



Matrix Strategy Vietnam

OBJECTIVE	The development of export oriented Natural Ingredients Chain for Pharmaceuticals and Cosmetics in Vietnam taking into consideration of economic, technological and environmental & social sustainability criteria facilitated and enhanced as a back stopping and supplementary component to the National NTFP Conservation and Development Strategy in 2006 - 2020.
PRECONDITION	Considering that this programme is developed with the support of entities that promote and control the sustainable use of natural resources, the companies that receive support must commit to adopt the environmental and social criteria as defined by Biotrade.
STRATEGY	The Natural Ingredients Export Promotion Strategy will be developed and implemented in 2007 and 2012, and will continue giving support to the pioneering companies involved in the Biotrade/SIPPO facilitation programme; some new specific activities will allow create general environment to promote the development of the sector. Along the implementation, enlargement for integration of a wider stakeholders including individual action plans is envisaged and undertaken to transform the sector's comparative advantages into exporting market competitiveness.

IMMEDIATE OBJECTIVES	OUTPUTS	ACTIVITIES	EXPECTED RESULTS	INDICATORS	RESPONSIBLE	SUPPORT AND FINANCIAL SOURCES	PERIOD	Results of activities	
1. Technical, productive, technological, legal and commercial requirements are partly fulfilled and supported to at least the pioneering companies.	1.1 Strengthening of the Raw Materials Producers.	To develop a standard format of Management Plan for raw materials producing and supplying companies	Standard format of Management Plan for raw material developed	Commonly agreed standard format of Management Plan for raw material	Biotrade Project				
		To train entrepreneurs, suppliers and companies in the implementation of Management Plan	Management plan implementation training course organized for the companies and their suppliers	Number of training courses and number of companies trained on Management plan implementation	Biotrade Project				
		To identify and support national GACP organizations to provide training GACP to the companies	At least one national GACP instruction agency identified and provide services to the companies	Number of companies and groups of producers received training and instruction by national GACP agency	Biotrade Project				
	1.2 Strengthening of the companies in management and technological development aspects	To support the pioneering companies in the implementation of GACP and others needed for Agarwood - To assess and provide advice on GACP, Organic certification - To finance obtaining one Organic certificate per each pioneering company as trial to promote their product exportation - To facilitate the TDS and MSDS for Agarwood cultivation and trading companies	Companies implementing and certified of Good Manufacturing Practices; TDS and MSDS for Agarwood completed	Number of companies have GACP, Organic certificate. Number of Agarwood companies completed TDS, MSDS	GACP agencies				
					GACP agencies; Certifiers				
					Biotrade Project				
					National Laboratories				
			To provide recommendations to the packaging companies to have better and attractive containing and packing materials	Improved containing materials supplied for the contract with Vietnamese Biotrade companies	Number of companies confirmed their products be packed with better containing materials and know where to have better packaging suppliers	Biotrade Project's consultants			
			To collaborate with Ministry of Health to have supports in GMP, GSP, GLP and other necessary standards certification	MoH agrees to provide instruction, training and other supports to the sector's stakeholders	Number of companies receiving technical assistance from MOH for the implementation of GMP, GSP, GLP, etc	Biotrade Project, Associations			
			To arrange for training courses of the Standards Measurement and Quality General Department in respect to the international required standards	Stameq providing technical training courses and information to the sector stakeholders	Members of various Associations trained by Stameq on international standards (SPS, etc)	Biotrade Project, Associations			
			Identify Technical Assistance to carry out chemical analysis	There are at least two entities working together with Biotrade companies in the elaboration of chemical analysis and technical data sheets	Number of entities supporting the elaboration of chemical analysis for Biotrade's companies; Number of elaborated chemical analyses and technical data sheets	Biotrade Project's consultants			
			Provide assistance to strengthen management of companies	Business Management of companies strengthened (Restructuring organization and rearrangement of human resource)	Number of training & coaching sessions and seminars received by companies; Companies have updated business plans	Biotrade Project's consultants			
			Provide advise and support on the improvement of internet utilization skills for companies	Companies improved their internet utilization skills including nomination of linguistic qualified staff	Number of companies that have improved internet skills with frequent direct communication with international clients through the internets, email, blog, etc	Biotrade Project's consultants			
			Advise companies in upgradation to a more reasonable storage and processing technologies	Companies invested in more suitable storage and processing technologies	Number of companies actually invested in storage and processing facilities to meet international standards and reduce quality degradation	Biotrade Project's consultants, Associations			
				Support the design and execution of each company's Export Plan and Export Strategy	Each company's Export Plan in execution; Companies' Export strategy developed	% of fulfillment of each Biotrade company Export Plan; % of fulfillment of the Export Strategy	Biotrade Project		
	Support the participation in trade fairs and sectorial events	Each company participated at least in two trade fairs and sectorial events in 5 years	Number of fairs and sectorial events that Biotrade companies have participated in	Biotrade Project					

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	1.3 Support to the product trading for companies in the European and the domestic markets	Support the development of strategic alliances between Vietnamese and foreign companies	Joint ventures and under different alliance schemes are being executed between Vietnamese companies and other regional, European and North American companies	Number of performed JV, alliance between Vietnam Biotrade companies, Regional, European and North American companies Number of other alliance forms are in negotiation	Biotrade Project, Associations				
		Support participation in International seminars	Biotrade companies assisted to participate in the international seminars	Number of companies that have attended international seminars; Number of contacts and closed businesses obtained by companies as a result of their participation seminars	Biotrade Project				
		Provide support in logistics	Biotrade companies have improved their export logistics	Effectiveness of the export logistical process implemented by each company (number of days spent on the process, % of cost reduction in the process, others)	Biotrade Project, Associations				
2. Country facilitated environment for the sector development generated	2.1 To promote discussion on the legislation related to the sector and its review by suitable authorities	To review the current governmental regulations of cultivated Agarwood	Public and private actors involved in the CITES regulated plant species business maintaining regular and efficient ways of options and information exchange. Forum for discussion and revision of necessary legislation promoting precious plant species cultivation and export established with necessary assistance of competent authorities	Regular exchanges on legislation took place; Number of actors involved in the legislation discussion; % of modifications made in the legislation as proposed by Biotrade companies, Associations and others	Associations, Companies				
		To improve collaboration between Agarwood and other precious plant species cultivating companies with CITES authority			Associations, Companies, CITES				
		To facilitate discussion and revision if necessary of legal documents with relevant national authorities			Biotrade Project, Associations, National Focal Point				
	2.2 To facilitate access to financial sources	To find accessing channels to the existing public and private financial sources for the sectoral companies and Associations	The entrepreneurs know the potential financial sources to which they can have access	Number of identified financial sources, windows	Biotrade Project				
		To propose the Ministry of Finance for financing the sector development and disseminate the information among entrepreneurs	National focal point agency completed financial proposal to the MoF	A financial proposal supported and/or endorsed by MARD and/or Government Office	Biotrade Project, National Focal Point				
		To call for additional financial assistance from international projects and programmes working in the relevant elements of the sector (research, natural forest conservation, NTFP programmes, etc)	National focal point agency contacts potential and relevant international projects and programmes to obtain additional financial resources	Number of relevant international project, programmes, donors contacted and agreed to support financially to the Biotrade project and companies	Biotrade Project, National Focal Point				
	2.3 To generate and provide market information (local, national and international)	Carry out national market surveys	Surveys of production and domestic supply and demand of identified plant species carried out	Number of surveys done	Biotrade Project (Viettrade, Association, consultants, etc)				
		Survey for the United States market	One survey for the United States	Survey results published	Biotrade Project (CBI, MoForeign affairs, etc)				
		Survey for Europe market	One survey for Europe.	Survey results published	Biotrade Project (CBI, MoForeign affairs, etc)				
		To disseminate and socialize this market information among the different actors	Means of information dissemination created	Number of entrepreneurs who received and used the market information	Biotrade Project				
	2.4 To promote the consolidation of current associations	To identify current associations having capability and potential to serve Vietnam Biotrade activities' future sustainability	VIMAMES, Association of Agarwood and Association of Essential oil, Aromatic and Cosmetic Materials consolidated, with a defined service portfolio and have a Joint Executive Secretariat operating permanently	Associations outline measures to improve sustainability of the Association operation	Biotrade Project, National Focal Point				
		To define a service portfolio for potential associations appropriate with Vietnamese context		Associations agreed with newly defined services portfolio and started provision to the association's members.	Biotrade Project's consultant				
		To support strengthening national associations to have stronger magnetic power to attract participation of various stakeholders		Satisfaction level of the associates with Biotrade project's supports and the effectiveness of the joint Executive Secretariat	Biotrade Project				
		To develop a Vietnam's Natural Ingredients Website		Website developed and operated by highly qualified Joint Executive Secretariat	No. of Website accession, communication and members attracted	Biotrade Project			
		To train the key members of the associations		Key members trained	Number of trained leaders	Biotrade Project's contractor			
2.5 To promote research & development in the natural ingredients sector	To identify services provided by universities and research institutes	There is a database of services offered by universities and research Institutes	Database of relevant services that could be provided by universities and research institutes obtained	Biotrade Project's national consultant					
	Inventory of the existing studies	There is an inventory of the surveys and researches made in the country, which is permanently updated	Inventory report on the surveys and applied researchs carried out in recent years	Biotrade Project's national consultant					
	To promote research & development applied to the sector's needs (priority for export potential materials)	The R & D studies of export potential materials of pioneering companies carried out by the universities and institutes	R & D studies of Institutes and Universities with the Biotrade project supports carried out and transferred the results to the companies	Biotrade Project					
2.6 To identify the existing raw materials producers of the sector	Making of a census of the producers (Area, species and offer).	There is as a census of raw material producers for the sector, which is permanently updated	Number raw material producers (with detailed information) included in the census report	Biotrade Project's national consultant					

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3. National development plan of the sector is developed and committed for implementation by Governmental agencies and related stakeholders.	3.1	Prioritize plant species that producing export potential natural ingredients as targeted subject of the NTFP development strategy	To carry out a national and international expert meetings to define the species	Meeting with national and international experts carried out and potential species were defined	Number of participating experts in the meeting held to prioritize the species; Number of Vietnamese organizations participating in the prioritization meeting.	Biotrade Project			
			To prioritize 6 -10 species	6 - 10 priority species will be the focus of the development of natural ingredients and products for the pharmaceutical and cosmetic industry	Specific 6 - 10 prioritized species defined; These prioritized species have monograph and completed of all necessary documentations	Biotrade Project, Associations, Companies			
	3.2	To develop a Natural ingredients export plan with commitment of supports from stakeholders	To mobilize stakeholders, elaborate TOR for each stakeholder and have their commitment in national export plan development	National natural ingredient exporting plan developed together with obtaining TOR and agreement of key stakeholders to implement the plan	National Exporting Plan approved by national focal point (MARD); agreement letters of key stakeholder for the Plan implementation	Biotrade Project, Associations			
	3.3	System of Natural ingredient database collection and reporting is developed and maintained by one Governmental agency	To obtain agreement of the General Department of Custom and General Statistical Office to record natural ingredient database	A national agency agreed to develop and maintain database of NTFP, Natural ingredients	First completed database of NTFP, natural ingredients of Vietnam developed	Biotrade Project, National Focal Point			