



PROJECT IMPLEMENTATION PLAN

28 November 2017

- 1. Project Code** 17-IN-04-GE-DMP-C-5
- 2. Title** Development of Demonstration Companies: Implementation of GLOBALGAP in Sun Feed Joint Stock Company (S.J.S.)
- 3. Reference** Project Notification 17-IN-04-GE-DMP-C dated 12 December 2016
- 4. Timing and Duration** The duration of the implementation of the project will be eight to 12 months, including the dissemination period. The commencement date is scheduled for December 2017. Tentative details of the implementation schedules will be given later.
- 5. Implementing Organizations**

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- 6. Mission** The mission of an APO Productivity Demonstration Company is to convey success stories on the development and implementation of productivity improvement initiatives undertaken by all stakeholders. An APO Productivity Demonstration Company should epitomize an enterprise-wide productivity movement that achieves business expansion, increases profits and customer satisfaction, reduces waste, enables energy saving, and leads to fair, equitable, mutually satisfying productivity gain-sharing for both management and workers.
- 7. Objectives**
 - a. To enhance the capacity of the demonstration company so that it can apply for third-party GLOBALGAP certification, implement the internationally recognized Good Agricultural Practices (GAP) farm standards, and provide customers with evidence-based commitment to good animal production practices to enhance market access.
 - b. The designated National Productivity Organization (NPO) and implementing organizations are expected to:

- Showcase how an organization can successfully design and implement productivity improvement initiatives with the commitment and active participation of all productivity stakeholders;
- Demonstrate visibly and tangibly how productivity improvement initiatives lead to outstanding results for the organization;
- Illustrate the benefits of productivity gain-sharing in boosting the motivation, morale, welfare, and overall achievements of the workers; and
- Disseminate results of the model organization to inspire other institutes, enterprises, workers, and all stakeholders to promote productivity more vigorously in their workplaces.

8. Background

In response to the Project Notification on the Development of Demonstration Companies dated 12 December 2016, the QTC submitted a proposal for a demonstration company project on Implementation of GLOBALGAP in a Livestock Company.

International trade in agricultural and food products is on the rise. Consumers are increasingly concerned about the safety and wholesomeness of the products they buy, as well as how those are produced and handled. New pressures from consumers, retailers, and legislation have placed additional demands on producers, who are more often required to apply GAP in farming operations.

GAP refers to production methods that produce safe food, reduce the impact of agricultural practices on the environment, decrease the use of chemical inputs, make efficient use of natural resources, and safeguard the welfare of workers, farm animals, and sea life. Such trends create greater opportunities for producers in developing countries in Asia. To take advantage of this growing export market, however, there is a need to establish credible systems of GAP standards and GAP certification systems.

National GAP schemes often vary in their requirements. To assure the authenticity of GAP products worldwide, such schemes need to be harmonized with the most widely accepted GAP standard, GLOBALGAP, a Global Food Safety Initiative-recognized farm standard. GLOBALGAP certification opens valuable new markets to large and small producers alike. It helps satisfy the basic food safety and sustainability specifications of retailers and major buyers worldwide and assures customers that GAP for food safety and environmental management practices meet GLOBALGAP requirements.

The proposed project will focus on developing and establishing a GAP scheme in the selected livestock company (S.J.S.) to meet GLOBALGAP requirements and receive GLOBALGAP certification. This will promote safe, sustainable food production and increase the productivity and competitiveness of the selected company in the global market. The demonstration company is expected to share its progress in the development and implementation of the GLOBALGAP standard and encourage other enterprises to undertake similar improvements in their farming and business operations.

The APO has organized various projects related to GAP, including face-to-face training courses, workshops, and study missions; videoconferencing-based courses; and online self-learning e-courses. The APO is commissioning this project for the multiplier effects envisaged by the NPO and implementing organizations as part of its constant endeavors to promote productivity and quality improvement at the national level.

9. Collaborating Partners

This project is to be implemented in close collaboration with the following parties:

- a. The APO Secretariat (hereafter referred to as the APO);
- b. Directorate for Standards, Metrology and Quality (hereafter referred to as STAMEQ);
- c. The Quality Training Center of the STAMEQ (hereafter referred to as the QTC); and
- d. Sun Feed Joint Stock Company (S.J.S.), Vietnam (hereafter referred to as the demonstration company).

10. Roles and Responsibilities

The collaborating parties will perform the following duties:

The APO

- a. Coordinate communication among the international expert(s), STAMEQ, the QTC and demonstration company to ensure smooth implementation of the project;
- b. Identify, select, and assign an appropriate international technical expert(s) to the demonstration company to implement GAP plans and activities aiming at setting up an effective GAP scheme in accordance with the GLOBALGAP requirements; and
- c. Advise STAMEQ, the QTC, and demonstration company on planning and organizing a dissemination workshop for local participants and, if applicable, a multicountry observational mission for overseas participants enabling them to learn directly from the experiences of the demonstration company.

The QTC

- a. Appoint a coordinator from the QTC who will serve as the focal point for communication and coordinate the overall schedule for implementation of the project in the country;
- b. Provide, in addition to a coordinator, the necessary number of technical experts from the QTC to work as counterparts to the international expert(s) assigned by the APO;
- c. Monitor closely the process of implementation, particularly the key performance areas;
- d. Measure the productivity improvement progress at the demonstration company using quantitative and qualitative data and analyses;
- e. Coordinate and supervise the company in the production of a multimedia record such as video/DVD demonstrating its experiences;
- f. Assist and supervise the demonstration company in preparing an interim report and comprehensive final report for submission to the APO;
- g. Organize a dissemination workshop upon completion of the project to enable experience sharing and learning by the local public and/or international participants following the advice of the APO;
- h. Compile the overall activities of the project in a practical, easy-to-follow manual/guidelines so that similar exercises can be replicated by other enterprises in the country; and

- i. Prepare a final report, stressing analyses of the impact of the demonstration project on QTC activities and productivity promotion in the region in general, as well as suggestions/recommendations for replication in the country with emphases on the utilization of local talent, local networks, and local resources.

The Demonstration Company

- a. Accept and facilitate consultancy services conducted by the expert(s) assigned by the APO and counterpart experts from the QTC;;
- b. Designate a coordinator and necessary team members to work closely with the APO, STAMEQ, and QTC team of experts;
- c. Arrange all logistical requirements relating to the project (such as local transportation, discussion rooms, etc.) for both the APO expert(s) and counterpart experts from the QTC;
- d. Submit an interim report at midterm to review the progress of implementation and identify corrections and adjustments as necessary;
- e. Record on video from the start of the process of implementation activities to produce a multimedia record such as video/DVD upon completion of the project in association and consultation with the QTC;
- f. Announce, publicize, and prominently display the APO's presence and involvement in the demonstration company throughout the duration of the project;
- g. Share the experiences of the demonstration company with local and overseas parties who are interested in learning about productivity improvement through establishing GLOBALGAP systems;
- h. Present the experiences in a dissemination workshop to be organized upon completion of the project; and
- i. Prepare a comprehensive final report for submission to the APO explaining the initiatives and technical details of the project, overall analyses of the benefits, impact of the GLOBALGAP system established, and competitiveness gained by the demonstration company upon completion of the project.

11. Expense Sharing

The APO

- a. All expenses for assignment of the international expert(s), covering airfare, daily subsistence allowances, and overseas travel insurance;
- b. Expenses* for producing a practical manual for replication of the experience (to be prepared by the QTC) of up to USD2,000;
- c. Expenses* for the production of a multimedia record (to be prepared by the QTC) of up to USD3,000; and
- d. Expenses* for conducting a dissemination workshop for the local public (to be arranged by the QTC) of up to USD5,000.

*The disbursement of expenses will be made at the appropriate times corresponding with the

specific activities undertaken and following submission of the necessary supporting documents under the applicable APO rules and regulations for disbursement of project expenses. Please also refer to clause 14-c of this document.

The QTC

- a. Expenses relating to the assignment of a coordinator(s) involved in this project.

The Demonstration Company

- a. Expenses relating to the involvement of QTC expert(s) in this project;
- b. Expenses for logistical arrangements related to the implementation of the project, including local travel costs of the APO international expert(s) and QTC experts for transportation between the demonstration company/sites/farms and the QTC office/branch office;
- c. Costs associated with the purchase and installation of equipment and/or fixtures relating to the implementation of the project, if any; and
- d. All other expenses for the implementation of the project not covered by the APO and/or the QTC.

12. Methodology

The project will be conducted in the following four stages:

- Planning;
- Implementation;
- Dissemination; and
- Postproject assessment.

The planning stage consists of a diagnostic survey regarding the establishment of a GAP scheme, which includes understanding the operations of the demonstration company, identifying the challenges faced by it, collecting data and information, and developing a master GAP framework for the overall implementation of the GLOBALGAP standard in the demonstration company. This stage will also involve the capacity building of all stakeholders engaged in the implementation. It is expected to be completed within two to three months.

The implementation stage involves setting up a GAP framework and establishing a system in the demonstration company which effectively implements the agreed-upon GAP framework to achieve the company's strategic objectives. This refers to practical, action-oriented, on-site activities that engage international and local experts, STAMEQ and the QTC, and all other stakeholders. This stage will be carried out by the demonstration company with the guidance of the experts and is expected to be completed in eight to 10 months.

The dissemination stage evaluates the improvement efforts and initiatives implemented. It also extracts the main lessons learned to provide a practical guide and encourage other organizations to follow it in the future. Among the main activities expected in this stage are the finalization and production of a practical manual, a multimedia record, and the organization of a national dissemination workshop. This stage should be completed in two months.

The postproject assessment stage involves an external expert to carry out a postproject review to assess the results and benefits derived by the company and overall impact of the project. The timing of the assignment is decided in consultation with the NPO concerned, implementing organizations, and the company(ies).

13. Project Schedule

It is expected that four visits of the APO expert(s) will be needed for this project, although the actual number and duration will be identified by the expert(s), the demonstration company, and the APO after the first expert visit in December 2017. Subsequent visits should tentatively be scheduled at intervals of two to three months such as in February, May, and August 2018. The duration of each visit should be approximately within one to two weeks, subject to the availability of the expert(s) and approval by the APO.

14. Accounting Procedures

- a. In regard to the expenses for the multimedia record and training manual production, 50% of the APO share can be advanced after the Project Implementation Plan is issued. The remaining 50% will be paid in exchange for the training manual, multimedia record, and final project report according to the proof of expense payment.
- b. If a local seminar/workshop is to be held, 50% of the APO share can be advanced before the seminar/workshop implementation and the remaining 50% will be paid after implementation according to the proof of expense payment.
- c. For the settlement of expenses, the QTC is requested to provide all necessary proof of payment to the APO after completion of the program. The proof of payment, such as bills payment records, and receipts, should be issued by third parties and must be submitted to the APO altogether at one time. The proof of payment should be written in clear English or with an English translation if not originally in English. The final payment will be made based on the actual expenditure after the QTC submit the proof of payment, training manual, multimedia record, and the final project report. In general, internal evidence is not accepted as proof of payment and the expenses claimed by it will not be reimbursed.

15. Final Project Outputs

The Demonstration Company Project will be completed with the submission of the following:

- a. A final report prepared by the QTC and demonstration company, and endorsed by the STAMEQ;
- b. Practical manual for replication (in soft copies and/or printed hard copies) prepared by the QTC and demonstration company; and
- c. A multimedia record such as video/DVD of the experiences of the demonstration company prepared by the demonstration company.

The APO will issue a certificate of completion to the demonstration company upon completion of the project.



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