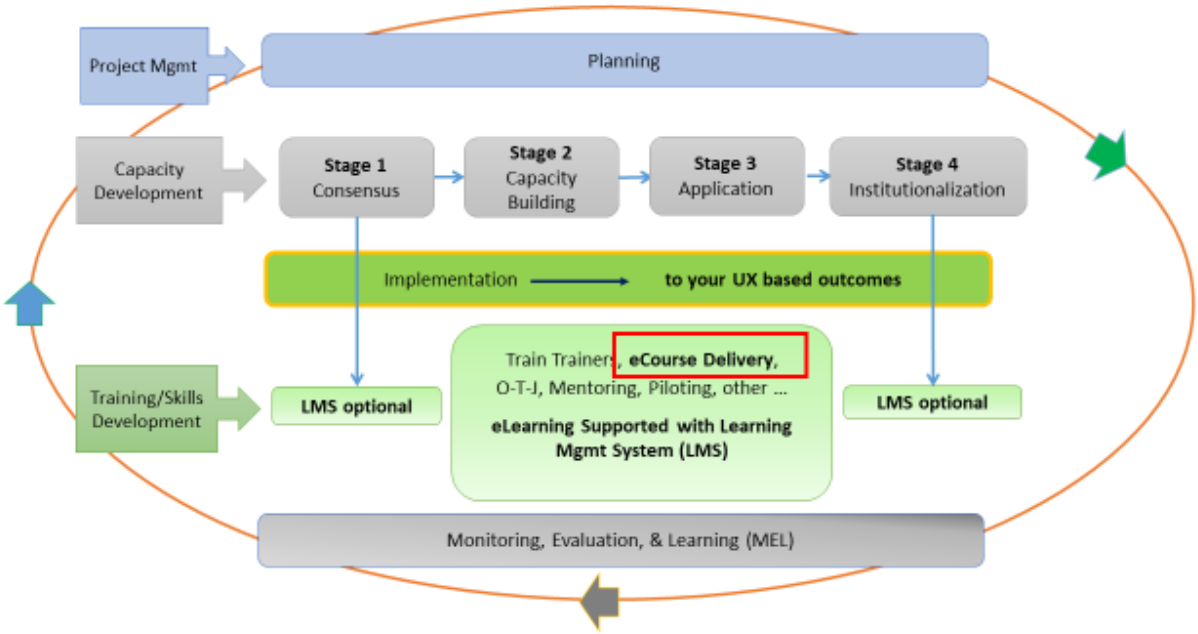
With these options in mind, project managers and technical advisors have a wide range of options to choose from to make sure that the technology selected will support and facilitate the learning process. These are provided in Table 7. As countries relax isolation restrictions, local teams will be able to move with relative ease to meet beneficiaries and drive the capacity development process with remote support provided by foreign specialists. They may even be able to travel to nearby countries that are participating in "regional bubbles" where cross-border travel is allowed. This mixture of face-to-face and online capacity building is the "blended" approach shown second from the right in Table 7.

Table 7: Remote Capacity Building Platforms by Stage of Capacity Development

Stage and Typical Approach		Online Meetings	Polls & Surveys	Videos	Focus Group, WG, Round Tables	Webinars	Online Workshops	Online Conference	On-line Courses	On-line Certifcation	Gamified Learning	Virtual Reality	Blended Learning (F2F + online)	Knowledge Portal Info Sharing
1 - Consensus	Meetings	√			√								√	
	Site Visit			√		√						√	√	
	Study Tour			√	√	√						√	√	
	Workshops	√	√	√		√	√						√	
	Gap Analysis	√	√		√	√	√						√	√
2 - Capacity Strengthening	Awareness Raising	√		√		√		√				√	√	√
	Training (incl ToT)	√	√	√	√	√	√	√	√	√	√	√	√	√
	Experience Sharing	√		√	√	√	√						√	√
	Learn by Doing	√		√		√					√	√	√	√
	Observe Best Prac.	√		√		√					√	√	√	√
	Gender Mainstreaming	√		√		√	√	√	√	√			√	√
3 - Application	Apply new Skills/Know.	√		√	√	√	√					√	√	√
	Follow New Procedure	√		√		√	√					√	√	√
	Gender sens. Follow-up	√		√	√	√							√	√
	Monitoirng & Assess.	√	√		√								√	√
	Pilot Projets	√		√	√	√	√						√	√
4 - Institu-tionalization	Replication			√				√	√	√		√	√	√
	Institutional Memory			√					√	√		√	√	√
	Scaling-Up			√					√	√		√	√	√
	Systems - gender sens.			√					√	√		√	√	√
	Knowledge Mgt/Comm		√	√					√	√		√	√	√

Digital Approaches to Project Management: Project management functions also need to be taken online to support information sharing, collaboration, oversight and MEL. Without the freedom to travel and meet frequently, projects need to embolden, empower and support local teams to drive projects. The project management cycle includes planning, implementation and MEL and is implemented continuously in parallel with the capacity development approach. This simultaneous implementation of the two systems is illustrated below.

Project Management and Capacity Development Online System



- **Project Planning (PIP and AWP):** Like Step 1 in the capacity development model, this stage of project management requires dialogue within the team and with stakeholders and very close, collaborative team work. Platforms such as zoom which facilitate discussions, presentations, screen sharing and breakout rooms can be very effective in carrying out the planning process.
- **Project Implementation:** At this stage, the 4-step capacity development model is put into action, as discussed earlier.
- **Monitoring, Evaluation and Learning:** Covid related travel and physical distancing restrictions can impact both the things that are monitored and evaluated and the process used. Some data collection will be postponed while other activities may be adapted. Some information may be drawn from "big data" rather than from projects' own sources. There are ere are many different online survey and data gathering tools available that can support the MEL process in a digital or blended environment:

    - On-line surveys (google forms, survey monkey, ODK, live polling, etc.)
    - Telephone survey or WhatsApp
    - Short message service (SMS) that use text messaging
    - Interactive voice response (IVR) or automated voice surveys

- Zoom focus group discussion
- Photo or Video Diaries
- Live Polls, fora on Facebook
- Content Analysis

- **Project Completion/Closure:** Many activities that would normal be carried out during project completion may not be possible because of physical distancing rules or, may be possible in smaller formats, but without the participation of international team members. These events include final results workshops, conferences, steering committee meetings etc. These activities can be modified:

  - Training events, workshops and summits can move online and, where desirable, include live feeds to international speakers and participants.
  - Results sharing events can be replaced with videos with a social media program targeting national coverage with live links to international speakers and participants.
  - New policy and regulation can be promoted with process videos and online learning modules rather than workshops.
  - Store project outputs permanently on a knowledge portal, hosted by a national partner.
  - Conduct final Steering Committee Meetings in a blended format.

Early Lessons from COVID 19: COVID 19 has catalyzed the movement to online project management and capacity building, leapfrogging it forward by years. Some of the early learnings are:

- **Logistics**

  - Make sure there's enough bandwidth to support the platform selected
  - Language and translation is difficult. Develop a strategy in advance to deal with language issues.
  - Time zones are very difficult to coordinate
  - It is easy to be overbooked and exhausted by digital meetings and events. Preplan, establish known and stable times for regular events and do not reschedule unless essential.
  - Schedule advance call to familiarize participants with technology/set-up prior to meeting/workshop/event (e.g. Zoom, Skype, etc.)
  - Set aside extra time for technology issues
  - Set rules of engagement/etiquette
  - Build in regular breaks
  - Integrate technologies (polls, etc.)
  - Keep interviews/sessions short

- **Meetings, workshops**

  - Zoom meetings are exhausting because of the "performance pressure" of being on camera and the lag (latency) between verbal and visual cues. Schedule breaks. Allow for ice break activities. Share the speaker and presentation responsibilities to avoid monotony.
  - The powerful will dominate online events just as they would face to face events. Skillful facilitation is just as important in an online setting.

- Getting input from all stakeholders still requires an alternative and/or anonymous function to allow all voices to be heard. Some options include:
  - Use of chat boxes
  - Platforms with anonymity features (ThoughtExchange)
- People need to be able to visualize information (use screen shares)
- Small group work is necessary to stimulate discussion and input

➢ **Online Training**

- Must deal with language barriers
- Provide the right incentives for participation (certificates, professional recognition)
- LMS allows you to monitor individual and overall progress
- There may not be experience or understanding of self-directed learning.

APPENDIX D SUSTAINABILITY STRATEGY

Background & situational analysis

Many approaches have been tried for improving food safety in Vietnam but there are still challenges in demonstrating focused food safety interventions, their sustainability and scalability. Although the Vietnam Food Safety Law was promulgated on 17 June 2010 with the aim of addressing the country's growing concern on food safety risks, the sustainable implementation of the law and enforcement mechanisms have lagged behind. This modern framework aligns with international standards and approaches to food safety management and assigns food safety responsibilities to three key ministries: MARD, MOH and MOIT. The intended pro-active, collaborative, sustainable, integrated national food safety control system, however, has yet to be realized. Each ministry is assigned control of specific products across the entire chain, that is, from primary production, preparation, processing, storage and import-export to wholesale and retail distribution of these products (Table 1). MOH, through the Vietnam Food Administration (VFA), has over-arching responsibility for food safety in Vietnam in addition to its other specific roles.

Figure 4: Distribution of responsibilities related to food safety for MARD, MOIT and MOH (adapted from WB, 2017)

Primary production	Preparation, storage, processing, import-export	Distribution		
Primary production (crop, livestock, harvest, catching, capture)	Cereals	Wholesalers	Retail (markets, supermarkets and food shops)	Restaurants, food courts and food canteens Catering services and street food vendors
	Meat and meat products			
	Fish and fishery products			
	Horticulture and horticultural products			
	Eggs and egg products			
	Raw fresh milk			
	Bee honey and bee honey products			
	Genetically modified food			
	Salt			
	Other agricultural products (sugar, tea, coffee and cacao)			
	Liquor, beer and beverages	Wholesalers		
	Processed milk			
	Vegetable oil			
	Flour, starch and processed products (confectionery)			
	Food additives and processing aids			
	Bottled drinking water and natural mineral water			
	Functional food and micronutrient-fortified food			

Although MOH is responsible for overall food safety, it does not have authority to direct the management of other ministries and departments involved in food safety management and to ensure that enforcement is sustainable. This leads to more or less independent activities on food safety control by each ministry and, therefore, no comprehensive food control management system in the country. The role of MOH in this regard becomes one of coordinating and collating different reports. Consequently, multiple agencies are in charge of assuring food safety with overlapping (and sometimes conflicting) mandates and inadequate resources.

The food safety regulatory framework in Vietnam is a complex multi-level legislative process starting with the Food Safety Law which took effect in July 2011 and related decrees to provide details on how the law is to be implemented. Further elaboration on implementation, including how tasks are to be delineated and distributed across national agencies and decentralized to the local level, was issued in the form of ministerial and/or inter-ministerial circulars and decisions. The law states that food safety management must be conducted throughout the course of food production and trading on the basis of food safety risk analysis, thus covering the entire food chain 'from farm to fork', in line with the requirements for the national management of food safety but the associated operational technical guidance are lacking.

As new problems arise, subordinate decrees/decisions and circulars are developed, resulting in many instruments that become difficult to comprehend. Enforcement of the matrix of laws, decrees, circulars and decisions related to food safety is focused on processes and outputs, as opposed to results and outcomes. Although Vietnam has laid the formal foundations for a modernized and efficient system, the government and key stakeholders, especially consumers, recognize that the major reforms of nine years ago have still to be fully operationalized to ensure a safe food supply. The progress made in terms of institutions and regulation need to be matched by progress in creating a culture of food safety that will make these changes sustainable at an "individual" and operational level.

Capacity for risk assessment and risk communication is limited and Vietnam lacks a comprehensive, national food safety surveillance system with little information on outbreak response capacity. Lack of commitment to recurrent operational funding is a serious constraint for setting up an effective and sustainable surveillance system in Vietnam. In general, Vietnam has a solid food safety regulatory framework, but the division of roles and responsibilities across three ministries, recurrent budget limitations and decentralization create challenges for implementation. There has been interest in re-structuring food safety governance. Approaches to revising the food safety structure, for example, are being considered through an inter-departmental integration pilot in Ho Chi Minh City, Da Nang and elsewhere but the sustainability of this approach is not yet clear. Risk assessment and risk communication capacity are weak and there is little indication of these fundamental approaches being sustainably applied to guide decision-making and regulatory requirements. Commitments to sustainable annual risk assessment could generate risk profiles and assessments, which, in conjunction with economic analysis, would allow risks to be prioritized and focus decision-making and programs in a risk-based system. A systematic, comprehensive surveillance system is needed for foodborne diseases. The inspection, surveillance and monitoring system should be risk-based but there should also be a move

from an 'inspect and punish' to a 'co-operative stakeholder self-regulation' model with guidance from government inspectors as advisors and mentors.

Laboratory services can be strengthened through networking and proficiency testing but laboratory capacity and funding are not sufficient for routine surveillance or enforcement of related testing. Training and capacity building are important, but will not result in sustainable behavior change unless there is a change in the current incentive structure. Many initiatives for food safety management have been taken and many show promise, but continued effort is needed to sustainably adopt the successful lessons learned, imbed them in existing institutions and ensure improved market access and consumer trust (WB, 2017).

Shortages in technical human capacity, laboratory equipment and financial resources mean that surveillance and outbreak investigation data are often incomplete and inconsistent. Determinants of foodborne diseases, such as environmental factors, hygiene practices and behaviors have not been systematically studied in Vietnam. Late detection of outbreaks, insufficient information on trends of common foodborne diseases in high-risk populations and limited human capacities all impact response systems.

Food safety is inevitably linked to agri-food exports and international food safety compliance for trade can spillover to domestic improvements but, to take advantage of emerging opportunities, Vietnam will need to focus on improving the performance of domestic markets by removing unnecessary sector regulations and improving regulatory transparency, predictability and consumer trust. Promoting and attracting high value-added and environmentally sustainable investments can improve food system performance and food safety including a culture of compliance with third-party food safety certifications. Sustainable strategies are needed to leverage global market access such as the Comprehensive and Progressive Agreement for Trans Pacific Partnership (CPTPP) and other free trade agreements, and to monitor their benefits, risks and domestic impact.

Vision

SAFEGRO is ultimately intended to contribute to the improved well-being of female and male consumers and agri-food sector actors including poor farmers in Vietnam by 1) supporting an enabling environment to facilitate 2) agri-food supply chains supplying a consistent supply of high quality, safe food driven by demand signals from 3) better informed consumers who can access safe food more reliable markets and transparent communication of risks. It is imperative, however, that the training and technical assistance investments in these three pillars builds local capacity and imbeds the fundamental food safety resources and management systems in local institutions in a manner which incentivizes food safety culture among all key stakeholders.

Objectives

While the SAFEGRO project is intended to fundamentally address these shortfalls, it is imperative that this be accomplished through sustainable investments based on demonstrated stakeholder commitment to maintain the project components beyond the life of the project. All project activities should be assessed in terms of their contribution to sustainability mainstreamed throughout project. Every effort

will be made to avoid ad hoc activities and inputs and, while ensuring that activities contribute to the outputs and outcomes, their contribution to *sustainability* and institutionalization of project investments should be evaluated and verified.

The SAFEGRO sustainability strategy will embody the four step CD model, as outlined in the capacity building strategy, which ensures knowledge and skills capacity building, application of skills, and institutionalization to ensure behavior change and *sustainability*. Evaluation and monitoring of sustainability will be mainstreamed throughout the project and all project activities and interventions will be considered in the context of their sustainability or contribution to the sustainability of project outcomes.

A joint annual work plan for the monitoring and reporting platform is a critical tool to ensure buy-in and sustainability as it will identify the required resources (human, physical and financial resources) to ensure sustainability of the monitoring and reporting platform. The work plan will identify CD needs annually to drive training and CD to ensure resources are available to support ongoing application and any skills upgrading required. It will also identify the budgetary resources required to support operations moving forward. The work plan will be used to further drive surveillance plans and risk-based enforcement across the system. Without the work plan, it will be impossible to effectively implement the monitoring and reporting platform and to support the skills development required to use the system.

Sustainability of an enabling environment

The improved performance of national and sub-national governments in food safety regulation enforcement along the value chain in Vietnam to meet international standards involves public sector institutions and demonstrated sustainability of many of the project interventions. The project will address the gap in "legal technical guidance documents" to support enforcement of the food safety laws and decrees but their operationalization will be dependent upon institutional and resource commitments at all levels. The proposed "technical guidance" would cover operational implementation of the food safety law and rules including such things as labelling, risk-based sampling methodology, ingredient safety, traceability, and those for specific types of operations such as food safety management plans for processing facilities, good agricultural practices (produce, meat, etc.), wholesale/retail market food safety management, street vendors, food service food safety management and more. It is, therefore, imperative that the key ministerial stakeholders and other counterparts understand their respective roles and appreciate the potential mutual benefit of ensuring *sustainability* of the project interventions. This will begin with participatory planning and M&E consultations with stakeholders to build stakeholder buy-in and ensure that knowledge and skills are learned and applied. This will be reinforced through practicable application in the value chains to demonstrate the benefits of adopting food safety practices which comply with the new regulations and legally mandated penalties and fines for non-compliance. Imbedding the food safety practices and culture in the legal framework will support sustainability as well.

Sustainability of a risk-based food safety management system is dependent upon a clear public private partnership in which all stakeholders recognize the important "responsibility" of the private sector,

incluing farmers, to adopt certifiable food safety management supported by effective government oversight, monitoring, inspection and enforcement through transparent consequences of penalties, fines and ultimately, closure. SAFEGRO will engage in all these areas through the training programs, technical assistance and application of food safety management in the value chains.

The proposed review of the regulatory framework will focus on the practical application of the decrees and circulars to support the laws and the participatory development of a comprehensive set of clear and transparent technical guidance to ensure enforcement and operationalization of a sustainable risk-based inspection system. This will be supported by the development of a comprehensive competency-based food safety capacity building and training framework to be institutionalized in Vietnam and ensure the ongoing delivery of practical, applied knowledge and skills beyond the life of the project. These trainings will be complemented by guidance tools and materials to support face-to-face and e-Learning. In addition, SAFEGRO will explore opportunities to establish the competency-based training in an institution committed to a sustainable business model for generating revenue and maintaining and expanding the program with changing needs.

Joint annual work planning will involve the development of annual risk-based food safety inspection and surveillance action plans and budgeting to contribute to the development of a sustainable process which will be established in concert with project activities and evaluated through the project monitoring and reporting platform.

International technical assistance will provide knowledge sharing and focus on adapting international best practice to Vietnam and imbedding these approaches in government ministries and departments, national institutions, organizations. This will be done in a manner which promotes national pride of ownership and a commitment to continuing these activities and programs as ongoing elements in their respective programming. This includes, for example, the internationally recognized food safety competency-based training framework which will be modified and customized for Vietnam's needs and then imbedded in one or more national training institutions or centers supported by initial project seed funding to develop e-Learning and establish a mechanism for cost-recovery or self-financing and periodic upgrading. This will involve shoring up national resources but also twinning arrangements and promotion of relationships with Canadian and international organizations and institutions to provide technical support as needed in the future. The competency-based training program will be developed as a compulsory certificate for onboarding new government technical staff. It will be imbedded in the training resources of government institutions and will be incorporated into the international undergraduate curriculum at Nong Lam University and VNAU.

Sustainability for the technical components of the national food safety control system such as the laboratory and LIMS, lab innovations (rapid test kits, mobile labs, mini-labs), the Risk Assessment centre, and the public health surveillance systems will be contingent upon demonstrating their mutual benefit to the key stakeholders and ministries involved to deliver upon their respective mandates. This will be achieved through collaborative development of all the technical elements and introduction of new and exciting innovations such as adaptation of the user-friendly iRisk program for simplifying risk assessments and the CCHIP program for assessing climate change impact on food safety. Such

innovations will not only improve their work but also demonstrate the modernization of the system for all to see. Application of these technologies in a real world environment will demonstrate their benefits for ministries to deliver on their mandates, incentivize their scaling and provide a rationale for ongoing budgetary support.

An important aspect of the SAFEGRO approach will be socializing the concept of food safety culture (FSC)in and between key ministries and departments involved in the project with appropriate measurement of the progress throughout project implementation. This will be accomplished through a series of participatory workshops for awareness raising and adapting the FSC progression model to the system in Vietnam for SAFEGRO with a robust set of metrics for self-assessments to measure behavioral change and progress supported by technical assistance.

Cooperation among the key food stakeholders, especially the inter-ministerial collaboration, will be an important focus for sustainability of a more integrated approach to implementation of the national food safety control system. SAFEGRO will seek opportunities to promote joint management through the steering committees and component working groups, participation in project activities such as training events, study tours and more specific activities which require joint efforts for their success such as table top and field simulation exercises for incident/outbreak response (i.e VFIORP). The project will also explore other opportunities to improve the institutionalization of any improved coordination/cooperation arrangements introduced by the project.

Ultimately, the commitment to sustainability will be dependent on an ongoing process of consultation and engagement with the key government partners in the project so that there is a clear understanding of the expected outcomes, inputs required and continuous feedback to modify project activities to meet the needs accordingly. This will also include annual budget planning consultations to ensure the project is aligned with ministerial budget planning and appropriate counterpart budget and in-kind contributions are allocated, monitored and reported.

A competency-based training system led by master trainers and embedded in local institutions with hands-on bench training supported by eLearning modules, which will provide the knowledge portion of a blended learning approach to ensure skills transfer. The cadre of senior trainers, based at the national reference laboratory and/or other locations, will be trained and then coached to provide training through a ToT program. This will be supported by embedding training within relevant ministries and their HR systems, ensuring competencies are included in job descriptions and tied to professional development and advancement.

Value chain sustainability

Sustainability for the supply component will be based on fundamental value chain business models which will incentivize commitments to food safety and be supported by training, capacity building, a reliable certification system and enforcement. The approach will involve (1) participatory planning and M&E with stakeholders to build stakeholder buy-in and ensure that knowledge and skills are learned and applied; (2) an embedded competency based system that delivers practical, applied knowledge and

skills; (3) guidance tools and documents to support learning; (4) a joint work plan to support implementation of the monitoring and reporting platform.

SAFEGRO will identify incentives for all actors in the value chain to participate in project programming. We understand that while higher prices are often the main incentive for private sector butother incentives (brand recognition, ERM priorities, simplified food safety management, traceability, suppliers requirements, certification, transparency, consumer trust) can help to ensure private sector participants see the value in food safety practices and institutionalizing them within their organization. These also include access to markets, lower input costs, technical assistance, and access to finance and others depending on their position in the value chain. Understanding and identifying value chain actors' incentives will ensure programming will be designed to be sustainable.

Working through lead firms with our pilots and value chain activities is critical to creating sustainability. Simply training farmers on food safety, with the increased costs it brings, and then supporting them to find buyers and develop linkages to market their product is generally ineffective or only works on a small-scale. Our experience is that food safety programming within value chains is sustainable when lead firms respond to market incentives, such as consumer demand and transmit these signals down the value chain to drive adoption by producers and other value chain actors. Providing incentives throughout the value chain linked to the lead firm and its buying power provides incentive for other actors to acquire new skills and apply them. Given market incentives, value chain actors are also willing to pay for training and certification, as they see value to participate, rather than it being pushed by a project or seen as a cost to be borne. This is further backed by audits and certification which requires application of skills for compliance with relevant food safety regulations.

Engagement with farmers, cooperatives and other nodes of the supply chain will involve the development of a competent network of advisors and consultants who can provide training mentoring and guidance throughout the supply chain on a cost-recovery basis. As compliance with food safety certification becomes a value-added investment for producers and processors, they are expected to recognize the value of the supporting advisory services and training programs which will be sustainably imbedded in institutions and individuals in the project areas and beyond. Experience with other programs in Vietnam indicate that there is a willingness to pay for food safety training and services when these are deemed to provide increased financial benefit and market access. SAFEGRO will develop a network of accredited food safety auditors, certifiers and advisors who will come to be recognized in the industry as pay-for-service professionals, especially women, who can be relied upon to provide useful food safety guidance, training and auditing. These services will be promoted through government websites, CSOs, certification companies and universities as the Food Safety Resource website to be established by the project.

Finally, our process for assessing pilot results will be critical to support their sustainability by integrating them into the feedback loop for an evidence-based policy process under Output 1111. Pilots will test new approaches and technologies in the local operating environment and allow participants to gain useful knowledge and practical skills and provide evidence-based rationale for scaling up. Some of these innovations are linked to other project components and might include risk-based sampling (using mobile

labs and rapid test kits) for hazard ranking for pathogens and chemicals, application of upgraded VietGAP2.0, hygienic packaging, digital applications for traceability, labelling, direct-to-consumer marketing and scoring systems for markets. We will assess skills, knowledge and transfer, as well as higher level outcomes from the pilots to drive evidence-based policy-making, ensuring a sustainable feedback loop that drives project results into the national food safety system.

Food safety risk measurement will be an important aspect of the sustainability strategy to clearly demonstrate to all key stakeholders the benefit of specific interventions and then to build the most impactful into the business model and scaling strategy. This will involve application of specific protocols for pathogen detection in specific commodities such as fruit & vegetable (coliform/salmonella), pork (salmonella) and shrimp (vibrio) and the impact of project interventions on reducing the level of these pathogens.

Consumer food safety

The sustainability strategy to ensure long-term knowledge and skills transfer through communication and awareness raising will be driven by: (1) participatory planning and M&E with stakeholders to build stakeholder ownership and ensure that knowledge and skills are both learned and applied; (2) embedding food safety messaging within existing Vietnamese CSOs through the use of social media as a low cost, affordable technology accessible by CSOs with limited budgets; (3) developing an institutional partnership with MOET to support the integration of educational materials on food safety; and (4) promoting the business case for food safety with businesses in industrial zones who use caterers to create a demand for improved safety; and (5) developing and delivering competency-based training programs in safe food handling and preparation through vendors with a vested interest in sustainable training programs under a feasible cost recovery business model and licensing arrangement. Each of these tools and methodologies will ensure long-term buy in, enhanced knowledge and skills of stakeholders, application of newly acquired knowledge and skills, and institutionalization.

Participatory planning and M&E will be used across programming to build ownership/buy-in from CSOs, and the private sector. This will be driven through evidence-based assessments on consumer awareness and global research of promoting food safety with schools to build buy-in from partners on issues and approach starting at a young age. Semi-annual and annual assessments of project progress through the WGs, including both outputs and outcomes, will be used to build ownership and drive work planning with partners. The application of new knowledge and skills will be ensured through M&E assessments by way of monitoring the impacts of increased social media use and targeted campaigns. Based on impact data, CSOs will collaborate in participatory work planning to identify any areas where new knowledge and skills acquired are not being adequately applied, and revise project activities as needed. Through this continual process, we will assess whether there is increased knowledge within existing CSOs, and ultimately if the social media campaigns are successful. Assessments will be conducted annually, and at mid and end points of the project to ensure knowledge and skills have been enhanced over the life of the project.

An important focus of the sustainability strategy will be the impact of SAFEGRO on food safety culture and behavioral change which will, ultimately ensure the adoption and sustainability of the food safety

practices being promoted by the project at all levels. An important constraint at this stage in Vietnam consumers' skepticism of the existing certification and food safety verification system which the project will seek to mitigate through awareness raising, education and PSAs. Assessment of food safety culture and behavior changes will also be built into the M&E framework to identify the most impactful interventions at all levels. This may involve behavioral economics and assessment of consumer choice architecture in the context of food safety drivers. In addition, it is well known that one of the highest risks associated with food safety is cross-contamination in the home kitchen the mitigation of which will be a priority to support sustainability of reduced food safety risk in daily activities.

In developing social media messaging for consumers, we will ensure sustainability by working with existing CSOs, both consumers and women's groups, who are already working on public health initiatives to embed food safety messaging. This will be done using social media, which is a low cost technology that supports adoption by CSOs, and also by working to embed food safety within existing messaging in health, nutrition and wellbeing. Our direct TA by social media and gender experts with CSOs' communication and technical staff will be combined with food safety "tool kits". This will ensure both transfer and practical application of new skills in social media messaging. By combining the introduction of TA and new toolkits with an embedded approach among existing CSOs, we will ensure enhanced knowledge and skills are not only acquired, but are institutionalized in CSO operations.

To gain necessary buy-in within the education sector, it will be necessary to develop an MOU with MOET/DOET (likely between ministries), otherwise this activity will have limited impact; simply providing educational materials to schools without MOET's support will be ineffective and unsustainable. The institutional partnership with MOET will include planning to support core educators to apply skills and knowledge, supported by our Food Safety Risk Assessment Specialist along with other TA, as required. It will drive the food safety education program, ensuring that there is a work plan to transfer knowledge and skills to a core group of educators who will drive implementation beyond teproject to ensure sustainability.

SAFEGRO will engage with businesses in industrial zones directly to create a demand for caterers to adopt improved food safety standards and enhance knowledge and skills among their staff. Ensuring the business case for food safety is made to both businesses in industrial zones and the catering companies that serve them will create strong incentive (buy-in) for businesses to ensure caterers actively apply new skills and knowledge through increased demand for safe food products. It will also make caterers more likely to pay, and thus creating sustainability.

The project will develop and deliver competency-based training programs in safe food handling and preparation and embed the ServSafe or a similar program with local vendors (training institutions, industry associations etc.) using a cost-recovery business model blended with public financing to ensure the programming is sustainable. At the same time, this will create a marketing tool for consumers, caterers and other supply chain players, thus pushing them to ensure their staff apply new knowledge and skills in order to acquire business.

APPENDIX E MONITORING AND EVALUATION STRATEGY

Approach to MEL

The monitoring, evaluation and learning (MEL) strategy is based on systematic but flexible and responsive approach to data collection, interpretation (analysis) and learning to support adaptive management and decision-making. The goal is to generate, analyze and interpret robust evidence from system actors and government on their progress to acquire and apply new processes and practices that will lead to food safety system improvements. We will track and manage the degree to which these practices and processes are institutionalized as best practices in learning and knowledge management so that they are sustained beyond SAFEGRO's life.

Monitoring and evaluation of the SAFEGRO will be the joint responsibility of the CEA and the Government of Vietnam. Results will be monitored and evaluated following results-based management principles. Monitoring will also be aligned, to the extent possible, with reliable national information, statistical and monitoring and evaluation systems in order to promote enhanced national ownership and accountability and sustainability for results including embedding some approached within the government food safety control, systems.

With an approved Performance Measurement Framework (PMF), the SAFEGRO M&E team will develop a comprehensive MEL system that elaborate on the PMF and include: (i) a data analysis plan including indicator definitions, criteria and computation processes; (ii) data collection tools for the collection of data as per the frequency outlined in the PMF; and (iii) a data management plan (timing of collection, analysis, visualization, etc.). Wherever possible, we will leverage existing national data sources and programming activities to collect SAFEGRO performance data. Common approaches to field monitoring and site visits will also be used according to specific quality assurance criteria. This will include joint monitoring visits, joint mid-line reviews and evaluations.

Monitoring

The CEA will ensure the necessary oversight of the project by regularly monitoring progress. All project activities and outputs will be tracked on an ongoing basis to determine progress against the indicators and targets set out in the PMF. This includes collecting and reporting on gender-disaggregated data and the integration of environmentally sustainability into SAFEGRO programming. Monitoring will be carried out by the CEA in close collaboration with SAFEGRO's GoV institutional partners. The CEA will jointly prepare monitor reports and review implementation of the project outputs together with other key stakeholders.

We will use participatory and facilitated processes to interpret data (engagement with evidence), undertaking data review sessions with key government stakeholders, private sector actors and civil society to reflect on progress and then, adapting and integrating learnings into annual work planning.

Drawing equally on the examination of progress towards milestones established at the onset of the project, six-month review processes will be carried out to assess and integrate learning and corrective actions into annual work planning. Risk monitoring will also form part of the project's monitoring

strategy whereby risks identified at the onset of the project in the risk matrix, and those identified throughout review and planning processes are tracked to assess their impact and support mitigation strategies.

Project Evaluation

Baseline, Midline and End line Evaluations

Progress on and towards planned outcomes will be periodically assessed according to the indicators, targets (including GE and ES sub-targets) and frequency set out in the PMF (see Appendix L). Examples of several core indicators include:

- Rating from the Food Safety Performance Index: This is a tailored index built by Safe Food Canada (for the 2014 world ranking, food safety performance report using 2011 metrics) that combines 8-10 indicators including risk assessment, risk management and risk communication to measure a country's food safety performance. Select SAFEGRO Intermediate outcome indicators will be integrated into this index;
- Score for a food safety culture index/progress model: This indicator is comprehensive and covers all three components (1100, 1200, 1300) at the intermediate outcome level. While still under refinement (with support from a panel of food safety culture experts), it will measure behavioural change (food safety culture), from farm to fork, amongst regulators, value chain actors and consumers (disaggregated by gender and other identify factors);
- Level of risk of food contaminants: This measures the level of risk (based on risk management system and/or external tool (e.g. FDA-iRisk4.0 https://irisk.foodrisk.org/Tool/Models.aspx) of contaminants (food-based pathogens, chemical, physical) along critical control points. It is an indicator of the rigor/integrity of the food safety management system including testing capabilities.

Using participatory approaches, all outcome indicators will be reviewed and verified with project stakeholders during the baseline process (scheduled for Q1 FY2020/2021). This will require the participation of leadership and technical personnel from SAFEGRO's key institutional partners (Ministry of Health, Ministry of Industry and Trade, Ministry of Agriculture and Rural Development, Vietnam Food Administration and others). Based on this review, indicators may be revised based on the recommendation of stakeholders.

Equally, as part of this review, the methodology for data collection and analysis will also be defined using participatory approaches and stakeholder engagement. In terms of baseline, midline and endline data collection, where possible the project will build upon existing sectoral and cross-sectoral comprehensive survey initiatives in Vietnam and supplement these with additional data collection as deemed necessary.

This participatory approach to validate outcome level indicators is important for three reasons:

1. It ensure the capture of the tremendous experience and knowledge of our partners, blending in important nuances and realistic expectations into SAFEGRO's MEL system that will support decision making and adaptive management;
2. It promotes greater shared accountability for project results with these partners, including the

project's goals of leveraging its investments in Viet Nam's food safety system to promote greater gender equality and environmental sustainability in Viet Nam;

3. It offers an opportunity to identify overlap between SAFEGRO's MEL with Viet Nam's food safety monitoring system and discuss opportunities for capacity building and linkages.

Once the review is complete and indicators have been validated, a full baseline evaluation will be undertaken. This will include sample selection, tool development, data collection, analysis and reporting. Please note that baseline data is a prerequisite to setting outcome level targets hence the "TBD" for outcome level targets in the PMF (Appendix L). The baseline process will also be used to validate output targets.

With the emerging pandemic of Covid-19 in Vietnam, the project might face with challenges and obstacles the in conducting baseline data collection and updating the PMF. The limited access to field work as well as traveling to project's areas and interaction with counterparts, the target of the first year is not fully predicted, resulting in changes in the following years' methodology.

The baseline methodology will be replicated through midline (Year 3) and endline (Year 4) evaluations. However, the MEL plan may be reviewed carefully by the end of the first year when concrete results are visible and response to be made accordingly.

NOTE: We recognize that scheduling of the baseline lies outside the time limitations set by the SAFEGRO contract (i.e. a fully developed PMF, including baseline within 105 days following the effective date of the contract (see Section 3.4.1 of the contract, Section 9.1 of the contract TORs). Approval of a preliminary PMF during the PIP phase, however, is a necessary condition to undertaking the baseline. Moreover, within the allotted time for PIP development undertaking a validation workshop and baseline report is unrealistic without compromising the quality and comparability of data.

External Evaluations

It is expected that a comprehensive evaluation of the project will be conducted to assess the relevance, efficiency, effectiveness, impact and sustainability (DAC criteria) of SAFEGRO's contribution to the key development outcomes committed by the two governments. The evaluation will be independent, impartial and transparent, and conducted according to the GAC's norms and standards. The CEA will provide any necessary support to this evaluation as required and requested by GAC.

Learning

SAFEGRO's approach to learning is premised on effective and efficient knowledge management system; one that provides opportunities for creating, sharing, using and managing knowledge and information gained from project experience. To this end, MEL provides SAFEGRO with a tool to generate knowledge and information that not helps it to learn from its successes and failures but also shares this information with others to ensure others learn from its experiences as well.

Key opportunities for learning include:

1. *Collaborative Data Interpretation:* Collaborative data interpretation processes involving the joint (GoV/CEA) analysis of results and progress. The purpose is to determine the factors and variables for increases and/or decreases, using systematic processes to examine trends through the following lenses i) quality; ii) food safety policy; iii) gender/economic equality; and (iv) food safety knowledge and practices. For areas earmarked for deeper analysis by the GoV, CEA or GAC for deeper analysis, we will apply innovative techniques such as Outcome Mapping and Outcome Harvesting.
2. *Lessons Learned:* The examination of lessons learned is another of SAFEGRO's learning strategy. A four-step process will be used to identify core lessons that look at both implementation processes and programming/technical approaches. Carried out with all key stakeholders of the project, this process involves: i) the identification of substantial challenges or successes in implementation and as well as in technical areas; ii) drawing on evidence to show these challenges or successes; iii) examining the reason and factors for the challenges and/or successes; and finally: iv) determining what changes or adaptations will be required, or best practices to be replicated.
3. *Case Studies, Implementation Research:* Lessons identified above will complement case studies and implementation research on identified pilots of innovation (e.g. organic value chains, standards with exporters) with the University of Guelph and Vietnamese research institutions. The case study methodology aligns with our intention to share scalable successes and sustainability with other jurisdiction and actors. These case studies will be captured as stories of change and included in our reporting to GAC. The impact of SAFEGRO on food safety culture is one example of this. Measured in collaboration with local research institutions to monitor activities, and modify them through an ongoing process of experimentation during implementation with timely feedback, evaluation of results and flexibility for evidence-based modification of annual work plans and focus on scaling interventions with the greatest impact on behaviour change.
4. *Developmental Evaluations:* We will also provide opportunities to undertake developmental evaluations – specific evaluations that delve even deeper into a results and processes than regular monitoring and/or outcome mapping / harvesting can offer. These evaluations will be utility driven – providing important opportunities for exploring innovation in capacity building approaches, techniques or practices as a precursor to scaling up and/or to support their use in other jurisdictions. They will also be conducted with support from or in unison with local, national, regional and global food safety stakeholders, thereby contributing to the body of knowledge on food safety body of low and middle-income countries. Evaluations of this type will be qualitative or quasi-experimental in the design.
5. *Semi-annual review and planning processes:* Finally, a core management strategy is the use of semi-annual review and planning processes drawing on data interpretation and lessons learned facilitated processes. These review sessions allow on-going adaptations to project implementation to be made more regularly based on stakeholder involvement and reflection. These reviews will also be an opportunity to update - where necessary - the assumptions and risks identified in the project design stage.

Capacity Development

A key aspect of SAFEGRO's work is to support capacity development in all aspects of food safety monitoring. This is the reason for integrating and aligning our project-level MEL systems and procedures with the systems and data sets used by the principal stakeholders. Our aim is to institutionalize the capacity of SAFEGRO's national counterparts to collect and interpret data on food safety policies, systems and tools as one-step to ensuring they remain relevant and useful well beyond the life of the project.

Joint monitoring missions will be coordinated by the CEA with the participation of both key participating ministries and agencies, when necessary. This level of cooperation on MEL has two purposes: (i) to improve and simplify SAFEGRO's MEL system and; (ii) to support capacity improvements in the way the GoV manages food safety data. This kind of collaboration provides benefits to both the project and the GoV.

Reporting

Progress reporting will utilize output and outcome templates found in the new "International Assistance Results Reporting Guide for Partners", Second Edition (2018). These reports will highlight progress towards achieving the project outcomes as well as how the project is working together to deliver with other key stakeholders in Viet Nam.

Ethics and consent

The CEA will ensure the safety and security of collected MEL data. We subscribe to the "do no harm" principle in all aspects of MEL related activities and we commit to fully protecting and safely storing monitoring and evaluation data. Informed consent, anonymity and confidentiality when collecting data are key strategies to achieving these objectives.

All participants taking part in MEL process will be asked to provide their written of verbal informed consent prior to taking part in data collection activities. Informed consent requires an explicit understanding, by the participant, about how the data they provide will be collected and used by SAFEGRO. This includes highlighted that, while aggregated, their data may be released into public domains. Parents, caregivers or guardians need to provide consent where children or young people are involved MEL data collection. To protect the anonymity of communities, partners and stakeholders the CEA will not include names or identifying features of participants (such as community position or role) unless prior consent is provided (e.g. case studies, stories of change). All information provided by participants shall remain anonymous.

APPENDIX F COMMUNICATION STRATEGY

Background

Consumers' food safety concerns are usually expressed as buying choices with economic impact. If consumers stop buying a product and influence others' buying decisions related to a specific brand it could affect all products of that company. The main economic impact of a food scare is the negative buying decisions made by consumers. The economic consequences of consumers deserting a market market sector can be immediate and sustained long enough to cause damage and, in some cases, be amplified globally or affect international trade. There are enough examples to show that the consumer effect and the handling of food safety communication, especially in the case of food scares should be an integral part of the study of food safety (Grace and McDermott 2015). Consumers in Vietnam do not believe in the food safety information currently available to them and the government needs to develop a communications strategy to build consumer trust in government advice on food safety issues. A strategic response is needed because the change to perceptions and prejudices takes time and the government cannot switch quickly from one position on food safety to another.

Food safety, especially regarding chemical hazards, is a growing concern for consumers in Vietnam as incidences of unsafe foods and an increasing trend of cancer cases are frequently reported in the media. Biological hazards of pathogen contamination of foods is a much higher in some foods causing higher rates of morbidity and mortality than chemical hazards, but consumers are usually more concerned about chemical hazards as these are commonly mentioned in the media. The media has raised food safety issues in Vietnam to a high level of attention People filter risk information through a variety of lenses that affect what they hear, how they process and come to understand the information, what they conclude and what they actually do. Therefore, for consumers, risk is highly subjective and in Vietnam in recent years, the public have considered the risks associated with chemicals hazards in foods to be extremely high. Risk assessment of chemical, biological and physical hazards in foods is crucial to provide scientific information on actual risks and to inform official risk communication activities (Tran Thi Tuyet Hanh et al. 2016). This will help to bridge divided perceptions between expert analysis of the risk equation on one hand and public reaction and action on the other.

Dysfunctional food safety communication exists throughout the value chains and many of the key stake holders lack the appropriate data or information to make rationale and timely decisions related to their specific roles and responsibilities for food safety mitigation along the value chain. This is true for both the private sector and government agencies. In Vietnam, as with many other low- and middle income countries, consumers are reluctant to pay a premium for safer food, the signals of which are transmitted to the producers. A reluctance to pay that premium is a key reason for a lack of incentive on the part of small-scale producers to adopt better food practices. Better communication to influence buying decisions and price-based decision-making can also be shared through a transparent communication strategy with producers and other nodes in the value chain. Small-scale producers not only lack incentives to adopt better practices but current consumer behavior also acts as a perverse incentive to adopt or maintain bad practices, such as the sue of growth promotants, adding colouring or other forms of adulteration. Many consumers are suspicious of innovative methods in traditional settings, such as metal or ceramic tables in markets instead of wood (or even just the ground). If consumers see food

business operators wearing a hat or gloves, they often think they are suffering from a medical condition. In Vietnam there is a suspicion of food kept in chilled compartments and consumers prefer, for example, fresh, "hot" meat. So consumers can also weaken food safety measures by making it difficult for businesses to adopt better practices. The risk communication strategy, therefore, in addition to communication within ministries and departments, also needs an element of public education in food safety, hygiene and nutrition issues. Before being able to guide consumers towards purchasing decisions that will shape markets for the better, they need to reduce the damage to good practices already being done by consumers.

The communication strategy approach

SAFEGRO communication tools will evolve from the fundamental pillars of risk analysis and be guided by initial value chain risk assessments and development of risk management plans for which risk communication will be an integral part. Clear, concise and behavior-driven messaging and communication will be mainstreamed as a tool for change throughout the SAFEGRO portfolio of activities from farmer through to consumers and among government agencies. Adopting the value chain approach to food safety mitigation provides the opportunity to target messaging and communication at each of the critical control points along specific commodity value chains to complement and re-inforce the impact of technical interventions. While technical components of the project will provide the supporting informational and capacity building framework for modernization of the food safety control system, these become the skeleton upon which communication expands the impact of food safety culture. SAFEGRO will focus on specific, innovative and targeted communication which change behavior and, with some minimal experimentation, provide evidence-based rationale for ongoing commitment to specific activities. While considerable effort is devoted to consumer communication, the contribution of project activities and outputs to the outcomes will, ultimately, be reinforced by a comprehensive communication strategy among value chain stakeholders and to drive food safety culture in the key government ministries.

The communications strategy will align with the role of consumers to deliver market signals related to food safety and in strengthening market access opportunities for producers. The first objective of a strategic approach to communication is to pro-actively establish a preventative approach to more informed consumers and value chain players so that the public reaction and impact of a FBD outbreak or scare is minimized with fewer consumers withdrawing their support from part of the market unless mandated by the recall program. This includes avoiding the negative effects from the specific product, brand or establishment to the rest of the sector. If the scare is justified, there is no need to defend those responsible for the incident but if the scare is a misunderstanding, it should also be an objective of the strategy to reduce damage in that case also by removing the misunderstanding. A robust communication strategy may also begin to inculcate trust with consumers to be able to guide their buying decisions in positive ways and reliably influence their food safety practices and behaviours to mitigate risks. Ultimately, it should be consumers and not enforcement agencies that drive food safety.
Messages from the government related to food safety risk should be consistent, based on genuine collaboration for communicating in one voice. The communications strategy will focus on building consumer trust in government advice on food safety issues. While this requires a long-term change, in the short term, government messaging in a food crisis will avoid strengthening negative perceptions.

The risk communication strategy will take into consideration the role of consumers in strengthening markets and incorporate elements of public education in food safety, hygiene and, where possible, leverage the discussion on nutrition. The strategy will also meet the needs of media with specific training and transparent risk communication messages to the mass media and reporters which are timely and clear to avoid misunderstanding, distrust and miscommunication.

The communications strategy will include specific approaches to promote GE and women's empowerment, disseminate information about food safety risks and preventive measures across key value chains. It will highlight food safety issues of particular importance to women, such the danger of food-borne pathogens for pregnant women, and promote women's role as food-safety managers and influencers of food handling and preparation in the home, an important environment for mitigating food safety risks through cross-contamination. As a unique project component the SAFEGRO design recognizes the pivotal role of communication in food safety culture and changing behaviours associated with reducing foodborne disease. More specifically, the project will explore innovative approaches designed to "nudge" decision-making and incorporate behavioral economics focused on choice architecture for food safety into the communication strategy interventions and activities.

Over 86% of Vietnamese adults have a smartphone, and social media use is extremely high, hence the communications strategy will emphasize social media, and will look to maximize women-led social media channels of influencers. The Women's Union, other mass organizations, producer and consumer organizations, and traditional media will also be utilized as channels to promote women's market influences, ensure women's access to market and food safety information, disseminate information about female food safety challenges and GE-lessons related to good public policy practices. Sensitizing government agencies and food companies to women as important influencers in food safety behaviour change and purchasing decisions that drive brand recognition will increase their profile in the risk communication strategy and messaging woven into the women-facing social media channels. We will promote equitable gender involvement in household labour, and integrate images of men and women involved in cooking and traditionally female tasks in all communications materials, and will promote men's shared responsibility for ensuring family food safety.

The SAFEGRO project aims to provide the necessary support to achieving the development of "improved wellbeing of female and male consumers and agri-food sector actors including poor farmers in Vietnam" through a risk-based food safety communication strategy which, over time, builds consumer confidence in government advice on food safety issues, develop open collaboration between ministries and other actors in order to present a coherent and consistent message and, ultimately, communicates the demand for safer food along the value chain. In other words - the achievement of the above communication objectives will contribute towards an increased consumer demand for safe and affordable agri-food in Vietnam, which will in turn help raise awareness of consumer, particularly women in project areas the critical importance of food safety and promotion of their access to safe and affordable products.

Tools, techniques and activities to ensure effective communication amongst key stakeholders.

SAFEGRO will adopt an approach to the communication strategy which promotes diversity in tools,

techniques, activities and mechanisms. Mapping among project and wider food safety system actors (civil society, academia, the media, industry, producers/consumers) will enable the communications strategy to identify the most appropriate tools, techniques, activities and mechanisms for each group to receive, contribute to, participate in or lead. As well as the tools above, options will be print and broadcast media, posters, FAQ sheets, videos, cartoons/graphics, and on-line platforms such as the VFA, SAFEGRO and other websites, on-line KT resources, social media and apps. Key techniques will include careful design with review to assure clear messaging and positive gender roles; use of local languages and images; tailoring messages and media to each group; pretesting; quality assurance of and monitoring of comprehension as well as reach. Among our activities and mechanisms are portraying positive roles for women, adolescent girls and boys and ethnic minorities in materials and activities; audience-specificity in all tools and media outreach; forums that coalesce diverse actors; local as well as national media outreach; social media outreach and web-based tools; and school based campaigns.

Techniques and activities such as participatory appraisals and planning sessions will establish an open, inclusive (especially of women) communication culture. Annual work planning, semi-annual reviews and report exchanges will continue collaborative communication. Vietnamese-appropriate protocols for communication amongst MARD, MOH, MOIT, the PSC/PPC/CWGs, GAC (Canada and Vietnam) and SAFEGRO management will enable consistency with local culture and efficient communication. SAFEGRO will also develop protocols for media, academia and civil society communications. Protocols will include use of a logo and other branding which clearly identify the governments of Canada and Vietnam as joint partners. Tools to support collaborative management and decision making will include e-mail, shared on-line calendars, CWG and other committee agenda and minute templates that identify priorities and facilitate decision making/sharing, on-line and mobile phone based collaboration tools and progress reports. In person and on-line innovation exchanges and discussion forums will be used to share and discuss the design and results of pilots and other food safety system improvements. v) In person and on-line collaboration using productivity tools for document sharing and version control will inform design of and contributions to the Annual Report on the State of Food Safety, early warning system for food safety risks and other shared knowledge products.

Mapping among project and wider food safety system actors (civil society, academia, the media, industry, producers/consumers) will enable the communications strategy to identify the most appropriate tools, techniques, activities and mechanisms for each group to receive, contribute to, participate in or lead. As well as the tools above, options will be print and broadcast media, posters, FAQ sheets, videos, cartoons/graphics, and on-line platforms such as the VFA, SAFEGRO and other websites, on-line KT resources, social media and apps. Key techniques will include careful design with review to assure clear messaging and positive gender roles; use of local languages and images; tailoring messages and media to each group; pretesting; quality assurance of and monitoring of comprehension as well as reach. Among our activities and mechanisms are portraying positive roles for women, adolescent girls and boys and ethnic minorities in materials and activities; audience-specificity in all tools and media outreach; forums that coalesce diverse actors; local as well as national media outreach; social media outreach and web-based tools; and school based campaigns.

SAFEGRO's team, acknowledging Vietnamese culture sensitivity and language will ensure communication with stakeholders with frequent feedback and careful adaptation of internationally accepted processes and procedures for food safety communication. In addition to language (Vietnamese, other ethnicities), educational level and usage will be considered and ensure that media will be in local languages. Risk-based food control communication is recommended as best practice by WHO, FAO and Codex and requires a through-chain approach where food safety hazards (microbial, chemical and physical hazards) are controlled along the production and supply chain: from primary production, to manufacturing and preparation, to food retail service and catering. Results of risk assessment and management will drive risk communication messaging to involved stakeholders through multiple channel of the production chain.

Developing a common approach to the communication is complex and requires a multi-method approach drawing on relevant methods and practices from a range of disciplines.

Food safety risk communication principles to be applied by the SAFEGRO project

- Identify the audience – different targeted audiences in targeted supply chains will have different barriers to changing their food safety behaviours. For some it will be time constraints, for others interest in food and for others misplaced confidence.
- Use the most appropriate media source – television, media, web, print media, and social media/online platform will each appeal to different segments of the population.
- Use the appropriate style of communication – different targeted audiences and different messages require disparate styles, be they shock tactics, discussion, human interest or 'expert' delivered information.
- Use the educational setting as a venue for providing food safety information and also for showing good examples in practice.
- Involve a co-ordinated mutli-pronged approach, one method alone will not be effective.
- Communication to raise awareness and behavior change toward food safety culture at all levels
- Risk based approach: communication strategy based on risk assessment and multiple factorial risk management and risk communication
- Support public policy decisions that address food safety issues in a holistic approach
- Communication to reinforce market signal and branding of food safety certification and traceability
- Cross cutting themes on youth engagement, gender equality, climate smart agriculture, environment, M&E and sustainability

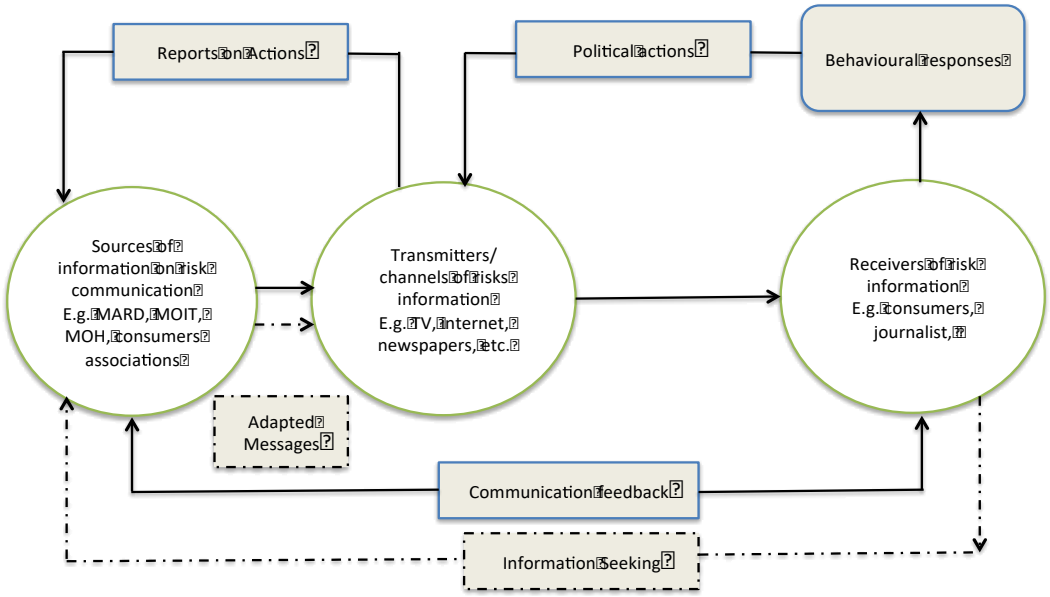
Pathway to facilitate the overall communication framework of SAFEGRO

Part 1- Understanding target audience (Output 1311): the research employs both quantitative and qualitative methods, including (online) survey on consumer and stakeholders need assessment, focus group discussion and in-depth interview to produce evidence for follow up process of communication

strategy development. An important aspect of this effort will be establishing baselines for understanding consumer decision-making behavior and choices related to food safety and a willingness to pay.

Part 2- Communication Strategy development (Output 1311): The project will concurrently execute awareness raising campaign(s) and risk communication messaging for both the defined target groups and the wider public in order to maximise the best effects and adopt a preventative approach to food safety messaging. There is no single answer to food safety risk communication but SAFEGRO will provide proven ideas, which adapted to Vietnam in the right combination, should gradually improve levels of communication. The strategy will also contribute to creating communication channels among the SAFEGRO's stakeholders (national counterparts, beneficiaries, civil society and local communities), reinforcing the project's shared responsibility and mutual accountability; advancing public advocacy towards the achievement of project's goals and promoting awareness on safe agri-products; engage them in creating and sustaining a quality risk-based food safety system and communicate results and lessons learned that could prompt scaling-up and sustainability of project initiatives and support further knowledge management beyond the project's life.

Figure 5: Communication of food risk/benefit/- A source – transmitter- receiver framework



Dialogue with stakeholders helps communicators to:

+ identify gaps in knowledge about the food safety risks that are under consideration;
+ understand stakeholders' risk perceptions and concerns;
+ identify potential communication barriers and the preferred and most appropriate information sources and channels of communication;
+ identify and address any unintended consequences of the communication.

The role of the evolving active 'social' media has thus far been peripheral to consideration of the communication of risk. The focus has been upon traditional instruments of risk communication such as brochures and leaflets, information videos, and exhibitions. However the reach of innovative communication technologies is increasing exponentially and the need to embrace the potential they provide for food safety mitigation and behavior change has recently been identified as one of the key challenges of the coming years. This project will provide a systematic examination of the potential for their use across the country and along specific value chains with practical guidance as to how they can best be used both to understand what concerns people have and how they are making sense of communications as well as how best to use social media as a communication tool.

Target Audiences and Stakeholders: Target audiences and stakeholders are central to food safety risk communication. Communicating food safety effectively involves different dimensions of communication including general public awareness as well as the timely release of new and well targeted information for more targeted audiences. The communication strategies must include these two dimensions to have the best impact. Doing so, however, involves recognition that different groups will play different roles in the communication effort. It is therefore crucial to identify and involve key professionals and institutions which can influence, affect or facilitate the attainment of the project objectives.

When possible, all interested stakeholders should have access to the food safety risk communication process. There are many potential benefits to including stakeholders in food safety risk communication efforts.

Results of Component 1 and Component 2 (Immediate outcomes 1110, 1120, 1130, 1220 and 1230) from risk-based assessments and technical interventions will inform our strategy on risk management and risk communication.

Communication and message flow will be for all actors involved in the selected value chain of the project.

SAFEGRO will proactively improve media outreach to facilitate the dissemination of clear, transparent food safety messaging which will reduce anxiety and mitigate overreaction to reports of food safety incidents. Mass media such as television, newspapers and loudspeakers play a large role in raising general awareness on the impact of food safety associated risks on the environment, health and trade

but also in shaping public debate. By developing a thorough Media outreach strategy/Action plan and incorporating local theatre and art forms, we will be able to reach out to a large group of people, from the general public to governmental and institutional bodies, taking initial steps for a shifting the food safety culture in Vietnam further along the maturity spectrum.

Communication Strategy will be implemented in a participatory manner with consumers in the centre of the process reinforced with linkages and feedback loops between consumers, retailers and producers. In some cases there may be direct links between through facilitation of the Direct-to-Consumer programs and consumer supported agriculture (1213). The communication strategy will be rolled out in a phase approach over a 5 years period. The 2 phases described below highlight the implementation of the strategy during Year 1. The following 4 consecutive years will consist of reinforcing the training amongst different audiences, strengthening collaboration with the media and sustaining mass organisations and CSO's engagement scaling up beyond the project target locations.

An initial step in the first year will be to organize a workshop and consultations with key informants from MARD, MOH, MOIT, PPCs of Hanoi and Ho Chi Minh city, NGOs and CSOs with key representatives from the Media industry/copywriters to identify and develop the specific messages, including the content and headlines for trainings, flipcharts, booklets, posters, clips, animation, stories, and other innovative approaches using local theatre and social media. The **Communication Action Plan** for 5 years with encompass multiple channels promoting both innovative and traditional techniques to drive behavior change at all levels**.** The communication action plan will encompass the general public, the media, institutional stakeholders (3 Ministries and PPC's of Hanoi and Ho Chi Minh City) and key players at each node of the project value chains.

Along with the development of the development of communication strategy in the first year the SAFEGRP team will also undertake and some initial communication activities which are considered to be essential and are expected to complement the communication strategy:

1) **Action on food safety communication and education for behaviour change (Outputs 1312 and 1313).** Adopt and adapt Food Safety training materials to VN and work with schools in Hanoi and Ho Chi Minh city with an aim to focus on emerging food safety concerns and basic knowledge on food safety. Development of Key messages for consumers, workers at industrial zone, food catering, food service, collective kitchen in Hanoi and Ho Chi Minh City. **Industrial food catering**: important in terms of food safety for workers at industrial zones in Hanoi and Ho Chi Minh City.

2) **Training to Vietnamese media to improve their ability to promote safe and affordable agri-food products (Output 1314).** Work with media people, reporters, correspondents to get them involved in all steps**,** in a gender-sensitive and environmentally responsive manner. Promote education and training to communicate lessons learned from previous FBD incidents or outbreak events and how effective messaging and communication for support contingency plans, assist with recalls and save lives.

3) Baseline studies, data collection and consumer focus groups to evaluate the consumer choice

architecture and food safety behaviours and begin to develop a framework to support the M&E process for measuring SAFEGRO impact on food safety culture with a partiucular focus on the role of communication tools.

Implementation plan: Communication staff will be appointed to project office in Hanoi to oversee the day-to-day execution of the communication strategy, report on the progress made and coordinate risk communication messaging and translate it into different stories/messages to different targeted audience groups. At crucial stages such as training of media, development of messages/materials, researches, external consultants may be brought in to provide technical assistance to the Communication staff.

APPENDIX G RISK TABLE

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
				Current
Operational Risks				
OP1	There is a risk that some key national and sub-national government participants lack commitment to fully participate in the project	Mitigating this risk will be done by applying diverse set of approaches in every step of project development and implementation: • Planning in a participatory manner with room for input will also continue through AWP processes and regular meetings of the PPC and CWGs. This will allow the project to respond effectively to contextual risks, such as a food safety emergencies that may preclude participation in the project • Annual work plans will need to be sufficiently flexible to adapt to changes, including reductions in resources and/or slowdown in planned implementation time frames. The gender lens will be used in the planning procedure to ensure gender equality is mainstreamed. • Allocation of human resources for different actors, especially women, young people and girls (research, academia, processor, inspectors…) on the selected	1100 Improved performance of national and sub-national governments in food safety regulation enforcement along the value chain in Vietnam to meet international standards. 1110 Improved processes for coordination of relevant government agencies on food safety at the national and sub-national levels 1120 Improved food safety control capacity of national and sub-national governments to support the risk-based food safety inspection system in Vietnam	L= Low I = High

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
		value chains would mitigate the effect of the incident. • Promotion and facilitation government ownership of and commitment to continued participation through regular engagement with the external food safety donor and project community, including participation with the Donor Coordination Committee on Food Safety. Through sharing SAFEGRO with the Committee and donor community, we intend to gain their support, and ideally present Vietnam government participants with a unified donor view that their participation is crucial for food safety improvements to succeed. Shared donor commitment such as this can help to keep government participants on board in order to prevent any reputational risks and/or harm the potential for future funding. • SAFEGRO strategy "Identifying champions and quick wins" will catalyse support and participation. The project will identify key influencers or champions within the national and sub-national ministries. The capacity of champions to foster wider government participation will be built through site visits, national forums on food safety, regional or Canadian study		

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
		tours and other targeted capacity development. Quick wins will build confidence and buy-in, and promote participation of government partners.		
OP1	There is a risk on change in project context, including changes in government, food borne disease emergencies, natural disasters, and economic pressures	Mitigating the risks will be done by: • Continuously observe and be alert with the context within which the project is operating and will alert GAC and the project partners to any significant changes that might affect project outcomes. • In the first year of implementation, the CEA will consult and work closely with the GoV on the final review of the National Food Safety Strategy for 2011-2020 with a vision toward 2030 to anticipate strategic change in the FS management of Vietnam. 2020 is the year when there would be revision of the Law on Food Safety after 10-year implementation. Any revision and amendment may affect the implementation plan of the SAFEGRO. Through the PSC and PCC meetings and working sessions, advices and revision for the project to reflect this policy change can be made in consensus of relevant parties. • The technical assistance to strengthening the food safety management system, from	1230 Increased knowledge of agri-food innovation and climate smart and gender-sensitive agriculture approaches, technologies and practices amongst value chain actors, including poor farmers and entrepreneurs in selected provinces and cities	L: Low I: High

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
		lab expert, inspection personnel following risk based approach, teaching staff in food safety training institution will be ensured so that the results of the project still valid, creating solid foundation for scientifically reliable system in food safety area. • In addition, GAC has made provision for an independent mid-term evaluation that will provide the basis for an in-depth review of the project in order to ensure its continued relevance during its second half.		
OP1	There is a risk that language/cultural difference may affect the whole project implementation progress	Mitigating this risk will require comprehensive implementation approach and modality from the beginning. The project makes sure: • Project documentation will be clear in both languages (Vietnamese and English) and an adequate budget must be allocated to ensure quality interpretation and translation services for all key meetings and project work. GE is considered in the process to ensure no vulnerable ones, including girls, women are left aside. • Vietnamese national Project Director has been recruited to ensure the smooth implementation by CEA with national partners on daily basis. This facilitates	1100 Improved performance of national and sub-national governments in food safety regulation enforcement along the value chain in Vietnam to meet international standards. 1200 Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and international markets.	L = Low I = Low

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
		efficient and timely communication between CEA and national implementing partners and beneficiaries.		
Financial Risks				
FIN1 - Fiduciary	The risk that services delivered will not be commensurate to funds transferred	To mitigate these risks, the CEA will: • Put a procurement plan in place, with procurement modes clearly articulated • Do oversight of expenditures and of project outcomes • Provide report (financial and technical) to GAC, as per the contract		L = Very low I = Low
Development Risks				

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
DEV1 – Socio-political-economic and cultural	There is a risk that the private sector does not see the value added in participating in the project	In order to mitigate this risk, the project will: • Place importance on raising awareness among consumers in major centres on where safe and affordable food is available, including information on existing food safety initiatives related to traceability, certification, labelling, and linkages to project pilots. The impact of these interventions would lead to market signal from which private sector response and cooperate. • Undertake a cost-benefit analysis of all activities to ensure they are cost-effective, increase benefits to small and large enterprises, do not decrease overall and long-term profitability, and are thus sustainable. • Develop a critical risk mitigation strategy to enhance cost effectiveness and sustainability for the private sector will be to engage with food producer and marketing associations (retailer, processors, traders, transporters, and farmers) to secure buy-in, and for creating sustainable food-safety training programs that are owned by and respond to the specific needs of the private sector with priority to women led ones rather than	1220 Increased traceability and safety of agri-food products along selected value chains. 1230 Increased knowledge of agri-food innovation and climate smart and gender-sensitive agriculture approaches, technologies and practices amongst value chain actors, including poor farmers and entrepreneurs in selected provinces and cities 1310 Increased awareness by consumers, particularly women, in selected provinces and cities in Vietnam of the critical importance of food safety and their right to have access to and availability of affordable, safe agri-food products	L = Low I = High

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
		those driven by government objectives. • Provide TA and other benefits to support women owned SMEs and female producers and producer groups and facilitate the linking SMEs and producers to finance, and supporting producer groups to access financial services and relevant government programs. • Work with lead firms in value chains to drive adoption and innovation, in particular working closely with exporters, retailers and processors in each value chain who have an interest in brand protection and promotion. • TA support for Food safety control system (verification, traceability, auditing, testing and inspecting) managed by the Government and private sector would lead to increase of trust of customer on selected agri-food, resulting in higher demand from market for selected agri-food.		
DEV 2 – Institutional capacity and governance	There is a risk that the project fail to maintain sustainability beyond the project life.	In order to mitigate this risk, the project will: • During the inception phase and PIP preparation, the CEA will assess its proposed activities in terms of their probable ongoing costs, both in human and financial resources, and assess their	1200 Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and	L = Low I = High

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
		sustainability along with the development of a strategy and commitments from appropriate stakeholders to maintain results once the project ends • Promote the ownership of the Government agencies in planning phase; handover the results of the project to recipients and beneficiaries so that they will continue to maintain and develop • Regular monitor and make adjustment on the implementation plan and agreement with stakeholders • Regular consult Vietnamese partners to develop clear TORs, clear deliverables for project's activities • Engagement of private sector and lead enterprises in which they take the role of uptake project results for further development and support market links where products are able to enter the market with reasonable price and good quality; empower female led initiatives	international markets. 1300 Increased consumer demand for safe and affordable agri-food in Vietnam	
DEV3 – Natural and Environmental	There is a risk relates to climate change such as an increase in temperature and variability of precipitation pattern as well as extreme weather	This risk will be mitigated by: • Promoting climate smart agriculture practices in production and will take into account environmental considerations throughout the value chains. • Develop environmental and climate smart	1210 Strengthened capacity of poor farmers and other actors, particularly women, along selected value chains to supply safe agri-food products, taking gender equality and	L= High I = Low

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
	events may threaten the quality and safety of foods as well as altering the economics of production	agriculture strategy which helps project to predict and mitigate affects from climate change	environmental sustainability considerations into account 1230 Increased knowledge of agri-food innovation and climate smart and gender-sensitive agriculture approaches, technologies and practices amongst value chain actors, including poor farmers and entrepreneurs in selected provinces and cities	
Overall Risk Level		The overall risk of this project sits roughly between low and high given the current level of challenges in accountability and transparency in Vietnam, the inter-ministerial collaboration is not valued or prioritized, that remunerated and tacit reward systems are not aligned with coordination, or that there is a fear of perceived or real loss of authority and influence. CEA will draw upon its working experience in Vietnam and elsewhere to apply innovative solutions and facilitate important change. Most risks are manageable with mitigation strategies outlined above.		L= Low I= Low

Risk Definition	Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low/ Low/High/Very High
	The most challenging risks are those over which the project has little influence and no control.		

APPENDIX H MATRIX OF IMMEDIATE OUTCOMES-OUTPUTS-ACTIVITIES

Act #	Description	Location		MoH VFA	MARD	MoIT	MoST	PPC	I/C/M/A/R
		HAN	HCM						
IntOut 1100	**Improved performance of national and sub-national governments in food safety regulation enforcement along the value chain in Vietnam to meet international standards**								
ImOut 1110	**Improved processes for coordination of relevant government agencies on food safety at the national and sub-national levels**								
Output 1111	**Technical assistance (TA) including gender integration support provided to relevant government agencies at the national and sub-national level to improve the Food Safety Policy Framework and relevant laws, decrees, regulations, decisions and standards**	X	X	X	X	X	X	HCM	
1111.1	**TA for policy framework development** 1111.1.1 **Regulatory review and updates** Conduct a regulatory review of laws, regulations, decrees, circulars and guidelines to identify gaps and identify regulatory development needs and provide annual updates on progress, with consideration of environmental and gender issues. 1111.1.2 **IPPC PCE** Collaborate with FAO/International Plant Protection Commission PPC and MARD/PPD for implementation of international Plant Control Evaluation assessment in Vietnam. 1111.1.3 **TA to support updated draft of FS Policy Framework** Assist with the development of a draft revision of the food safety policy framework which clarifies confounding elements of roles and responsibilities and foundation for operational technical guidance								
1111.2	**Draft technical guidance** 1111.2.1 **Develop tools and technical guidance**: Develop new regulatory “legal technical guidance documents” (TC)								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	and accompanying tools to support the operational aspects of the FS law, including operational Technical Guidance for food and ingredient safety through a participatory process with the FSTWG and BoA under MoST, taking environmental and gender issues into consideration. Develop or upgrade technical standards for inspections and certifications for all key players in the supply chain including a) GAP/VietGAP (1223.5), b) wholesale/retail markets and vendors, c) processors, d) supermarkets, e) caterers & food service and f) street vendors.								
1111.3	**Gender toolkit and e-Learning modules** Develop, test and refine a Gender Tool Kit and associated e-Learning modules for policy development in FS and providing training to relevant stakeholders, integrated fully with the food safety management system and mainstreamed through project activities. (link 1314.3)								
1111.4	**International academic undergraduate food safety curriculum** Establish internationally accredited undergraduate food safety curriculum in at least 2 universities in project areas certified by IUFoST under MOU with CEA.								
1111.5	**TA for Leadership training** TA delivered on management, leadership and coordination including knowledge sharing, donor coordination, women's empowerment and environment/CC. 1111.5.1 **Strengthen inter-ministerial food safety management** Pro-active facilitation of inter-ministerial collaboration towards a more integrated management of a national food safety control system including but not limited to: support inter-ministerial working group; support national food safety conference; project steering committee; mainstream inter-ministerial project decision-making; support international trade negotiations including: TPP, Trade Facilitation Agreements (TFA), APEC FSCF, bi-lateral negotiations, etc.; Facilitating multi-stakeholder coordination in FS management (gov, donors, research, others)								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	1111.5.2 **Leadership development and knowledge sharing events** Supporting evidence-based decision making, gender and environmentally sensitive. 1111.5.3 **Develop and design messages on environmental risks** Promote risk reduction strategies and messaging to food safety, environment and CC to be discussed in policy dialogue. 1111.5.4 **Joint MSc. Food Safety Leadership** (IUFoST - 1 yr) Assist with VN universities participation as facilitator of international network of food safety universities piloting an international MSC. In food safety leadership including on-line courses and 8 weeks residential programs in Canada, EU and VN.								
1112	**TA provided to relevant government agencies to improve the coordination of the food borne disease (FBD) management system aligned with international standards**	**X**	**X**	**X**	**X**	**X**		**X**	
1112.1	**Gap analysis and strategy** Assist with initial gap analysis towards the development and implementation of a national public health strategy to mitigate FBD, including environmental and CC risk management								
1112.2	**Competency based training program** Develop a competency based training framework including core competency, study tours, placements, simulation exercises, e-Learning modules in support of FBD PH strategy and programming.								
1112.3	**TA for monitoring/surveillance/reporting** Support a program for monitoring, surveillance and reporting of FBDs (1132) in collaboration with the WHO and other donors, including technical training, a Vietnam food incident/outbreak recall program (VFIORP), environmental and CC risks.								
1112.4	**Support national food safety working group** Support for the national food safety working group and donor coordination mechanisms to make efficient use of all								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	available resources.								
1113	**TA provided to relevant government agencies to develop a comprehensive, transparent and reliable food safety management system including a monitoring and reporting platform enabled to disseminate information to stakeholders**	**X**	**X**	**X**	**X**	**X**		**X**	
1113.1	**PH information system**: Develop a database and reporting system for PH information related to FBD in collaboration with WHO and other donors, with consideration for environmental risks and environmental risk warning for rapid response and risk communication during environmental emergencies. Aligned with NIN annual food consumption survey (1112.3).								
1120	**Improved food safety control capacity of national and sub-national governments to support the risk-based food safety management system in Vietnam**								
1121	**TA provided for the establishment of a National Laboratory Information Management System (LIMS)/Administration of an inter-ministerial network of food safety laboratories**	**X**	**X**	**X**	**X**	**X**		**X**	
1121.1	**Develop a National LIMS /Administration of inter-ministerial network** 1121.1.1 **LIMS needs assessments** Assist with careful analysis of laboratory information management system needs among at least 5 key food safety labs with potential to link and scale up nationally. A customized LIMS will be developed to permit sharing of food testing data within the inter-ministerial network of food safety laboratories and the designated national reference laboratory. In year 1, a needs assessment will be conducted, and work will begin on the development of a customized LIMS system (Activity 1121.1.1). 1121.1.2 **Customized LIMS for selected food safety labs in Vietnam** Building on lab needs assessment including roles, responsibilities, job task analysis and recommendations for lab and LIMS including a review of environmental management guidelines for labs. Contribution to the								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	development of competency based training (1122.1), A customized LIMS will be developed to permit sharing of food testing data within the inter-ministerial network of food safety laboratories and the designated national reference laboratory. In year 1, a needs assessment will be conducted, and work will begin on the development of a customized LIMS system. 1121.1.3 **Integration of LIMS systems** Integration individual LIMS and linkage to national food safety database and PH system with summary reporting (1113.1)								
1122	**TA and training provided to trainers, regulators, inspectors, auditors and laboratory staff for development and implementation of a comprehensive competency-based food safety framework**	**X**	**X**	**X**	**X**	**X**		**X**	
1122.1	**Development and delivery of a competency-based lab training framework.** 1122.1.1 **Participatory training needs assessment** Food safety laboratories training needs assessments including environmental management procedures (1121.1.1). A training program in sampling will be designed, prototyped and piloted with a group of ToT trainers. In year one, a Participatory training needs assessment will be completed and development of a training program and training materials will begin. 1122.1.2 **Development of training program and materials** TA for development and adapting content from CFAI training framework for comprehensive competency-based lab training including sampling strategy; calibration of lab equipment; M&E and feedback loop for quality control; proficiency testing; e-Learning; training materials and MToT team; environmental considerations. 1122.1.3 **TA MToT for delivery of competency-based lab training** Training of trainers and development of training materials an content for lab training.								
1123	**TA provided to laboratories to support the development of**	**X**	**X**	**X**	**X**	**X**		**X**	

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	food safety testing and diagnostic innovative solutions								
1123.1	**TA for lab innovation assessment** Including evaluation of emerging laboratory testing innovations, research and development, piloting new technologies and tools including participatory training needs assessment. Technical assistance will be provided to support the development of food safety testing and diagnostic innovations, including mini-labs, rapid field kits and mobile labs, and piloting of appropriate technology. In year 1, technical assistance for lab innovation assessment will be provided.								
1123.2	**Pilot programs for innovative lab testing in targeted project areas** Evaluation of practical application of new lab innovations especially in pilot Value chains (1200)								
1123.3	**Evaluate, learning activity, plan for scalability** Successful technologies and tools to be scaled up beyond pilot sites and labs.								
1124	**TA provided to regulators, inspectors, auditors, relevant experts and private sector actors to support the modernization of a risk-based food safety control system**			X	X	X			
1124.1	**Needs assessment** and job task analysis to develop a comprehensive food safety capacity building training framework for inspectors, regulators and foods system managers emulating CFIA current framework. Technical assistance to support modernization of the food safety control system through enhanced competency for monitoring, inspection, auditing and enforcement. In year 1, a Needs Assessment and job task analysis of priorities to develop a comprehensive food safety capacity building training framework will be conducted;								
1124.2	**TA to develop training** content, e-Learning and LMS (learning management system) for the competency-based training framework								
1124.3	**TA for ToT** to support MToT and deliver training (1122)								
1130	**Improved capacity to apply a risk-based approach by**								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	national and sub-national governments in Vietnam								
1131	**TA provided to improve the risk assessment capacity and coordination mechanisms of relevant authorities**			X	X	X			
1131.1	**RA needs assessment**, Needs assessments including resource technical databases, national expertise network, training needs, software, and operational plan reflecting gender and environmental/CC considerations. A RA needs assessment will be conducted including collaboration with an initial workshop of national RA task force, curriculum for the RA ToT and development of the beta version iRisk modules								
1131.2	**Establish and support RA capacity building** Conferences, awareness raising, tech news, emerging issues, coordination support, regional networking and technical exchanges and practical applications focused on food safety priorities, initially SAFEGRO Value Chains (VCs) (1200)								
1131.3	**Review and standardize VN food safety RA methodology** Methodology and related ToT resource capacity in training institutions and university partners though national and regional training programs. A thorough review of the Vietnam Risk Assessment methodology including inventory of all international engagement, reports, recommendations, training and methodologies considered to date with a view to creating a user-friendly RA methodology which reconciles project support for an integrated national standard to support a risk-based food safety inspection system and which is internationally recognized. Contributes to 1131.1. Including practical RA for private sector ERM processes.								
1131.4	**Conduct targeted value chain risk assessments** The applied RA in selected value chains is intended to be a pilot through which the national RA task force evaluates RA methodologies and their application to value chains in Vietnam along with risk ranking to consider scaling up to provide the foundation for a national risk-based inspection and control system (1124)								
1132	**TA provided to relevant government agencies for enhancing**			X	X	X			

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	their capacity to produce an annual report on the state of food safety in Vietnam including gender and environmental considerations								
1132.1	**Provide TA on best international practice** TA in the preparation of the risk-based annual report on the state of food safety in Vietnam with possible collaboration with WHO including environmental indicators and gender considerations to be included								
1132.2	**Annual reporting** Provide TA to support the development of the mechanism for annual food safety data collection, analysis and reporting 1132.2.1 **Initial baseline studies, data collection and RA in project areas** Collaboration with MOH/NIN annual food consumption survey 1132.2.2 **Annual data collection, RA, reporting in project areas** Establish sustainable program for annual RA and FBD data collection and reporting								
1133	**TA provided to selected academic or research institutions on food safety risk assessment**			X	X	X			X
1133.1	**Needs assessment and capacity building plan** Building on 1132 to develop RA into curriculum through universities (1111.4) Including environmental/CC and gender considerations. TA to undertake a thorough review of the current resources and capabilities at the universities and institutions in Vietnam both in terms of expertise, resources and ability to deliver practicable applied training and provide operational RA advisory services to government and industry. This will lead to the development of sustainable RA training resources and advisory services which can be imbedded into institutions and agencies in Vietnam.								
1133.2	**Deliver training and TA on FS risk assessment** Once developed and tested, assist with embedding RA methodology, delivery and management in national institutions , with considering of gender and environmental / CC impacts risk								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
1134	**TA provided to relevant national and sub-national government agencies to use the results of the risk assessments to improve risk management and communication**			X	X	X			
1134.1	**TA for Annual Risk Assessment Methodology** TA to establish and maintain a sustainable mechanism for annual national food safety risk assessments. TA to provide training, mentoring and advice on risk assessors for implementation of baseline risk assessments in SAFEGRO value chains incorporating the RA methodology and expertise from 1131 and subsequent reporting and disclosure of results. Including field-based sampling, collection and testing for food safety hazards (micro/chem/phys) to provide baseline data for RA.								
1134.2	**Undertake annual food safety RA** **A**ligned with SAFEGRO target areas and commodities								
1134.3	**Annual risk analysis exercise** Develop and implement annually adjusted risk management (1200) and communication (1300) in project target areas and commodities based on RA (1134.2)								
1200	**Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and international markets.**								
1210	**Strengthened capacity of poor farmers and other actors, particularly women, along the value chain to supply safe agri-food products, taking gender equality and environmental sustainability considerations into account**								
1211	**TA provided to agri-food producers and processors, particularly women, to follow food safety regulations, procedures and good agricultural/manufacturing practices that are environmentally sustainable and climate change adaptable**	X	X		X	X		X	X
1211.1	**Conduct needs assessments** Including FS risk assessment under 1131, gender-based value chain assessment (market/bus risks, linkages, flows, benefits, etc., Climate Smart Agriculture, environmental and climate								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	change impact assessment), select VC and develop strategy.								
1211.2	**Capacity development plans** A survey and review of the leading firms in agri-food production in selected value chain(s) will be carried out, building on information gathered during the Inception Mission. For participating firms, a collaboration agreement with SAFEGRO will be prepared. For participating firms, needs assessments will be conducted and collaborative public private (PPP) CD plans will be developed. (Linked to innovation network in 1230 and food entity registration in 1221).								
1211.3	**Safe food CSA training** Design, develop and deliver a Food Safe-Climate Smart Value Chain training course with NAEC, MOIT and other extension deliverers who will be TOT for continuous training to farmers and other actors in selected VC and at project areas. Support master TOTs to carry out a technical training, monitoring for farmers, auditors and other actors in selected VC and at project areas. Prepare a strategic plan for replication CSA and safe food trainings in selected value chain.								
1211.4	**Develop and pilot climate smart agriculture guidelines** relevant actors in the selected value chains including poor farmers, particularly women								
1212	**TA provided to relevant authorities and other actors in agri-food trade, distribution and transport, particularly wholesale and retail markets, to improve hygiene and safety conditions**	**X**	**X**	**X**	**X**	**X**		**X**	**X**
1212.1	**Conduct survey and risk assessments** in various types of markets with PPC, MARD and MOIT, complete gap analysis and develop capacity development plan/strategy including gender and environmental considerations.								
1212.2	**Market management training**: Technical assistance provided to MARD and MOIT to improve hygiene and safety at wholesale and retail markets. Managers from 5 – 10 markets in each of Hanoi and HCMC will receive training on best								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	practice in wholesale and retail market hygiene and food safety risk management. Training will be delivered through seminars and include site visits. Training materials will be developed for in-classroom and on-line use.								
1212.3	**Market staff/vendors training**: A short course (1 day) for market staff and vendors from 5 – 10 markets in each of Hanoi and HCMC will be developed and delivered. Training will be delivered through sessions delivered at the markets. Training materials will be developed for in-classroom and on-line use.								
1212.4	**Market hygiene evaluation/certification**: Conduct and evaluate market hygiene/FS pilots in various types of markets with PPC, MARD and MoIT, conduct learning event and develop scalability strategy, with gender and environmental considerations including market certification, auditing, enforcement programs and branding								
1213	**Logistical and technical support provided or facilitated to producer groups, including those of poor female farmers and youth, to access, expand or diversify markets for their agri-food products in an environmentally sustainable manner**				X NAEC OCOP				X Assns. Coops
1213.1	**Emergent farmer networks**: Establish and nurture a network of emergent farmer groups and coops (criteria, define services/programs, develop communications strategy), with a focus on women and youth.								
1213.2	**Facilitate organizational strengthening** and opportunities to gain economies of scale through cooperatives or other means, especially for women and youth-led start-ups pursuing food safety in environmentally sustainable enterprises.								
1213.3	**Introduce and support certification, branding** and auditing with TA, training and financing facilitation with special considerations for women, including the potential for a "gender seal".								
1213.4	**Matching fairs**: Conduct matching fairs to facilitate linkages between producer groups (1213.1) and the enterprise								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	network (1211.2).								
1213.5	**D2C and e-Commerce development**: Promote the application of Direct to Consumer (direct to consumer sales/e-commerce for community supported agriculture) initiative/practices for selected value chains								
1220	**Increased capacity of government and private actors to ensure traceability and safety of agri-food products along selected value chains**								
1221	**TA provided for enhancing registration and compilation of a list of food business operators, farms and facilities**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
1221.1	**Develop registration database** TA to undertake consultations and participatory design of national food safety management system and FBOs/food facility registration database. An online database/registry of food business operators, farms and facilities with gender and environment consideration is established to support FS management, especially traceability and recall programs. After being developed and piloted with SAFEGRO, the registry will be used by the GoV during the national agriculture census to establish a comprehensive registry of food entities in Vietnam. **Year 1:** Data needs will be assessed and the database designed, taking into account issues and requirements related to accessibility, data security, confidentiality, hardware and software platforms and ongoing ownerships and maintenance. The prototype will be developed for piloting with SAFEGRO value chain participants.								
1221.2	**Pilot database** with SAFEGRO VC enterprises								
1221.3	**Support rollout of database** during agriculture census								
1222	**TA provided to relevant government agencies, trade associations and value-chain actors to improve traceability and recall procedures for selected food products and selected supply chains**	**X**	**X**	**X**	**X**	**X**		**X**	**X**
1222.1	**Conduct gap analysis of traceability systems** TA to undertake consultations and participatory design of a pilot								

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	traceability system suitable for scaling up as part of the national food safety management system and FBOs/food facility registration database.and related requirements for packaging and labelling of ingredients and nutrition with regard to Decree 43 with in selected VC with MOST, MOIT, trade associations and participating enterprises and develop strategy/CD plan, gendered								
1222.2	**Deliver TA and training to increase knowledge and skills for traceability** TA provided to relevant government agencies, trade associations and value-chain actors on the design and implementation of traceability and recall procedures for selected food products and selected supply chains. This will be delivered through: i) incorporation in senior management study tours; ii) seminars and workshops in Vietnam.								
1222.3	**Conduct and evaluate traceability** and recall pilots in selected VCs, conduct learning event and develop scalability strategy								
1223	**TA provided to relevant government agencies and value chain actors, particularly women, on the application of GAP, HACCP and/or other relevant international standards and their certification**	**X**	**X**	**X**	**X**	**X**		**X**	**X**
1223.1	**Conduct GAP analysis** TA to conduct a gap analysis on food safety management systems throughout the value chain, including local markets, and provide recommendations for food safety compliance programs, certification schemes and management systems to be promoted by SAFEGRO to facilitate enforcement of a risk-based food safety system, with international benchmarking recognition where possible. The TA will also explore food safety certification branding options linked to consumer awareness.								
1223.2	**Develop supporting tools, processes and technical guidance** to improve the adoption and enforcement of HACCP and other food safety standards and certifications, including on-line food safety plans, apps and auditor certification considering gender and relevant environmental risks								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	including registration and auditor certification.								
1223.3	**Regulator/auditor training: D**eliver TA and training to build capacity of regulators, inspectors, auditors (public/private) to manage HACCP and international standards including environmental criteria/checklist to existing standards system/promoted standards taking gender into consideration								
1223.4	**Value chain training**: Deliver TA and training to build capacity of value chain actors, including women, to manage HACCP and other standards including environmental criteria/checklist to existing standards system/promoted standards taking gender into consideration								
1223.5	**Certification and auditing tools**: Develop and/or strengthen PPP certification and branding (e.g. VietGAP 2.0, etc) and other VC players/facilities, with gender considerations including consideration of international benchmarking of VietGAP 2.0 or equivalent.								
1224	**TA provided for enhancing market access negotiation capacity of relevant government agencies; and supporting value chain actors, including small farmers and producers on marketing, branding, labeling, quality and safety assurance**								
1224.1	**Negotiation skill building** Develop programme for negotiation skill training, including principle in negotiation, scope of discussion, win-win negotiation: Set up knowledge/information sharing to update changes in technical regulation, trade quota, MRLs… 2 ways feedbacks and coaching process introduced								
1230	**Increased capacity of value chain actors, including poor farmers and entrepreneurs in selected provinces and cities to apply agri-food innovative solutions and climate smart and gender-sensitive agriculture approaches, technologies and practices**								
1231	**TA provided to introduce environmentally sustainable and climate smart agricultural and gender-sensitive**	**X**	**X**		**X**	**X**		**X**	**X**

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	technologies to male and female producers including small farmers								
1231.1	**CSA and climate adaptation gap assessment** and prepare capacity development strategy. A participatory survey in CSA and CC will be designed and carried out. A strategic plan of CSA application will be developed.								
1231.2	**Develop technical guideline** and tools for CSA and CC responses including legal technical guidelines to support enforcement of the food safety law and related legislation.								
1231.3	**Develop/strengthen NAEC** and training providers programs (MTOT and end-user) for CSA/CC, with gender considerations and incorporating the technical guideline/ good practices on CSA								
1231.4	**Enhance the climate resilience** of small scale farmers, especially women, by supporting technology transfer and practicable adaptive management strategies.								
1232	**TA provided for establishing a Virtual Food Innovation Hub , to facilitate linkages and access to Canadian and international innovative solutions and technologies and best practices on improved preservation of safe food and reduced food loss**	**X**	**X**		**X**	**X**		**X**	**X**
1232.1	**Survey the food technology innovation network** in VN (MoST, MoIT, projects, institutes, innovative firms, non-profits, etc), create database and establish a communication network to promote new technologies and facilitate connections, with attention to women-led innovation and environmental considerations								
1232.2	**Vietnam Food Innovation Network and Innovation Strategy**: Develop a resource platform and strategy to support access to available technical resources, service providers. Develop and promote an innovation scheme for 3R: reduce, reuse, recycle applications in selected VCs. Provided a screening tool-kit for application of agriculture/food best practices of Canada to be piloted in Vietnam, particularly for small-scale food production holders Deliver training including study tours, research exchanges, linkages, training, webinars, talks.								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
1232.3	**New food technology**: Deliver TA on new products, packaging, transportation and storage (energy efficient/environmentally sound) to the innovation network and all actors along selected value chains, gender sensitive								
1232.4	**Sustainable production and packaging**: Vietnamese food development centers, institutes and the private sector, along with Canadian partners such UofG's Food Innovation Centre (FIC) will be linked with value chain actors (processors, distributors, collectors, producers) and the local innovation system to test new technologies. A number of studies will be conducted to define the non-toxic and environmentally friendly materials in production and Eco-Friendly Packaging, meanwhile several calls for initiatives on Eco-Friendly Packaging and environmentally friendly food production will also be undertaken to seek for innovation ideals and raising awareness. Then, training for SMEs (particularly start-ups) and entrepreneurs will be implemented to pilot the initiatives. Training programs and campaigns will be conducted to scale up these piloted initiatives.								
1232.5	**Increase food industry gender awareness** and understanding of gender differences in market and product preferences, work place needs, including surveys, training, info sharing.								
1233	**TA provided to enhance linkages made between value chain actors and funding for entrepreneurial innovation, particularly for women led businesses**								X
1233.1	**Map and establish a database of financing programs** A participatory survey in funding and financial resources for entrepreneur innovation will be designed and carried out.								
1233.2	**Incubator program for start-up enterprises** by women and young entrepreneurs (pilot) in collaboration with financer								
1233.3	**Facilitate access to financing** (commercial, impact and/or climate change finance)								
1300	**Increased consumer demand for safe and affordable agri-food in Vietnam**								
1310	**Increased awareness by consumers, particularly women, of**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**

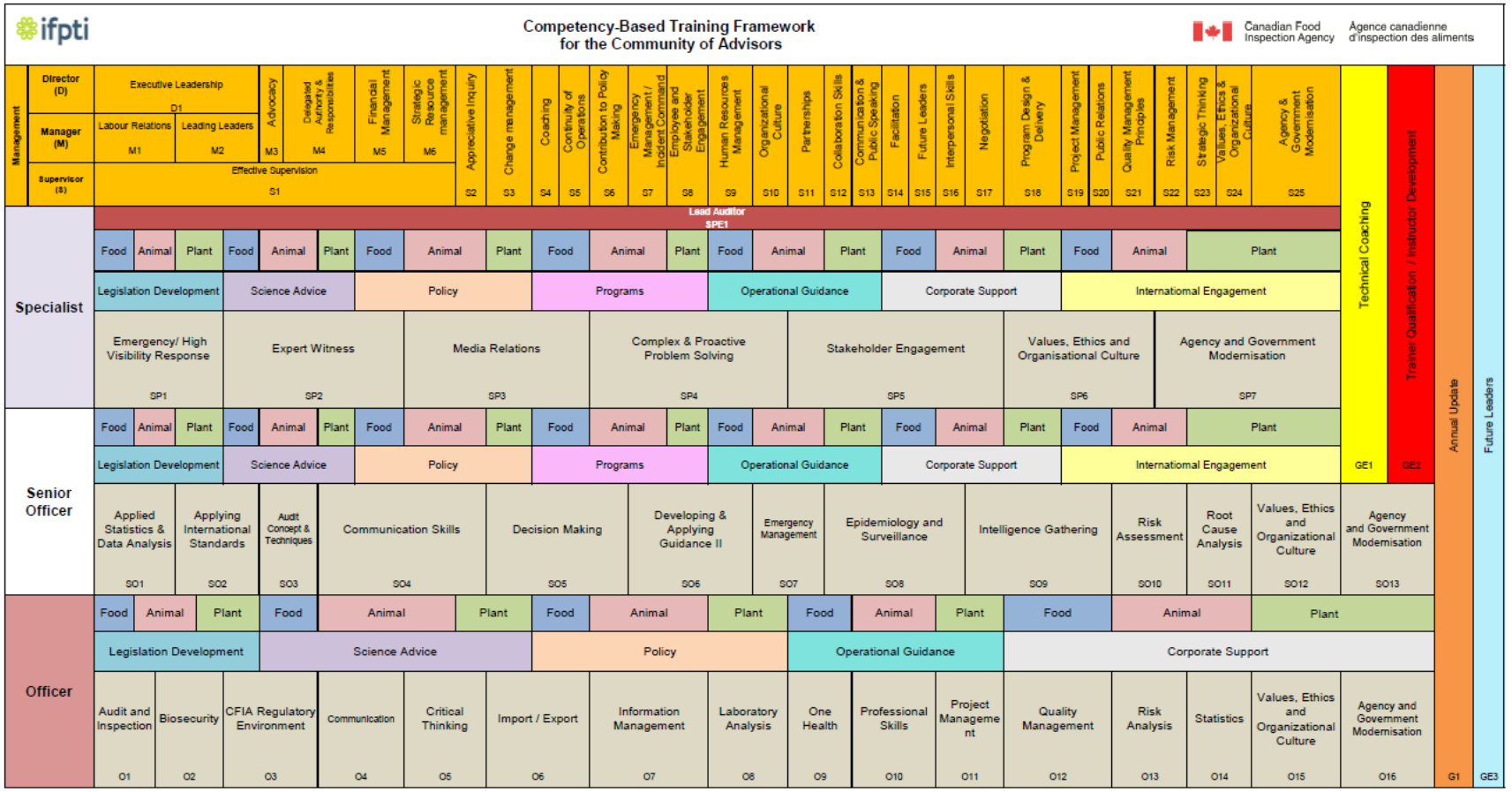
Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	the critical importance of food safety and their rights to have access to and availability of affordable, safe agri-food products in selected provinces and cities in Vietnam								
1311	**TA provided to civil society organizations, particularly consumer protection and women's groups, to develop a communication strategy and support social media tools for sharing information on food safety and on availability of safe and affordable agri-food products**								
1311.1	**Target audiences surveys/study** and risk assessment and communication considering gender sensitive food safety social media tool/campaign. The baseline study/survey undertaken in order to provide rationale inputs for the development of Communication Strategy (information and messaging package) for the whole project. The assignment includes (i) Literature review and qualitative research, and (ii) conduct FDG and in-depth interviews and/or online survey and analysis of data collected from the online survey. This contribute to 1311.2								
1311.2	**Develop and implement communication strategy** with key messages for each target group with emphasis on behavioral change messaging, including gender sensitization and environmental sustainability 1311.2.1 **TA to develop communication strategy and action plan** A comprehensive development of communication strategy that use the rationale results of target audience survey/study to guide the messaging packages for specific groups associated with selected value chains as well as wider public. Contributes to Direct-to-Consumer programs and consumer supported agriculture (1213) 1311.2.2 **Action plan implementation** using multiple channels innovative and traditional drivers of behavioral change at all levels and influencers. 1311.2.3 **Develop and implement a number of public campaigns** on safe agri-food, with environmental responsibilities, for consumers groups, journalists, NGOs, producers, social associations								

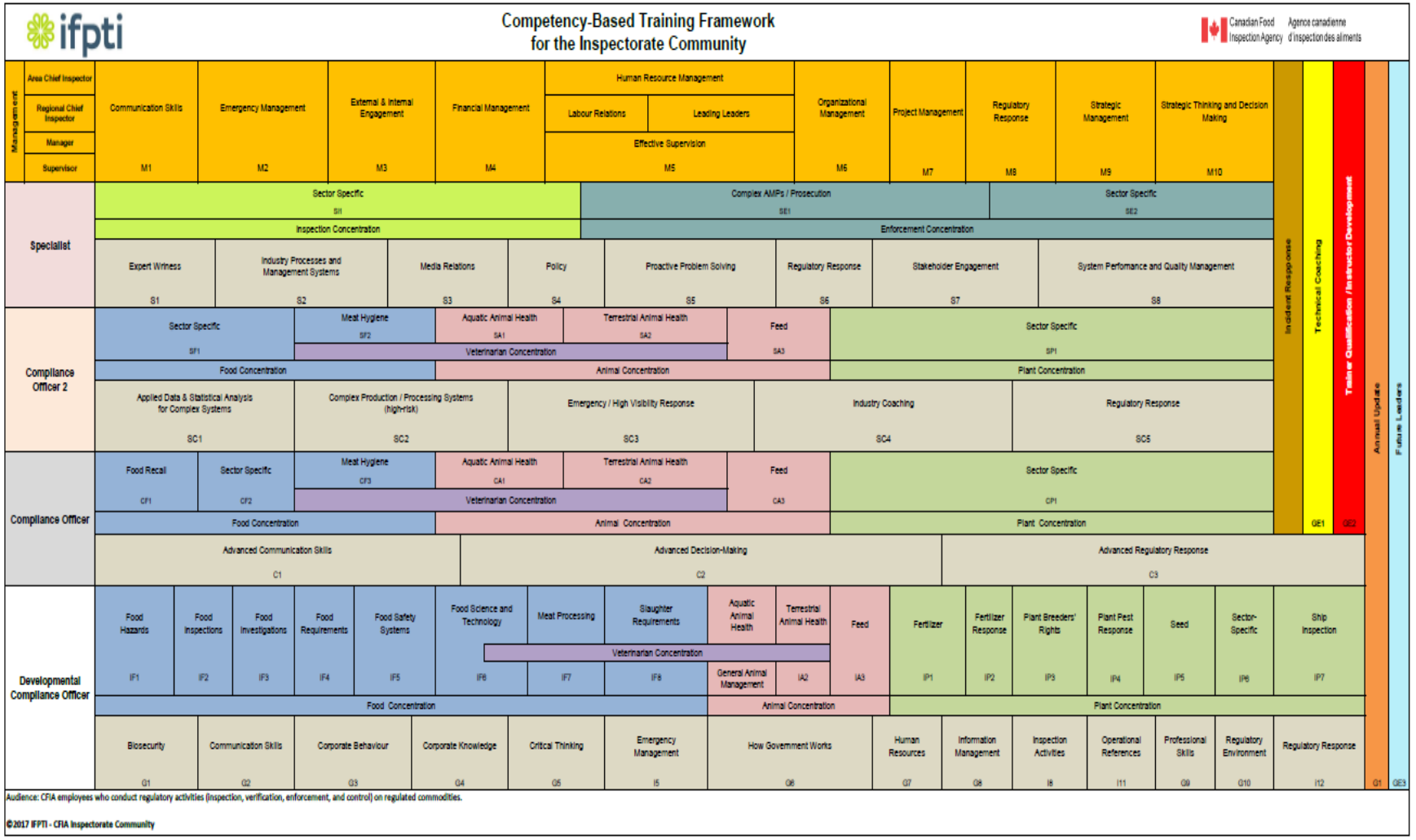
Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
1311.3	**Food safety culture**: TA to support NLU, VNAU and other research institutions collaborative food safety culture research with international network (SALUS) for adaption of food safety behavior change communication tools to Vietnam for consumers and among value chain nodes with focus on farmers, markets, street food, processors and food service.								
1312	**TA provided to design gender sensitive educational material on key aspects of food safety for various age groups and distribute to educational institutions**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
1312.1	**Develop school food safety programs**: Work with Hanoi and HCMC schools on piloting in supplementary classroom and plan for scalability which may include training material on food safety in class room/interactive food safety game, especially in preventing school children's exposure on street food risks							X	X
1313	**TA provided to selected catering services in industrial zones to access and apply best practices in supplying safe and affordable agri-food products for workers**	X	X	X					
1313.1	**Food service capacity building:** Develop capacity building program in safe food handling and preparation for safe and affordable agri-food products for catering services, and street food vendors incl environmental/CC risks; e.g. Serve-Safe)								
1313.2	**Food service Hygiene toolkit** Develop and pilot environmental and hygiene management toolkit for medium and large catering								
1313.3	Pilot in Hanoi/HCMC, evaluate, finalize guidance and plan for scalability								
1314	**TA provided to Vietnamese media to improve t quality of media products promoting safe ahend affordable agri-food products, including appreciation of related policy dialogue, in a gender-sensitive and environmentally responsive manner**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
1314.1	**Hanoi Risk Comms**: Risk communication sharing workshop to inform the actors on scientific-based evidence from risk								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
	assessment, risk management to risk communication. Share results on risks communication messaging to Reporters, CSO, media in Hanoi (1131.4)								
1314.2	**HCMC Risk Comms**: Share results on risks communication messaging to Reporters, CSO, media and HCMC (1131.4)								
1314.3	**Comprehensive media food safety communication toolkit** Food safety toolkit including food safety communication methodology, user-friendly tools, templates, approaches and incorporating gender elements and environmental and CC considerations. 1314.2.1 Develop/deliver media food safety ToT 1314.2.2 Media food safety e-Learning modules								
1314.4	**TA for semi-annual food safety media workshops** with a focus on public health and policy awareness raising including environmental concerns and climate change								
1315	**TA provided for communicating with consumers, especially women on application of best practices in food purchase, food preservation and home cooking in a more hygienic and safer manner**								
1315.1	Interpreting technical terminology in technical risk communication in food purchase, food preservation and home cooking to common language and package into understandable message packaging to consumer								
1315.2	TA to develop specific communication scheme to consumers in specific topics and run the campaign								
1316	**TA provided to relevant authorities to improve their public communication regarding food safety issues in an environmentally responsive and gender sensitive manner**			X					
1316.1	**Rapid assessment of MOH risk communication** capacity including risk perception evaluation (1311.5)								
1316.2	**TA to develop risk communication** contingency plan for routine information and outbreak response/recalls								
1316.3	**TA for MOH risk communication capacity building & training**								
1316.4	**TA develop communication tools** and public messaging including food safety incidents and recalls (1113.1,1112.3)								

Act #	Description	Location		MoH	MARD	MoIT	MoST	PPC	I/C/M/A/R
1400	**Effective project management**	**X**	**X**	**X**	**X**	**X**		**X**	**X**
1410	**Inception Period and Start-up**								
1411	Inception Mission								
1412	Preparation and Submission of PIP/AWP/Baseline								
1413	Office set-up and mobilization								
1420	**Ongoing Results-Based Management**								
1421	Project Planning								
1422	Monitoring and Evaluation								
1423	Reporting								
1424	Ongoing Management								
1425	Financial Management & Reporting								

APPENDIX I CFIA COMPETENCY-BASED FOOD SAFETY TRAINING FRAMEWORKS




ifpti
Competency-Based Training Framework for the Inspectorate Community
Canadian Food Inspection Agency
Agence canadienne d'inspection des aliments
Management
Area Chief Inspector
Regional Chief Inspector
Manager
Supervisor
Communication Skills M1
Emergency Management M2
External & Internal Engagement M3
Financial Management M4
Human Resource Management
Labour Relations
Leading Leaders
Effective Supervision M5
Organizational Management M6
Project Management M7
Regulatory Response M8
Strategic Management M9
Strategic Thinking and Decision Making M10
Incident Response
Technical Coaching GE1
Trainer Qualification / Instructor Development GE2
Annual Update G1
Future Leaders GE3
Specialist
Sector Specific SI1
Complex AMPs / Prosecution SE1
Sector Specific SE2
Inspection Concentraton
Enforcement Concentration
Expert Witness S1
Industry Processes and Management Systems S2
Media Relations S3
Policy S4
Proactive Problem Solving S5
Regulatory Response S6
Stakeholder Engagement S7
System Performance and Quality Management S8
Compliance Officer 2
Sector Specific SF1
Meat Hygiene SF2
Aquatic Animal Health SA1
Terrestrial Animal Health SA2
Feed SA3
Sector Specific SPI
Veterinarian Concentration
Food Concentration
Animal Concentration
Plant Concentration
Applied Data & Statistical Analysis for Complex Systems SC1
Complex Production / Processing Systems (high-risk) SC2
Emergency / High Visibility Response SC3
Industry Coaching SC4
Regulatory Response SC5
Compliance Officer
Food Recall CF1
Sector Specific CF2
Meat Hygiene CF3
Aquatic Animal Health CA1
Terrestrial Animal Health CA2
Feed CA3
Sector Specific CPI
Veterinarian Concentration
Food Concentration
Animal Concentration
Plant Concentration
Advanced Communication Skills C1
Advanced Decision-Making C2
Advanced Regulatory Response C3
Developmental Compliance Officer
Food Hazards IF1
Food Inspections IF2
Food Investigations IF3
Food Requirements IF4
Food Safety Systems IF5
Food Science and Technology IF6
Meat Processing IF7
Slaughter Requirements IF8
Aquatic Animal Health
Terrestrial Animal Health
Feed IA3
Veterinarian Concentration
General Animal Management IA2
Fertilizer IP1
Fertilizer Response IP2
Plant Breeders' Rights IP3
Plant Pest Response IP4
Seed IP5
Sector-Specific IP6
Ship Inspection IP7
Food Concentration
Animal Concentration
Plant Concentration
Biosecurity G1
Communication Skills G2
Corporate Behaviour G3
Corporate Knowledge G4
Critical Thinking G5
Emergency Management I5
How Government Works G6
Human Resources G7
Information Management G8
Inspection Activities I6
Operational References I11
Professional Skills G9
Regulatory Environment G10
Regulatory Response I12
Audience: CFIA employees who conduct regulatory activities (inspection, verification, enforcement, and control) on regulated commodities.
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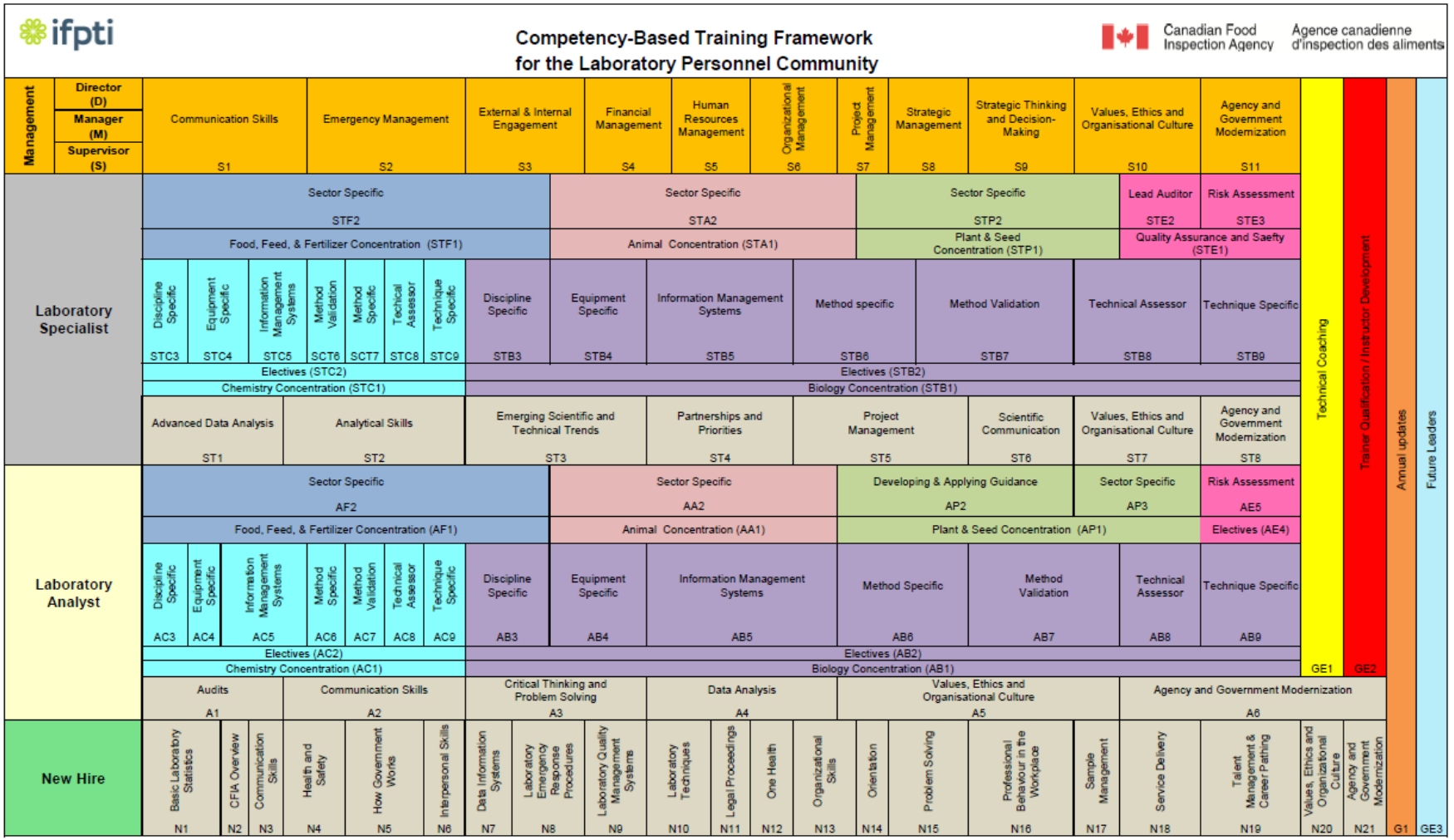

Audience: CFIA employees who provide laboratory science services that support the agency mandate.

APPENDIX J LIST OF PARTICIPANTS IN INCEPTION MISSION

MULTI-STAKEHOLDERS CONSULTATIO- SAFEGRO INCEPTION MISSION (29 OCT-18 NOV, 2919)

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133	HUYNH Van Sang	Hoa Loc Mango Cooperative	Director	0913700106		HCMC neighboring
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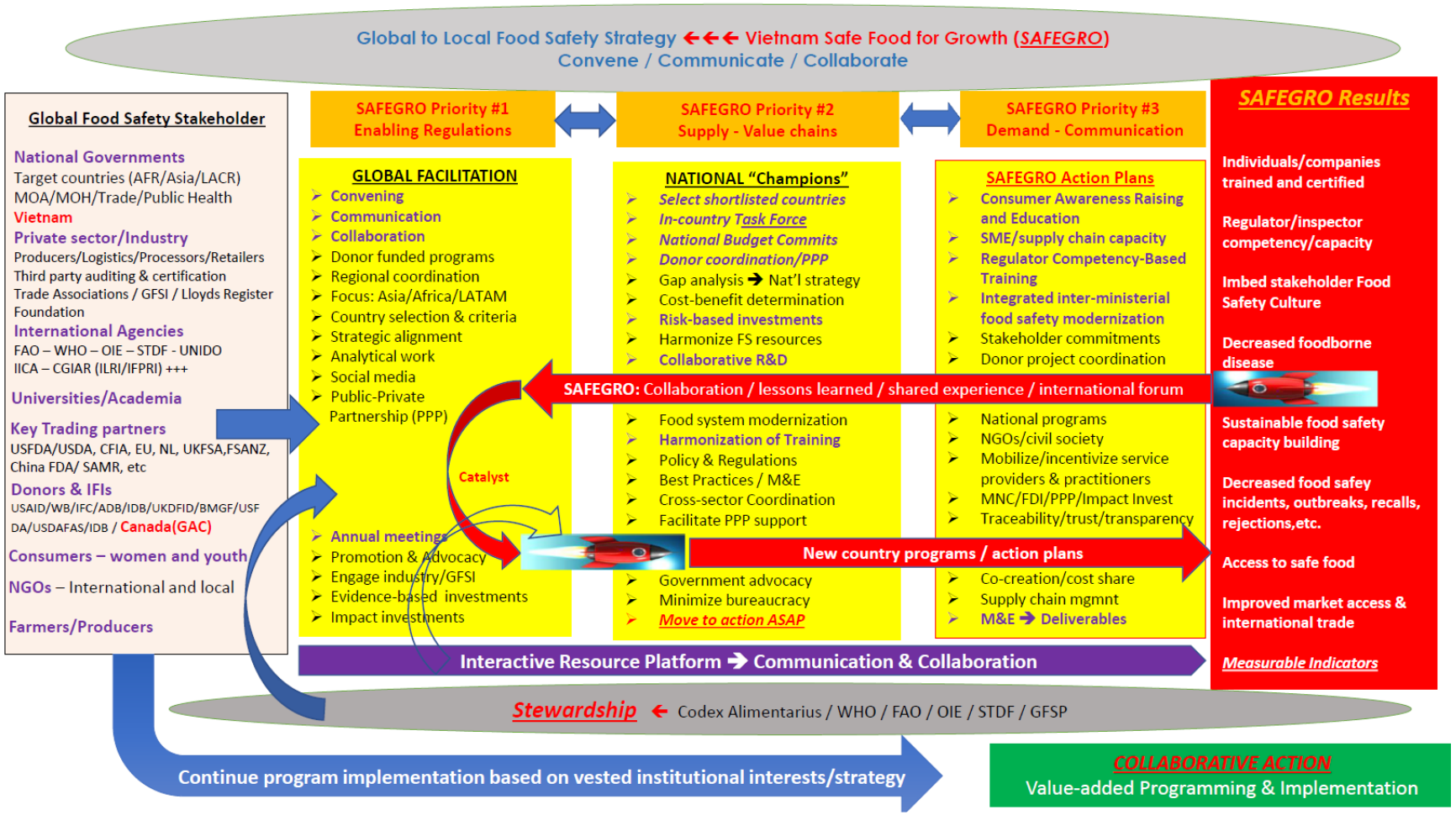
APPENDIX K GLOBAL-TO-LOCAL FOOD SAFETY



APPENDIX L PMF TABLE

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
Ultimate Outcome																			
1000 Improved well-being of female and male consumers and agri-food sector actors including poor farmers in Vietnam.	1	1000a: Rating from the Food Safety Performance Index		This is a tailored index built by Safe Food Canada (for the 2014 world ranking, food safety performance report using 2011 metrics) that combines 10 indicators including risk assessment, risk management and risk communication to measure a country's food safety performance. Intermediate outcome indicators below will be integrated into this index.	Tailored index, drawing on metrics that SAFEGRO has contributed to and/or tracks/ Expected direction ↑.	Adapted from Safe Food Canada/UofG 2014 methodology / From the working paper "Food safety metrics relevant to low and middle income countries"	Can we use a modified methodology of this for SAFEGRO?	tbd (June 2020)	tbd (June 2020)			tbd (June 2020)		tbd (June 2020)	Various	Weighted collection of primary and secondary indicators	Baseline, midline and endline	Huong	National Institute of Nutrition/SAFEGRO (MEL/Huong)

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
Intermediate Outcomes																			
1100 (Component 1 – Enabling Environment) Improved performance of national and sub-national governments in food safety regulation enforcement along the value chain in Vietnam to meet international standards.	2	1100a: Level of risk of food contaminants (pathogens, physical, chemical) being present along critical control points for select value chains (type, m/f ownership, geolocation)	Value chain actor, gender, region	This measures the risk level (based on risk management system and/or external tool (e.g. FDA-iRisk4.0 https://irisk.foodrisk.org/Tool/Models.aspx) of contaminants (food-based pathogens, chemical, physical) at critical control points. It is an indicator of the rigor/integrity of the food safety management system including testing capabilities. ***ALTERNATE: Use GoV data and conduct DQAs to validate/verify NOTE: Once baseline is completed we can include a target for the number of control points reporting unacceptable levels of risk for SAFEGRO supported sites.***	Assume data for a risk based system is available, online platform is functional (support enforcement and risk determination. Current data sources are mapped. / Expected direction ↓	-	-	tbd (June 2020)	tbd (June 2020)			tbd (June 2020)		tbd (June 2020)	MoH/VFA	Data transfer from MoH/VFA	Baseline, midline and endline	Brian /Larry	SAFEGRO (MEL/Brian/ Larry)/ GoV

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
	3	1100b: #/% of food safety violations traced back to non-compliance, non-conformity by agrifood actors in SAFEGRO's target geographic areas	Value chain actor, gender, region	This indicators measures the integrity/effectiveness of the food safety management system to **identify** and **trace** incidents of non-compliance, non-conformities and recalls.	Expected direction ↑	Clare Narrod		tbd (June 2020)	tbd (June 2020)					tbd (June 2020)	MoH/VFA	Data transfer from VFA	Baseline and endline	Brian /Larry	SAFEGRO (MEL/Brian/ Larry)/ GoV
1200 (Component 2 – Supply Side) Increased competitiveness of poor farmers and other actors, particularly women in Vietnam, supplying safe agri-food products to domestic and international markets. Value –chain actors or stakeholders include, for	4	1200a: #/% of food safety incidents traced back to certified (HACCP/VietGAP 2.0) agrifood actor 'facilities' (m/f ownership, geolocation, type) supported by SAFEGRO over total food safety violations		This indicators mirrors 3 above but measures the proportion of food safety incidents traced back to select agrifood actors with good practices against total number of food safety incidences. Also measures level of coordination between identified incidents (by MoH) and acted on by MARD to trace to source	Expected direction ↓	Clare Narrod		tbd (June 2020)	tbd (June 2020)					tbd (June 2020)	MoH/VFA	Data transfer from VFA	Baseline and endline	Brian	SAFEGRO (MEL/Brian) /GoV)

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
example, poor farmers, local collectors, cooperatives, traders, processors, distributors, wholesale/retail markets and distributors transporters	5	1200b: Income/sales of certified (SAFEGRO certification) producer coops/groups	Gender, type, size, geolocation, export/domestic	This is a measure of the competitiveness of SAFEGRO assisted farmers and other value chain members (distributors, retailers, wholesalers, processors) within the domestic and export markets. It is expected that income/sales will increase for supported actors, particularly exporters.	Assumes aggregate income of coops and other types of producers groups can be collected. / Expected direction ↑			tbd (June 2020)	tbd (June 2020)			tbd (June 2020)		tbd (June 2020)	Markets	Survey	Baseline, midline and endline	Deb/Liem	SAFEGRO (MEL/Deb/Liem)
	6	1200c: Score along the food safety culture index/progression model across SAFEGRO's geographic programming areas		This indicator covers all three components (1100, 1200, 1300). Through an informal working group of food safety culture experts, SAFEGRO will further define the components of this indicator which will measure behavioural change of regulators, value chain actors and consumers.	Expected direction ↑			tbd (June 2020)	tbd (June 2020)			tbd (June 2020)		tbd (June 2020)	All three groups of SAFEGRO supported food safety stakeholders	Survey	Baseline, midline and endline	Huong / Brian	SAFEGRO (MEL/Huong/Brian)
1300 (Component 3 – Demand Side) Increased consumer demand for safe and affordable	7	1300a: Proportion (%) of consumers that select safe and environmentally sensitive	Gender, ethnicity, urban/rural	Self-explanatory	Expected direction ↑			tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	Consumers of SAFEGRO supported markets	Market sample survey/research	Baseline, midline and endline	Huong	SAFEGRO (MEL)

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
agri-food in Vietnam.		food items in SAFEGRO-supported markets																	
Immediate Outcomes																			
1110 Improved capacity of relevant government agencies to coordinate policies, procedures and programming on food safety at the national and sub-national levels.	8	1110a: Average value along the Interagency Collaborative Activities (5 point) Scale (IACAS)		Adapted from the tool designed to measure interagency collaboration of mental health agencies in South Florida, the IACAS is a self-reporting assessment tool that measures the degree of collaboration between food safety agencies and groups. Four subscales will be used to calculate scoring. These include gender-sensitive policy development, joint training, gender-sensitive joint program development/monitoring, and correct use of coordinating mechanisms for sharing food safety data.	Expected direction ↑			tbd (June 2020)	TBD (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	GoV, Legislative registry	Survey / Questionnaire	Annually	Rolf	SAFEGRO (MEL/Rolf) / GoV

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
1120 Improved food safety control capacity of national and sub-national governments to support the risk-based food safety inspection system in Vietnam.	9	1120a: Level of Knowledge, Skills and Attitudes (KSAs) of MToT cohort (m/f, position level) of sampling programs including protocols, sampling standards and testing equipment operations / calibration with an understanding of ES implications and mitigation (LABS).		Self-explanatory NOTE: In some capacity development parlance, KSA stands for Knowledge, Skills and Attitudes (https://www.ehstoday.com/training-and-engagement/article/21918544/developing-an-effective-training-and-development-program-part-2-implementing-ksas). Suggested 1120b is an intermediate outcome level result.	Expected direction ↑			0	TBD (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	MToT	Survey / Questionnaire	Annually	Brian /Larry	SAFEGRO (MEL/Brian)

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
1130 Improved capacity to apply a risk-based approach by national and sub-national governments in Vietnam.	10	1130a: Quality score (rubric) of Annual National Report on status of food safety in Vietnam published on the basis of transparent and reliable food safety monitoring and reporting platform data		Scoring grid to be developed following assessment of ANR design and distribution but will include ES and GE parameters as peart of the overall quality scoring of the report.	Rubric for assessing report will use criteria that include: (i) degree food safety/lab monitoring results data is used; (ii) level of participation of three ministries in the report's development / Expected direction ↑			tbd (June 2020)	ANRs achieve a rating on rubric of 80% (of total score) at end of project	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	MoH/VFA	Document review	Annually	Brian /Larry	SAFEGRO (MEL/Brian)
	11	1130b: % of SAFEGRO-trained GoV national and subnational government personnel		Measures the knowledge, skills and attitudes of GoV personnel on risk assessment and risk-based food safety management systems.	We will target participants in annual risk assessment processes /	Clare Narrod		0	TBD (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	Relevant personnel from national and subnational government agencies	Survey / Questionnaire	Annually	Brian	SAFEGRO (MEL/Brian)

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
		(m/f, position level) with new knowledge on risk assessment			Expected direction ↑														
1210 Strengthened capacity of poor farmers and other actors, particularly women, along selected value chains to supply safe agri-food products, taking gender equality and environmental sustainability considerations into account.	12	1210a: % of SAFEGRO agrifood actors (by gender, type, size) with new knowledge, skills and attitudes on food safety		Self-explanatory	Assumes that businesses must meet minimum national environment and hygiene standards to be certified and verified / Expected direction ↑	Clare Narrod	Could use online polling processes to collect information	0	TBD (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	Value chain actors	Survey / Questionnaire	Rolling baseline	Deb/Liem	SAFEGRO (MEL/Deb/Liem)
1220 Increased capacity of government and private sector actors to ensure traceability and safety of agri-food	13	1220a: % of applicable government and private sector actors (m/f) with new		Measures the percentage of SAFEGRO trained participants with new knowledge on CSA activities. NOTE: Suggested 1220b (indicator of registered actors for tracing/inspection) is an intermediate	Expected direction ↑			0	TBD (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	Value chain actors	Survey / Questionnaire	Rolling baseline	Deb/Liem	SAFEGRO (MEL/Deb/Liem)

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
products along selected value chains.		knowledge, skills and attitudes on traceability systems (food safety) along select value chains		outcome level result.															
1230 Increased capacity of value chain actors, including poor farmers and entrepreneurs in selected provinces and cities to apply agri-food innovative solutions and climate smart and gender-sensitive agriculture approaches, technologies and practices.	14	1230a: % of SAFEGRO value chain actors (m/f-owned/operated, size, type) with new knowledge, skills and attitudes of agrifood innovative solutions, climate smart and gender sensitive agriculture approaches, technologi		Self-explanatory	Expected direction ↑	Clare Narrod		0	TBD (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	Value chain actors	Survey / Questionnaire	Rolling baseline	Deb/Liem	SAFEGRO (MEL/Deb/Liem)

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
		es and practices																	
1310 Increased awareness by consumers, particularly women, of the critical importance of food safety and their rights to have access to and availability of affordable, safe agri-food products in selected provinces and cities in Vietnam.	15	1310a: % of consumers (m/f) that recall key food safety messages generated by organizations/groups supported by SAFEGRO in targeted provinces		Self-explanatory NOTE: We feel this is a more appropriate indicator than # of people reached as it implies a change in understanding.	Expected direction ↑			tbd (June 2020)	TBD (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	Consumers	Survey / Questionnaire	Rolling baseline	Huong	SAFEGRO (MEL/Huong)
Outputs																			

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
1111 Technical assistance (TA) including gender integration support provided to relevant government agencies at the national and sub-national level to improve the Food Safety Policy Framework and relevant laws, decrees, regulations, decisions and standards. Technical Assistance may includes training, financing, know-how, equipment and technical and legal assistance to a beneficiary in order to acquire	16	1111a: # of technical guidance documents, prepared in a participatory and coordinated manner, integrating ES and GE (toolkit) elements where appropriate, that inform laws, decrees and regulations in support of a comprehensive food safety policy framework		Self-explanatory	n/a			0	Up to 25 new technical guidance (TG) documents /standards supporting law/regs, that integrate GE and ES elements, as appropriate	3 TGs / Food safety strategy updated	5 TGs	10TGs	5TGs	2 TGs	SAFEGRO Activity reports	Document Review	Semi Annually		SAFEGRO Project
	17	1111b: # of government actors trained/receive TA on food safety policy, laws		Self-explanatory	n/a			0	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	SAFEGRO Activity reports	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
knowledge and know-how		and regulations																	
1112 TA provided to relevant government agencies to improve the coordination of the food borne disease (FBD) management system aligned with international standards.	18	1112a: Status of FBD management system (managing incidences and outbreaks using public health data) including the integration of ES/GE elements/features, as appropriate. NOTE: Suggested indicators are activities. New guidance indicates a preference for output reporting		Operationalizing milestones: 1. Gap analysis, needs definition 2. Develop a public health strategy to mitigate food borne diseases 3. Capacity development on food borne diseases 4. FS working groups established 5. TA for monitoring, surveillance and reporting 6. Institutionalization	n/a			0	FBD management system operational with multi-ministerial participation (m/f)	10% operational	40% operational	80% operational	100% operational		SAFEGRO Activity reports	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
		rather than activity reporting, where possible/appropriate. Please advise.																	
1113 TA provided to relevant government agencies to develop a comprehensive, transparent and reliable food safety management system including a monitoring and reporting platform enabled to disseminate information to stakeholders).	19	1113a: Status of public health information system/food safety monitoring platform (IT platform/database) including the integration of ES/GE elements/features, as appropriate		Operationalizing Milestones 1. Participatory, needs-based design information system/database/platform 2. Procurement of appropriate IT software 3. Beta version and piloting 4. Launch and rollout 5. Tweaking and scaling 6. Institutionalization	Platform functions as a national database and M&E tool for monitoring, planning and management purposes			0	1 national-level system	10% complete	40% complete	80% complete	100% complete		SAFEGRO Activity reports	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
1121 TA provided for establishment of a National laboratory information management system (LIMS)/Administration of an inter-ministerial network of food safety laboratories.	20	1121a: Status of LIMS including the integration of ES/GE elements/features, as appropriate		Operationalizing Milestones 1. Participatory, LMIS needs assessment including technical specs 2. Customized LIMS for selected food safety labs in Vietnam 3. Beta version and piloting including user training 4. Launch and rollout 5. Tweaking and scaling 6. Institutionalization	n/a			0	LIMS is operational	25% operational	50% operational	75% operational	100% operational		SAFEGRO Activity reports	Document Review	Semi Annually		SAFEGRO Project
1122 TA and training provided to trainers, regulators, inspectors, auditors and laboratory staff for development and implementation of a comprehensive competency-based food safety framework.	21	1122a: Status of framework including the integration of ES/GE elements/features, as appropriate		Operationalizing Milestones 1. Gap Analysis and Baseline Report 2. Participatory Training Needs Assessment 3. Training Program and Curricula development 4. Piloting 5. Evaluation Report of Pilot TOT training 6. Tweaking, scaling 7. Institutionalization	n/a			0	Framework developed and implemented	50%	100%				SAFEGRO Activity reports	Document Review	Semi Annually		SAFEGRO Project
	22	1122b: # of lab technicians (m/f) trained (by gender) on		Self-explanatory	n/a			0	615 trainers trained (Target for # of f TBD)	15 Trainers trained	150 Techs trained	150 Techs trained	150 Techs trained	150 Techs trained	Training Registers	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
		sampling techniques, programs and calibration																	
1123 TA provided to laboratories to support the development of food safety testing and diagnostic innovative solutions. Innovative solutions include: mini-labs, rapid field kits and mobile lab, and piloting of appropriate technology.	23	1123a: # of innovative solutions identified and tested		Self-explanatory	n/a			0	20	3	5	5	5	2	Training Registers	Document Review	Semi Annually		SAFEGRO Project
	24	1123b: % of inspectors (m/f) piloting rapid test kits		Self-explanatory	n/a			0	80%	10%	30%	70%	80%		Training Registers	Document Review	Semi Annually		SAFEGRO Project
	25	1123c: # of pilot labs established in project areas		Self-explanatory	n/a			0	12	2	4	4	2		Activity reports	Document Review	Semi Annually		SAFEGRO Project
1124 TA provided to regulators, inspectors, auditors, relevant experts and private sector to support modernization of a risk-based food safety	26	1124a: # of regulators, inspectors, experts and businesses (m/f) trained on monitoring, inspection, auditing and		Self-explanatory					250 (Target for # of f TBD)	75 Trainers	50	75	75	50	Activity reports	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
control system .		enforcement																	
1131 TA provided to improve the risk assessment capacity and coordination mechanisms of relevant authorities.	27	1131a: # of relevant TFA personnel (m/f) trained on risk assessments		Self-explanatory	n/a			0	150 (Target for # of f TBD)	12 Trainers	25	50	50	25	Training Registers	Document Review	Semi Annually		SAFEGRO Project
1132 TA provided to relevant Government agencies for enhancing their capacity to produce an annual report on the state of food safety in Vietnam including gender and environmental considerations .	28	1132a: Publication status of annual report		Self-explanatory	n/a			0	Annual report		1	1	1	1	MoH	Document Review	Annually		MoH

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
1133 TA provided to selected academic or research institutions on food safety risk assessment.	29	1133a: # of TA sessions provided to institutions on food safety risk assessment		Self-explanatory	n/a			0	10	2	2	3	3		Activity reports	Document Review	Semi Annually		SAFEGRO Project
1134 TA provided to relevant national and sub-national government agencies to use the results of the risk assessments to improve risk management and communication.	30	1134a: # of government representatives (m/f, institution) who received TA on risk assessments and management		Self-explanatory	n/a			0	50 (Target for # of f TBD)		10	15	25		Activity reports	Rolling baseline	Semi Annually		SAFEGRO Project
1211 TA provided to agri-food producers and processors, particularly women, to follow food safety regulations, procedures	31	1211a: # of people (m/f, ethnicity) trained on agricultural and management practices in SAFEGRO		Self-explanatory	n/a			0	12138	620	1940	3866	2856	2856	Training Registers	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
and good agricultural/manufacturing practices that are environmentally sustainable and climate change adaptable .		sites																	
1212 TA provided to relevant authorities and other actors in agri-food trade, distribution and transport, particularly wholesale and retail markets, to improve hygiene and safety conditions.	32	1212a: # of TA sessions conducted on hygiene and food safety programs at SAFEFGRO wholesale and retail market sites with MARD and MOIT		Self-explanatory	n/a			0	3850	770	770	770	770	770	Activity reports	Document Review	Semi Annually		SAFEGRO Project
	33	1212b: # of participants (m/f, position, type of market) trained on hygiene and safety programs		Self-explanatory	n/a			0	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	tbd (June 2020)	Activity reports	Document Review	Semi Annually		SAFEGRO Project

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1213 Logistical and technical support provided or facilitated to producer groups, including those of poor female farmers and youth, to access, expand or diversify markets for their agri-food products in an environmentally sustainable manner.	34	1213a: # of producer groups (m/f, ethnicity, type) having access to information, business support services and financing		Self-explanatory	n/a			0	80	4	26	30	20		Activity reports	Document Review	Semi Annually		SAFEGRO Project
	35	1213b: % of women (by sales/assets) and youth in agrifood sector supported		Self-explanatory	n/a			0	Min 30%	20%	20%	25%	30%	30%	Activity reports	Document Review	Semi Annually		SAFEGRO Project
1221 TA provided for enhancing registration and compilation of a list of food business operators, farms and facilities .	36	1221a: # of food business operators (m/f, ethnicity, type) farms and facilities registered in national food safety manageme		Self-explanatory	n/a			0	500,000	10,000	20,000	470,000			MoAR registry	Document Review	Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
		nt system database																	
1222 TA provided to relevant government agencies, trade associations and value-chain actors to improve traceability and recall procedures for selected food products and selected supply chains.	37	1222a: Status of traceability and recall procedures for selected food products and selected supply chains		Self-explanatory	n/a			0	1		1				MoAR	Survey	Annually		SAFEGRO Project
	38	1222b: # of government representatives (m/f, institution) who received TA on traceability and recall procedures		Self-explanatory	n/a			0	1192	52	80	220	420	420	Training Registers	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
1223 TA provided to relevant government agencies and value chain actors, particularly women, on the application of GAP, HACCP and/or and other relevant international standards and certification.	39	1223a: # of people (m/f, ethnicity) who received TA on HACCP and food safety standards in SAFEGRO programming areas		Self-explanatory	n/a			0	6069	310	970	1933	1428	1428	Activity reports	Document Review	Semi Annually		SAFEGRO Project
1224 TA provided for enhancing market access negotiations capacity of relevant government agencies' support for value chain actors, including small farmers and producers for marketing, branding, labeling, quality	40	1224a: # of government agency representatives (m/f, agency) that receive training on GE-sensitive facilitation skills for market access																	

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
assurance and safety, etc.																			
1231 TA provided to introduce environmentally sustainable and climate smart agricultural and gender-sensitive technologies to male and female producers including small farmers.	41	1231a: #/type of climate smart agriculture technologies demonstrated and promoted to farmers/ groups of farmers/cooperatives and entrepreneurs		Self-explanatory	n/a			0	10	0	4	2	2	2	Activity reports	Document Review	Semi Annually		SAFEGRO Project
	42	1231b: # of producers (m/f, income) reached with information sessions/training on climate		Self-explanatory	n/a			0	10200	400	1600	3400	2400	2400	Training Registers	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
		smart agriculture in SAFEGRO programming areas																	
1232 TA provided for establishing a Virtual Food Innovation Hub established to facilitate linkages and access to Canadian and international innovative solutions and technologies and best practices on improved preservation of safe food and reduced food loss. The Virtual Food Innovation Hub will comprise of relevant government agencies, research	43	1232a: # of producers (type, m/f) linked to innovative solutions/technical that help them use new, environmentally friendly products, packaging and processes to improve competitiveness		Self-explanatory					225	26	40	53	53	53	Hub MIS	System analytics	Semi Annually		SAFEGRO Project
	44	1232b: # of members (m/f, ethnicity, geolocation, size, type (transport, storage, packaging)) to the		Self-explanatory	n/a			0	136	16	24	32	32	32	Hub MIS	System analytics	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
organisations and value chain actors, particularly women / Technologies related to safe food preservation include but are not limited to: innovative packaging, transportation and storage techniques that are energy efficient and environmentally sound		Virtual Food Innovation Hub																	
1233 TA provided to enhance linkages made between value chain actors and funding for entrepreneurial innovation, particularly for women led businesses.	45	1233a: # of linkages (m/f, ethnicity, size, type) established for entrepreneurial innovation		Self-explanatory	n/a			0	14	2	2	3	3	4	Hub MIS	System analytics	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
1311 TA provided to civil society organizations, particularly consumer protection and women's groups, to develop a communication strategy and support social media tools for sharing information on food safety and on availability of safe and affordable agri-food products.	46	1311a: #of CSOs including women's groups (by type) provided with logistical and technical support on food safety communication strategy and tactics i in SAFEGRO programming areas		Self-explanatory	n/a			0	40=20 farmer groups/20 CSOs	5 farmers' groups/5 CSOs	10 farmers' groups/10 CSOs	5 farmers' groups/5 CSOs			Activity reports	Document Review	Semi Annually		SAFEGRO Project
1312 TA provided to design gender sensitive educational material on key aspects of food safety for various age groups and distribute to educational institutions.	47	1312a: #/type of gender sensitive educational materials developed and distributed in SAFEGRO programming areas		Self-explanatory	n/a			0	5		2	3			Activity reports	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
1313 TA provided to selected catering services in industrial zones to access and apply best practices in supplying safe and affordable agri-food products for workers.	48	1313a: # of industrial zone catering services (size, m/f ownership) encouraged to purchase and supply safe and affordable agri-food products		Self-explanatory	n/a			0	8 to 10		4	4	2		Activity reports	Document Review	Semi Annually		SAFEGRO Project
1314 TA provided to Vietnamese media to improve the quality of media products promoting safe and affordable agri-food products, including appreciation of related policy dialogue, in a gender-sensitive and	49	1314a: # of media agencies and/or # of journalists/ reporters (m/f, ethnicity, religion) trained on food safety messaging (including ES and GE)		Self-explanatory	n/a			0	Min 20 agencies/150 journalists	5 agencies/20 journalists	10 agencies/100 journalists	5 agencies/30 journalists			Training Registers /Activity reports	Document Review	Semi Annually		SAFEGRO Project

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
environmentally responsive manner.																			
1315 TA provided for communicating with consumers, especially women on application of best practices in food purchase, food preservation and home cooking in a hygienic and safer manner.	50	1315a: # of safe food communication products (integrating GE and ES messaging) produced by MOH (including official guiding documents)		Self-explanatory	n/a			0	Min 200 products	10 products	60 products	80 products	50 products		MoH	Document Review	Semi Annually		MoH / SAFEGRO Project
1316 TA provided to relevant authorities to improve their public communication regarding food safety issues in an environmentally responsive and gender sensitive	51																		

Expected Result	#	Indicator	Disaggregation	Indicator Description	Assumptions/Notes	Source	Questions	Baseline	Indicative Project Target	Target Year 1 (2020/2021)	Target Year 2 (2021/2022)	Target Year 3 (2022/2023)	Target Year 4 (2023/2024	Target Year 5 (2024/2025)	Data Source	Methodology	Frequency	Lead	Responsibility
manner																			
Value for money (to be incorporated throughout PMF)		Level of effectiveness, economy/efficiency and equity of SAFEGRO outputs		Value for money using the calculation methodology which assesses project performance against the 4 Es - economy, efficiency, effectiveness and equity (DFID approach)	Measure will provide an output-by-output rating.			0							SAFEGRO Activity reports and output-level budget information	VfM calculation	Annually		SAFEGRO Project

APPENDIX M INDICATE MATRIX OF VALUE CHAIN SELECTION CRITERIA FOR DISCUSSION

Crit.	Rationale
Governance	Aligned with government priorities and key products.
	Potential impact of improved legislation, coordination and enforcement.
	Responsible agency (MARD, MOH, MoIT), especially regarding Decree 15.
	Transparency
Public Health	Key FS risks (gendered) • Microbiological pathogens • Chemicals & allergens • Physical contaminant • Food fraud
	Importance in the food system and diet
	Incidence of Food Borne Illness
	Historical food safety issues/incidence
Business and Market Models	Market type (domestic or export). Potential for export and/or presence of market access restrictions.
	Competitiveness potential
	Availability of food safety certification system.
	Cost effectiveness (cost: benefit) of adopting certification systems.
	Economic and employment opportunities, esp for small holders and/or women.
	Market requirement for safer foods.
	Degree of competition in the supply chain.
	Large companies and/or cooperatives able to act as change agents.
	Potential for public-private partnerships
	Potential for sustainable and scalable pilots
	Risks of recalls, rejections and reworks
Primary Production	Number of people involved (sex-disaggregated data); geographic coverage.
	Complexity of the production system.
	Prevalence of conflicts in resource use.
	Local vs imported production inputs (controlling the input for production)-
	Availability of technical guideline/practices for safer production (VietGap, Global Gap, etc,)
Environment and Climate Change	Environment impacts of production
	Climate impacts created through greenhouse gas (GHG) emissions and need for mitigation.
	Climate change vulnerability (climate change adaptation required)
Community Engagement	Engagement and gender equality/ empowerment of women
	Youth Empowerment
	Assn for Customers Rights Protection
	Commitment of local govt including enforcement, penalties and sanctions
Knowledge and Behaviours	Degree of consumer awareness (gendered)
	Availability of food safety campaign/education programme or training material [informal, non-formal and formal education)
	On-going programme on food safety and sustainable production (media, social media, sitcom, talks at schools…)
	Food Safety Culture (with all actors on Value Chain)
Linkages	Relevant Cdn linkages and resources available.
	Other donor projects and gov't programs (WB; value chains; cooperatives etc.)
	Specific linkages and overlap with WB AFSP geographically and operationally"

APPENDIX M INDICATE MATRIX OF VALUE CHAIN SELECTION CRITERIA FOR DISCUSSION

Note: *Included in proposal: (1) government priorities/programs including the 13 national focus products; (2) food safety risk ranking; (3) importance to consumer diet and wellbeing; (4) potential market impacts; (5) market type (domestic versus export); (6) potential for public-private partnerships; and (7) potential for scalable pilots.*

APPENDIX N ANNUAL WORKPLAN (AWP) 2020/2021

Submitted as a separate document.