

Evaluative Review 2009
The Forum for the Comprehensive Development of Indochina (FCDI)

and

**Preparation of New Strategies for
TA Activities on Enterprise Development in the GMS**

April 20, 2009

Prepared by Peter Brimble, ESCAP Consultant¹

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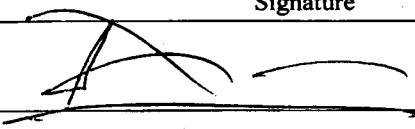
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¹ The time and insights of all the persons interviewed in ESCAP and in the GMS countries are greatly appreciated (see Annex 3).

Management Response

Management Response		
Evaluative Review of the Forum for the Comprehensive Development of Indo-China (FCDI)		
	Signature	Date
Ravi Ratnayake Chief, Trade and Investment Division ESCAP		25.5.9
General Remarks by Management		
<p>The FCDI Evaluation Review 2009 provides useful guidance relating to both positive and negative aspects of the activities under the FCDI to improve the effectiveness and sustainability of future similar or related technical assistance activities of the ESCAP secretariat.</p> <p>The secretariat will consider pursuing the Value Chain approach that the Evaluative Review found particularly useful for SMEs to access the international markets, especially in the present global financial crisis, and that in the regional context was seen as a strong tool for identifying and addressing many of the key constraints and emerging issues facing SMEs.</p> <p>A number of the recommendations of the Evaluative Review presume that ESCAP would embark on a next phase of the FCDI initiative. To this we note that a decision to continue the FCDI initiative would only be taken upon satisfactory outcome of internal quality assurance and approval processes internally in the ESCAP secretariat and consultations with external donors. Notwithstanding this, the general thrust of the recommendations in the Evaluative Review is well taken by the secretariat. As indicated, many recommendations are particularly relevant for activities under a possible next Phase of the FCDI, and our management response focuses largely on these. However, some recommendations would also apply to similar activities undertaken under other ESCAP programmes, and would be considered in the design of such activities. Further, some recommendations may have significant budgetary implications; these will have to be carefully considered given available resources and staff.</p>		

Review Recommendations	Management Response
<p>ESCAP as a whole should devote resources to disseminating the lessons learned and relevant materials from all previous activities of the FCDI to other countries in the Asia and Pacific region. This could be done quite cost effectively through a well structured part of ESCAP's website.</p>	<p>We agree. The books, manuscripts, and related workshop and training materials produced under the FCDI are generally available, but not in a convenient and well ordered manner. This evaluative review could be a useful resource in itself in disseminating the lessons learned and recommendations for future activities, probably through ESCAP website and/or UN i-seek. The identification and collection of those materials as well as modification of the website would require additional resources, especially staff time, and further consideration is thus necessary.</p>
<p>2. In the next Phase of the FCDI, efforts should be made to involve all ESCAP member countries in the global value chain debate, and to ensure that the analysis of the key issues linking sub-national, national, regional and global value chains involve players beyond the Indo-China region.</p>	<p>We agree. The analysis of GVCs that would be considered for a possible next phase of the FCDI could provide valuable insights and lessons for all ESCAP member countries, and selected ESCAP members (e.g. neighbouring countries) could be invited to key activities. In this connection, taking stock of the knowledge obtained through the FCDI, the secretariat recently started implementing a technical assistance project on GVCs in South Asia, which plans to include a number of South Asian ESCAP member countries</p>
<p>3. ESCAP should consider follow-up activities in the Indo-China region for certain of the former FCDI activities. The quality of the materials and activities - especially in areas of trade facilitation, investment promotion, e-business and ICT, GMS Business Forum (GMS-BF), and global value chains – and the extensive participation in the FCDI-supported workshops and training activities offer scope for additional activities. In many of the FCDI activities, little attention was given to follow-up activities once the core activities had been completed.</p>	<p>We agree. There have already been some discussions at TID about the possibility of using the resources of certain successful activities, as mentioned in the recommendation, to move them to the next stage.</p>
<p>4. The focus on private sector and business development and the promotion of SMEs, which greatly assisted in directing the FCDI activities to areas that were relevant for most stakeholders, should be continued in the next Phase of the FCDI and in many other ESCAP business-related activities.</p>	<p>We acknowledge that this was a key success factor in the FCDI activities to date, and recognize that other ESCAP projects could benefit from further engagement with the business sector. However, not all private sector-related activities should focus on SMEs. Large enterprises may for example be better partners in discussion on climate change.</p>
<p>5. The FCDI secretariat and other units at ESCAP should continue to leverage their ability to bring together top quality international and regional resources and institutions to run or participate in future capacity building workshops and training courses.</p>	<p>We agree that this is a key strength of ESCAP, and that this leverage should be maintained and increased.</p>
<p>6. The support to the GMS-BF should be continued in any suitable and related activities, especially in the next Phase of the FCDI. This will play important roles in linking into the private sector networks of the GMS-BF and in partnering with the ADB.</p>	<p>We agree. The GMS-BF has been a good partner to ESCAP over the past nine years.</p>
<p>7. ESCAP should give considerable attention to identifying critical partnerships for the next Phase of the FCDI – covering other multilateral and bilateral development partners, involved government agencies, academic institutions, regional and international research institutes, and other related sections and divisions within ESCAP.</p>	<p>We agree that this will be a critical success factor in a possible next Phase of the FCDI. In terms of technical resources, the success in involving other parts of ESCAP and research/academic institutes should receive special attention. In terms of mobilizing financial resources, development partners will be important.</p>
<p>8. In the next Phase of the FCDI (and other similar ESCAP activities), and particularly for longer-term activities, adequate resources should be budgeted for the technical and administrative demands of the programme.</p>	<p>We agree that any budget should be appropriate for meeting the demands of the programme it supports.</p>

Review Recommendations	Management Response
9. In the next Phase of the FCDI (and other similar ESCAP activities), staff resources must be made available to ensure that communications between ESCAP and the participants in the activities are effective and support all aspects of the programme.	We agree that the elements highlighted in recommendations 9 and 10 are key to sound project design and planning.
10. In the next Phase of the FCDI (and other similar ambitious ESCAP activities), the wide range of activities – workshops, training courses, follow-up, and especially publications - should be carefully planned and coordinated to ensure the effectiveness and sustainability of the overall programme.	
11. In the next Phase of the FCDI (and other similar ESCAP activities), much greater efforts should be made to screen and select participants for the workshops and capacity building activities.	We agree that the elements mentioned in recommendations 11- 14 are key to ensuring sound implementation of capacity development activities in general, and to workshops and training courses to be offered under a next Phase of the FCDI in particular. In order to ensure the most effective use of resources, a demand-driven approach would be adopted to the development of training and workshop materials in local languages (i.e. only by request).
12. In the next Phase of the FCDI (and other similar ESCAP activities), any training and other workshop materials should be produced and distributed well in advance of the activity.	
13. In the next Phase of the FCDI (and other similar ESCAP activities), care should be taken, when necessary, to produce any training and other workshop materials in local languages, and to place emphasis on materials to facilitate better understanding of technical terms.	
14. In the next Phase of the FCDI (and other similar ESCAP activities), resources should be made available to ensure that resource persons have adequate knowledge of the regional or country context and conditions.	
15. In the next Phase of the FCDI (and other similar ESCAP activities), a comprehensive monitoring and evaluation (M&E) framework should be introduced at the beginning of the programme and implemented throughout the programme's activities and beyond.	
	We agree, and note that this is fully consistent with current ESCAP practices. We also note Section 5d of the FCDI Evaluative Review 2009, and the suggestions it makes about M&E.

Executive Summary

The United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), Bangkok, a regional arm of the United Nations for Asia and the Pacific, has been associated with the Forum for the Comprehensive Development of Indo-China (FCDI) since its inception in 1994. The FCDI activities, managed under eight phases by the ESCAP secretariat, have covered a broad range of topics closely related to business development in the GMS, reaching around 5,000 participants. Before entering the final phase of the project (Phase IX), ESCAP, in consultation with the Japanese donor, decided to: (a) conduct an Evaluative Review of the phases of the project implemented to date; and (b) based on this Evaluative Review and other inputs, to develop a new strategy for the final phase IX which addresses selected emerging issues of enterprise development in the GMS.

In the *evaluative review*, the pattern that emerges from the analysis of selected training courses and workshops, a value chain project, and support to the GMS Business Forum involves a mix of positive and negative factors, both of which can be used to improve the implementation of subsequent FCDI or similar activities.

<i>Positive Factors</i>	<i>Negative Factors</i>
<ol style="list-style-type: none"> 1. The generally high quality of the workshops, materials, and publications 2. The ability of the ESCAP and the FCDI to bring together top quality international and regional resources and institutions to run or participate in FCDI-supported activities 3. The continuous focus on private sector and business development 4. The ability of the ESCAP secretariat to adjust the directions of the FCDI project as it evolved played an important role in maintaining the relevance and effectiveness of the programme 5. The strategic decision to provide ongoing support to the GMS BF and to involve the GMS BF in many of the FCDI activities 	<ul style="list-style-type: none"> • Weak screening and selection of participants for the workshops and other activities • The training and other workshop materials were often not produced far enough in advance, or in local languages • Resource persons often did not have adequate knowledge of the regional or country context and conditions • Poor communications between ESCAP and the participants • Inadequate technical and financial resources • Little attention to monitoring and evaluation, and to follow-up activities once the core activities had been completed

The report finds that the topic of Global Value Chains is well-suited as a framework to be used in the *new strategy* to address the critical issues facing GMS SMEs as they attempt to compete in the national, regional and global marketplaces. This new strategy will particularly build on the experiences of Phase VIII – Fostering Mekong Value Chains, and will pay special attention to developing activities in the East-West Economic Corridor (EWEC) and the Cambodia-Lao PDR-Viet Nam Development Triangle following the priorities of the Japanese Government.

It is proposed to form a high-level *GMS GVC Committee* to develop and guide the activities under the new project. A two-pronged approach is proposed where both activities can be implemented concurrently:

- (a) ***Support to value chain development*** in specific sectors and products. It is proposed that three sectors be examined at the macro level – for example, agro-business, wood products, and light industry, and then specific products be selected as case studies within each sector for more detailed attention – for example, organic rice, furniture, and rubber auto-parts; and
- (b) ***Value chain capacity building in provincial areas*** of the GMS. It is proposed to develop a GVC GMS toolkit and implement a number of training courses in provincial areas.

1. Background and Objectives

The United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), Bangkok, a regional arm of the United Nations for Asia and the Pacific, has been associated with the Forum for the Comprehensive Development of Indo-China (FCDI) since its inception in 1994. The FCDI, an undertaking initiated and supported by the Government of Japan, seeks to promote subregional development through cooperation among the Indo-China countries, namely Cambodia, Lao PDR, Myanmar and Viet Nam, as well as through cooperation with the neighbouring countries (China and Thailand) and the international community in general.

ESCAP's activities under the FCDI have focused on the development of the private sector in the GMS by providing a subregional platform to engage the private sector and propose policy reforms to remove existing impediments to private sector development. A wide range of technical assistance activities have been undertaken in the first seven project phases, including: (a) human resource development for the GMS private sector; (b) GMS business associations strengthening; (c) institutional capacity building for trade policy reforms; (d) foreign direct investment facilitation and promotion; (e) SME participation in global value chains; (f) women entrepreneurship development; and (g) IT development for enterprises.

Under Phase VIII of the FCDI, ESCAP implemented a technical assistance programme entitled “Fostering Mekong Value Chains.” The project focused on promoting SMEs’ participation in global value chains in the subregion to maximize their benefits from ongoing globalization and improve their competitiveness in the global marketplace. This programme included both general activities dealing with Global Value Chains as well as a case study of the GMS Potato Supply Chain. These activities all involved close collaboration between governments, the private sector, supporting institutions and donors.

Before entering the final phase of the project (Phase IX), ESCAP, in consultation with the Japanese donor, decided to: (a) conduct an Evaluative Review of the phases of the project implemented to date; and (b) based on this Evaluative Review and other inputs, to develop a new strategy for the final phase which addresses selected emerging issues of enterprise development in the GMS.

In line with these objectives, this draft report presents an evaluation on the activities implemented under Phases I-XIII of the FCDI, and a proposal for a new strategy and activities for the final phase IX of the FCDI. An overview of the FCDI is presented in Section 2, followed by a description of the approach the evaluation task. Section 4 presents the key findings of the evaluative review and Section 5 proposes a strategy for the next phase of the FCDI programme.

2. Introduction to the FCDI

ESCAP has implemented technical assistance activities generally focused on private sector and enterprise development in the Greater Mekong Subregion (GMS) under the Japanese-funded FCDI since 1994. The FCDI was initially proposed in the Miyazawa Bangkok Statement in 1993 following major regional and global developments such as the end of the Cold War, the Cambodia peace accord, spurts in the growth of Thailand and China, the rapid growth in foreign direct investment and prevalence of trade driven development. The Greater Mekong Subregion Economic Cooperation programme led by the ADB was just beginning and ASEAN was looking to absorb the emerging markets of South-East Asia.

The secretariat, based in ESCAP, has been closely associated with the Forum for the Comprehensive Development of Indo-China (FCDI) since its inception in 1994. The secretariat's activities under the Forum have focused on the development of the private sector in the subregion. The private sector, which mostly consists of small and medium sized enterprises (SMEs), has inadequate capacity and capability to effectively compete at the international level. The secretariat, based in the Trade and Investment Division of ESCAP has provided a comprehensive range of services to support SMEs under the FCDI programme, including project design, implementation, and coordination. Other divisions of ESCAP have been involved in various parts of the project.

Eight phases have been implemented covering a range of areas including: trade facilitation, trade policy reform, management skill development, workforce development, chamber of commerce strengthening, investment promotion, business networking, e-business, entrepreneurship training for women, and related activities.

In the early years of the project (1994-1997), there was a strong emphasis on “promoting, facilitating and supporting mutually beneficial and sustainable economic cooperation in Cambodia, Lao PDR, and Viet Nam, and to accelerating the process of economic integration with the dynamic economies of Southeast Asia.”

The initial objectives of the projects were:

- Review the ongoing assistance and increase awareness of the international community for socio-economic development and provide impetus to their efforts for comprehensive development.
- Encourage exchange of information and views on socio-economic development.
- Build-up capacity in Indo-China to support effective integration into the global and regional economies.

The Indochina Development Forum was set up in the early phases of the project to promote dialogue on subregional cooperation in infrastructure, human resource development, trade, investment and environment; this was carried out largely through a series of Ministerial Meetings and Senior Officials' Meetings. Considerable attention was placed on measures to improve the understanding of the private sector in the GMS through a series of publications and the formation of the Private Sector Advisory Group (PSAG) (with support from Thailand and ESCAP). Measures were taken to produce compendiums of infrastructure and other donor projects to assist in coordination and enhancing effective of implementation of such projects (supported by the Working Committee on Infrastructure Development) (supported by Japan and ADB). A Working Committee on Human Resource

Development was also established to guide capacity-building efforts (with support from France and UNDP).

From 1998 to 2000, in order to maximize the benefits of activities carried out up to that point, the project evolved and the activities were redirected into operational activities to support enterprise development and trade and investment promotion as follows:

- Greater focus on operational types of activities in enterprise development.
- Promotion of FDI by facilitating investment-related governmental procedures.
- Development of networking of the private sector with foreign investors.
- Improvement of the human resource base for enterprises.
- Supporting the integration of the GMS into the regional and the global trading systems.

Under these broad headings, the project proceeded to carry out a wide range of research and capacity building activities, including: high-level workshops, longer-term capacity-building training exercises, and publications to support or follow on from these activities (see the table below). In addition, the eMekong project was proposed to support a wide range of IT development activities for GMS enterprises.

As part of an effort to develop a finer focus for the activities of the FCDI project, a link was utilized in the early 2000s with the Asian Wise Persons' Forum to draw on their expertise in subregional economic cooperation to develop the concept of International Production Networks and the GMS. Deliberations at the Forum's sessions in 2001 and 2002 assisted the FCDI in fine-tuning its focus as it entered Phase VIII and eventually led to the publication of the ESCAP GVC book in 1997. This became the theme of Phase VIII of the FCDI. Under this general umbrella, the FCDI supported an activity specifically looking at GMS Potato Supply Chains from 2006-2007.

A common theme throughout the implementation period of the FCDI has been a commitment to private sector development. From the PSAG through to numerous activities to support and involve the GMS Business Forum, the FCDI has actively promoted business development and supported the roles of both national and regional business associations. This has been a critical theme of the FCDI initiative and has created a distinctive niche for the FCDI and the ESCAP secretariat.

It is important to highlight that, in the final Evaluative Review report, selected activities of the project will be discussed in more detail in order "...not only to assess the project management and its impacts objectively, but also to conduct a research work to formulate a follow-on project..."²

² Drawn from a Letter from the Embassy of Japan, 31 July 2008.

The table below provides a summary of the activities of the FCDI. It attempts to provide an informative profile of the various activities and outputs of the FCDI.

	Main Activities	Period	Venue/Coverage
Phase I	Subregional Study on Strengthening Capacities in Trade, Investment, Environment	1994	Research across GMS
	Tokyo Ministerial Conference of the Forum for the Comprehensive Development of Indo-China established the Working Committee on Infrastructure Development and the Working Committee on Human Resources Development. It also agreed to set up the Private Sector Advisory Group.	1995	Tokyo. High-level Regional participants
	Private Sector Symposium	1995	Bangkok. GMS and beyond
Phase II	Working Committee on Infrastructure Development (WCID)	1996	Sydney. GMS and beyond
	Working Committee on Human Resources Development (WCHRD)	1996	Bangkok. GMS and beyond
	Private Sector Advisory Group (PSAG)	1996	Bangkok. GMS and beyond
	Research and Symposium on Myanmar's economic interdependency	1996	Yangon. Myanmar and GMS
	Network of Chambers of Commerce and Industry in the Greater Mekong Subregion (GMS-CCI Network)	1996	Ho Chi Minh City. GMS and ADB
	Establishment of the Indo-China Development Forum Web Site at the GMS Business Forum	2000	GMS
Phase III	Asian Wise Person's Forum	2001-2	Bangkok/Singapore. GMS-wide and beyond. With ADB/JBIC
	Enhancement of Trade and Investment Cooperation in South-East Asia: Opportunities and Challenges to ASEAN-10 and Beyond	1997	Jakarta. GMS and ASEAN
	Training Programme for the GMS-CCIs at the University of the Thai Chamber of Commerce	1997	Bangkok. GMS
	Workshop for the Comprehensive Development of Indochina/Greater Mekong Subregion	1998	Tokyo. GMS and beyond
	Symposium on the Comprehensive Development of Indo-China Countries	1999	Bangkok. GMS and beyond
	Senior Officials' Meeting	1999	Bangkok. GMS and beyond
	Seminar on Tourism Promotion in the Lao PDR	1999	Vientiane. GMS and beyond
	Inception meeting of the GMS Trade Facilitation Working Group	1999	Bangkok. GMS. With ADB
	Workshop on Competition Policy and Role of the Government	2000	Bangkok. Regional
	Seminar on Integration of Indo-China into the Global Trading Environment	2002	Ho Chi Minh City. GMS and beyond

	Main Activities	Period	Venue/Coverage
Phase IV	Management training courses	2003-4	4 one-week courses. Hanoi/Kunming/Vientiane/Yangon/GMS-wide
	Workshop on industrial projects	2003	Vientiane. GMS-wide
	TA to GMS Tourism Sector WG	2003	Small study. GMS-wide
	Feasibility study on cross-border warehouses	2004	Study. GMS-wide
	Development of women entrepreneurs	2003	Yangon, Phnom Penh. With GMS BF
	GMS Trade Fair	2003	Trade fair. Hanoi/GMS-wide
	GMS BF Annual Meetings	2002-5	4 meetings. Kunming/Phnom Penh/Hanoi/ Yangon
	GMS Business Sector Meeting in conjunction with the Thailand BOI's GMS Business Workshops at the BOI Fair 2000	2002	Bangkok
	Seminar on Development, Finance and Promotion of Joint Ventures for SMEs in APEC,	2000	Kuala Lumpur
	Technical Assistance to the GMS Business Forum Secretariat	2002-6	Vientiane
Phase V	Indochina Investment Biennium	2001-3	6 investment promotion workshops; 1 donor coordination workshop; 6 5 day training courses. Hanoi, Da Nang, Ho Chi Minh City, Can Tho, Phnom Penh, Vientiane; Cambodia, Lao PDR, Viet Nam
	Training Workshop on Trade Facilitation for Cambodia	2001	Phnom Penh
	Training Workshop on GMS Chamber Strengthening under the GMS BF	2003	1 week training course. Bangkok. GMS-wide
Phase VI	Workshops on WTO and trade policy formulation	2003	2 workshops
	Management training courses	2001-2002	2 week courses. Ho Chi Minh City/Hanoi. GMS-wide
	National and Subregional Workshops on Trade Facilitation in Indo-China	2001	Ho Chi Minh City/Hanoi/Vientiane/Phnom Penh
	Workshop on Quality Function Deployment under the GMS BF	2002	Bangkok
	Business Management Training Course under the GMS BF	2002	Vientiane
Phase VII	IT awareness and training courses	2002-3	Hanoi, Kunming, Phnom Penh, Vientiane, Yangon. Country workshops
	Workshops on HRD for e-commerce	Oct.-Nov. 2002	Bangkok, Ho Chi Minh City, Kunming, Vientiane, Phnom Penh, Yangon. With GMS BF

	Main Activities	Period	Venue/Coverage
	Developing enabling policies for trade and investment in the IT sector	2003-2004	National workshops in Hanoi, Kunming, Phnom Penh, Vientiane, Yangon. Regional workshop in Bangkok
	Workshop on IT applications for SMEs	2003	Yangon
	Regional training workshop on IT enabling legal frameworks for the GMS	2004	Bangkok. GMS-wide
	Upgrading of the Internet business support centre	2002-5	Bangkok, Vientiane
	Upgrade GMS Business Support Center; and preparation of GMS-BF Governance Handbook	2004	Vientiane. With GMS-BF
Phase VIII	Global Value Chains and their impacts to the GMS	2005	Workshops/ High level meetings. Various locations
	GMS Potato Supply Chain Activity under the Capacity Building of SMEs in the Greater Mekong Subregion Project	2006-2007	Workshops/Meetings/Committees and Working Groups Various locations

Publications

While not strongly emphasized in the FCDI documentation, a number of official publications have been produced based on FCDI activities. A selected list of FCDI-sponsored publications is presented in Annex 2³. It is evident from the selected publications that there is a consistent focus on the private sector – either generally in terms of its role and potential, or specifically on the problems and issues faced by business (such as the Trade Facilitation Handbook, the Management Training Course materials, the ICT manual, etc.). Certain of the publications are innovative – such as the first Greater Mekong Subregion Business Handbook and the Global Value Chain manuscript. These publications permit the project’s substantive contributions to be disseminated more widely and constitute to valuable follow-up on the project activities.

Trained Persons

Through the wide range of technical assistance activities undertaken by the secretariat under the FCDI, approximately 5,100 officials and businesspersons in the sub region were trained, enhancing their knowledge and skills in various areas of private sector development including: regulatory reforms, trade policy and facilitation, investment promotion, and business management. Estimates of trained persons by topic are as follows:

³ The list is not intended to be comprehensive but to be representative and provide an indication of the types of official publications produced under the FCDI framework. In particular, the list does not include informally produced materials for workshops and training courses.

Number of Trained Persons under the Framework of the FCDI	
Topic of technical assistance/training	Estimated number of trained persons
Investment readiness and facilitation	600
Institutional capacity building on enterprise development issues	750
Institutional capacity building on trade policy	400
Public-private sector consultation	550
Chamber strengthening	450
Enterprise participation in global value chains	250
Trade facilitation strategies and measures	400
Training for supply side capacity building	950
Women entrepreneurship development	200
ICT strategies and applications on business	300
Tourism promotion	250
Total	5,100
Note: As of the end of March 2009.	

Collaborating agencies

A major accomplishment of the ESCAP FCDI secretariat has been the development of enhanced partnerships with other development agencies and institutions interested in the GMS. In particular, a number of joint initiatives have been carried out with the ADB with the GMS BF, the GMS Trade Facilitation Working Group, the GMS Tourism Working Group and the Asian Wise Person's Forum. Partnerships with other United Nations agencies, including the United Nations Development Programme and the United Nations Industrial Development Organisation, were also developed under the FCDI. On the resource side, FCDI activities have involved a wide range of individual experts, academic institutions (such as Mahidol University and the University of the Thai Chamber of Commerce), consulting groups (such as the ITIS from Singapore), and government organizations (such as the Thai Customs Department). In addition, networks have been built with an even wider range of national institutions that have assisted with logistics and organization of the FCDI-sponsored workshops and training activities – including central government agencies, provincial government agencies, business associations, and local consulting companies. Lastly, the FCDI pioneered collaboration within ESCAP, building partnerships in the areas of information and communications technology, transport, and tourism.

Overall Budget Data

The table below presents the status of the budget of the FCDI. A total fund allocation for Phases I through VIII was US\$ 6,104,889.

Status of the Budget of the FCDI (as of 5 May 2009)			
Phase	Year Started	Total Budget (US\$)	Year Closed
Phase I	1994	1,000,000	1996
Phase II	1995	1,000,000	2001
Phase III	1997	1,000,000	2003
Phase IV	1998	900,000	2006
Phase V	2000	571,000	2003
Phase VI	2000	561,500	2003
Phase VII	2001	561,500	2006
Phase VIII	2005	510,889*	To close in 2009
Totals		6,104,889	
Notes: All amounts include 13 per cent Programme Support Costs. * Allocated amount from the FCDI Global Fund (surplus and interest earned from Phases I-VII).			

3. The Evaluation Tasks

The Evaluative Review aims broadly to assess the relevance, efficiency, effectiveness, and sustainability of the FCDI programme. Its primary purpose is “to foster organizational learning.”⁴

It is then expected to be used to:

- Identify important lessons relating to a wide range of ESCAP initiatives and processes and to incorporate them in planning and decision-making, especially regarding the planning for the final phase of the FCDI project;
- Mainstream an understanding of quality management across ESCAP;
- Foster a culture of learning, which is appropriate given the strong emphasis of most elements of the FCDI project on capacity-building.⁵

In addition to the review of past activities, the exercise also develops a strategy for future activities. This new strategy formulation preparation identifies critical areas for ESCAP’s further technical assistance on SME enterprise development in the GMS, and gives special attention to the East-West Economic Corridor (EWEC) and the Cambodia-Lao PDR-Viet Nam Development Triangle⁶.

In particular, the final Phase IX of the FCDI initiative is expected to build on previous activities, drawing lessons from past experiences as presented in the Evaluative Review. It will particularly focus on the potential for and interest in continuing the previous activities on Global Value Chains and related topics and activities. In addition to the priorities of the Japanese donor, attention will also

⁴ See discussion in “ESCAP Monitoring and Evaluative Review System – Overview, September 21, 2007, p. 27.

⁵ Ibid., p. 28.

⁶ This explicitly reflects the wishes of the Japanese Donor: “The Government of Japan wishes that the follow-on project will contribute to the development of SMEs in the GMS in order to improve the logistics and distribution of the East-West Economic Corridor” and to support the “Development Triangle”, Letter from the Embassy of Japan, 31 July 2008.

be given to ensuring that future activities fit well into the overall objectives of the UN System and the strategies and objectives of ESCAP.⁷

Given the past experiences with weak M&E systems in the various phases of the FCDI project, combined with the relative absence of logical frameworks and related tools, it will be especially important to ensure that the new strategy incorporates an M&E function explicitly into the design.

The general tasks – the Evaluative Review and the development of strategic plans for future activities – have been carried out by an external expert, working closely with key ESCAP staff members and other key stakeholders.

a. Methodologies

Review methods included:

- (a) desk review of documents, publications, and workshop and conference materials;
- (b) in-person and telephone interviews, as well as email exchanges, with key stakeholders in the programme to date across the GMS; and
- (c) feedback from a presentation of the main findings to ESCAP staff and other key stakeholders.

In order to ideas for future activities, the process included selected reviews of relevant literature and ongoing related programmes in the GMS and in-person, telephone interviews and email exchanges to informed parties on enterprise development in the GMS, with a view to obtaining ideas on future directions for the project.

The long-term project has involved many groups of stakeholders – as already mentioned, the project documents indicate that approximately 5,100 individuals have benefited from and participated in the project activities, including:

- Government partners in supporting and participating in the various activities;
- Private sector organizations
- High-level business and government participants in workshops
- Participants in the capacity-building exercises – policymakers, business persons (large and small), academics, consultants, etc.

In each country visited – Cambodia, Lao PDR, Thailand and Viet Nam – face-to-face interviewees represented a balance between:

- (a) institutions and individuals included in selected activities of the project to ask first-hand about their experiences and impressions of the project activities (with a target of 1-2 individuals per activity per country); and
- (b) institutions and individuals that are likely to participate in or have valuable perspectives about the potential new activities of the project in the area of enterprise development in the GMS.

Additional institutions and individuals will be contacted by phone or email to extend the range of contacts in the four countries visited and, if possible also in Myanmar and China.

b. Evaluative Review Framework

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In particular the Subprogramme 2. Trade and investment, under Programme 15. Economic and social development in Asia and the Pacific.

Ex post evaluative reviews are performed after activities in a project cycle (or certain phases of an overall project plan), have concluded or been terminated. This kind of Evaluative Review provides feedback on the impacts of a project and how these outcomes occurred.

The ex-post evaluative review of the FCDI programme will examine the activities of the programme in the following ways:

- **Relevance:** The extent to which the objectives of a project are pertinent in relation to the needs, issues, and problems of enterprise development in the GMS.
- **Efficiency:** How economically the various inputs have been converted into results and impacts.
- **Effectiveness:** How far the project's effects contribute to achieving its specific and broader objectives.
- **Sustainability:** The extent to which any positive effects can be expected to last after the project has been closed down or terminated.

Given that, to date, no overall review of the FCDI has been carried out, and that many activities have been implemented over a long period of time, the following somewhat subjective approach was utilized:

- The overall description of the project and its many activities have been presented in a systematic and informative manner. This enables general comments on coverage and management to be derived and supported. General interviews were held with involved stakeholders in ESCAP and the GMS to obtain their insights and impressions on the overall project.
- Then, for three selected activities, more detailed interviews and research were carried out on the participants, on the coordinators in each country, and on the outputs. The following three activities were selected to provide a variety of activities and characteristics: 1. Management Training Course on Trade Facilitation and Promotion for CLMV Enterprises; 2. Investment Promotion Training Courses; and 3. the GMS Potato Supply Chain Activity.

In each country, efforts were made to interview representatives from both participants and organizers of these three activities. In general, the interviews aimed to solicit observations on the activities through an unstructured set of questions depending on the extent to which the respondent remembers the event and has useful insights on it. These questions aimed at developing ideas and comments to contribute to a better understanding of the relevance, efficiency, effectiveness, and sustainability of the FCDI activities.

Questions/Protocols - 1

The interview questions with those involved in previous activities included:

- Brief introduction to the event to assess the extent of the memory of interviewee.
- Did you find the activity valuable for yourself? For the institution you work for? For enterprise development in your country?
- Can you identify any specific areas where the workshop/activity contributed to the effectiveness of your work?
- What did you feel were the 2 main strengths and the 2 main weaknesses of the activity? How would you address the weaknesses?
- Have any impacts of the activity had any long term impacts on your activities? On the activities of your institution?
- If you were to organize this activity again, what would you do differently?

Given the time lag since most of the events were held, especially for events 1 and 2, the feedback was more on the subjective/anecdotal side than on statistical replies or rankings.

In addition to the one-on-one interviews with participants/coordinators of the activities, emails were sent out to the rest of the participants in activities 1 and 3 to solicit additional insights from respondents that could not be contacted in person. Many of these participants are located outside the major centers of Bangkok, Hanoi, Phnom Penh, and Vientiane which the ESCAP consultant visited. Eventually, around 50 additional emails were sent out, but only three additional responses were received. In particular, for activity 1, the email addresses were clearly dated and around half were undeliverable.

New Strategy: The FCDI ex post Evaluative Review is intended to be forward-oriented and to provide information, insights and lessons learned to guide the preparation of the final Phase IX of the programme. In addition, a carefully selected group of experts/institutions, with expertise in SME development, value chains, and general business environment issues were interviewed to provide insights on future directions. They also provided indications of institutions and individuals already operating in the “value chain space”, and should form the basis from which to select resource persons for Phase IX activities.

Questions/Protocols - 2

The interview questions with those individuals designed to solicit insights on future activities included:

- Brief introduction to the FCDI to provide background and context.
- An explanation of the introduction of Global and Regional Value Chains and the case study of the GMS Potato Supply Chain activity
- What are your ideas on the relevance of Global Value Chains to the GMS?
- What do you feel remains to be done at the macro/conceptual level of Global Value Chains in the GMS? In your country?
- How do you see the relationship between Global Value Chains and SMEs? Between Global Value Chains and rural development?
- Who do you see as the key players in your country in the area of Value Chains? Government players? Donors/NGOs? Business Associations? Any others?
- If you were asked to select case study supply chains to focus on as a part of the proposed project, and given the wishes of the donor, which would you pick?
- Potential for GVC and related issues in other ESCAP countries? Sharing experiences?

The GMS Business Forum: A continuous intervention of the project has been the wide range of activities in support of the GMS BF. Meetings were held with representatives of the GMS BF in each country to assess their knowledge of the various interventions involving the GMS BF, their impressions of the interventions in terms of relevance, efficiency, effectiveness, and sustainability, and their ideas on future interventions and the proposed activities of the project.

The table below presents a summary of the individuals interviewed by location and by area of activity. More details are presented in Annex 3.

Summary of Individuals Interviewed by Location and Area of Activity

Area of Activity	ESCAP	Cambodia	Lao PDR	Thailand	Viet Nam
Potato Supply Chain	3	1	1	2	1
Investment Promotion	3	2	2	-	3
Trade Facilitation	3	-	2	-	2
Consultants	-	1	3	-	1
Chambers/Business Forum	2	2	7	5	6
Donors	-	9	7	6	4
Government	-	4	3	4	5
Research/Education	-	4	1	1	4
Other	9	-	-	1	-
Total	20	23	26	19	26

Note: Some of the respondents are double counted

c. Limitations and Constraints

The FCDI Evaluative Review and related activities involved major limitations. These included the usual constraints associated with conducting a short term review (with less than two months of professional input of one ESCAP consultant), as well as limitations on travel and ability to meet key stakeholders (short trips with many respondents having changed posts or moved to another location). The extremely broad scope of the activities under the initiative and the very large numbers of activities made the exercise particularly complex. This was exacerbated by the fact that many of the participants were not aware of the role of the FCDI. In particular, since many of the activities were targeted at provincial audiences and involved participants from outside the capital cities, making contact with those involved in the wide range of activities was complicated further.

Additionally, since many of the activities took place quite some time ago, and no previous comprehensive review has been carried out, the availability of information and the existence of institutional and personal memories were considerably limited. Accordingly, many of the responses were somewhat qualitative and imprecise. The scope and coverage of the final report has been structured to account for these constraints.

4. Key Findings

a. Introduction

This Section presents the evaluations for the three selected activities or sets of activities as outlined in Section 3 and detailed in the table below. Each activity, including also the support provided by the FCDI to the GMS Business Forum, is profiled along with comments and impressions gathered from the country interviews (see Annex 3). Key lessons learned from each activity are then presented.

Activity	General Details	Participants	Characteristics
1. Management Training Course on Trade Facilitation and Promotion for CLMV Enterprises	Bangkok, April 1-5, 2004 GMS-Wide	Broad range of participants from trade and business related institutions in the GMS	<ul style="list-style-type: none"> - A GMS-wide activity - Resource persons from Singapore and ESCAP - Involvement of the GMS BF - Materials in English
2. Investment Promotion	Hanoi, Danang, Dong Nai, Can Tho (2003); Phnom Penh (2003); Vientiane (2003) Country-specific	Investment promotion staff from the provinces in each country, as well as the central investment promotion agency	<ul style="list-style-type: none"> - Country-specific activities - Resource persons from Bangkok and ESCAP - No explicit involvement of the GMS BF - Quite extensive preparation – meetings, visits, etc. - Materials in national languages as well as English
3. GMS Potato Supply Chain Activity	A spin-down project from the Global Value Chain focus to look specifically at GMS Potato Supply Chains, under the SME GMS Capacity Building Project	A selected group of interested parties, largely from ministries of agriculture	<ul style="list-style-type: none"> - Very focused and operational - Comprising one overseeing committee and three working groups - Materials in English

b. Management Training Course on Trade Facilitation and Promotion for CLMV Enterprises

Overall, the Management Training activities in Trade Facilitation and Promotion aimed to increase micro-level efficiency in trade transactions to complement ongoing implementation of macro-level trade liberalization policies and to help countries in Indo-China build capacity in trade facilitation. Three national workshops and one subregional workshop on capacity building in trade facilitation were organized during May to June 2002 in Cambodia, Lao People's Democratic Republic, Viet Nam and Yunnan Province of China, respectively, by inviting government officials from ministries involved in trade facilitation as well as interested participants from the private sector (e.g., freight-forwarders associations). The project aimed to: (a) increase awareness of the need for trade facilitation; (b) improve human resources in trade facilitation; and (c) work towards shorter trade transaction times, lower trade transaction costs and increased trade volume.

The selected training course, which was fully supported by ESCAP and the FCDI, under the umbrellas of the AMEICC (AEM-METI Economic and Industrial Cooperation Committee and the GMS Business Forum, was held in Bangkok from March 1-5, 2004. The course was representative

of a number of similar training activities provided by the FCDI and involved international experts⁸ and participants from all GMS countries⁹.

In general, the course content and materials were found to be good, although recollection of the specific course content was frequently rather weak. The fact that all the materials and presentations were in English, with the materials being handed out only on the day of training, made it challenging for participants to understand and follow. It would have been useful to have translations at least of the technical terms, which many people found it hard to understand.

From a technical viewpoint, the quality of the speakers was seen as being very good. The Singaporeans on international marketing and the Japanese more on technical issues such as e-commerce and e-business. However, the course would have benefited from speakers that knew more about the context of the GMS and the GMS member countries; in particular the problems and issues being faced by the GMS countries in the topics being covered by the training course, and the ability of the speakers to put the issues into the regional context¹⁰.

The level and positions of participants in the course was rather varied, thus making it somewhat difficult to ensure that the training course was relevant for all of them. Better screening of participants and earlier delivery of the materials to give them time to prepare would have been valuable, and also important to make the training course more relevant to the workplace.

A specific benefit of the GMS-wide participation in the course was that all participants learned a lot from informally sharing experiences and ideas and interfacing with friends from the region. This would not be the case for training courses with participants from only one country, and was especially the case of the trade facilitation training course for Viet Nam as it was preparing for entering WTO¹¹.

In the area of follow-up, it appears that there was little activity following the training course itself. A Vietnamese participant stated: "After the workshop, the materials learned during the course were not effectively disseminated to enterprises in the area." He went on to say one possible model would be to promote cooperation between enterprises in each respective region to share experiences and information. However, the preparation of the ESCAP Trade Facilitation Handbook based on the set of Trade Facilitation Workshops held under the FCDI from 2001-2002 across the GMS clearly demonstrated the value of compiling the findings of a set of related Workshops; it enjoyed wide dissemination and serves as a model of a relatively cost-effective way of spreading information and following up on training activities. But, as pointed out by several participants, the Handbook is only produced in the English language.

⁸ In addition to representatives from ESCAP and the GMS Business Forum, the international resource persons included: (a) representatives from the International Trade Institute of Singapore who covered the essential trade facilitation topics; (b) representatives from the Thai Customs Department; and (c) a management consultant from the Mitsubishi Research Institute who dealt with ICT issues.

⁹ The participants numbered 28, and generally came from GMS Chambers of Commerce and affiliated associations, as well as a number of private companies. In general, the participants came from the capital city; however, in the case of Viet Nam many parts of the country were represented.

¹⁰ One Lao participant stated clearly: "Such courses need speakers who know more about the countries – the problems and the issues being faced."

¹¹ This point was stressed by one of the participants from Viet Nam.

Summary of key lessons:

- The need for careful screening and selection of participants;
- Dealing with issues relating to producing materials in local languages, and ways to address related issues such as facilitating the understanding of technical terms and earlier distribution of materials;
- Preparation and selection of resource persons to ensure a balance between technical understanding and knowledge of regional/national context and key issues;
- The need to plan for follow-up activities – such as related publications, participant networks, and project evaluation.

c. Investment Promotion

The “Indo-China Investment Biennium” project was formulated in 2000 aimed at improving foreign direct investment (FDI) in Indo-China¹². Under the first phase of the project, the view was taken that before new investment could be attracted effectively, obstacles to the realization of current approved investment, especially at the provincial and municipal levels, need to be removed. Therefore, the project aimed at developing an investment promotion strategy for provinces, countries and the subregion as a whole, by which investment realization and implementation issues would be addressed.

The activities in support of the Indochina Investment Biennium project were undertaken from 2001-2003 and involved: (a) six investment promotion workshops under Phase 1 to discuss provincial investment promotion issues with senior officials in four locations in Viet Nam, one in Cambodia, and one in Lao PDR¹³; (b) a donor coordination workshop on related issues; and (c) drawing on these and a series of preparation missions, six one-week training courses were undertaken in Phase 2, again in four locations in Viet Nam, one in Cambodia, and one in Lao PDR.

The workshops involved training at national and subnational levels of officials concerning investment promotion and implementation. A comprehensive training package was developed to support the six workshops in the three Indo-Chinese countries. The workshops were completed by the end of 2003 and aimed at increasing national capacity for the effective attraction, promotion and implementation of foreign investment projects and increased FDI flows to the three Indo-Chinese countries.

The one-week training courses involved the preparation of eight modules including PowerPoint presentations and module write-ups, and the presentation of these materials to around 30 persons from central and provincial investment promotion agencies and chambers of commerce in each location. An attempt was made to build a post-training session network of participants in the workshop series, but this was not successful due to lack of resources both within the countries and within ESCAP.

¹² It was carried out as part of the so-called “Hi-Fi Plan”, a comprehensive approach to business sector development in the GMS supported by the FCIDI, covering human resource development at the enterprise level (H), institutional capacity building of private sector associations and chambers of commerce and industry (i), facilitation measures (F), and investment promotion (i). See http://www.unescap.org/tid/special_prog/hifiplan.asp for more details.

¹³ Based on these six workshops in Phase 1 of the programme, three comprehensive reports were prepared on the Promotion and Realization of Foreign Direct Investment in Cambodia, Lao PDR and Viet Nam: Trends, Observations and Recommendations. These reports contained extensive information on the three countries that was extremely valuable for the preparation of the investment promotion capacity building courses.

The investment promotion training courses included:

- Translation of all materials into the national languages;
- Case studies and break-out exercises customized to the location, building on extensive preparation missions to each location by the consulting team members;
- Presentation of all PowerPoints in English and the location language;
- Delivery of the comprehensive packages of information at least one week in advance.

Overall, the evaluations from the participants immediately following the training sessions are presented in the table below. While the meaning of these results are somewhat limited due to the lack of time for reflection by the participants, the scores indicate consistently high levels of satisfaction with the effectiveness of the presentations and presentation materials, and also with the usefulness and relevance of the topics. The scores were also consistent across all the eight modules.

Training Workshops on Investment Promotion and Facilitation Evaluations of Workshops in IndoChina - October-December, 2003						
	Ha Noi	Da Nang	Cambodia	Lao PDR	Dong Nai	Can Tho
Overall All Modules						
Effectiveness of Presentation	4.46	4.71	4.34	4.67	4.59	4.74
Effectiveness of Presentation Materials	4.29	4.60	4.20	4.43	4.51	4.73
Usefulness and Relevance of the Topic	4.39	4.67	4.36	4.50	4.62	4.77
Overall Rating	4.38	4.66	4.30	4.54	4.57	4.75

Note: Using a scale of 1 to 5, with 5 representing the highest score and 1 the lowest score.

Source: Final report of the Six Training Workshops

One participant from the Lao PDR training course who was, at the time, preparing an investment promotion strategy for an industrial zone in Central Lao PDR, found the course “very useful for his own work” and stated that it was “all that he needed” and that he could use the materials covered as a “real strategy to work on”. In particular he was able to become more proactive and apply the sessions on targeted investment promotion and website development.

In general, the level at which the courses were pitched appeared to be suitable, although a number of participants were either too young or employed in positions that were not involved with parts of the training course. In Lao PDR, for example, one participant reported that the activity: “...failed to capture the local investment promotion agency where participants were passive, waiting for investors to come, and managed in a top-down manner.” However, he continued: “...the training course woke up those young fellows and made them think.” Related to this, despite the fact that missions were made to each location to facilitate the setting up of the training courses, participant screening was not carried out very effectively.

In visits to two of the local counterparts for the training courses (Lao PDR and Viet Nam), the continuing relevance and usefulness of the materials and the basic objective was highlighted. Both organizations reported that they still have a priority to build capacities in provincial investment promotion agencies and enquired as to the possibility of implementing a follow up phase of training courses.

Summary of key lessons:

- The value of national language materials, especially when the training sessions are relatively long and the participants are from provincial areas;
- The importance of the resource persons knowing something about the location;
- The need for much better screening of the participants, and the use of that screening to fine-tune the materials and topics being presented;
- The need for resources allocated at the beginning of the process for follow-up activities after the training courses were completed – including evaluation some time after the training and the maintenance of networks of participants.

d. GMS Potato Supply Chain Activity

ESCAP held a major Subregional Workshop on Integration of SMEs of the GMS into Global and Regional Supply Chains in November 2005 in Bangkok. The ESCAP Secretariat presented a number of key suggestions for potential areas of subregional cooperation in this area. The discussions included recommendations to set up GVC Working Groups and to focus on specific value chains. Indications are that the deliberations in this Workshop led relatively quickly to the development of the GMS Potato Supply Chain activity.

The GMS Potato Supply Chain activity held its first meeting in Taunggyi, Myanmar in July 2006, followed by meetings in Bangkok, Thailand, October 2006, Kunming, China, January-February 2007, and Chiang Rai, Thailand in August 2007. The structure of the project included a Coordination Committee, along with three Working Groups on: Trade and Investment Facilitation; Research and Training; and Demonstration Projects. In addition to working plans for each Working Group an Agreement was signed between Myanmar and China for Myanmar to receive potato starch equipment from China in 2006¹⁴ and, later on, another reportedly to supply potatoes from Myanmar to China. These types of agreements reflect a concrete result of the project.

Despite the general perception that potato supply chains may not be useful for the GMS, certain participants actually felt that there was quite strong interest in potato supply chains, especially in Thailand, Myanmar, Lao and Viet Nam¹⁵. A Lao PDR participant reported that a Thai firm is growing potatoes in a small scale in Southern Lao PDR to export back to Thailand. Nevertheless, a proposal was made at the Kunming meeting to broaden the scope of the project to include sweet potatoes and other root vegetables, but no action was taken on that.

In general, participants did not feel that they had much influence on the direction of the project as a whole (including the initial selection of the potato supply chain and the structure of the project), or on the agendas for each meeting. One participant interviewed stated clearly: “The concept was great; the interactions between GMS countries was great; but the management was weak.” The perception was that the project was run firmly by ESCAP, and that the coordinators were strongly opposed to “the idea of broadening the scope of the project to other crops”.

¹⁴ This Agreement was a simple document that documented the intention of a Chinese company to donate one set of the company’s Potato Starch Machine to Myanmar. The Myanmar side would be responsible for covering the costs of transportation from the Chinese border with Myanmar and also requested a study tour to the Chinese factory.

¹⁵ In addition, an agro-industry expert at the Chiang Rai Workshop in 2007 (Anthony Zola) clearly stated his view of the usefulness of working on the potato supply chain.

The Coordination Committee and Working Groups met infrequently during the period of the project; and were comprised largely of representatives from the GMS Ministries of Agriculture (15 of around 26 participants were from Ministries of Agriculture and 5 from other ministries; only 2 were clearly private sector representatives; and 4-5 were representatives from Chambers of Commerce. One participant from Thailand felt strongly that: "...Ministries of Agriculture generally cannot make binding decisions – so a higher level guiding committee was needed." A Vietnamese participant stressed the "need to involve business and the private sector much more."

In addition, communications between the various players in the project tended to be somewhat fragmented and irregular¹⁶ and between the project players and outside parties even less so (a major player in the agro-industry sector in Lao PDR was not aware of the GMS Potato Supply Chain activity – as indeed were many others). Contributing to this was the absence of technical support for the activities of the three Working Groups where, essentially, the chairperson was left to his own devices to prepare the background materials and work plans.

On the technical side, participants felt that they learned something about potato technology that sometimes proved useful for their work in promoting growth of potato growing in their home countries. They also learned a lot about the production of potato seeds from the Chinese resource persons on the project. However, these benefits could have been much greater with additional technical resources financed by ESCAP¹⁷. Another possibility would have been to provide resources to the Working Group chairpersons to visit the other countries. One participant from a Ministry of Agriculture reported that the project was of little technical value for themselves, for their work place or for the country. However, they made the constructive comments that, if the project was organized again, it should include: "more study visits, including training courses for technical staff, and leading farmers should be included in the project."

Summary of key lessons:

- Importance of forging consensus on specific products to be covered and on specific activities to be carried out; starting with a longer list of potential value chains and select according to basic principles and consensus;
- Importance of bringing in private sector players, but perhaps after the consensus is reached;
- The structure of the GMS Potato Supply Chain activity was seen to be too complicated – better to have just a higher level committee and a network of critical stakeholders;
- The need to have stronger technical support for the project throughout, especially for the preparation of the work programmes for each of the Working Groups, and also the need for resources to follow up on the outputs of the project;
- The need for better dissemination of information about the project;
- Need for better communication and coordination mechanisms between ESCAP and project participants in each country (several of those interviewed did not know that the project had officially ended);
- Need for better monitoring and evaluation mechanisms.

¹⁶ A Vietnamese participant stated that: "...the coordination mechanism between ESCAP and the countries was not clear." and that: "...he never received any feedback regarding the ending of the project."

¹⁷ A Cambodian participant stated that there were: "...no real resources to support the project" and that: "Financial support for follow-up activities were completely lacking."

e. The GMS Business Forum

The GMS Business Forum (GMS-BF), a non-government body, was established in 2000 as an initiative of the national chambers of commerce and industry of six GMS countries, with the assistance of ESCAP and the Asian Development Bank (ADB). It was formed to serve as the private sector window into the ADB-supported GMS Economic Cooperation Program. The GMS-BF aims to promote business activities and investments in the subregion by building up the capacity of the local private sector, creating stronger linkages between local firms and foreign firms and enhancing the public-private sector interface in the GMS, including the major multilateral agencies.

The GMS-BF's general services include:

- 1) Business advice;
- 2) GMS business support centre;
- 3) Investment promotion programme;
- 4) Export promotion programme;
- 5) Support to the visiting trade delegations;
- 6) Sending trade missions; and
- 7) Management and vocational training.

The present activities of the GMS BF are aimed at (a) supporting the CBTA, through setting up a GMS Freight Transport Association and promoting economic corridors; (b) encouraging SME suppliers through developing export financing facilities; and (c) strengthening advocacy around the GMS through strengthening provincial and local chambers of commerce, especially along the economic corridors.

Since its formation in 2000, the GMS BF has received considerable support from the FCDI project; much of the support has involved holding capacity building workshops jointly with the GMS BF as well as extensive GMS BF involvement in the e-Mekong e-Business project. The GMS BF's first three-year corporate strategy/business plan was developed in collaboration with ESCAP and ADB, and endorsed at the GMS Business Forum Third Annual Meeting in Kunming in December 2002. A governance strategy was also prepared by the FCDI jointly with the GMS BF.

In addition, the ESCAP/FCDI contribution has, over time and depending upon the need of the GMS BF, been used to collaborate with the ADB in supporting the operational and member support activities of the GMS BF.

In other areas, FCDI has supported the GMS BF in identifying key private sector players to participate in GMS BF activities (for example, TNT was invited by FCDI to speak at an East-West Economic Corridor workshop held at ESCAP Headquarters and then subsequently became an important member of the GMS BF), in providing personal technical support to GMS BF activities, and in promoting the GMS BF within and outside the region.

Overall, the FCDI support has been seen by most senior GMS BF stakeholders as critical in enabling the GMS BF to get established and keep running at crucial periods, to hold activities that are relevant for its members and for SMEs in the GMS, and to access technical resources. It has played

an important role in complementing the contributions from the ADB. In sum, the FCDI has helped to build the sustainability of the GMS BF.¹⁸

The GMS BF, in turn, has played an important role in channeling private sector inputs and perspectives into FCDI-supported activities. The ability of the GMS BF to tap into the chambers of commerce in all member countries and beyond that into other private sector players and associations has played a critical function in linking FCDI activities into the private business community.

Summary of key lessons:

- ESCAP’s support to a business-oriented regional institution has injected an element of sustainability into the FCDI programme and ensured a strong business orientation for many activities;
- While the GMS BF has faced considerable challenges at certain times in its existence, the partnership with ESCAP and FCDI has proved durable and the synergies strong;
- FCDI’s contribution to the GMS BF in a collaborative manner with the ADB has been an important element of the support process; and
- As with other activities, it is arguably the case that stronger monitoring and evaluation of the range of activities in support of the GMS BF would have made the interventions more effective and the outcomes greater.

5. Proposed Strategy for the Final Phase of the FCDI

a. Introduction and Context

The overall feedback from almost all stakeholders and other parties interviewed was positive to the idea of continuing the general focus of the FCDI project activities on Global Value Chains – drawing on the lessons from the GMS Potato Supply Chain activity (see above). A concise quote to the point came from the Viet Nam Agency for Small and Medium Enterprise Development: “Value Chain concepts are useful tools for SMEs to access the global market – especially in the present global financial crisis.” Another senior policymaker from Viet Nam highlighted the need to: “...develop better coordination between the major players and use the concept of value chains to enhance the spillover benefits from FDI in the GMS countries.”

As can be seen from the list of persons interviewed, a large number of senior policy-makers and private sector players expressed their interest in participating in a GMS value chain project. While many of them were not aware of either the FCDI programme or the GMS Potato Supply Chain activity, most were very aware of the potential of enhancing the understanding of GVCs and using this concept as a tool to identify the constraints facing SMEs in the GMS and to address these constraints and enable SMEs to insert themselves into national, regional, and global value chains.

Further support for the concept of GVCs and SMEs was evident at the Workshop on Integration of Greater Mekong Subregion SMEs into International and Regional Markets: Trade and Investment Facilitation, held in Chiang Rai, Thailand in August 2007. In particular, the final session of the Workshop considered explicitly the potential for further ESCAP-supported programmes for

¹⁸ Five Board members of the GMS BF were interviewed and expressed strong positive feedback towards the role of ESCAP and the FCDI in jointly building the GMS BF along with the ADB. One Board member said explicitly that FCDI inputs “were key to assisting the GMS BF through difficult times and instrumental in enabling the GMS BF to grow by providing resources that complemented those of the ADB.”

fostering GMS SME participation in global value chains. The session focused on two major issues, both of which it is useful and relevant to present in this report¹⁹:

First, a number of recommendations were made with regard to possible ESCAP programmes to facilitate trade and investment, most of which are relevant for value chain support as well:

- Conduct research on good practices and obstacles for trade and investment facilitation;
- Accelerate the implementation of multilateral and bilateral cross border agreements in the subregion.(e.g., single window customs);
- Provide support for capacity building of small farmers, cooperatives and local agro-industry;
- Provide support to key stakeholders for their implementation of quality standards and applying for certifications, possibly including the development of national and regional quality standards;
- Organize forums on agri-products trade facilitation which include such activities as policy dialogues, marketing research, business development, brand development, pre-investment studies and pilot projects;
- Establish enabling mechanisms for facilitating information exchange and experience sharing among key players; and
- Promote the involvement of national leaders in and their commitment to the activities.

Second, the following three key agri-products/sectors were recommended and agreed by the participants as candidates for follow-up ESCAP value chain projects: (1) rubber, (2) bio-fuel products²⁰; and (3) organic products. The Workshop concluded with strong commitment from participants for the ESCAP-led technical assistance in the value chain area and a request for all relevant international aid/development agencies, including UNESCAP, FAO and other bilateral donors, to provide further funds and technical assistance to support the integration of SMEs in GVCs.

In addition to strengthening links between GMS enterprises and the global marketplace, the analysis and evaluation of GVCs in the regional context was seen as a strong tool for identifying and addressing many of the key constraints and emerging issues facing SMEs in the GMS. These range from policy and infrastructure impediments to logistics and ICT concerns and quality requirements. Facilitating the entry of SMEs into Global and Regional Value Chains by addressing these issues will play an important role in meeting higher requirements in terms of quality, price, and timeliness, thus allowing them to move into higher value added sectors and generate greater incomes in rural communities.

An important contextual issue at the present time is the impact of the global financial crisis on GMS economies and on GMS businesses. It is already apparent that FDI will be declining significantly, putting increasing pressure on local businesses to develop their own ways of coping with the economic downturn. Improved environments for value chains within the GMS could play an important role in getting through the next few years and creating a solid foundation for enhanced business performance in the future.

As mentioned earlier, the formulation of the follow-on project design and subsequent implementation should reflect the Government of Japan's interest that it contribute to the

¹⁹ The two sections below are drawn from the Workshop report.

²⁰ One participant indicated that this was referring to a special kind of "wood oil" grown in Lao PDR.

development of SMEs in the GMS by improving the logistics and distribution of the East-West Economic Corridor and to support the CLV “Development Triangle” (one-half of Japan’s new assistance to the CLMV will be directed to the Triangle).

b. Critical Partnerships

The Global and Regional and National Value Chain space, so to speak, is occupied by a number of key players that the FCDI will need to collaborate with.

First, at the regional level, it was particularly encouraging that, in meetings with the Board members of the GMS BF, considerable interest was shown in making Global and Regional Value chains a focus point for the future activities of the GMS BF, and in collaborating with the FCDI on future projects in this and related areas. The recommended focus on GVCs fits well with the present activities of the GMS BF detailed above; indeed a former chairman of the GMS BF stated: “Value chains are now one of the key areas of focus for the GMS BF.”

In a presentation to the GMS Business and Investment Dialogue on 30 March 2008 at the 3rd GMS Summit of Leaders in Vientiane, Lao, the same former GMS BF Chairman made a convincing case for more attention on value chains, demonstrating the firm commitment of the GMS BF in this area:

- “First, a mapping exercise of global value chain opportunities for SMEs should be undertaken, including related constraints in particular industries that would cover trade rules and regulations and inadequacies in the logistics system among others;
- Second, coordinated subregional training workshops should be conducted on the general requirements of participating in value chains (providing for scale, quality, and standards) where potential participating companies and global suppliers can participate;
- Third, training programs should also be conducted on areas specific to global value chain information systems designed to build the capacity for specific information and communication technology requirements;
- Fourth, clusters of SME export suppliers should be set up along the borders of the GMS economic corridors to ease sourcing problems by foreign buyers who will not have to deal with many small suppliers in scattered locations; and
- Finally, selected global value chain certification bodies should be strengthened to help SMEs in meeting global standards for sourcing of inputs (such as natural resource-based inputs such as wood), safety and health (including the toxicity), product processes (including labor standards) and product quality.”

It is interesting to note that the Viet Nam Chamber of Commerce and Industry has already translated a macro-analysis by OECD on Global Value Chains and SMEs in 2007 into Vietnamese and disseminated that to their members across the country. They are most interested to do the same for the ESCAP GVC 2007 book, demonstrating their commitment to enhancing understanding of value chains.

In addition to linking in with all the GMS chambers of commerce, the ongoing partnership with the GMS BF would also enable the FCDI to access the resources of the new corporate members of the GMS BF in the logistics area – TNT Express Worldwide N.V. and Schenker Asia Pacific Pte. Ltd. These firms have been playing an important role in strengthening logistics and transportation, especially along the GMS East-West Economic Corridor

In terms of value chain projects focusing at the regional level, only two specific projects were identified: (a) an ongoing USAID project on garment and tourism value chains in ASEAN (the ASEAN Competitiveness Enhancement Project)²¹, and (b) a project proposal underway by the ADB. A number of other projects are looking at cross-border issues, sometimes focusing on specific sectors or products.

At the national level, there are many value chain projects in each country supported by multilateral and bilateral agencies – such as the World Bank, the ADB, UNIDO, USAID, GTZ, Helvitas, ADDA, etc. The focus of most of these activities is on SMEs and small-scale farmers. A preliminary compilation of value chain activities and materials in the CLV countries is presented in the table below. The information in the table will need to be fleshed out and collaboration with many of the agencies identified in the table will be a critical element of the FCDI Phase IX.

Value Chain Activities and Materials in CLV Countries and the Region	
This table presents a compilation of information value chain projects that was encountered during the field visit interviews, as well as selected materials on value chains and related topics. The list is not necessarily complete, but is intended to show the kinds of institutions and value chains that are being worked on in the CLV countries.	
Cambodia	<ul style="list-style-type: none"> • GTZ – already completed projects on rice and cashew nuts • USAID MSME project – swine, fish, tile, agricultural equipment, honey (in the process of a major expansion) • World Bank (previously) – garments, neang mali rice, and others • A major new 5 year, \$ 42 million Cambodia Agricultural Value Chain Program (CAVAC), co-funded by AusAID and ACIAR, will fund and manage programs of priority research activities that address constraints in selected value chains • EU - rice, cashew nuts, and fruits and vegetables • A value chain unit in the Trade Promotion Department of the Ministry of Commerce coordinates value chain activities
	<p><i>Publications:</i></p> <ul style="list-style-type: none"> • <i>Cambodia Development Partner Value Chain Activity and Coordination Study</i>, September 2007. USAID/Academy for Educational Development. A study into the programs, finding and initiatives of Cambodian Development Partners in the area of private sector development. • <i>Towards A Private Sector -Led Growth Strategy for Cambodia: Volume 1: Value Chain Analysis</i>, Prepared by Global Development Solutions, LLC, Yasuo Konishi, World Bank, June 2003.

²¹ This project systematically considered a large number of possible value chains for inclusion, and eventually came up with garments and tourism.

Value Chain Activities and Materials in CLV Countries and the Region	
Lao PDR	<ul style="list-style-type: none"> • SNV – value chains in eco-tourism, non-timber forestry products, rattan, and handicrafts, traditional paper • Swiss ARAMIS – value chains in passion-fruit, broom grass, maize, peanuts, paper mulberry bark, livestock (cattle and pigs) • GTZ – presently developing a framework with SMEPDO for a value chain project; then will select specific value chains (perhaps furniture and organic cotton and bamboo) • Swiss Helvitas – organic fruits and vegetables (set up an organic market in Vientiane), coffee, tea, rice (various varieties), honey, bamboo shoots • UNIDO in Central Lao PDR – wood processing, agro-business • World Bank – work on rice, coffee, maize, cattle • In the Bolevan Plateau in Southern Lao PDR – potential for fruits, vegetables, coffee, etc. • The GMS BF recommended rice and maize as value chains with potential
	<p><i>Publication:</i></p> <ul style="list-style-type: none"> • <i>Lao PDR Economic Monitor</i>, April 2008, The World Bank Office, Vientiane. In particular Annex 4 – Donor Assistance Projects on Lao PDR Reform Agenda.
Viet Nam	<ul style="list-style-type: none"> • Joint projects with ASMED – EU private sector support in tourism and fisheries; and UNIDO on linkages between Italian and Vietnamese clusters • Japan – motorcycle industry • ADDA – fruits and vegetables in northern Viet Nam • Helvetas – cocoa in the south • GTZ – longan fruits, cat fish • Swiss Import Promotion Program (SIPPO) - organic shrimps • USAID – cat fish (and previous projects) • Under MDI Company – cashews, coffee, tea, vegetables
	<p><i>Database:</i> Development Assistance Database Viet Nam (http://dad.mpi.gov.vn/dad/) – a valuable compilation of all major development projects in Viet Nam.</p> <p><i>Publications:</i></p> <ul style="list-style-type: none"> • <i>Making Value Chains Work Better for the Poor - A Toolkit for Practitioners of Value Chain Analysis</i>, ADB Making Markets Work Better for the Poor (see www.markets4poor.org). The toolkit is designed as a concise document to provide value chain practitioners with an easy set of tools for value chain development focused on poverty alleviation and pro-poor development (available in both English and Vietnamese). • <i>The Viet Nam Provincial Competitiveness Index 2008: Measuring Economic Governance for Private Sector Development</i>, VNCI Policy Paper # 13, 2008.

Value Chain Activities and Materials in CLV Countries and the Region	
Regional	<ul style="list-style-type: none"> • USAID/ASEAN Competitiveness Enhancement (ACE) Project. An ongoing project dealing with selected ASEAN value chains in the areas of garments and tourism, identifying constraints, and proposing solutions to these constraints. • A GVC scoping study by the ADB just starting up called: Enhancing Transport and Trade Facilitation in the Greater Mekong Subregion. RETA 6450 aims to support business development in the GMS, especially linking producers and small and medium enterprises (SMEs) in the agricultural and agribusiness sector/subsector of the GMS to the international production networks (IPNs) and GVCs. • FCDI/ESCAP GVC Project at the stage of preparation to build on experiences to date of the FCDI programme.
	<p><i>Publications/resources:</i></p> <ul style="list-style-type: none"> • <i>Linking Greater Mekong Subregion Enterprises to International Markets: The Role of Global Value Chains, International Production Networks and Enterprise Clusters</i>, Economic and Social Commission for Asia and the Pacific, Studies in Trade and Investment 59, New York 2007. • <i>Private Sector Development in the Region (Cambodia, Lao PDR Viet Nam)</i>, IFC Advisory Services, Mekong Region, http://www.ifc.org/ifcext/mekongpsdf.nsf/Content/PSD_in_region.
General	<p><i>Publications:</i></p> <ul style="list-style-type: none"> • <i>Agricultural Commercialization, Value Chains, and Poverty Reduction</i>, ADB Making Markets Work Better for the Poor, Discussion Paper No. 7, January 2005 (www.markets4poor.org). • <i>Staying Competitive in the Global Economy: Moving Up the Value Chain</i>, OECD Publishing, June 2007. • <i>Best Practices for Organic Policy: What Developing Country Governments can do to Promote the Organic Agriculture Sector</i>, UNCTAD and UNEP, New York 2008. • <i>Enhancing the Role of SMEs in Global Value Chains</i>, OECD Publishing, November 2008

Lastly, the FCDI Phase IX should also attempt to maximize the potential synergies with other sections and divisions of ESCAP – in particular, trade facilitation (ongoing activities in cross border transportation of fruits and vegetables), transport (linkages around the GMS in the transportation infrastructure), ICT (ongoing activities in ICT applications for the business community), etc.²² In addition, there appears to be strong interest from the UNDP offices in the countries visited to provide various types of support to the project.

²² This point was raised by virtually all the interviewees within ESCAP and could be a critical success factor in the final phase of the FCDI programme. Linkages with other ESCAP-supported projects such as the APPCCT and APCAEM should also be carefully explored.

c. Programme Structure and Activities

The GMS GVC High Level Committee

Following the acceptance of the basic project design and the preliminary overview of key value chain projects and players in the GMS, a first step in the project will be the formation of a GMS Global Value Chains high level committee (the members of this committee should be senior officials from all key institutions – covering trade, investment, industry (SMEs), agriculture, logistics and ICT, private sector chambers and business associations, etc.)²³.

The main objectives of the Committee will be to guide the implementation of the project towards activities that will promote the participation of SMEs in global and regional value chains. This will involve a number of tasks: (a) to examine further the ESCAP 2007 study on Global Value Chains and examine the implications for GMS countries²⁴; (b) to support research on selected value chain sectors in the GMS and press for activities to address the obstacles to supply chain development; (c) to implement measures to support carefully selected value chain products; and (d) to support a variety of capacity-building exercises.

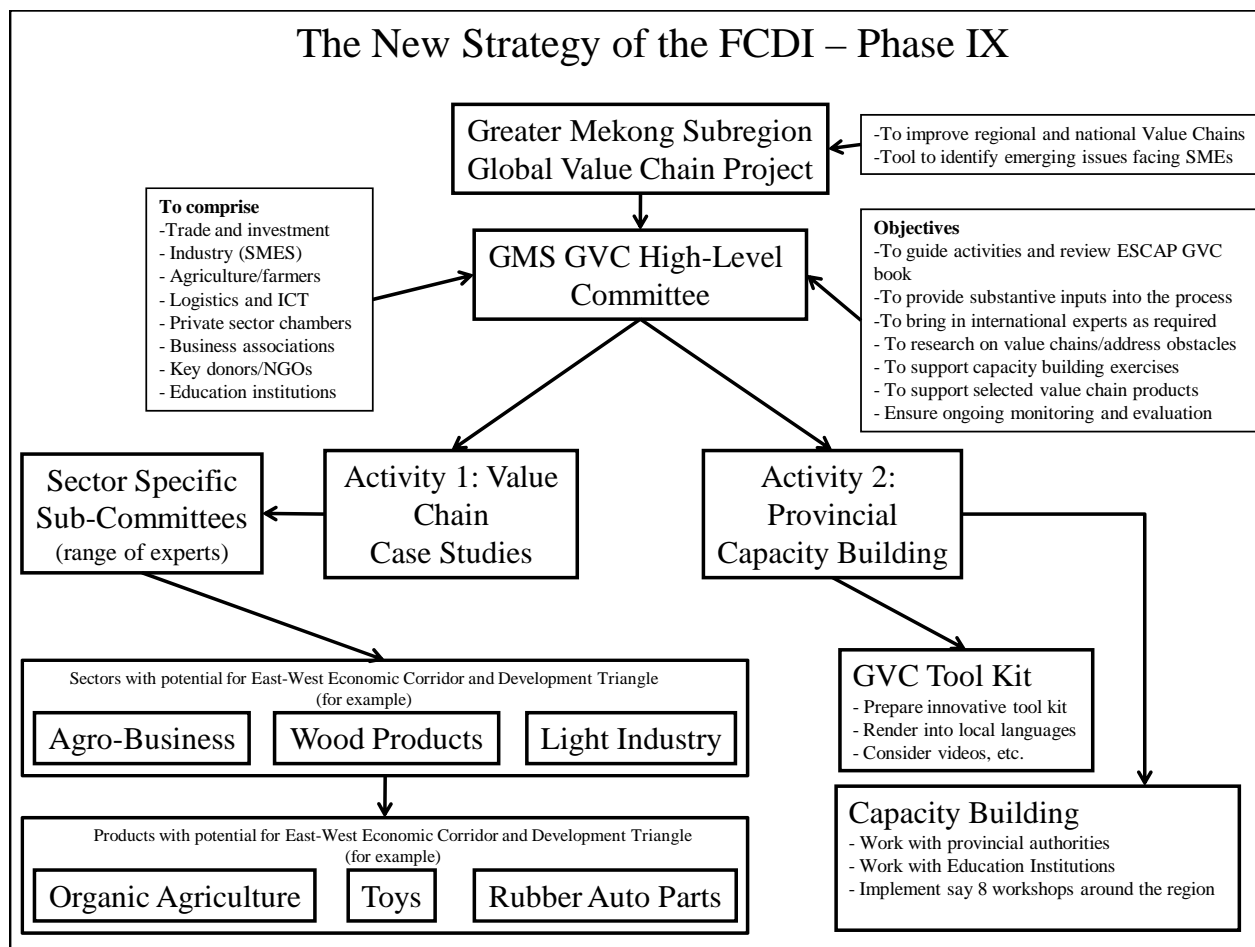
In order to ensure that the project activities have complete acceptance by the Committee's membership, the initial meeting of the Committee should be presented with a number of options and possible directions. Subject to the deliberations and discussions of the Committee, and based on the feedback from the mission interviews carried out for the Evaluative Review, a two-pronged approach is proposed where both activities can be implemented concurrently: first, support to value chain development in specific sectors and products; and second, value chain capacity building in provincial areas of the GMS²⁵.

The graphic below presents the basic structure and activities of the proposed strategy:

²³ The need for a high-level committee was stressed by many people interviewed and in written materials, including the ESCAP GVC book. A number of the individuals and institutions interviewed for the Evaluative Review, as well as other contacts and networks of ESCAP staff members should be considered as possible members of the Committee (see Annex 3).

²⁴ In particular to get the book carefully translated into each of the GMS languages to permit wider dissemination in each country to SMEs and provincial areas.

²⁵ A senior Lao official reported that: "...the term "value chain" is not well understood by local enterprises" and that it is: "...especially important to put the term and its meaning clearly into local languages."



1. Support to value chain development in specific sectors and products

The first set of activities is proposed to provide support directly to value chains in specific sectors and products in the GMS. This will require the Committee to oversee an overview of the broad range of possible sectors and then make a selection of, say, three sectors to examine in more detail. The following steps are proposed:

- Specific sectors discussed in the various interviews and documented elsewhere include:
 - Organic agriculture (with a high potential for ICT applications; and also along the EWEC and in the Development Triangle);
 - Wood processing (strong potential along the EWEC and also under pressure to utilize alternative sources of wood);
 - Auto parts (seeking activities that can be done in Cambodia and Lao PDR);
 - Biofuels (a kind of wood oil presently produced in center of the Lao PDR);
 - Eco-tourism (high potential in all parts of the GMS); and
 - Quality garments (garments that take advantage more of labor skills than labor costs).
- The final selection of the three sectors needs to be carried out using a systematic evaluation of the extent to which the objectives of the project and of the institutions supporting the project are met.
- Then for the three sectors, regional and international experts in the selected sectors would be invited to participate in sector-specific sub-committees which would identify specific product value chains that the FCDI project could support in more detail, jointly with other donor agencies that are involved in those sectors or in related activities.

- The sub-committees would also play a role in supporting the sector-specific international value chain experts to be recruited under the project. See focus examples below for three sectors:
 - Organic agriculture (focus on fruits and vegetables in the Development Triangle for export to Thailand, Viet Nam, and Japan);
 - Wood processing (focus on toys of furniture along the East-West Economic Corridor);
 - Auto parts (focus on rubber products to Thailand and Viet Nam).
- The expert teams would then carry out detailed case studies on the selected product value chains (including familiarization workshops with members of the value chain in each country) and produce recommendations on actions required to enhance the value chains in areas such as:
 - Macroeconomic obstacles to the development of the value chains;
 - Transportation and infrastructure issues;
 - Cross-border transportation and logistics issues;
 - Improved practices required for SMEs to survive in the global value chain; and
 - Human resource requirements.
- Subject to resource requirements, implement a range of activities directly to support the selected product value chains; possibly to include:
 - Concrete actions to support SMEs or small-scale farmers in the respective value chains (such as forming groups or associations, obtaining finance from the banking sector, improve logistics as much as possible, facilitate cross border trade, etc.)
 - Capacity building workshops addressing the constraints and opportunities; and
 - Dissemination through publications, videos, and the ESCAP website.

2. Value chain capacity building in provincial areas of the GMS

The second set of proposed activities involve capacity building in the GMS countries better to understand the relevance of Global Value Chains for regional development and for the promotion of SMEs in the GMS.

Building on the translated versions of the ESCAP GVC book and reflecting the discussions in the Committee, the following activities are proposed:

- Recruitment of an international team with experience in human resource development, in GVCs and in the GMS to serve as a key resource throughout the project activities;
- Preparation of a GVC toolkit (basic materials, presentations, etc.) designed to address the capacity building needs of provincial authorities in each GMS country. In particular, it is important to ensure that the “value chain” concept be rendered into local terms in a way that can be understood not just by researchers and central government institutions but also by provincial institutions and SMEs;
- The provincial authorities will include provincial trade and investment agencies, chambers of commerce, business associations, and regional agencies where relevant. Special attention should be given to involving institutions that could play a role in implementing ongoing capacity building exercises and which have contacts with SMEs;
- The membership in the GMS GVC Committee of top education institutions could play an important role in producing these materials – such as the National Management University in Cambodia, the Business Faculty of the Lao National University in Lao PDR, and the National Economics University in Viet Nam. These institutions, jointly with the chambers of commerce, could assist in providing continuity to the capacity building project;

- The planning and implementation of a number of region-specific workshops to target the CLV countries in particular – say 4 in Viet Nam, 2 in Cambodia, and 2 in Lao PDR; to include careful preparation to ensure customized case studies and related materials where possible;
- The translation of the toolkit into the GMS languages.

d. Monitoring and Evaluation

It is particularly important to ensure that a comprehensive monitoring and evaluation program be incorporated into the project design. The monitoring and evaluation system described below is intended to serve as a general framework that can be applied to the FCDI projects and overall operations.

There are four basic phases of an evaluation that can be applied to specific projects/activities: (1) structuring; (2) observing; (3) analysis; and (4) judgement:

In the structuring phase for the monitoring and evaluation system, the project managers will need to conduct the following tasks:

- Identify and analyze needs.
- Define the outputs, outcomes, and impacts of the project and how to measure them.
- Define the project's objectives and expected results.
- Engage stakeholders (informing them of the evaluation system and how they can contribute data, if relevant).
- Determine reporting requirements (information needed to be collected and how the data will be presented).
- Devise and implement project monitoring tools:
 - o Milestones (key intermediate achievements during the project).
 - o Performance indicators: Developing indicators along the lines of the IORI model - inputs, outputs, results, impact - (the first two relate to implementation, the third and fourth relate to effects); involving users and suppliers of data in the construction of an indicator system; and limiting the number of indicators to avoid an overly complex system.
 - o Results reporting.
 - o Quality control.

The observing phase entails the actual gathering of the (indicators) data as defined in the structuring phase. The third phase, analysis, is where the evaluation team examines the data and tries to determine outcomes and likely explanations (causes) of the effects.

Finally, in the judgment phase the project managers assess the results of the project based on predetermined criteria for measuring success. In this phase, the managers will need to decide whether to continue the project as it is, make modifications to the project design, or close down the project (either because it successfully completed its goals or was determined not to be suitable for reaching the goals). The project managers should prepare a final report on the project summarizing the project design and goals, the implementation of activities, the results of the data analysis, and final recommendations.

There are basically three broad types of evaluations: ex-ante (project design review), mid-term review, and ex post (looking back). Ex-ante evaluation occurs before the project is implemented, and it helps prepare the finalized project plan.

Among the key purposes of ex-ante evaluation are:

- Determining management and implementation responsibilities.
- Checking of project selection procedures and criteria, in particular if the latter permit the achievement of the FCDI project objectives in a cost-effective way.
- Ensuring that arrangements are in place to collect data for monitoring indicators and eventually results indicators.
- Checking the soundness and reliability of proposed methods and instruments for collecting, storing, and processing monitoring data.
- Ensuring that the arrangements for the monitoring system are in place from the outset of the project.

Mid-term evaluation occurs towards the middle of a project cycle, and it provides feedback on the implementation and initial effects of a project. It also provides a means of assessing the early stages of a project's performance.

Ex post evaluation is performed after a project cycle has concluded or been terminated. This kind of evaluation provides feedback on the impacts of a project and how these outcomes occurred. The primary purpose of ex post evaluation is to provide information for accountability to political authorities and the general public.

Any of the three types of evaluation, or a combination of them, could be applied to the FCDI final phase projects, plans, and activities. As projects are developed, an ex-ante evaluation could be designed during the project planning, all projects should have at least one (depending on the size and timeframe of the project) mid-term review, and most projects should have an ex post evaluation, particularly if external project sponsors are involved.

6. Conclusions

Evaluation of FCDI Activities in the Past

The FCDI activities have covered a broad range of areas over nearly 15 years closely related to business development in the GMS, and have reached an estimated 5,000 participants in one way or another. The pattern that emerges from the analysis Section 4: Key Findings involves a mix of positive and negative factors.

On the positive side:

- The generally high quality of the workshops, materials, and publications was widely recognized by the participants and other users in the region and further afield.
- The ability of the ESCAP and the FCDI to bring together top quality international and regional resources and institutions to run or participate in most of the capacity building workshops and training courses was a critical success factor.
- The continuous focus on private sector and business development and the promotion of SMEs greatly assisted in directing the FCDI activities to areas that were relevant for most stakeholders.
- The ability of the ESCAP secretariat to adjust the directions of the FCDI project as it evolved played an important role in maintaining the relevance and effectiveness of the programme.
- The strategic decision to provide ongoing support to the GMS BF and to involve the GMS BF in many of the FCDI activities was extremely important for the FCDI – both in terms of linking into the private sector networks of the GMS BF and of partnering with the ADB in that activity.

On the negative side:

- The screening and selection of participants for the workshops and other activities was frequently ignored or carried out ineffectively.
- The training and other workshop materials were often not produced far enough in advance, or in local languages, or with enough emphasis on the need to facilitate better understanding of technical terms.
- While generally accepted to be highly qualified in a technical sense, many resource persons did not have adequate knowledge of the regional or country context and conditions.
- In many activities, communications between ESCAP and the participants in the activities were not as effective as they should have been.
- For longer-term activities, adequate technical and financial resources appear to have been lacking.
- Finally it must be noted that the wide range of activities, and especially the publications, appear to be rather ad-hoc and include very little attention to monitoring and evaluation. The activities appear to have been planned in a somewhat fragmented manner over time, with little attention to follow-up activities once the core activities had been completed. These issues had a particular impact on the lack of sustainability of certain activities.

This balance of positive and negative factors is hardly surprising given the volume and scope of the FCDI activities. It is hoped that they will provide useful guidance to improve the effectiveness and sustainability of future similar and related activities.

Proposed Future Strategy for the FCDI

The Evaluative Review found that Value Chain concepts are useful tools for SMEs to access the global market – especially in the present global financial crisis and that GVCs in the regional context are seen as a strong tool for identifying and addressing many of the key constraints and emerging issues facing SMEs in the GMS. The review also found that there exist critical opportunities to exploit synergies between donors and activities in the regional and national value chain space, with limited initiatives at the regional level and more extensive projects at the national levels.

The new strategy for the final phase of the FCDI, which is proposed to continue to focus on global and regional value chains, will particularly build on the experiences of Phase VIII – Fostering Mekong Value Chains, and will pay special attention to developing activities in the East-West Economic Corridor (EWEC) and the Cambodia-Lao PDR-Viet Nam Development Triangle following the priorities of the Japanese Government.

It is proposed to form a high-level ***GMS GVC Committee*** to develop and guide the activities under the new project. A two-pronged approach is proposed where both activities can be implemented concurrently:

- (a) ***Support to value chain development*** in specific sectors and products. It is proposed that three sectors be examined at the macro level – for example, agro-business, wood products, and light industry, and then specific products be selected as case studies within each sector for more detailed attention – for example, organic rice, furniture, and rubber auto-parts; and
- (b) ***Value chain capacity building in provincial areas*** of the GMS. It is proposed to develop a GVC GMS toolkit and implement a number of training courses in provincial areas.

Two key elements recommended to be part of the new strategy were highlighted:

- (a) Leveraging key partnerships: the recommended focus on GVCs fits well with the present activities of the GMS BF, indeed a former chairman of the GMS BF stated: “Value chains are now one of the key areas of focus for the GMS BF.” In addition, the wide range of multilateral and bilateral agencies identified in the compilation of value chain activities at regional and national levels need to be closely consulted, as do the other sections and divisions of ESCAP involved in related areas. The UNDP offices in-country have offered assistance that could be useful; and
- (b) Implementing a comprehensive monitoring and evaluation strategy: this element of the project – to include the various types of M&E activities outlined in Section 5 – will play a critical role in ensuring that the activities are effective and sustainable.

7. Recommendations

This section provides a consolidated list of recommendations derived largely from the analysis in Section 4: Key Findings. Given that the first eight phases, from which the activities that were evaluated were drawn, have all been completed, and the focus will now be on the activities under Phase IX, the recommendations presented below will generally apply to the next Phase of the FCDI or similar types of activities carried out by ESCAP. Specific recommendations on the proposed new strategy are explicitly presented in Section 5.

Accordingly, this FCDI Evaluative Review 2009 recommends that:

1. ESCAP as a whole should devote resources to disseminating the lessons learned and relevant materials from all previous activities of the FCDI to other countries in the Asia and Pacific region. This could be done quite cost effectively through a well structured part of ESCAP's website.
2. In the next Phase of the FCDI, efforts should be made to involve all ESCAP member countries in the global value chain debate, and to ensure that the analysis of the key issues linking sub-national, national, regional, and global value chains involve players beyond the Indo-China region.
3. ESCAP should consider follow-up activities in the Indo-China region for certain of the former FCDI activities. The quality of the materials and activities - especially in areas of trade facilitation, investment promotion, e-business and ICT, GMS Business Forum activities, and global value chains – and the extensive participation in the FCDI-supported workshops and training activities offer scope for additional activities. In many of the FCDI activities, little attention was given to follow-up activities once the core activities had been completed.
4. The focus on private sector and business development and the promotion of SMEs, which greatly assisted in directing the FCDI activities to areas that were relevant for most stakeholders, should be continued in the next Phase of the FCDI and in any other ESCAP business-related activities.
5. The FCDI secretariat and other units at ESCAP should continue to leverage their ability to bring together top quality international and regional resources and institutions to run or participate in future capacity building workshops and training courses.
6. The support to the GMS BF should be continued in any suitable and related activities, especially in the next Phase of the FCDI. This will play important roles in linking into the private sector networks of the GMS BF and in partnering with the ADB.
7. ESCAP should give considerable attention to identifying critical partnerships for the next Phase of the FCDI – covering other multilateral and bilateral development partners, involved government agencies, academic institutions, regional and international research institutes, and other related sections and divisions within ESCAP.
8. In the next Phase of the FCDI (and other similar ESCAP activities), and particularly for longer-term activities, adequate resources should be budgeted for the technical and administrative demands of the programme.
9. In the next Phase of the FCDI (and other similar ESCAP activities), staff resources must be made available to ensure that communications between ESCAP and the participants in the activities are effective and support all aspects of the programme.
10. In the next Phase of the FCDI (and other similar ambitious ESCAP activities), the wide range of activities – workshops, training courses, follow-up, and especially publications - should be carefully planned and coordinated to ensure the effectiveness and sustainability of the overall programme.
11. In the next Phase of the FCDI (and other similar ESCAP activities), much greater efforts should be made to screen and select participants for the workshops and capacity building activities.
12. In the next Phase of the FCDI (and other similar ESCAP activities), any training and other workshop materials should be produced and distributed well in advance of the activity.
13. In the next Phase of the FCDI (and other similar ESCAP activities), care should be taken, when necessary, to produce any training and other workshop materials in local languages, and to place emphasis on materials to facilitate better understanding of technical terms.
14. In the next Phase of the FCDI (and other similar ESCAP activities), resources should be made available to ensure that resource persons have adequate knowledge of the regional or country context and conditions.

15. In the next Phase of the FCDI (and other similar ESCAP activities), a comprehensive monitoring and evaluation framework should be introduced at the beginning of the programme and implemented throughout the programme's activities and beyond.

Annex 1: Terms of Reference and Work Schedule

<p>1. Background</p> <p>UNESCAP has implemented technical assistance activities on enterprise development in the Greater Mekong Subregion (GMS) under the framework of the Comprehensive Development of Indo-China (FCDI) since its inception in 1994. UNESCAP formulated eight phases of this Japanese funded programme, which dealt with many critical enterprise development issues, such as management skill development, workforce development, investment and trade policy dialogue, trade facilitation, business networking, e-commerce and other activities. Before entering into the final phase of the programme, UNESCAP has decided to conduct a comprehensive programme review for all phases of the programme conducted thus far in order to develop new strategies and associated activities to effectively tackle the emerging challenges of enterprise development in the GMS.</p>	
<p>2. Objectives</p> <p>Under the general direction of the Chief, Investment and Enterprise Development Section (IEDS), Trade and Investment Division, and the direct supervision of the staff member of IEDS, the expert will conduct an evaluation of all phases of the Forum for the Comprehensive Development of Indo-China (FCDI) and propose new strategies for technical assistance activities on enterprise development in the GMS.</p>	
<p>3. Outputs from the work assignment</p>	
<p>Outputs:</p>	
1. Prepare the evaluation methodology, scope, key evaluation questions, and detailed schedule. The evaluation should address the programme's impact, relevance, effectiveness, and sustainability.	
2. Provide summaries of the key issues and themes discerned from the country interviews.	
3. Prepare a draft evaluation including an initial proposal for new technical assistance activities.	
4. Make a presentation on the results of the evaluation at ESCAP	
5. Prepare and submit the final evaluation, including a new programme proposal.	
<p>How are the outputs to be delivered?</p> <p>The outputs are to be delivered as stated above and according to the following principles:</p> <ul style="list-style-type: none"> a) The evaluation shall be conducted accessing internal ESCAP documents and secondary materials as well as based on both in-person and telephone interviews with internal and external stakeholders. b) The evaluation shall focus on the outcomes and challenges of the entire programme and identify critical areas for ESCAP's further technical assistance on enterprise development. c) The proposal for new strategies and associated activities shall give special attention to the present development of the East-West Economic Corridor and the Development Triangle. d) The content of the evaluation shall be approved by TID before payment is made. e) Close contact should be maintained with the concerned TID staff members in order to exchange views and ensure successful conclusion of the evaluation. f) The evaluation will be drafted in English and will consist of approximately 30 pages (single line spacing with 12-point font), excluding references and appendices, but including a half page executive summary, tables and figures. 	

The table below presents a detailed listing of the main project activities and proposed timeline for project implementation. Throughout the project period efforts were made to contact additional stakeholders that participated in past activities of the FCDI and potential stakeholders for the proposed new activities.

Overall Time Line and Task Descriptions	
Evaluative Review of the FCDI and New Strategies	
Activities	Activity Dates:
2. Background research and preparation of methodology	Prior to November 9 2008 (Phnom Penh)
3. Prepare the Evaluative Review methodology, scope, key Evaluative Review questions, and detailed schedule. The Evaluative Review should address the programme's impact, relevance, effectiveness, and sustainability. Carefully review internal ESCAP documents and secondary materials as well as based on both in-person and telephone interviews with internal and external stakeholders based in Bangkok.	9-15 November 2008 (Bangkok)
3. Submit the Evaluative Review methodology, scope, key Evaluative Review questions, strategies and detailed schedule.	26 November 2008
4. Visit to Lao PDR to undertake in-person and telephone interviews with internal and external stakeholders based in Vientiane	2-6 December 2008 (Vientiane)
5. Visit to Hanoi to undertake in-person and telephone interviews with internal and external stakeholders based in Hanoi	9-13 December 2008 (Hanoi)
6. In-person and telephone interviews in Phnom Penh with internal and external stakeholders based in Phnom Penh	During the period November 26 to December 14 2008 (Phnom Penh)
7. Interim visit to Bangkok to discuss summaries of the key issues and themes discerned from the country interviews, and to (a) finalize compilation of materials and activities; and (b) follow up on key interviews and undertake additional ones where necessary.	14-19 December 2008
8. Prepare a draft Evaluative Review, including an initial proposal for new technical assistance activities.	20 March 2009
9. Make a presentation on the results of the draft Evaluative Review at ESCAP	26 March 2009 (Bangkok)
10. Prepare and submit the final Evaluative Review, including a new programme proposal.	20 April 2009

Annex 2. List of Selected Publications of the FCDI

In addition to the numerous sets of workshop, training course and related materials, the FCDI has supported the production of a number of books and manuscripts. The selected list below illustrates the range of these publications and how they relate to the capacity building exercises and awareness raising activities of the FCDI programme.

- Economic and Social Commission for Asia and the Pacific. *Strengthening Capacities in Trade, Investment and the Environment for the Comprehensive Development of Indo-china*. Studies in Trade and Investment 1. United Nations, New York, 1995.
- Economic and Social Commission for Asia and the Pacific. *Private Sector Development and ODA in Indochina*. Studies in Trade and Investment 25. United Nations, New York, 1997.
- Economic and Social Commission for Asia and the Pacific, *Guidelines on Integrated Planning for Sustainable Tourism Development*. United Nations, New York, 1999. (Produced in the Vietnamese language as well)
- Economic and Social Commission for Asia and the Pacific. *Private Sector Perspectives in the Greater Mekong Subregion*. Studies in Trade and Investment 42. United Nations, New York, 2000.
- Economic and Social Commission for Asia and the Pacific. *The Private Sector and ASEAN Business Opportunities: Cambodia, Lao People's Democratic Republic, Myanmar and Viet Nam*. Bangkok 1999.
- Economic and Social Commission for Asia and the Pacific. *Proceedings of the Greater Mekong Subregion (GMS) Business Sector Meeting, 9 February 2000, Bangkok, Thailand and Enhancing the Business Sector's Role in the Greater Mekong Subregion: A Concept Paper*. United Nations, Bangkok, 2000.
- Economic and Social Commission for Asia and the Pacific. ESCAP Management Training Course in Myanmar, July 2000: Project Documents. United Nations, Bangkok, May 2001.
- Economic and Social Commission for Asia and the Pacific. *Greater Mekong Subregion Business Handbook*. United Nations, New York, 2002.
- Economic and Social Commission for Asia and the Pacific. *Trade Facilitation Handbook for the Greater Mekong Subregion*. United Nations, New York, 2002.
- Economic and Social Commission for Asia and the Pacific. *Regulations, Policies and Legal Frameworks Related to ICT: International Management Standards for ICT Development in the Greater Mekong Subregion*. United Nations, New York, 2005.
- Economic and Social Commission for Asia and the Pacific. *Linking Greater Mekong Sub region Enterprises to International Markets: The Role of Global Value Chains, International Production Networks and Enterprise Clusters*. Studies in Trade and Investment 59. United Nations, New York, 2007.

Annex 3. People Met/Contacted²⁶

Location	Meeting With	Contact Details	Notes
UNESCAP, Thailand	Mr. Xuan Zengpai Director Ms. Atsuko Okuda, IT Officer	Information and Communications Technology and Disaster Risk Reduction Division	
	Mr. Eduard Rene Bastiaans, Chief, Technical Cooperation Section Mr. David Hartstone, Programme Management Officer	Programme Management Division	
	Ms. Tiziana Bonapace, Chief, Macroeconomic Policy and Analysis Section	Macroeconomic Policy and Development Division	
	Mr. Barry Cable, Director Mr. Jean-Louis Vignuda, Economic Affairs Officer (Tourism)	Transport Division	
	Mr. Ravi Ratnayake, Director Mr. Marinus W. Sikel, Chief, Private Sector and Development Section Ms. Shamika Sirimanne, Chief, Trade Facilitation Section Mr. Joong –Wan Cho, Chief, Trade Policy Section Mr. Masato Abe, Economic Affairs Officer Mr. Peng Bin, Economic Affairs Officer Ms. Maria Misovicova, Economic Affairs Officer Mr. Marc Proksch, Economic Affairs Officer Mr. Yann Duval, Economic Affairs Officer Ms. Marit Nilses, Economic Affairs Officer Mr. Naylin Oo, Associate Economic Affairs Officer	Trade and Investment Division	
Phnom Penh, Cambodia	Mr. Vanndy Hem Programs Officer Economics and Finance Cambodia Resident Mission	Asian Development Bank 29, Suramarit Blvd.(268) Sangkat Chaktomuk.Khan Daun Penh, Phnom Cambodia. Tel: +855 23 21 5805; Fax: +855 23 21 5807 MB: + 855 12 667 234 E-mail: vhem@adb.org	<ul style="list-style-type: none"> • Economic analyst • Now moved to the Council of Ministers • One ADB project to improve agriculture value chains in general

²⁶

The list of people met and contacted includes all contacts made during the missions to Bangkok, Hanoi, Phnom Penh and Vientiane, as well as three persons that responded to email questionnaires (one from the GMS Potato Supply Chain project and two from the Management Training Course on Trade Facilitation and Promotion for CLMV Enterprises). The table includes comments on each of the individuals and could be used as one source of potential participants in future ESCAP value chain projects.

Location	Meeting With	Contact Details	Notes
	Eric Sidgwick Senior Country Economist	Cambodia Resident Mission Asian Development Bank 29 Suramarit Blvd. (St. 268), Phnom Penh Tel: + 855 23 216 417 Local 227, Fax: + 855 23 215 807 Email: esidgwick@adb.org	<ul style="list-style-type: none"> Involved in some agriculture projects and a major SME intervention through the Ministry of Industry, Mines and Energy
	Charles Schneider Program Manager, Business Enabling Environment	Advisory Services, Mekong Region International Finance Corporation (IFC) 70 Norodom Blvd., Phnom Penh, Cambodia Tel: +855 23 210922 ;Fax: +855 23 215157 Cell: +855 17 555646 Email: Cschneider@ifc.org	<ul style="list-style-type: none"> Formerly with MPDF in Cambodia and Lao PDR Involved in several value chain activities
	Stephane Guimbert, Sr. Country Economist	World Bank, Cambodia Office 113 Norodom Blvd, Phnom Penh, Cambodia Tel: (855-23) 217 301 E-mail: sguimbert@worldbank.org	<ul style="list-style-type: none"> Working a lot on investment climate issues; no longer so much on value chains
	Mr. Peter Bolster, Chief Technical Advisor, Private Sector Promotion	GTZ, N°.5, Street 310 Boeung Keng Kang I P.O.Box 81, Phnom Penh Cambodia. Tel: (855) 23 72 63 44; Fax: (855) 23 72 63 45 MB: (855) 12 33 32 47 E-mail : peter.bolster@gtz.de	<ul style="list-style-type: none"> Supported several value chain projects and interested in doing more
	Dr. Ralf Muller Trade Promotion Advisor	Ministry of Commerce No 65, Street 136, Phnom Penh, Kingdom of Cambodia. Tel: +855 23 22 14 97; MB: +855 1230 87 96 E-mail: ralf.mueller@cimonline.de	<ul style="list-style-type: none"> Heavily involved in agro-business and related value chains at the Ministry of Commerce
	Mr. Chan Sophal Senior Research Manager Economy, Trade and Regional Cooperation Unit	CDRI Cambodia Development Policy Research Institute 56 Street 315, Toul Kork. PO Box 622 Phnom Penh, Cambodia Tel: (855-23) 881 701, 881 384 Fax: (855-23) 880 734; MB: (855-12) 97 92 98 E-mail: sophal@cdri.forum.org.kh or Sophal.chan@gmail.com	<ul style="list-style-type: none"> A major Cambodian research institute with regional interests – including regional value chains
	Ms. Jolanda Jonkhart Programme Officer for Economic Affairs and Cooperation	European Union Delegation of the European Commission to Cambodia #1, Street 21. Tonle Bassac, Chamkarmon, Phnom Penh. PO. Box 2301 Tel: (855-23) 220 611/2 , 216 996 Fax: (855-23) 216 997 E-mail: jolanda.jonkhart@ec.europa.eu	<ul style="list-style-type: none"> The EU is funding a major project working on value chains in rice, cashews, and fruits and vegetables – working through the Cambodian IFC office

Location	Meeting With	Contact Details	Notes
	Mr. Iv Phirun Senior Agriculture Officer IPM Specialist	Ministry of Agriculture, Forestry and Fisheries No.200, Phreah Norodom Blvd, Sangkat Tole Bassac, Chamkamom Phnom Penh Cambodia Tel: (855-11) 828 461/ 012 826 199 E-mail: ivphirun@gmail.com	<ul style="list-style-type: none"> Member of the GMS Potato Supply Chain activity Cambodia grows few potatoes
	Mr. Natharoun NGO GSB / Private sector focal point	UNDP Cambodia No 53 rue Pasteur Tel: +855 (23) 216 167 ext: 230 Fax: +855 (23) 216 E-mail: natharoun.ngo@undp.org	<ul style="list-style-type: none"> Starting a new project to develop a UNDP private sector strategy for Cambodia – interested to consider value chain issues as a part of this
	Mr. Doung Poullang Project Analyst Agribusiness Supply Chain Linkages Program	IFC International Finance Corporation World Bank Group MPDF 70, Norodom Blvd. Sangkat Chey Chumnas. PO. Box 1115. Phnom Penh Tel: (855-23) 210 922; Fax: (855-23) 215 157 MB: (855-12) 510 538 E-mail: pdoung@ifc.org	<ul style="list-style-type: none"> Implementing the EU funded project (see above)
	Mrs. Lay Navinn Department Director	Ministry of Industry Mines and Energy Small Industry and Handicraft Department. #45, Preah Norodom Blvd. Khan Daun Penh, Phnom Penh Tel: (855-23) 222 504; MB: (855-12) 845 567 E-mail: lay.navinn@yahoo.com	<ul style="list-style-type: none"> Coordinating a major ADB-funded SME promotion project So clearly interested in GVCs and SMEs
	Mr. Hou Leng Deputy Director General Responsible For Metrology And Industrial Property National UNIDO Project Coordinator	Ministry of Industry Mines and Energy #45, Preah Norodom Blvd. Khan Daun Penh, Phnom Penh. Tel/Fax : (855-23) 218 026 MB: (855-23) 854 806 E-mail: hou_leng@yahoo.com	<ul style="list-style-type: none"> See above
	Mr. Nguon Meng Tech Director General	Cambodia Chamber of Commerce Building N°. 7D, Russian Blvd (110) Sangkat Tek Laok, Khan Toul Kork Phnom Penh, Cambodia Tel: (855-23) 880 795; Fax: (855-23) 881 757 MB: (855-12) 981 666 E-mail: meng-tech.pccc@everyday.com.kh	<ul style="list-style-type: none"> Supported the GMS BF focus on value chains Sees this as an opportunity for the Chamber to support SMEs and provincial enterprises
	Mr. Keo Nimet International Relations Manager.	Cambodia Chamber of Commerce Building N°. 7D, Russian Blvd (110) Sangkat Tek Laok, Khan Toul kork Phnom Penh, Cambodia Tel: (855-23) 881 086; Fax: (855-23) 881 757 MB: (855-12) 957 671 E-mail: pccc@camnet.com.kh	<ul style="list-style-type: none"> See above

Location	Meeting With	Contact Details	Notes
	Mr. Stephen Paterson, Advisor/Lecturer	National University of Management Street 96, Khan Daun Penh, Phnom Penh, Kingdom of Cambodia Tel: (855) 12 887 693; Fax: (855) 23 427105 E-mail: paterson2@online.com.kh	<ul style="list-style-type: none"> • A quality business-oriented higher education institute interested in partnering on value chain projects
	Dr. Kang Chandararot, Director & Head of Economics Unit	Cambodia Institute of Development Study (CIDS) 779 A. Kampuchea Krom Blvd. Toek Laak I, Tuol Kork, Phnom Penh, Cambodia 12156 (P.O. Box 1658, Phnom Penh, Cambodia 12000) Tel: +855 23 355 569 Fax: +855 23 355 569 E-mail: k_cdrrot@yahoo.com	<ul style="list-style-type: none"> • A research center focusing on rural development issues – including business development and value chains
	Joshua Morris Partner and Director	Emerging Markets Consulting , Level 2, The Hong Kong Centre, Sothearos Blvd., Phnom Penh, Kingdom of Cambodia P/F: +855 (23) 221890; M: +855 (15) 816550 josh.morris@emergingmarkets.com.kh	<ul style="list-style-type: none"> • Business and policy consulting group with experience in business and value chain consulting
	Dr. Sok Hach, President and Director	Economic Institute of Cambodia, Suite 234, Phnom Penh Center, Corner Streets 274 & 3, Phnom Penh 12301, Cambodia Tel: 023 987 941; Fax: 023 224 626 E-mail: hach.sok@eicambodia.org	<ul style="list-style-type: none"> • A research institute with extensive experience in business analysis • Recent interest in rice milling
	Mr. Borith Sun Team Leader, Value Chains	DAI - Cambodia MSME2/BEE Project Funded by USAID Room 588, Phnom Penh Center, Building F, Corner street 274/3, Tonle Bassac Phnom Penh, Cambodia Tel: (855) 23 222 496/997 Fax: (855) 23 222 495; MB: (855) 12 818 011 E-mail: boreth_sun@dai.com	<ul style="list-style-type: none"> • The team leader on the large USAID project dealing with value chain support for SMEs and provincial enterprises
	Mr. Chanthol SUN Senior Minister and Vice Chairman, Council for the Development of Cambodia.	Government Palace, Phnom Penh Kingdom of Cambodia Tel: (855) 23 990 946; Fax: (855) 23 990 945 MB: (855) 12 533 777 E-mail: chantholsun@yahoo.com	<ul style="list-style-type: none"> • Developing a new investment promotion strategy and interested to explore the possible application of value chains
	Mr. Takao Iwana JICA Expert (CDC) (Investment Environment Improvement/FDI Promotion)	Council for the Development of Cambodia Government Palace, Wat Phnom, Phnom Penh, Kingdom of Cambodia. MB: (855) 12 909 239 E-mail: Iwanatakao716@yahoo.com	<ul style="list-style-type: none"> • Commencing a major new project to restructure the Cambodia Investment Board – interested in capacity building materials

Location	Meeting With	Contact Details	Notes
Vientiane, Lao PDR	Dr. Sonphet Inthavong Deputy Director General	Prime Minister's Office Business Promotion Office N° 100, Lanexang Ave Vientiane Capital, Lao PDR Tel: (856-21) 21 3915; Fax: (856-21) 21 9678 E-mail: sonphet@laotel.com or sonphet111@yahoo.com	<ul style="list-style-type: none"> • Participant in the Investment Promotion Training Course • Former manager of the SEZA in Central Lao PDR
	Mr. Somsack Kethongsa Project Manager. Organic Rice Project Pro Rice, Helvetas	Ministry of Agriculture and Forestry Department of Agriculture Swiss Association for International Cooperation. Dongpalanethong Village, Sisattanak District, Vientiane Capital Lao PDR Tel/Fax : (856-21) 453 340/1 MB: (856-20) 220 3872 E-mail: kethongsa@yahoo.com	<ul style="list-style-type: none"> • Active in a number of organic agriculture value chains
	Mr. Andrew Wilson Marketing Advisor PROFIL II Project Helvetas	Ministry of Agriculture and Forestry Department of Agriculture Swiss Association for International Cooperation. Dongpalanethong Village, Sisattanak District, Vientiane Capital Lao PDR Tel/Fax : (856-21) 263 189 MB: (856-20) 286 4836 E-mail: andrewwilson@laoprofil.org	<ul style="list-style-type: none"> • Active in a number of organic agriculture value chains
	Mr. Ruedi Luthi Country Representative Helvetas Lao	Ministry of Agriculture and Forestry, Department of Agriculture Swiss Association for International Cooperation. Dongpalanethong Village, Sisattanak District, Vientiane Capital Lao PDR Tel/Fax : (856-21) 453 340/1 MB: (856-20) 246 6873 E-mail: Rudolf.luethi@helvetas.org	<ul style="list-style-type: none"> • Active in a number of organic agriculture value chains
	Ms. Sonam Yangchen Rana Resident Coordinator United Nations Resident Representative	United Nations Development Programme Lane Xang Avenue, PO. Box 345 Vientiane Capital, Lao PDR Tel: (856-21) 267777 Fax: (856-21) 264939, 267799 E-mail: sonam.yangchen.rana@undp.org	<ul style="list-style-type: none"> • Strongly offered logistic and related support for any follow up ESCAP value chain project
	Mr. Latsany Phakdisoth Programme Analyst Poverty Reduction Unit	United Nations Development Programme Lane Xang Avenue, PO. Box 345 Vientiane Capital, Lao PDR Tel: (856-21) 267777 Ext. 737 Fax: (856-21) 264939, 267799 MB: (856-20) 5602281 E-mail: latsany.phakdisoth@undp.org	<ul style="list-style-type: none"> • See above
	Ms. Verena Linneweber Head, Office of the United Nations Resident Coordinator In Lao PDR	United Nations Development Programme Lane Xang Avenue, PO. Box 345 Vientiane Capital, Lao PDR Tel: (856-21) 267748; Fax: (856-21) 267799 MB: (856-20) 551 9970 E-mail: sonam.yangchen.rana@undp.org	<ul style="list-style-type: none"> • See above

Location	Meeting With	Contact Details	Notes
	Mr. Oudet Souvannavong Secretary General	Greater Mekong Subregion Business Forum Unit 08 Vatchantha Village N° 74 Inpeng Street, Chanthabury District. Vientiane Lao PDR. Tel: (856-21) 264 330; Fax: (856-21) 264 331 MB: (856-20) 551 3507 E-mail: gmsbf.sg@gmail.com or oudet.souvannavong@gmail.com	<ul style="list-style-type: none"> • Director of the GMS BF • Very keen on future value chain activities
	Ms. Alounvanh Visouvannavongsa Assistant Program Coordinator	Greater Mekong Subregion Business Forum Unit 08 Vatchantha Village N° 74 Inpeng Street, Chanthabury District. Vientiane Lao PDR. Tel: (856-21) 264 330; Fax: (856-21) 264 331 MB: (856-20) 220 3831 E-mail: gmsbfvte@gmail.com	<ul style="list-style-type: none"> • See above
	Ms. Sengxay Phousinghoa Private Sector Development Specialist	The World Bank Patou Xay, Nehru Road. PO. Box UN 345 Vientiane Lao PDR Tel: (856-21) 450011 Ext. 216 Fax: (856-21) 414210; MB: (856-20) 2221335 E-mail: sphousinghoa@worldbank.org	<ul style="list-style-type: none"> • Useful source of information and ongoing projects – including the Multi-Donor Trust Fund for Trade
	Mr. Christopher T. Hnanguie Country Economist (Lao PDR) Lao PDR Resident Mission	Asian Development Bank Corner of Lane Xang Avenue and Samsenthai Road. PO. Box 9724, Vientiane, Lao PDR Tel: (856-21) 250 444; Fax: (856-21) 250 333 E-mail: chnanguie@adb.org	<ul style="list-style-type: none"> • Cited the GMS GVC project being implemented from the Bangkok office of ADB
	Mr. Kolakanh Khamphilavong Consultant (Project Analyst- Regional Cooperation) Lao PDR Resident Mission	Asian Development Bank Corner of Lane Xang Avenue and Samsenthai Road. PO. Box 9724, Vientiane, Lao PDR Tel: (856-21) 250 444; Fax: (856-21) 250 333 E-mail: kkhamphilavong@adb.org	<ul style="list-style-type: none"> • See above
	Mrs. Chanthao Pathammvong President	Lao Businesswomen's Association Kaisone Phomvihane Ave., Phonphanao Saysetha District, Vientiane. Tel/Fax: (856-21) 453 554 MB: (856-20) 551 2860 E-mail: lbwa@laotel.com or chanthao@laopdr.com	<ul style="list-style-type: none"> • Participant in the Trade Facilitation and Promotion course • Interested in value chains as they relate to women entrepreneurs
	Mr. Somdy Inmyxai Director General SMEPDO	SME Promotion and Development Office Ministry of Industry and Commerce Nong bone Road, PO. Box 474 Vientiane, Lao PDR Tel: (856-21) 414 065; Fax: (856-21) 263 590 MB: (856-20) 551 3193, 980 1580 E-mail: info@smepdo.org or sinmyxai@smepdo.org	<ul style="list-style-type: none"> • Very interesting thoughts on value chains and their relevance for SMEs and provincial businesses

Location	Meeting With	Contact Details	Notes
	Mr. Bountheung Douangsavanh Director Policy Research Division	SME Promotion and Development Office Ministry of Industry and Commerce Nong bone Road, PO. Box 474 Vientiane, Lao PDR Tel: (856-21) 414 064; Fax: (856-21) 263 590 MB: (856-20) 2425793 E-mail: bountheung@yahoo.com	<ul style="list-style-type: none"> • See above
	Mr. Mark Taylor Manager	Emerging Markets Consulting Private Sector Development & Business Consultants 45/06 Setthathirath Rd. Hongkad Building, Ban Haisok. PO. Box 5438 Vientiane, Lao PDR Tel/Fax: (856-21) 219875 E-mail: mark.taylor@emergingmarkets.com.la	<ul style="list-style-type: none"> • A consulting firm with considerable experience in issues of business environment and value chains
	Ms. Kongpanh Kanyavong, Deputy Director of Agricultural Research Center	National Agricultural and Forestry Research Institute, Ministry of Agriculture and Forestry Vientiane, Lao PDR Tel: 856-20-5601465 Email: kk_kongpanh@yahoo.com	<ul style="list-style-type: none"> • Member of the GMS Potato Supply Chain activity • Interested in follow-up agro-business value chain projects
	Dr. Khamlusa Nouansavanh Assoc. Prof., and Dean	Faculty of Economics and Business Management, National University of Laos, PO.Box.7322, Dongdok, Vientiane Capital, Lao PDR Tel: (856-21) 720 160; Home : (856-21) 216283 E-mail: khamlusa@yahoo.com	<ul style="list-style-type: none"> • Interested to be an academic resource to develop and channel value chain concepts to business students
	Mr. Peter Fogde Forest Engineer and Director	Burapha Agro. Forestry Co., Ltd 46 Kaysone Phomvihane Road Ban Phonesaath. PO. Box 3144 Vientiane, Lao PDR Tel: (856-21) 451841, 451842 Fax: (856-21) 451844 E-mail: bafco@laopdr.com	<ul style="list-style-type: none"> • A business and consulting firm with investment experience in furniture and dairy industries
	Mr. Manothong Vongsay Deputy Director General	Committee for Planning and Investment Luangprabang Road. Vientiane Capital Lao PDR Tel: (856-21) 222691; Fax: (856-21) 215491 E-mail: vongsaym@yahoo.com	<ul style="list-style-type: none"> • Expressed strong interest in further investment promotion capacity building
	Mr. Kissana Vongsay, President,	Lao National Chamber of Commerce and Industry, Phonphanao Village, Kaysone Phomvihane Aveaue. Saysettha District Vientiane, Lao PDR. PO. Box 4596 Tel: (856-21) 453312,720456 Fax: (856-21) 452580; MB: (856-20) 5599153 E-mail: lncci@laopdr.com	<ul style="list-style-type: none"> • Interested in value chains along the East-West Economic Corridor • Particularly endorsed the idea of the GMS Freight Forwarders Association

Location	Meeting With	Contact Details	Notes
	Mr. Khanthavong Dalavong Secretary General	Lao National Chamber of Commerce and Industry. Phonphanao Village, Kaysone Phomvihane Avenue. Saysettha District Vientiane, Lao PDR. PO. Box 4596 Tel: (856-21) 453312,720456 Fax: (856-21) 452580; MB: (856-20) 5599153 E-mail: lncci@laopdr.com	<ul style="list-style-type: none"> • New head of the Lao National Chamber of Commerce and Industry • Most interested in the GVC idea as a focus for the Chamber
	Mr. Noulack Phounmalay, Director of Administration	Lao Textile and Garment Industry Group, 194 Luangprabang Road, Ban Khuntathong, Vientiane, Lao PDR Tel: (856-21) 214-450; Fax: (856-21) 216-993 E-mail: textilao@laotel.com	<ul style="list-style-type: none"> • Participant in the Trade Facilitation and Promotion course • Responded by email favorably
	Mr. Mouane Simoungkhot Senior Consultant General Director	Lao Interconsult Co., Ltd.. Sokpaluang Road, Ban Saphanthong Tai PO. Box 7039. Vientiane. Lao PDR Tel: (856-21) 313 082; Fax: (856-21) 350 917 E-mail: mmsmk@laotel.com	<ul style="list-style-type: none"> • A consulting firm with considerable experience in issues of business environment
	Mr. Sisouphanh Sengsavanh President, Lao Agro-Processing Association,	Lao National Chamber of Commerce and Industry Champa Lao Co., Ltd. B.Nongbone 23 Singha Rd. PO. Box 2030 Vientiane Lao PDR Tel: (856-21) 263800, 413740 Fax: (856-21) 414922,262815 MB: (856-20) 5511298 E-mail: s_sisouphanh@yahoo.com	<ul style="list-style-type: none"> • Firmly committed to organic value chains; and active in policy formulation • Not familiar with the GMS Potato Supply Chain activity
	Mr. Sinouk Sisombat CEO	Sinouk Café Lao Ltd. Km 9, Thadeua Road, Vientiane, Lao PDR Tel/Fax (856-21) 312 150 MB: (856-20) 5530495 E-mail: sinouk@laopdr.com	<ul style="list-style-type: none"> • Active as a major producer in the organic coffee value chain
Thailand	Mr. Jean-Pierre Verbiest Director, Thailand Resident Mission	Asian Development Bank 23 rd Floor, the Offices at Central World 999/9 Rama 1 Road, Pathumwan, Bangkok 10330 Thailand. Tel: +66 2 263 5350; Fax: +66 2 263 5301 E-mail: jpverbiest@adb.org	<ul style="list-style-type: none"> • Strongly interested in (a) support to the GMS BF; and (b) regional value chains
	Rattanatay Luanglatbandith Regional Cooperation Economist	Thailand Resident Mission Asian Development Bank 23 rd Floor, The Offices at Central World 999/9 Rama 1 Road, Wangmai, Pathumwan Bangkok 10330 Thailand Tel: +66 2 263 5345; Fax: +66 2 263 5301 E-mail: rluanglatbandith@adb.org	<ul style="list-style-type: none"> • Coordinator of an ADB project on scoping GMS value chains • Interested in cooperation with ESCAP

Location	Meeting With	Contact Details	Notes
	Dr. Wimonkan Kosumas Director Office of International Cooperation	Office of SMEs Promotion 21 TST Tower, Fl. G.17-20 th . Viphavadi-Rangsit Road Chomphon, Jatujak, Bangkok Thailand 10900 Tel: +66 2 278 8800; Fax: +66 2 273 8850 E-mail: wimonkan@sme.go.th	<ul style="list-style-type: none"> • Member of the GMS Potato Supply Chain Activity • Most interested in follow-up value chain projects
	Mrs. Pitsawat Buara Horticulture Research Institute	Department of Agriculture Phaholyotin Road Chatuchak, Bangkok 10900 Email: pitsawat_hort@hotmail.com Tel 66-2 -5790583; Fax 66-2- 5614667	<ul style="list-style-type: none"> • Member of the GMS Potato Supply Chain activity • Responded by email
	Mr. Izuru Kobayashi Representative for Asia Pacific Region	JODC Japan Overseas Development Corporation Nantawan Bldg., 16 th Floor 161 Rajdamri Road, Pathumwan, Bangkok 10330, Thailand. Tel: +66 2 255 2310-1; Fax: +66 2 255 2372 MB: +66 81 841 5001 E-mail: kobayashi@jodcbkk.com	<ul style="list-style-type: none"> • Interested in value chains and in considering participation in a follow-up project
	Mr. Masatoshi Sato Counselor and Deputy Permanent Representative of Japan to ESCAP	Embassy of Japan 177 Witthayu Road, Lumpini, Pathum Wan, Bangkok 10330, Thailand Tel: +66 2 696 3000 Ext. 531 Fax: +66 2 696 3017 E-mail: masatoshi.sato@mofa.go.jp	<ul style="list-style-type: none"> • Responsible party at the Bangkok Japanese Embassy • Keen to see the FCDI succeed
	Mr. Masahide Hirokawa First Secretary and Deputy Permanent Representative of Japan to ESCAP	Embassy of Japan 177 Witthayu Road, Lumpini, Pathum Wan, Bangkok 10330, Thailand Tel: +66 2 696 3000 Ext. 532 Fax: +66 2 696 3017 E-mail: masahide.hirokawa@mofa.go.jp	<ul style="list-style-type: none"> • Responsible party at the Bangkok Japanese Embassy • Keen to see the FCDI succeed
	Dr. Jingjai Hanchanlash Former Chairman of the GMS BF and Member of the Board	Thai Chamber of Commerce 102 Na Ranong Road, Klong Teoy Bangkok 10110 Tel: (66-2) 240 3284; Fax: (66-2) 240 3286 Email: jingjai@loxley.co.th	<ul style="list-style-type: none"> • Very keen to involve the GMS BF in value chain activities
	Ms. Supranee Termrungruanglert Program Coordinator	Greater Mekong Subregion Business Forum 150 Rajabopit Rd, Pranakom. Bangkok 10200 Thailand Tel: +66 2 622 2372; Fax: +66 2 622 2373 E-mail: gmsbfkk@gmail.com	<ul style="list-style-type: none"> • Staff of GMS BF
	Ms. Veenaporn Intuwattanukul Administrative Agent	Greater Mekong Subregion Business Forum 150 Rajabopit Rd, Pranakom. Bangkok 10200 Thailand Tel: +66 2 622 2372; Fax: +66 2 622 2373 E-mail: gmsbfkk@yahoo.com.th	<ul style="list-style-type: none"> • Staff of GMS BF

Location	Meeting With	Contact Details	Notes
	Mr. Arkhom Termpittayapaisith Deputy Secretary-General	National Economic and Social Development Board (NESDB) 962 Krung Kasem Road. Bangkok 10100 Tel: +66 2280 4085 Ext. 6161 Fax: +66 2282 4192 E-mail: arkhom@nesdb.go.th	<ul style="list-style-type: none"> • Senior planner who expressed strong interest in GMS value chains
	Ms. Chompunuch Ramanvongse Policy and Plan Analyst	Office of the National Economic and Social Development Board International Economic Strategy Unit 962 Krung Kasem Road. Bangkok 10100 Tel: +66 2280 4085 Ext. 3320 Fax: +66 2281 9882 E-mail: chompunuch@nesdb.go.th	<ul style="list-style-type: none"> • See above
	Ms. Sirima Tohmeena Policy and Plan Analyst	Office of the National Economic and Social Development Board International Economic Strategy Unit 962 Krung Kasem Road. Bangkok 10100 Tel: +66 2280 4085 Ext. 3317 Fax: +66 2281 9882 E-mail: sirima@nesdb.go.th	<ul style="list-style-type: none"> • See above
	Mr. Wanlop Pichpongsa Deputy Managing Director STC Group	Capital Rice Co., Ltd. 27 th Floor, Thaisri Tower 126/104-113,115 Krung Thonburi Rd., Klong Sam, Bangkok 10600 Thailand. Tel: +66 2439 4848; Fax: +66 2439 4883/4 E-mail: export@capitalrice.com	<ul style="list-style-type: none"> • Manager of the Thai Organic Agriculture Association
	Ms. Prapaporn Veerakij	Earth Net Foundation 6 Soi Piboonupatam-wattana Nivej 7, Suthisam Rd, Huay-Kwang Bangkok 10310 Tel: +66 2277 9380-1, 2277 9653 Fax: +66 2277 9654; MB: +66 862 733 533 E-mail: prapaporn@greenet.or.th oron.greenet@gmail.com	<ul style="list-style-type: none"> • Involved in organic and natural food value chains in Thailand and the region
	Ms. Boonjira Tanruang Manager	Earth Net Foundation 6 Soi Piboonupatam-wattana Nivej 7, Suthisam Rd, Huay-Kwang Bangkok 10310 Tel: +66 2277 9380-1, 2277 9653 Fax: +66 2277 9654 E-mail: manager@greenet.or.th	<ul style="list-style-type: none"> • Involved in organic and natural food value chains in Thailand and the region
	Mr. R.J. Gurley, Chief of Party	USAID/ASEAN Competitiveness Enhancement (ACE) Project Queen Sirikit National Conventional Center 2 nd Floor, Zone D, Room 201/14, 60 New Rathchadapisek Road, Bangkok 10110 Tel: +66-2 229-4045; Fax: +66-2 229-4049 E-mail: RGurley@Nathaninc.com	<ul style="list-style-type: none"> • Managing the major USAID ASEAN project on ASEAN value chains in garments and tourism

Location	Meeting With	Contact Details	Notes
	Mr. Noritada Morita Chairman & CEO	Asia Strategy Forum Mayfair Garden #34 Soi 16, Sukhumvit Rd., Bangkok 10110 Tel: (662) 261-8887; Fax: (662) 261-8875 MB: (661) 401-3311	<ul style="list-style-type: none"> Asian Wise Persons' Forum Appreciated the support of the FCDI significantly
Hanoi, Viet Nam	Mr. Alex Warren-Rodriguez Development Economist Country Economist Unit	United Nations Development Programme #25-29 Phan Boi Chau. Hanoi, Viet Nam Tel: (84 4) 942 1495 Ext. 167 Fax: (84 4) 942 4871; MB: 091 323 6865 E-mail: alex.warren@undp.org	<ul style="list-style-type: none"> Useful source of information and offered assistance in any future ESCAP value chain project
	Mr. Hoang Van Dung Senior Vice Executive President	Viet Nam Chamber of Commerce and Industry Add.9 Dao Duy Anh Str., Hanoi Tel: (844) 35742019; Fax: (844) 35742020/30 E-mail: dunghv@vcci.com.vn	<ul style="list-style-type: none"> GMS BF Chairman Fully supportive of value chain focus for the GMS BF
	Mr. Nguyen Tuan Hai International Relations Department	Viet Nam Chamber of Commerce and Industry Add.9 Dao Duy Anh Str., Hanoi Tel: (844) 5742016, 5742022. Ext 307 Fax: (844) 5742020,5742030 E-mail: vcci@fmail.vnn.vn or haint@vcci.com.vn	<ul style="list-style-type: none"> See above
	Dr. Pham Thi Thu Hang Director of Small and Medium Enterprise Promotion Center Director Enterprise Development Foundation.	Viet Nam Chamber of Commerce and Industry International Trade Center Add.9 Dao Duy Anh Str., Hanoi Tel: (844) 35742016, 35742022. Ext 310 Fax: (844) 35742020/16 E-mail: hangptt@vcci.com.vn or khquynh48@yahoo.com	<ul style="list-style-type: none"> Value chain expert with extensive experience in many sectors
	Mme. Pham Chi Lan Senior Consultant Met along with: Le Dang Doanh (former head of the Central Institute for Economic Management); Tel: 090-340-3170 E-mail: ledangdoanh@gmail.com	Office: Add.30A Tran Hung Dao Str, Hanoi, Viet Nam. Home: 48, Lane 12, Dang Thau Mai St., Hanoi, Viet Nam Tel: (844) 7180599; MB: 0913213999 E-mail: phanmchilan@gmail.com	<ul style="list-style-type: none"> Former senior advisor to the Prime Minister and senior VCCI staff Very interested in value chains and willing to be a partner
	Nguyen Van Dinh, Ph.D. Associate Professor of Finance	National Economics University Giai Phong Rd., Hanoi Tel: (844) 8690055, Ext. 138 Fax: (844) 8691682 MB: 0918269999 E-mail: vandinh.nguyen@gmail.com	<ul style="list-style-type: none"> A business-oriented academic institution interested in partnering on value chain issues
	Mr. Bach Tan Sinh Partner	Viet Insight Understanding Viet Nam #39, Lane 255 Vong street, Hai Ba Trung, Hanoi Tel: +844 628 8958; Fax: +844 628 8957 E-mail: sinhbt@vietsight.com.vn	<ul style="list-style-type: none"> Consulting firm in business and technology with interest in the technical aspects of value chains

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	Mr. Vo Hung Dung Director	Viet Nam Chamber of Commerce and Industry Branch in Can Tho Add.9 Dao Duy Anh Str., Hanoi Tel: (844) 710 812 011, 824 918 (109) Fax: 84.710.824169; MB: 0913. 126171 E-mail: canthovcci-hd@hcm.vnn.vn	<ul style="list-style-type: none"> Interested in learning more about the implications of value chains for provincial development
	Mr. Tran Thao Hanh Deputy Chief, Investment Promotion and International Cooperation Division	Ministry of Planning and Investment - Foreign Investment Agency (FIA) 2 Hoang Van Thu, Hanoi, Viet Nam Tel: (844) 734 3759; Fax: (844) 734 3769 E-mail: thaohanh@mpi.gov.vn or tranthaohanh@yahoo.com	<ul style="list-style-type: none"> Extremely interested in capacity building programs for the provincial investment promotion agencies
	Ms. Thai Thu Phuong Deputy Head, Investment Promotion and International Cooperation Division	Ministry of Planning and Investment - Foreign Investment Agency (FIA) 2 Hoang Van Thu, Hanoi, Viet Nam Tel: (844) 734 3758; Fax: (844) 734 3769 MB: 0989 583 566 E-mail: phuongfia@mpi.gov.vn or thaithuphuong@yahoo.com	<ul style="list-style-type: none"> See above
	Mr. Nguyen Trung Chinh Vice Director International Trade Exhibition and Investment Consulting Center	Viet Nam Chamber of Commerce and Industry Trade and Service Company # 33 Ba Trieu Str., Hanoi, Viet Nam Tel: +844 9344 266, 9361 435 Fax: +844 9360 103; MB: 0903 444 350 E-mail: chinhvcciexim@hn.vnn.vn	<ul style="list-style-type: none"> Participant in the Trade Facilitation and Promotion course Purely interested in the business aspects
	Mr. Phan Van Sinh, Deputy General Director	Quang Tri Trading One Member Ltd., Co. Dong Ha Town, Quang Tri Province, Viet Nam Tel: +84-53 850-202; Fax: +84-53 852-695 E-mail: cttmqtri@dng.vnn.vn	<ul style="list-style-type: none"> Participant in the Trade Facilitation and Promotion course Responded by email at length
	Ms. Bui Thu Thuy International Cooperation Division	Agency for Small and Medium Enterprise Development (ASMED) Ministry of Planning and Investment #2 Hoang Van Thu, Hanoi, Viet Nam Tel: +84-80.43231; Fax: +84-4-734.2189 MB: +84-91.309.5553 E-mail: thuybt@business.gov	<ul style="list-style-type: none"> ASMED is involved in many value chain projects and keen to cooperate internationally
	Mr. Ngo Doan Dam. MSc Deputy Director	Viet Nam Academy of Agricultural Science (VAAS) Field Crops Research Institute (FCRI) Office Gia Loc, Hai Duong Viet Nam Tel: +84 0320.3716399; Fax; +84 0320.3716385 MB: +84 0912.190598 E-mail: ngodoandam@vaas.org.vn	<ul style="list-style-type: none"> Member of the GMS Potato Supply Chain activity Very active in the Working Group on Research and Training

Location	Meeting With	Contact Details	Notes
	Mr. Hieu Phan Duc, LL.M Department for Macroeconomic Policy	Ministry of Planning and Investment Central Institute for Economic Management #68 Phan Dinh Phung, Ba Dinh, Hanoi, Viet Nam Tel: 08043670; Fax: 04-8456795 MB: 0912967575 E-mail: hieu@ciem.org.vn	<ul style="list-style-type: none"> • Research institute under the MPI with interest in value chain research
	Mr. Dominic Smith and Mrs. Nguyen Tuyet Minh Directors	International Market Development and Investment JSC. – MDI Room 119, Building A La Thanh Hotel, 218 Doi Can. Tel: 04 7624 775; Fax: 04 7624 776 MB: 0912 140 940 E-mail: minh.nt@mdivietnam.com	<ul style="list-style-type: none"> • Former manager of markets4poor • Presently managing a pro-poor clean agriculture operation
	Mr. Koen den Braber, Country Director	Agricultural Development Denmark Asia (ADDA) Units M4-M4 La Thanh Hotel, 218 Doi Can Street, Hanoi, Viet Nam Tel: (84) 9129-08233 E-mail: koenhuyen@gmail.com	<ul style="list-style-type: none"> • Danish agency heavily involved in agricultural value chains in the north of Viet Nam
	Mr. Jim Winkler, Ph.D. Project Director	VNCI Viet Nam Competitiveness Initiative No.2. 15 th floor. Prime Center Building 53 Quang Trung Street, Hanoi, Viet Nam Tel: (844) 3943 8163. Ext.216 Fax: (844) 3943 8160; MB: (84) 903 200 301 E-mail: jim_winkler@dai.com	<ul style="list-style-type: none"> • Managing a major USAID project that previously worked on value chains
	Mr. Nguyen Thanh Tinh Deputy Chief of Investment Promotion Section	Hanoi Authority for Planning and Investment Hanoi Investment Promotion Center (HIPC) Room 604.16 Cat Linh. Hanoi, Viet Nam Tel: (844) 9263455; Fax: (844) 926 3480 MB: 0948577986 E-mail : hipc@hapi.gov.vn	<ul style="list-style-type: none"> • Counterpart for the Hanoi workshop and interested in further capacity building
	Mr. Noritaka Akamatsu Regional Advisor for Capital Market Development East Asia and Pacific Region	The World Bank, 8 th Floor, 63 Ly Thai To Str., Hanoi, Viet Nam Tel: (844) 9346600. Ext 328 Fax: (844) 9346597; MB: 0904092728 E-mail: nakamatsu@worldbank.org	<ul style="list-style-type: none"> • Reported that the World Bank is not doing much in the value chain area in Viet Nam
Malaysia	Mr. Andrew Hong Chief Executive Officer	Malaysian Textile Manufacturers Association C-9-4, Megan Avenue 1, No.189, Jalan Tun Razak. 50400 Kuala Lumpur, Malaysia Tel: 603 2162 1587; Fax: 603-2162 5148 E-mail: info@mtma.org.my	<ul style="list-style-type: none"> • Presently working with the ACE project on ASEAN garment value chains