BASELINE SURVEY REPORT

PROJECT ON "ENHANCING COMPETITIVENESS OF SMALL AND MEDIUM-SIZED ENTERPRISES IN THE SOUTHERN ECONOMIC CORRIDOR OF ASEAN MEKONG SUB-REGION (AMS)"

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Baseline Survey Report

Project on "Enhancing Competitiveness of
Small and Medium-sized Enterprises in
the Southern Economic Corridor of ASEAN Mekong Sub-region (AMS)"

March 2017

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Project Baseline Survey: Project on "Enhancing Competitiveness of Small and Medium-Sized Enterprises (SMEs) in the Southern Economic Corridor of ASEAN Mekong Subregion (AMS)"
Study conducted in: *Cambodia, Myanmar, Thailand & Vietnam*
Period of Study: *September – November 2016*

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This baseline survey was possible with the support from MI team and partners from the 19 provinces in the four countries. Our great gratitude is to the MI team and the local partners to make all the necessary arrangements for such challenging field visits. In particular, we would like to thank a number of SME representatives, processors, farmers, and local government officials who have shared their information on our long lists of questions. This baseline report benefits from comments of the MI team, to whom we would like to thank for their insights and suggestions in different rounds of revision for this report.

EXECUTIVE SUMMARY

This is the baseline survey made for the project "Enhancing Competitiveness of Small and Medium- sized Enterprises (SMEs) in the Southern Economic Corridor (SEC) of ASEAN Mekong Sub region (AMS)" for the period 2016 – 2018. The Project is supported by the Government of Japan through Japan-ASEAN Integration Fund (JAIF) and covers a wide geographical area of 19 provinces in the SEC. With capacity development programs provided to local SMEs, CCIs, government officials and stakeholders, the project is about to (i) formulate SME clusters and integrate them into the regional value chains; (ii) to facilitate trade and investment promotions for the SME clusters though a number of trade and investment promotion events as well as SME database developments; and (iii) strengthen the business development services (BDS) providers to improve the coverage and quality of BDS services available to the target SME clusters.

The methods used for this baseline survey is a combination of both desk study and data collection from an intensive field visit. In terms of desk review, Project Design Document and the "Study on Market and Value Chain Mapping" commissioned by the Project were reviewed to formulate an overview of the potential SME clusters and the related actors and stakeholders. Based on this review, the field visit was planned in order to collect information from SME representatives, state management agencies (provincial government departments and offices), and other non-SME and SME-related stakeholders in the selected value chains of all the target SME clusters.

During the field visit, a combination of in-depth interview, focus group discussion (FGD), and questionnaires (to be filled in by SME representative without facilitation from the consultant) was adopted. Data collected for this baseline survey includes (i) figures and perceptions from SMEs, other non-SME and SME-related stakeholders in the selected value chains through in-depth interview and FGDs; and (ii) information provided by SME representatives in the questionnaire that was distributed to them and collected by the project local focal point.

Using the information collected from the field visits, the success measures and indicators of the project were informed at the baseline of the project. Due to data availability and the nature of these success measures and indicators, not all the success criteria were fully informed. The baseline results could be broadly classified into three different groups: (i) the measures and indicators that could be 'fully' informed; (ii) the measures and indicators that cannot be informed at the baseline as these are the output or outcomes of the Project activities, which are not implemented yet; and (iii) the measures and indicators that cannot be informed due to unavailability of data (either due to the lack of official statistics or the unwillingness of some SME representatives to provide the data in the questionnaires distributed to them).

This baseline study was also developed in response to an additional request from the MI Project team to provide an update of the selected cluster compared to the information reported in the "Study on Market and Value Chain Mapping" report. This update includes (i) a brief description of the background information of the selected SME clusters; and (ii) another very brief summary of the value chains under consideration. It is expected that this update would provide useful information for the implementation of the Project after this baseline survey.

Covering a wide geographical area with a diversified set of 19 value chains of the SME clusters, there was a time constraint encountered during the field visits. Facing this time constraint, only interviews and FDGs were made by the consultant and the questionnaires were left for the respondents to complete by themselves. Some important information was unfortunately missed due to the unwillingness of the respondents to provide information on all the questions asked. However, the baseline survey represents useful information for monitoring and implementation of the Project in the future.

ABBREVIATIONS

AMS	ASEAN Mekong Sub Region
ASC	Aquaculture Stewardship Council
BAP	Best Aquaculture Practice
BDS	Business Development Services
CCI	Chamber of Commerce and Industry
CMTV	Cambodia, Myanmar, Thailand and Vietnam
DARD	Department of Agriculture and Rural Development
DOIT	Department of Industry and Trade
EWEC	East-West Economic Corridor
FGD	Focus Group Discussion
GI	Geographical Indication
GoJ	Government of Japan
Global GAP	Global Good Agriculture Practices
JAIF	Japan-ASEAN Integration Fund
MI	Mekong Institute
OTOP	One Tambon One Product
SEC	Southern Economic Corridor
SLV	Structured Learning Visits
SMEs	Small and Medium- sized Enterprises
Viet GAP	Vietnam Good Agriculture Practices

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CHAPTER 1 – INTRODUCTION

1.1 Background

This is the baseline survey for the project "Enhancing Competitiveness of Small and Medium-sized Enterprises in the Southern Economic Corridor (SEC) of ASEAN Mekong Sub region (AMS) for the period 2016 – 2018" supported by the Government of Japan (hereinafter referred to as the Project).

1.2 Target Areas

The Project covers 19 provinces in the Southern Economic Corridor (SEC). Below are the products that are selected for each province.

Cambodia	- Banteay Meanchey Province: Silk Production
	- Battambang Province: Fresh Water Fish Sauce
	- Pursat Province: Pursat Orange
	- Kampot Province: Natural Salt Flower Production
	- Svay Rieng Province: "Smach" Rice Production
	- Koh Kong Province: Sea Water Fish Sauce
	- Kampong Chhnang Province: Pottery and Ceramics
	- Preah Sihanouk Province: Dry Shrimp
Myanmar	- Tanintharyi Region / Dawei District: Mackerel Fish (Pla Tuu)
Thailand	- Kanchanaburi Province: Banana Chip
	- Ratchaburi Province: Aromatic Coconut
	- Prachinburi Province: Organic Rice
	- Sa-Kaeo Province: Aromatic Herb
	- Chanthaburi: Fresh Durian
	- Trat Province: Community Based Tourism (CBT) in Kood Island
Vietnam	- Tay Ninh: Custard Apple
	- Kien Giang: White-leg shrimp
	- Can Tho: Pangasius
	- Ca Mau: Dried Pectoralis

1.3 Objectives of the Project

The development objectives and main outcomes of the Project is summarized below:

Development Objective: To enhance capacities of the agencies involved in trade and investment activities to Facilitate cross border trade, and support SMEs and BDS Providers through capability development programs

Outcomes 1: SMEs in the selected border locations increase profits and employment through participating in SME clusters/networks, and integrating them into vibrant regional/global value chains	**Outcome 2**: Inter and intra trade and investment at the project locations increase through active involvement of both public and private sectors in organizing a series of trade and investment promotion events and utilization of the web-based SEC profiles and SME database to attract regional and international investors.	**Outcome 3:** BDS Providers, including CCI, SME Associations, Banks, and Logistics provider, deliver demand-driven business development, trade and investment services through the enhanced business linkages and information networks along the SEC of AMS.

Source: Adapted from the Program Design Document

1.4 Project Component and Main Activities

The Project consists of three components as below:

<u>Component A - Capacity Development for SME clusters/networks:</u>

Conduct a modular training program on SME cluster development, export consortia formation and value chain integration assisting SME clusters in penetrating into regional and global markets. It is expected that 38 leaders of local production groups, SME associations, provincial SME promotion offices, and CCI from Cambodia, Myanmar, Thailand and Vietnam (CMTV) will participate in this capacity building program. They will then apply the newly acquired skills and tools to benefit over 1,000 SMEs on SEC. Component A comprises of three activities as follows:

– (A1) A five-day training including one-day structured learning visit on topics of SME cluster development, Export consortia formation and Value Chain Integration;
– (A2) A three-month technical assistance provided to trained staff and production groups to form SME Export Consortia;
– (A3) An investor forum organized to establish market linkages of Export consortia with potential investors from Japan and other ASEAN countries.

<u>Component B - Trade and Investment Promotion through Public and Private Partnerships:</u>

Actively involve public and private sectors in organizing a series of trade and investment promotion events and utilization of web-based SEC profiles and SME database to attract regional and international investors. Component B consists of four activities as follows:

– (B1) A five-day training for 38 staff of CCI and SME Associations on business research for field data collection and development of SEC business database;
– (B2) A three-month technical assistance provided to CCI/BAs in 19 provinces to collect related information of enterprises, exporters, importers and suppliers as well as develop a business database. This activity also ensures data interchange among the targeted provinces and link the database of SEC with ones of EWEC and NSEC. It is expected that over 1,000 SMEs along SEC will register with this Biz database;

– (B3) A five-day trade event promotion training program on topics of planning, conducting and evaluating an event for trade promotion. The training intends for 38 key staff of CCIs and SME Associations;
– (B4) A three-month technical assistance provided to CCIs and Business Promotion Associations to organize trade events such as buyer-seller meet, business matching, trade fair in the two sub-corridors.

Component C - Strengthening Business Development Service (BDS) Providers:

This component intends to enhance the capability of BDS providers in delivering demand-oriented business development, trade and investment services. Component C is made up of four activities as follows:

– (C1) A seven-day structured learning visit (SLV) to bring 38 export-oriented SME owners and key officials of provincial governments and CCIs in SEC to successful industrial clusters and value chains integration best practices in one of the advanced ASEAN countries;
– (C2) A research on SME bottlenecks, industrial development and emerging business opportunities in SEC to suggest possible measures for SEC to be more reinvigorated;
– (C3) A two-day dissemination workshop to circulate research findings and recommendations;
– (C4) A one-day workshop on AEC and its implications on SMEs raise awareness of provincial and border government officials and entrepreneurs on the project sites on prospect and challenges of AEC and how to get ready for the integration.

1.5 Success Measures and Indicators

According to the design, the Project has sets of success measures (which are mainly qualitative in nature) and success indicators (which are quantitative) to monitor and assess the success. In particular:

For Success Measures

Component A
– Local entrepreneurs in targeted provinces forms SME clusters and integrate their products into cross-border and regional value chains;
– SMEs members of promoted clusters increase and at least 50% of employees coming from poor families (e.g. less than 2 USD/day) of the SEC (disaggregated by gender and ethnic minorities);
– SMEs members of promoted clusters increase their export volumes.

Component B
– Members of Chambers of Commerce and Industries and SME clusters on SEC are satisfy with the SEC BIZ Database and using the database to link with regional and international sellers/buyers;
– Successful data interchange between SME databases (SEC, NSEC and EWEC);
– Each trade and investment promotion activity attracts regional and international investors and buyers and has active participation from them;

- Trade and investment promotion events are designed and implemented in cooperation with various stakeholders including non-state-actors.

Component C

- BDS providers (CCI, Department of Commerce and Industry, Border authorities) applied knowledge and skills and learning experience from SLV and AEC awareness workshop to improve their services for SMEs;
- At least 3 networks of Export-oriented SMEs are formed;
- Research findings and recommendations are used as basis for improving services for SMEs clusters, investors and buyers.

For Success Indicators

Component A

- At least 75% of 38 participants of SME Cluster Development training acquire solid knowledge on topics of SME Cluster Development and Export Consortia and competent in assisting the formation of clusters and export consortia;
- At least 2 clusters and export consortia formed and linked to regional value chains in each targeted province of the SEC;
- At least 40% of new SME members join promoted clusters by the end of the project;
- At least 60 investors/buyers and SMEs participated in an investor forum.

Component B

- At least 75% of 38 participants of Business Research training participate in Biz Database Development;
- At least 1,000 SMEs registered and have their business profiles on SEC Business Database;
- Four trade promotion events organized (one for each twin provinces) and at least 100 SMEs, investors and buyers participate in each event.

Component C

- At least 75% of BDS users (farmers/associations, SMEs/clusters, traders, investors) are satisfied with products and services delivered by BDS providers supported by the project;
- Number of farmer associations and SMEs/clusters/networks that utilize services from supported BDS providers increases not less than 25% (CCI, Border Authorities, Provincial Dept. of Commerce);
- At least 75% of key target groups participated in each activity (SLV, AEC Awareness, and Research Disseminations) are fully satisfied (Average overall evaluation rate at the end of the activity should be at least 3.5, where 1 is the lowest and 5 is the highest).

1.6 This Baseline Study

This baseline study was conducted to provide an information base against which to monitor and assess activities' progress and effectiveness during the project implementation. In particular, the baseline survey was to collect the information in order to inform the success measures and success indicators (as above) of the Project.

In addition to informing the success measures and indicators at the onset (which is a 'conventional' objective of a project baseline survey), during the course of implementation, the consultant was also requested by the Mekong Institute (MI) to provide an update of the selected cluster and this was an additional request into the Terms of References (ToR). This update, as described by MI, should include (i) a brief description of the background information of the selected SME clusters; and (ii) another very brief summary of the value chains under consideration. In this regard, this extra objective of the baseline survey is to provide a 'selective' update of the "Study on Markets and Value Chain Mapping" report, which was commissioned by MI in 2016.

Given this, the structure of the report could now be outlined. The next chapter discusses the survey methods used for this baseline study. Chapter two provides a brief update of the selected SME clusters – which is an extra requirement by MI for this study. Chapter three represents the baseline success measures and indicators. Finally, conclusions and some remarks were offered at the end of the report. The field visit agenda, list of people met, and samples of the questionnaires (used for one country) are provided in the Annexes.

CHAPTER 2: SURVEY METHODS

2.1 Description of the Survey Methods

Desk review

Desk review was conducted before the field visit. This includes the Project Design Document and other related reports, especially the "Study on Market and Value Chain Mapping" commissioned by the Project to provide an overview of the potential SME clusters and the related actors and stakeholders.

In addition to these documents, other relevant information is rather limited. There are few value chains or market analysis on the products selected by the Project and this literature is useful for having a broad picture of the selected value chains while the information specific to the target provinces are quite limited.
The most important outcome of this desk review is to have a list of actors and stakeholders would contribute some roles on the selected SME clusters. This list served as a useful starting point for planning the field visits.

Field visits for data collection

The Project spread out to a wide range of geographical areas in the SEC and value chains with diversified actors and stakeholders. In response to that context, the survey method is a combination of both qualitative and quantitative approaches.

Regarding the qualitative approach, in-depth interviews based on a semi-structured set of issues are used to capture the qualitative information necessary to inform the success indicators (qualitative in nature). Such qualitative information is also useful to get a better understanding of the quantitative figures. With respect to the quantitative approach, a set of questionnaires with close-ended questions were developed to collect numeric figures and other information that could be ranked using a variant of Likert scale.

Participatory approach is adapted for data collection. This is reflected in a number of focus group discussions and the interactions between the consultant and the interviewees for in-depth interviews. It is expected that such participatory manner would contribute to the quality of information collected during the field visits.

2.2 Sampling

The choice of sampling methods in practice was constrained two important factors. (i) Definitions of SMEs vary from one country in the Project to the others. (ii) The database on SMEs are relatively patchy. Given these two constraints, the population sizes of SMEs in the target countries are unknown and the list of SMEs are hardly available. Under such circumstance, a non-probabilistic convenience method is followed. The participants in the survey include SME representatives, state management agencies, BDS providers, and other non-SME and SME-related actors in the value chains such as farmers, traders, processors, exporters etc.

For this baseline survey, field visits to each of the target provinces were required. In each province across the four countries, there are four groups of actors and stakeholders for data collection.

- Group 1 consists of between seven to ten SMEs operating in the target clusters and value chains;
- Group 2 is representatives from the local Government agencies. A number of four government representatives were selected from the agencies that have their mandates related to SMEs and the value chains under consideration;
- Group 3 includes the business development services providers, including Chambers of Industry and Commerce, Enterprise Associations, Investment Promotion Agency etc. It is expected that five BDS providers are selected for data collection;
- Group 4 consists of five non-SME primary actors engaging in the selected value chains such as processors, buyers, exporters.

Number of actors and stakeholders in the sample is summarized below:

Informants	Methods	Quantity (per province)	Total (19 provinces)
SMEs representatives	Interviews	3	57
SME (It is estimated that in each province, around 7 - 10 SMEs operating in the selected value chain will be surveyed)	Questionnaire 1	7 - 10	133 - 190
Government representatives [Provincial People Committee and related line departments such as Department of Agriculture, Department of Technology and Custom Bureau]	Questionnaire 2	4	76

Informants	Methods	Quantity (per province)	Total (19 provinces)
BDS Providers [CCI, Department of Commerce and Industry, Border authorities, Enterprise Association, Investment Promotion Center]	Questionnaire 3	5	95
Non-SME primary actors engaging in the selected value chain [processors, buyers, exporters in each value chain identified for each province]	Questionnaire 3	5	95
BDS Users (farmers/associations, clusters, traders)	Questionnaire 3	3	57
TOTAL		**27-30**	**513 - 570**

2.3 Survey Instruments

The survey instruments employed for this baseline study includes in-depth interviews, questionnaires, and focus group discussions (FGD). For in-depth interviews and questionnaires, the structure of the content is the same. While the former is about qualitative information, the latter is for quantitative data. The basis of these in-depth interviews and questionnaires are briefly described below (for brevity, copies of these instruments are provided in the Annex).

Target	Main content to be collected
SME representatives	Background of the business; Engagement into a SME cluster or SME business network; Experience with business information and e-commerce; Current situation of business development services, trade and investment promotion; Capacity building needs.
Government agencies	Background information; Provincial statistics; Current BDS provision; current situation of SME cluster/network/export consortium in the province; Current situation of trade and investment promotion in the selected value chains of the province;
Non-state BDS providers	Background information; Provincial statistics; Current BDS provision; current situation of SME cluster/network/export consortium in the province; Current situation of trade and investment promotion in the selected value chains of the province;
Other non-SME actors in the value chains	Background information; Roles and functions in the value chains; Detailed information on the business activities related to the value chains; Opportunities and challenges for value chain development; and Others (with relevant questions for different types of actors).

In addition to in-depth interview and questionnaire instrument, FGD is another instrument used during the field visits. The focus of this FGD is to get the feedback from SME and non-SME actors in the selected value chains on the issues related to the provision of BDS, trade and investment promotion, their perceptions/experience with membership of a business (SME) network; and challenges for future development.

2.4 Data Collection and Analysis

Data collection

Data collection is implemented between September 24 to November 20, 2016, which started from Vietnam, Cambodia, Myanmar, and Thailand. In each province visited, some meetings with the provincial state management agencies were organized before visiting the selected geographical areas. The field visit agenda and composition of the sample were sent to the provincial focal point (usually the provincial Department of Industry and Commerce) to arrange the meetings.

The data collection was based on the two methods:

- Face to face interview (for in-depth interview): these interviews were made to SME representative, state management officials, BDS providers, and some non-SME actors in the selected value chains. On average, each interview lasted for one hour (without translation) or 1.5 hours (when translation is needed);
- Face to face discussion (for FGD): FGDs were organized in the field (usually at one of the participant's office or workshop). Each FGD lasted for between one to 1.5 hours, depending on whether translation into English was needed;
- Sending the questionnaire to the sample: Based on the information provided by the provincial focal point, copies of the questionnaires are sent to SME representative, state management officials, BDS providers. The respondents filled in the questionnaires and sent back to the consultant directly or through the provincial focal point.

Data analysis

Data analysis is made using a combination of both secondary data and data collected from the field visit. Data analysis is for the two main purposes, including (i) to inform the values of the success measures and indicators; and (ii) to provide an update as much as possible given the data availability on the selected SME clusters and the value chains under consideration.

2.5 Remarks on Limitations

Before going to the details, it is important to note some limitations incurred during the process of data collection.

Time constraint is a factor that needs to be noted. Having 19 SME clusters with 19 different value chains reflects a complexity of this baseline survey and collecting information for all of these clusters and value chains is very demanding. This complexity is further complicated by MI's indication that an update of the value chains (compared to those reflected in the "Study on Market and Value Chain Mapping") is needed in addition to the information necessary to inform the success measures and indicators – which are the main objective of the baseline survey. On average, the consultant could only spend two days per provinces and this was found to be a constraint for having sufficient time for meeting diversified actors and stakeholders.

Incompleteness of the questionnaire is another constraint. The set of three questionnaires for SMEs, state management agencies, and non-state BDS providers were subject to several rounds of revision and consultation of the MI project team and the consultants to make sure that the questionnaires are simplified and easy to understand as much as possible. However, due to the time constraint, the questionnaires could only be sent to the respondents and it was not possible for the consultant or the project team to meet and facilitate the respondents to fill in the questionnaires. As a consequence, some questions were left blank, especially for the case of Tay Ninh Province (Vietnam), and hence the information was not reported, making some indicators 'missing' (see Chapter 3 for more details).

CHAPTER 3: BASELINE OF THE SUCCESS MEASURES AND INDICATORS

This chapter presents the baseline survey findings by using the information collected to inform the success measures and indicators of the project. The first section reports the success indicators – which are qualitative measurement of success. The second section presents the success measures – which are quantitative and more closely related to specific activities under the three components of the Project. The order of presentation will follow the way these indicators and measures are presented in the Project Design Document.

3.1 Baseline Success Measures

3.1.1 Component A – Success Measures

This section reports the baseline for the success measures under component A. Before going into the details, the following should be noted:

For measure of "Local entrepreneurs in targeted provinces forms SME clusters and integrate their products into cross-border and regional value chains": a ranking system is adopted to inform this indicator. Accordingly, the scale from 1 to 5 is used where: (i) Rank 1 denotes no organizing activity within cluster; (ii) Rank 2 for partial coordination among the cluster members with no significant trade activities; (iii) Rank 3 refers to informal coordination among the cluster members with significant and/or regular trade deals; (iv) Rank 4 for cluster organization is recognized by the local authority; and (v) finally Rank 5 for cluster organization is registered. Many evidence and observations from the field visits were used to establish the baseline values using these ranks for each value chains selected;

For measure of "SMEs members of promoted clusters increase and at least 50% of employees coming from poor families." This measure is informed by the information provided by the SMEs by filling in the questionnaire. The formula used for this measure is:

$$\frac{Number\ of\ poor\ employees\ employed\ by\ the\ SMEs\ surveyed}{Total\ number\ of\ the\ SMEs\ surveyed}$$

Hence, this measure indicates the average number of poor employees per one SME in the cluster. Unfortunately, there is a number of cases where the SMEs did not provide their information on the number of employees in the questionnaires they sent back to the consultant through the local focal point. And for these clusters, this measure is marked as "not available – N.A" in the table below.

For measure of "SMEs members of promoted clusters increase their export volumes": due to the variety of the value chains under consideration and lack of statistics, the figures on export are provided in different measurement units (tons, value, percentage). For some cases in Thailand, as neither statistics were available nor information was provided in the questionnaires, this measure is not available and therefore marked as "N.A" (see below).

Country, provinces, and value chains	Local entrepreneurs in targeted provinces forms SME clusters and integrate their products into cross-border and regional value chains		SMEs members of promoted clusters increase and at least 50% of employees coming from poor families	SMEs members of promoted clusters increase their export volumes
	Level of coordination	Justification		
Cambodia				
Banteay Meanchey Province, Silk and Cotton Yarn	1	No coordination observed (80 households producing, 3 local traders buying from farmers without contracts)	N.A	5% of total production
Battambang Province, Fresh water) Fish Sauce	2	Certain level of coordination across 7 fish sauce manufacturers and traders; Plan to establish a Fish Sauce Association	N.A	None
Pursat Province, Orange	1	Small number of 115 orange farmers, with 10 local traders operate in the value chain with no considerable coordination	N.A	None
Kampong Chhnang Province, Pottery and Ceramics	1	Small number of ceramics farmers, trading with few local traders but no significant level of coordination observed	N.A	None
Svay Rieng Province, Rice (Smach peddy)	2	Production remains limited within around 134ha by 492 farmers and few local traders. No significant coordination observed yet but the product has been selected for many national and provincial trade fairs	3	167 tons
Koh Kong Province, Sea Water Fish Sauce	1	Only one family-based enterprise - Koh Kong Fish Sauce Manufacture – employs 6 workers to sell in the local market		None

Country, provinces, and value chains	Local entrepreneurs in targeted provinces forms SME clusters and integrate their products into cross-border and regional value chains		SMEs members of promoted clusters increase and at least 50% of employees coming from poor families	SMEs members of promoted clusters increase their export volumes
	Level of coordination	Justification		
Kampot Province, Natural Flower of Salt	3	More than 4500 ha for production by 185 groups of salt farmers, 20 local traders, and Kep-Kampot Salt Producers Community have exercised certain level of coordination and significant trading volume. Support from the provincial authorities was observed.	6	None
Preah Sihanouk Province, Dry Shrimp	2	There has been some cooperation between the Dry Shrimp Processing Association and the dry shrimp producers, which is a good starting point for the development of a SME cluster.	1.7	8 tons
Myanmar				
Tanintharyi Region, Dawei District, Mackerel (Pla Tuu):	3	Around 880 fishermen with 220 fish boats have captured a significant volume of Pla Tuu (6-8 thousand tons per year) for two Burmese companies and one Thai investor. Though no formal SME cluster for Pla Tuu established yet, there have been SME clusters in other products and having a Pla Tuu cluster is a matter of timing.	0	≈ US$ 31.7 million
Thailand				
Kanchanaburi Province, Banana Chip	3	Certain level of coordination is in place: (i) cooperation between Siam Banana Company and 15 processors; (ii) trading relationship between large number of farmers (on the areas of 16	1.5	N.A

Country, provinces, and value chains	Local entrepreneurs in targeted provinces forms SME clusters and integrate their products into cross-border and regional value chains		SMEs members of promoted clusters increase and at least 50% of employees coming from poor families	SMEs members of promoted clusters increase their export volumes
	Level of coordination	Justification		
		thousand ha) and around 50 banana chip processors. But there is not yet SME cluster registered to and recognized by the local authorities		
Ratchaburi Province, Green Aroma Coconut:	4	There is no formal SME cluster registered yet. But the current cooperation between the Ratchaburi Organic Company and coconut growers (some of them are contracting farmers) is an important starting background for a vibrant SME cluster. There are a number of traders, local and Chinese, and large number of farmers with significant areas of production of 44 thousand hectares. The potential for an SME cluster is promising.	N.A	N.A
Prachinburi Province, Organic Rice:	2	A certain level of coordination is observed: (i) the Organic Rice Community Enterprise collects rice from some rice growers; (ii) Institute of Certified Agriculture. Production System has certified different variety of organic rice. But the area of production remains quite limited, organic rice is a choice of less than 10 percent of farmers.	N.A	N.A
Sa-Kaeo Province, Herb processed	4	There is no SME cluster registered yet but high level of readiness and	N.A	50% of total production

Country, provinces, and value chains	Local entrepreneurs in targeted provinces forms SME clusters and integrate their products into cross-border and regional value chains		SMEs members of promoted clusters increase and at least 50% of employees coming from poor families	SMEs members of promoted clusters increase their export volumes
	Level of coordination	Justification		
product		coordination is in place. In particular (i) Sa-Kaeo Aroma Herb Community Enterprise is a 'lead' company and it bought from most vegetable farmers; (ii) significant level of export (more than 50% of total output); (iii) commitment of the authorities to develop this sector (e.g. the product was selected in One Tambon One Product program); (iv) active involvement of other stakeholders such as the Sa-Kaeo Community College offers technical training, the BAAC bank offers low interest rates for farmers.		
Chanthaburi province, Fresh Durian	4	No cluster registered yet but the level of readiness is high. There are many actors, including Rich Filed Fresh Fruit Company is the main exporter of durian. The company buys from 90 local traders. Makham Cooperative also informed their ambitious plan of buying from 1100 members. Other stakeholders are interested in supporting the sector e.g. Cooperative Promotion Office offers technical training for farmers, few banks provide loans at low interest rates.	N.A	≈ 146 thousand tons
Trat Province,	3	There is a vibrant tourism	N.A	≈ 50% of

Country, provinces, and value chains	Local entrepreneurs in targeted provinces forms SME clusters and integrate their products into cross-border and regional value chains		SMEs members of promoted clusters increase and at least 50% of employees coming from poor families	SMEs members of promoted clusters increase their export volumes
	Level of coordination	Justification		
Tourism in Kood Island		sector in the areas with at least 35 resorts, 15 bungalows, 15 home-stay facilities, 50 bars/pubs etc. to serve a growing number of tourists (currently around 150 thousands). So the potential for development of a SME cluster is promising. However, the authorities have expressed their strong support for tourism development in another island, but Koop Island – the one selected as the target of the Project		tourists are foreigner
Vietnam				
Tay Ninh, Custard Apple	3	No formal SME cluster is registered yet but the potential is promising: (i) Thanh Tan Custard Apple Cooperative could be a key actor in the cluster; (ii) more than 1000 hhs growing custard apples in more than 1000 ha; (iii) support from the local authorities (e.g. to registered GI; trade fairs to promote agriculture products).	0	280 tons
Kien Giang, White-leg shrimp	3	No formal SME cluster registered yet but there is a considerable level of cooperation across different actors and stakeholders. (i) farmers raise white-leg shrimp in more than 3800ha with inputs from CP group and other input suppliers; (ii) Trung Son Food J.S.	6	N.A

Country, provinces, and value chains	Local entrepreneurs in targeted provinces forms SME clusters and integrate their products into cross-border and regional value chains		SMEs members of promoted clusters increase and at least 50% of employees coming from poor families	SMEs members of promoted clusters increase their export volumes
	Level of coordination	Justification		
		Company is active in the value chain in the selected target areas; (iii) Club of White-leg shrimp has been set up with members are farmers; (iv) the provincial authorities identified this product as a core of its agriculture sector.		
Can Tho, Pangasius	4+	A Pangasius Cluster has been set up in six provinces in the Mekong Delta of which Can Tho is one province member. Vietnam Pangasius Association is located in Can Tho and very active in supporting enterprises in pangasius exporting. The challenge is to have the SMEs in the target areas of the Project (O Mon district) to participate in the current Pangasius Cluster.	0	≈ 11 thousand tons
Ca Mau, Dried Pectoralis	3	No SME Cluster is registered yet but the potential is promising: (i) there are around 800 HH producers and 70-80 local processors; (ii) the product is identified by the provincial authority as one of its specialty and core agriculture product; (iii) strong support from the authorities including GI registration, trade promotion.	0.6	None

3.1.2 Component B – Success Measures

This component aims to promote trade and investment though PPPs through (i) organizing a series of trade and investment promotion events; and (ii) utilization of web-based SEC profiles and SME database to attract regional and international investors. As these measures are related to the designed activities to be implemented during the course of the project and hence, there is no information available at the baseline to inform these measures. Instead, this section presents some related observation on the success measures below.

Success measures	Remarks
Members of Chambers of Commerce and Industries and SME clusters on SEC are satisfied with the SEC BIZ Database and using the database to link with regional and international sellers/buyers.	The BIZ Database does not exist yet. The data available from this baseline survey on SMEs (though some of the questionnaires were not completed by the respondents) could be used as materials for this BIZ Database; Statistics on the selected sector, as discussed earlier, are rather limited but there are some sources that might be useful for the development of the BIZ Database, for instance the database maintained by Vietnam Pangasius Association for the Pangasius SME cluster in Can Tho.
Successful data interchange between SME databases (SEC, NSEC and EWEC)	Data interchange will be made only after having BIZ Database ready. The management of different databases under MI should be synchronized.
Each trade and investment promotion activity attracts regional and international investors and buyers and has active participation from them.	These activities are not yet implemented. When implementing these activities, it is important that the numbers and the list of the regional and international investors be made for (i) monitoring; and (ii) updating or enriching the BIZ Database.
Trade and investment promotion events are designed and implemented in cooperation with various stakeholders, including non-state-actors.	These events are not yet implemented. There have been initiatives, especially the one supported by the local government for trade and investment promotion in the selected value chains. However, most of these activities are locally focused. An additional focus on cross-border trade (CBT) should also be considered. This raises a requirement for M&E to monitor the numbers and types of stakeholders that would cooperate with the project when organizing these trade and investment events.

3.1.3 Component C – Success Measures

This section reports the baseline for the success measures under component C. Before going into the details, the following should be noted:

For measure of "BDS providers (CCI, Department of Commerce and Industry, Border authorities) applied knowledge and skills and learning experience from SLV and AEC awareness workshop to improve their services for SMEs." This measure is about the outcome of the SLV and AEC workshop in terms of improvements of services for SMEs, and therefore, no information is available before the implementation to inform the baseline value. However, to inform the current capacity level of the BDS providers, a self-assessment question was included in the questionnaire. Accordingly, the BDS providers surveyed were asked to self-evaluate their capacity building needs for delivering a number of BDS services, using (i) Score 1: High need for capacity building; (ii) Score 2: Need for capacity building; (iii) Score 3: Moderate need for capacity building; and (iv) Score 4: No need for capacity building.

For measure of "At least 3 networks of Export-oriented SMEs are formed) and C3 (Research findings and recommendations are used as basis for improving services for SMEs clusters, investors and buyers." These measures are about the outcomes of some activities under Component 2 and therefore no information is available at this stage to inform the baseline indicators. Instead, some remarks are provided for these measures (as below).

BDS providers (CCI, Department of Commerce and Industry, Border authorities) applied knowledge and skills and learning experience from SLV and AEC awareness workshop to improve their services for SMEs.	**Cambodia**	State agencies	Non-state agencies
	Business Research	3,6	3,9
	Investment promotion	3,5	3,8
	Domestic trade fair	3,2	3,8
	International trade fair	3,3	3,7
	Export promotion	3,3	3,7
	Regional export – oriented consultancy	3,3	3,8
	Global export-oriented consultancy	3,6	3,9
	Penetration into Southern Economic Corridor	3,7	4,0
	Capturing the business opportunities from AEC	3,7	3,9
	Myanmar	State agencies	Non-state agencies
	Business Research	4,0	4,0
	Investment promotion	4,0	4,0
	Domestic trade fair	3,5	4,0
	International trade fair	3,5	4,0
	Export promotion	4,0	4,0
	Regional export – oriented consultancy	4,0	4,0
	Global export-oriented consultancy	4,0	4,0
	Penetration into Southern Economic Corridor	4,0	4,0
	Capturing the business opportunities from AEC	4,0	4,0
	Thailand	State agencies	Non-state agencies
	Business Research	3,5	3,2
	Investment promotion	3,2	3,0

<table>
<tr>
<td></td>
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<table>
<tr><td>Domestic trade fair</td><td>3,1</td><td>2,8</td></tr>
<tr><td>International trade fair</td><td>3,1</td><td>3,4</td></tr>
<tr><td>Export promotion</td><td>3,2</td><td>3,4</td></tr>
<tr><td>Regional export – oriented consultancy</td><td>3,1</td><td>3,2</td></tr>
<tr><td>Global export-oriented consultancy</td><td>3,3</td><td>3,2</td></tr>
<tr><td>Penetration into Southern Economic Corridor</td><td>3,3</td><td>3,4</td></tr>
<tr><td>Capturing the business opportunities from AEC</td><td>3,2</td><td>3,0</td></tr>
</table>
<table>
<tr><th>Vietnam</th><th>State agencies</th><th>Non-state agencies</th></tr>
<tr><td>Business Research</td><td>3,3</td><td>3,8</td></tr>
<tr><td>Investment promotion</td><td>4,0</td><td>3,4</td></tr>
<tr><td>Domestic trade fair</td><td>3,7</td><td>3,3</td></tr>
<tr><td>International trade fair</td><td>4,0</td><td>3,7</td></tr>
<tr><td>Export promotion</td><td>4,0</td><td>3,7</td></tr>
<tr><td>Regional export – oriented consultancy</td><td>4,0</td><td>3,4</td></tr>
<tr><td>Global export-oriented consultancy</td><td>3,7</td><td>3,8</td></tr>
<tr><td>Penetration into Southern Economic Corridor</td><td>4,0</td><td>3,6</td></tr>
<tr><td>Capturing the business opportunities from AEC</td><td>4,0</td><td>3,6</td></tr>
</table>
</td>
</tr>
<tr>
<td>At least 3 networks of Export-oriented SMEs are formed</td>
<td>No export-oriented networks are established yet by the Project.
The Pangasius Cluster in Can Tho is an example of an export-oriented SME cluster network (note that Pangasius is mainly exported). The Project should consider this as a useful starting point for establishing export-oriented network.</td>
</tr>
<tr>
<td>SMEs research findings and recommendations are used as basis for improving services for SME clusters, investors and buyers.</td>
<td>No information is yet available for informing this measure.
This raises a question for the M&E in terms of how to collect information on whether the BDS providers use and findings and recommendations from the studies implemented by the project in improving their services for the SME clusters, investors, and buyers.</td>
</tr>
</table>

3.2 Baseline Success Indicators

For the set of success indicators, most of these are either the output or outcome of the Project activities. At the onset of the project, as not all activities are not yet implemented, the value for the success indicators are either zero or not available. Instead of informing these values, this sub-section will provide some remarks for M&E work during the course of implementation.

3.2.1 Component A – Success Indicators

Success Indicators	Remarks
At least 75% of participants of 38 participant of SME Cluster Development training acquire solid knowledge on topics of SME Cluster Development and Export Consortia and competent in assisting the formation of clusters and export consortia.	There should be (i) a training assessment form to measure the level of knowledge acquired after the training; and (ii) a follow-up questionnaire (or qualitative survey) to assess the competence of the trainees in assisting the formation of clusters and export consortia.
At least 2 clusters and export consortia formed and linked to regional value chains in each targeted province of the SEC.	The field visit indicated that there are a few existing initiatives that could be the basis for this activity. For instance, the Pangasius Cluster in Can Tho, the cooperation between Siam Banana Company and 15 processors in Kanchanaburi, or the cooperation between Ratchaburi Organic Company and coconut growers etc. These could serve as the basis for further support to form the cluster and export consortia as well as to link them to regional value chains. It is also noted that the task of formation of cluster and export consortia that could be then linked to regional value chains are probably more difficult for the selected clusters in Cambodia and Myanmar given the level of integration across key actors in these areas is considerably less than the observed level in Vietnam and Thailand.
At least 40% of new SME members join promoted clusters by the end of the project	This indicator is difficult to measure and it is proposed that the indicator should be modified to "The number of the SME members join promoted clusters by the end of the project". At the baseline, the number of SMEs in each clusters are below (only taking into account SMEs, processors, or group of farmers)
	Cambodia – No SMEs or processors observed in any of the selected areas for cluster formation
	Myanmar – No SMEs or processors observed in any of the selected areas for cluster formation
	Thailand – Kanchanaburi Province, Banana Chip: 1 company, 15 processor groups – Ratchaburi Province, Green Aroma Coconut: 1 company – Prachinburi Province, Organic Rice: 1 company – Sa-Kaeo Province, Herb processed product: 1 company – Chanthaburi Province, Fresh Durian: 1 Cooperative (with 1100 members) – Trat Province, Tourism in Kood Island: 65 resorts, home-stay service providers and Bungalows owners.

Success Indicators	Remarks
	Vietnam – Tay Ninh Province, Custard Apple: Thanh Tan Custard Apple Cooperative – Kien Giang Province, White-leg Shrimp: Truong Son company, 1 Club of White-leg Shrimp growers – Can Tho City, Pangasius: 4-5 companies (headquartered in Can Tho city but having their farms in the target areas), 01 farmer group. – Ca Mau Province, Dried Skaeshin Gourami: 0
At least 60 investors/buyers and SMEs participated in an investor forum	The investor forum is not yet established. This raises a requirement for M&E work to monitor the participation in the investor forum that will be established.

3.2.2 Component B – Success Indicators

Success Indicators	Remarks
At least 75% of Business Research training participates in Biz Database Development.	This raises a requirement for M&E work to monitor the trainees' participation in the BIZ Database Development.
At least 1,000 SMEs registered and have their business profiles on SEC Business Database	As the BIZ Database is not yet established, the data interchange with other SME databases, including SEC, is not taken place yet. Once the above activities completed, it is important for M&E work to monitor the number of SMEs who are registered and having their profiles completed in the SEC database.
Four trade promotion events organized (one for each twin provinces) and at least 100 SMEs, investors and buyers participate in each event	These trade promotion events are not yet implemented. This raises a requirement for M&E work to monitor the participation of these events in the future.
38 key staff of CCIs and SME Associations are trained	The training is not yet implemented. Information will be available from the training report.

3.2.3 Component C – Success Indicators

In order to inform the success indicators in the Component, information provided by the SMEs in the questionnaire is used. In particular:

– For indicator of "At least 75% of BDS users (farmers/associations, SMEs/ clusters, traders, investors) are satisfied with products and services delivered by BDS providers supported by the project", there was a question about whether the SMEs used any of the four BDS services (as in the table below) and whether they found these activities useful.

– For indicator of "Number of associations and SMEs/clusters/networks that utilize services from supported BDS providers increases not less than 25%", the information from the above question will also be used to inform the number of SMEs that have used some BDS services.

<table>
<tr><th>Success indicators</th><th>Baseline Values and Remarks</th></tr>
<tr><td>At least 75% of BDS users (farmers/associations, SMEs/ clusters, traders, investors) are satisfied with products and services delivered by BDS providers supported by the project.</td><td>
<table>
<tr><th>Event</th><th>Vietnam</th><th>Thailand</th><th>Cambodia</th><th>Myanmar</th></tr>
<tr><td>Investment promotion event</td><td>2,6</td><td>2,5</td><td>3,2</td><td>No service</td></tr>
<tr><td>Domestic trade fair</td><td>2,4</td><td>3,0</td><td>3,9</td><td>No service</td></tr>
<tr><td>International trade fair</td><td>2,4</td><td>2,4</td><td>3,4</td><td>No service</td></tr>
<tr><td>Export promotion event</td><td>2,8</td><td>2,8</td><td>3,6</td><td>No service</td></tr>
<tr><td>SME database launching</td><td>1,0</td><td>1,0</td><td>3,3</td><td>No service</td></tr>
</table>
[Note: 1 denotes for "no effective at all" and 5 for "very effective"; 'no service' was recorded in the case of Myanmar and this indicates that no BDS services were found available by the SME surveyed]</td></tr>
<tr><td>38 export-oriented SME owners and key officials of provincial governments and CCIs in SEC visit to successful industrial clusters and value chains integration best practices in one of the advanced ASEAN countries.</td><td>These visits are not yet implemented.
This raises a requirement for M&E work to monitor the participation in these visits. In addition, it is suggested that an assessment form should be distributed to the visit participants to assess the level of knowledge and experience acquired from the visits.</td></tr>
<tr><td>Number of associations and SMEs/clusters/networks that utilize services from supported BDS providers increases not less than 25%</td><td>
<table>
<tr><th>Services</th><th>Vietnam</th><th>Thailand</th><th>Cambodia</th><th>Myanmar</th></tr>
<tr><td>Investment promotion event</td><td>5</td><td>11</td><td>26</td><td>No service</td></tr>
<tr><td>Domestic trade fair</td><td>8</td><td>12</td><td>29</td><td>No service</td></tr>
<tr><td>International trade fair</td><td>5</td><td>8</td><td>16</td><td>No service</td></tr>
<tr><td>Export promotion event</td><td>4</td><td>12</td><td>16</td><td>No service</td></tr>
<tr><td>SME database launching</td><td>0</td><td>0</td><td>0</td><td>No service</td></tr>
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At least 75% of key target groups participated in each activity (SLV, AEC Awareness, and Research Disseminations) are fully satisfied	These activities are not implemented yet. This raises a requirement for M&E work in monitoring the level of satisfaction of these SLV, AEC Awareness, and Research Disseminations. A Likert rank should be used to evaluate the level of satisfaction by the participants.

CHAPTER 4: AN UPDATE ON THE SELECTED SME CLUSTERS

The value added of this Chapter in comparison with the "Study on Markets and Value Chain Mapping" report is the twofold. (i) Based on the consultation with the local stakeholders, the focus areas of the selected value chains were identified to particular districts/communes (rather than at the provincial level). (ii) The value chain analysis was conducted based on the information collected from the selected areas and other relevant actors/stakeholders. Compared to the above report, the value chain analysis in this Chapter is of more specific information, which is potentially useful to identify the priorities for value chain developments.
To make this analysis most useful while brevity is kept, each of the selected SME clusters (and associated value chains) will be analyzed in two pages, including one on the update on the SME clusters and the other is on the value chain analysis (due to data availability, however, the subsections on basis statistics and policies to support the SMEs are not always available across all the 19 value chains).

4.1 Selected SME Clusters and Value Chains in Cambodia

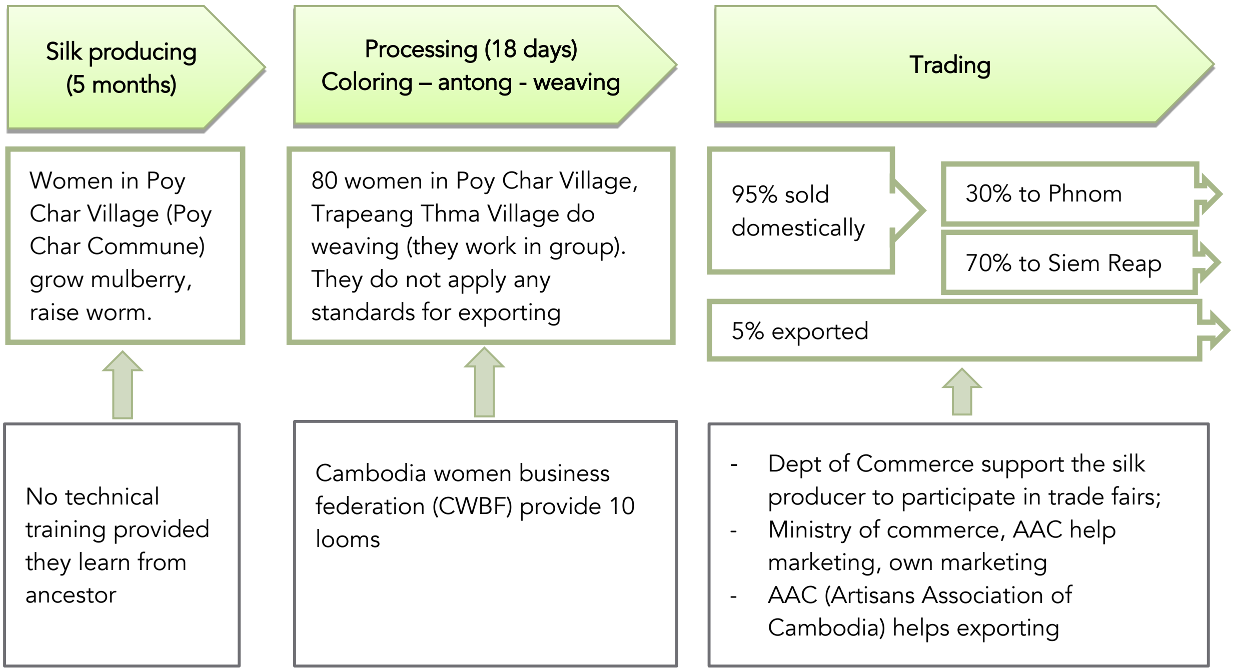
4.1.1 Banteay Meanchey Province, Silk and Cotton Yarn Value Chain

Selected geographical region: Phnom Srok District is selected for SME cluster development. In the past Silk production of the Phnom Srok District of Banteay Meanchy is very famous however not many people engage in this livelihood currently.

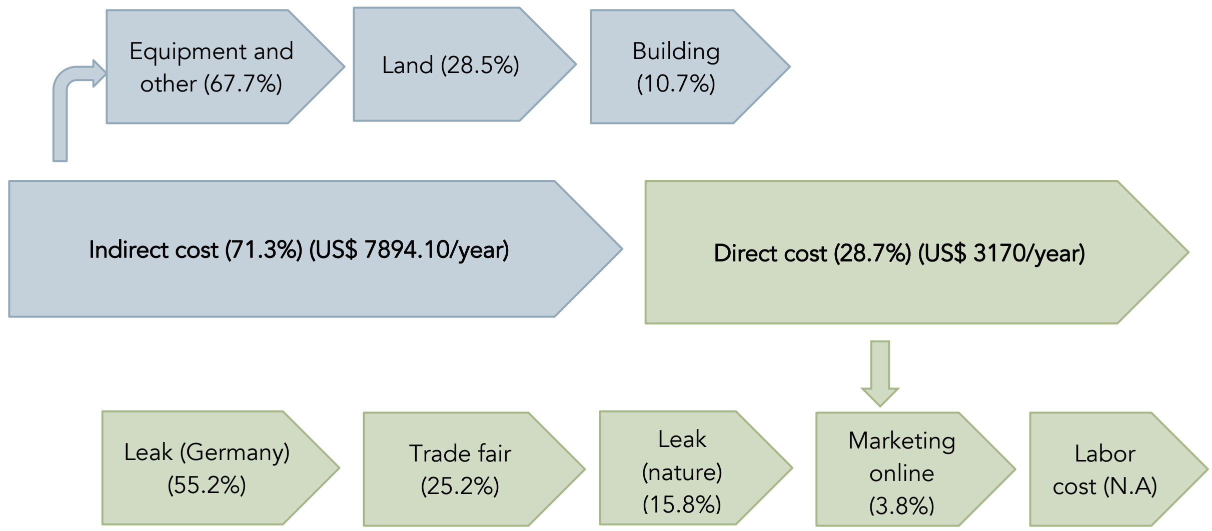
Basic statistics about silk production in the selected district

Total labor in silk production	: 80 workers (100% is female)
Number of local traders	: 3
Total production volume	: 800 pieces/month
Total export volume (5% of the total production)	: 40 pieces/month (480 pieces/year)
Total export value (in thousand USD)	: 6,000

Value chain map (in Phnom Srok District)



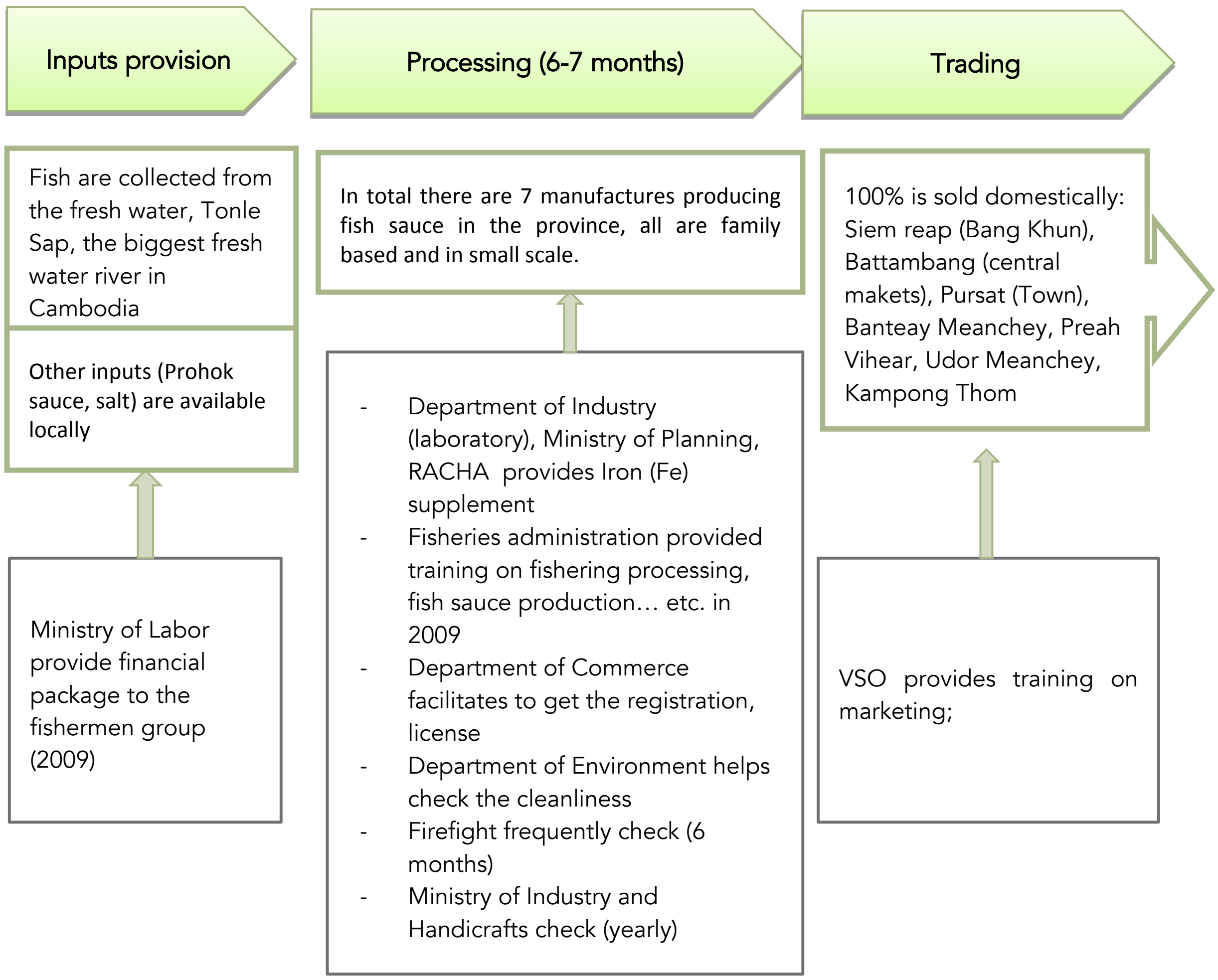
Cost structure of a silk producer



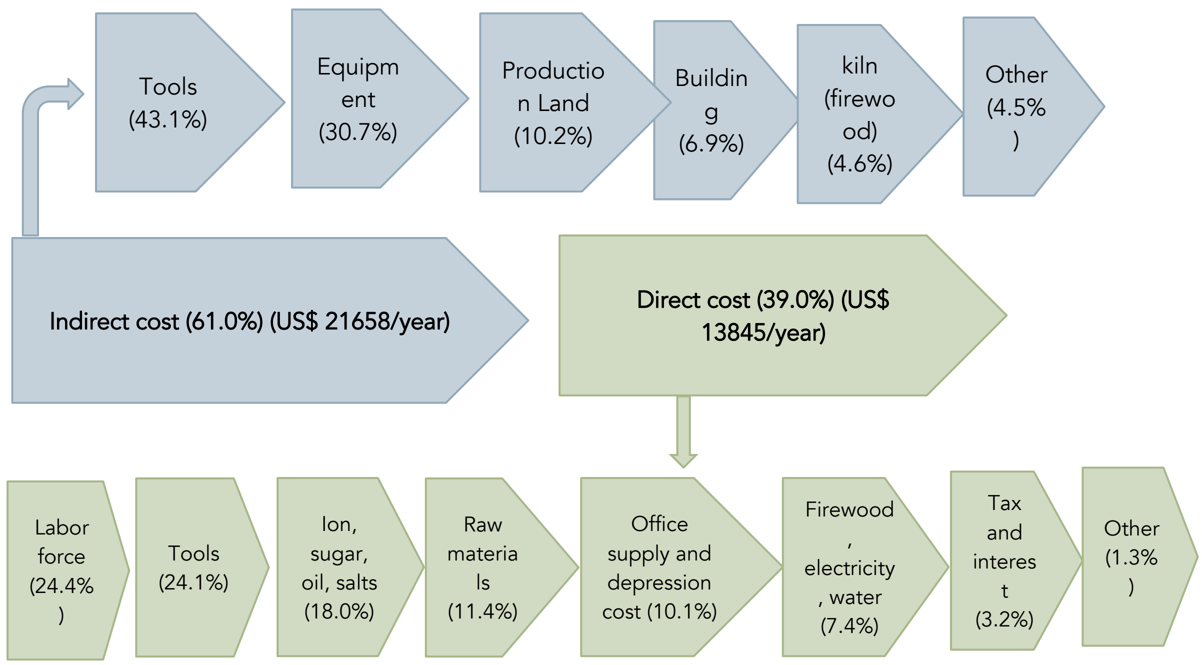
4.1.2 Battambang Province, and (Fresh water) Fish Sauce Value Chain

Selected SME actor: Ponler Preah Atit Fish Sauce located in Romcheck 4 Village, Ratanak District. Battambang City is selected as the key player in SME cluster development process.
Policies to support SMEs: Currently, the Department of Industry and Handicrafts plans to form the Association of Battambang fish sauce. However there has been no progression.

The value chain map is fairly simple (see below)



Cost structure (of Fish Sauce Manufacture in a production cycle)



4.1.3 Pursat Province and Orange Value Chain

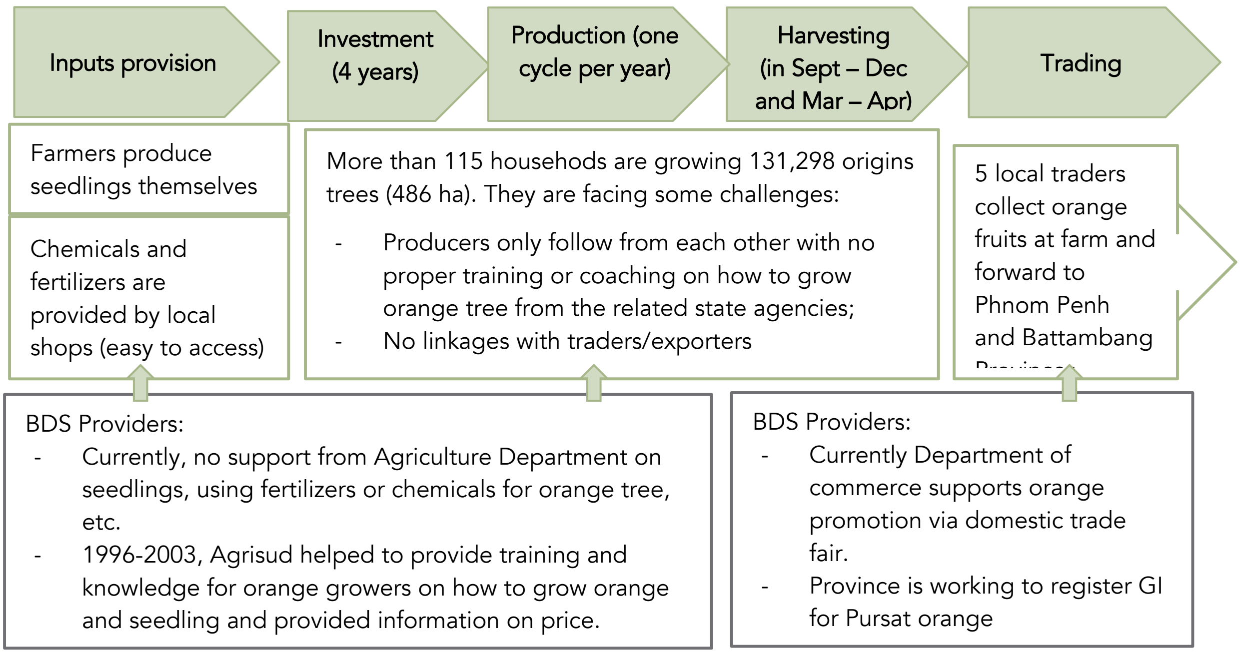
Selected geographical region: Phnom Kravanh District is selected for Orange SME Cluster Development. Angkrong village where the total land used for orange production is 486 ha will participate in the cluster.

Policies to support the SMEs: There is no clear strategy in promoting the products. However there have been some activities implemented by related stakeholders, including Department of Commerce is working to register GI for Pursat orange.

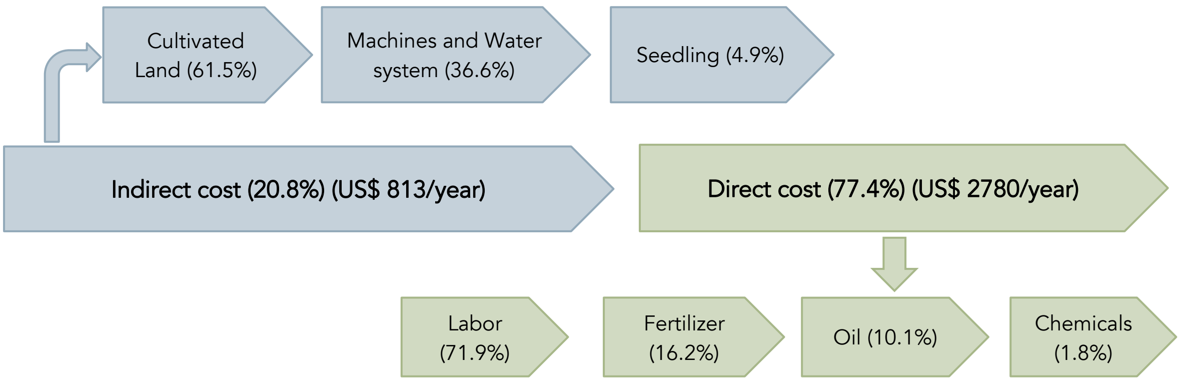
Basic statistics about orange production in province

Main districts	Kravanh, Veal Veaeng, Bakan and Pursat
Total area (ha)	N.A
Total households growing orange trees	N.A
Number of local traders	10
Total production volume	N.A
Total export volume	0

Value chain map



Cost structure (per ha)



4.1.4 Kampong Chhnang Province, Pottery and Ceramics Value Chain

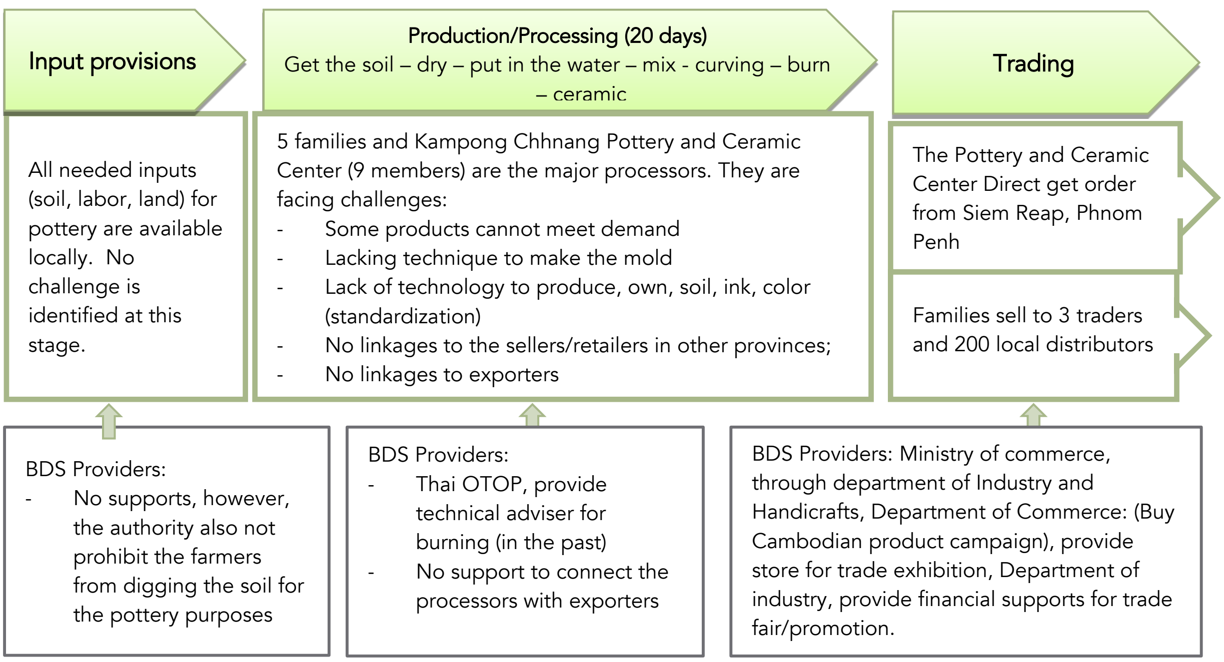
Selected geographical region: 2 communes (Chrey Bak an Srae Thmei) are selected for SMEs cluster development.

Policies to support the SMEs: The provincial authority confirm the need to promote the pottery production, however, there is no clear strategic direction or plan that has been developed for this sector. A recent guideline on the establishment of committee to promote one village one product also including pottery production. Yet there is no any activity done so far.

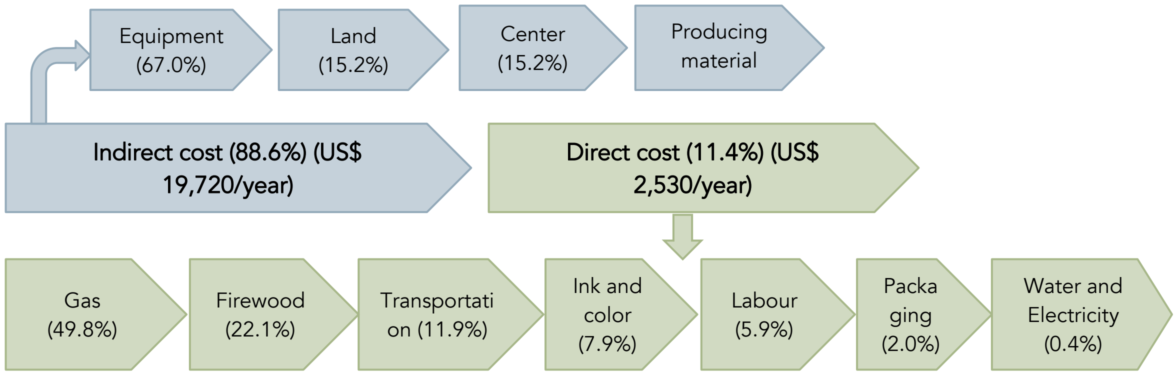
Basic statistics about pottery production in Kampong Chhnang province

The main production area	Banh Chhkoul Village, Chrey Bak Commune, Rolea B'ier District
Number of households engaged in production	155 households
Number of local traders	3
Female labor working in the sector	70%
Total production volume	0 (sold to foreign tourists only)

Value chain map (in Chrey Bak and Srae Thmei)



Cost structure



4.1.5 Svay Rieng Province, Rice (Smach Peddy) Value Chain

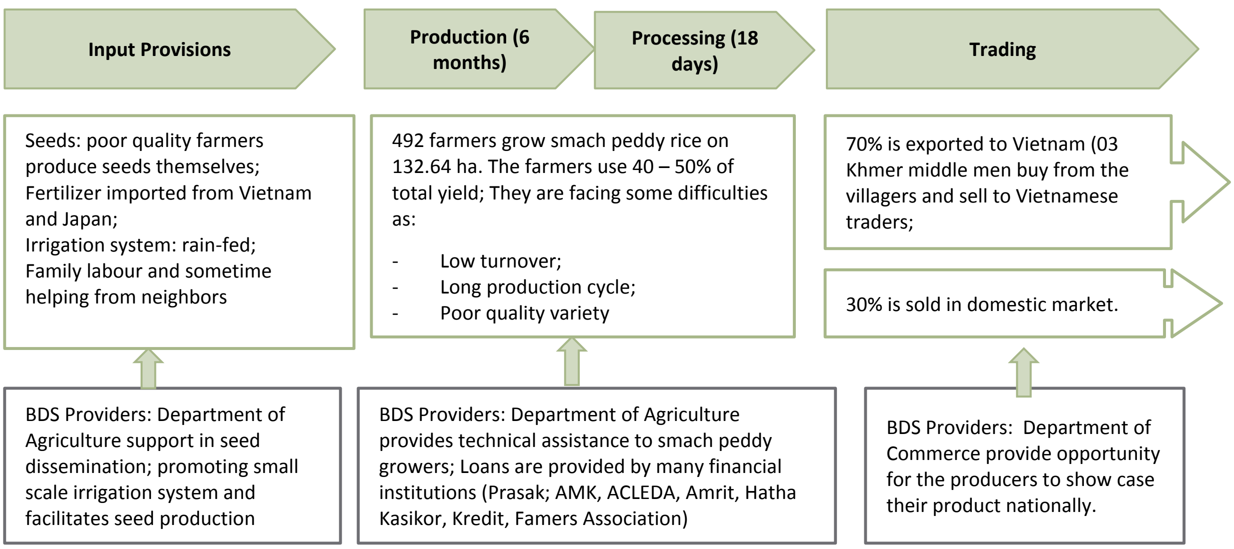
Selected geographic region: Smach peddy gets its good quality only when being grown in Svay Rieng. Not many farmers are interested in producing smach peddy any longer as production cycle is too long (6 months). Kampong Rou District as one of three largest rice producing districts in the province is selected.

Policy to support SMEs: There has not been strategic plan to promote Smach peddy production in the province or specific policies to support SMEs in this sector. However, Smach peddy is always selected to be presented at many national trade fairs as a province's special product.

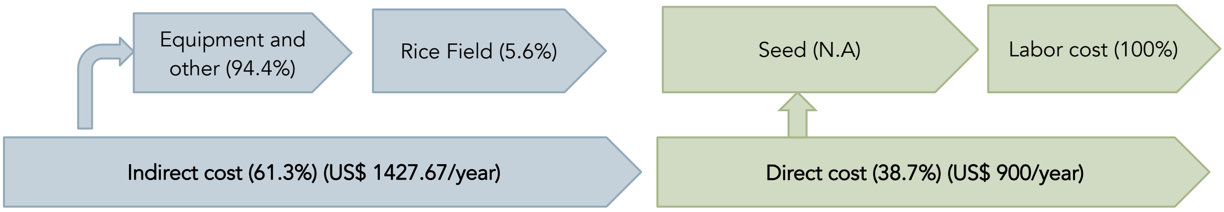
Basic statistics about Smach Peddy production in Kampong Rou District

Current total land in Kampong Rou District	4400 ha (smach peddy 134 ha)
Smach peddy farmers	492 farmers
Local collector	3 Khmer middlemen
Productivity (smach peddy)	1800kg/ha/production cycle
Total export volume (70%)	167,126 kg (to Vietnam)
Total export value	USD 30,082

Value chain map



Cost structure

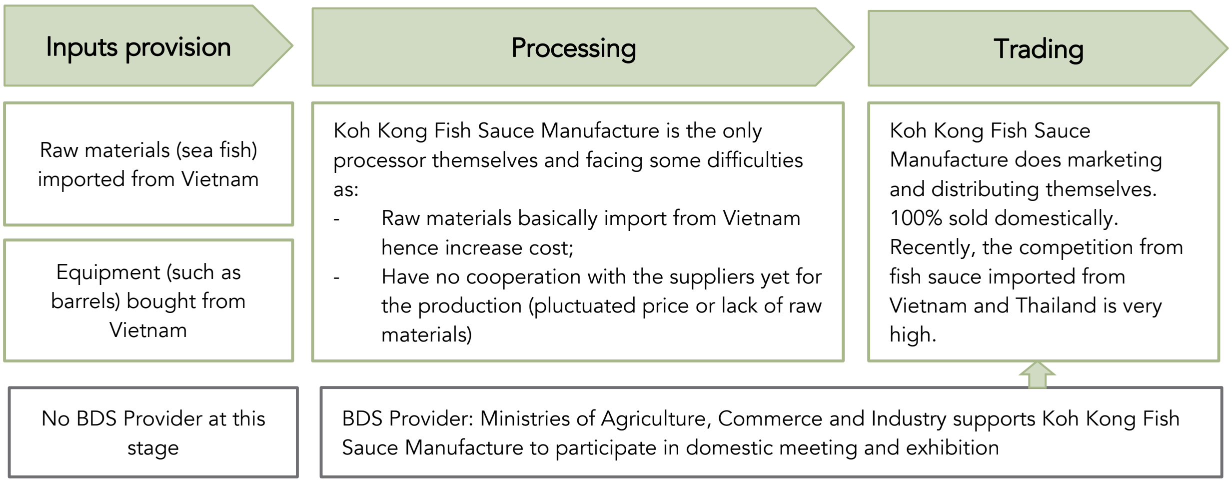


4.1.6 Koh Kong Province, Sea Water Fish Sauce Value Chain

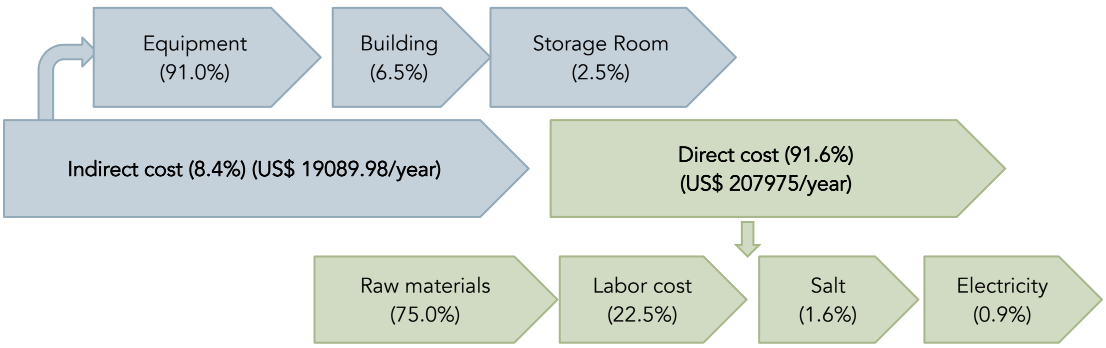
Selected geographical areas: Koh Kong Fish Sauce Manufacture is the only fish sauce producer in the province. Began in 2012 as a family business, they started to have a wholesale office in Phnom Penh recently and continue to expand their business. Koh Kong Fish Sauce Manufacture employs 6 workers and processes 156 tons of raw materials (sea fish) only. Over the last four years of operation (2012 – 2016), Koh Kong Fish Sauce Manufacture has produced 108,000 liters of fish sauce.

Policy to support SMEs: Currently, the Provincial Authority has no specific policies/support to promote this product.

Value chain map is fairly simple (see below).



Cost structure



4.1.7 Kampot Province, Natural Flower of Salt Value Chain

Selected geographical region: This type of salt is a type of sea salt obtained by harvesting the young crystals that form on the surface of salt evaporation ponds. The harvesting takes place in summer when the sun is the strongest with wind. Flower of salt has a higher mineral content than table salts. Due to its relative scarcity and its labor-intensive production, flower of salt is one of the expensive salts. One community working on salt production/packaging is operating at the border of two provinces of Kampot and Kep. This location (red-cycled in the map) is selected for Flower of Salt SME Cluster Development.

Policies to support the SMEs: The Kampot Department of Industry and Handicraft has one office to help looking after and promoting salt production in the province. However, there are not many activities. In 2013, there was an attempt to produce and export Cambodian salt by Asia Salt (Cambodia) Co., Ltd- a local subsidiary of a joint venture between South Korean Company EEE Korea and InfraCo Asia Development Pte. Ltd. This action was financed by the British, Swiss and Australian governments. However, the project failed after 2 years later.

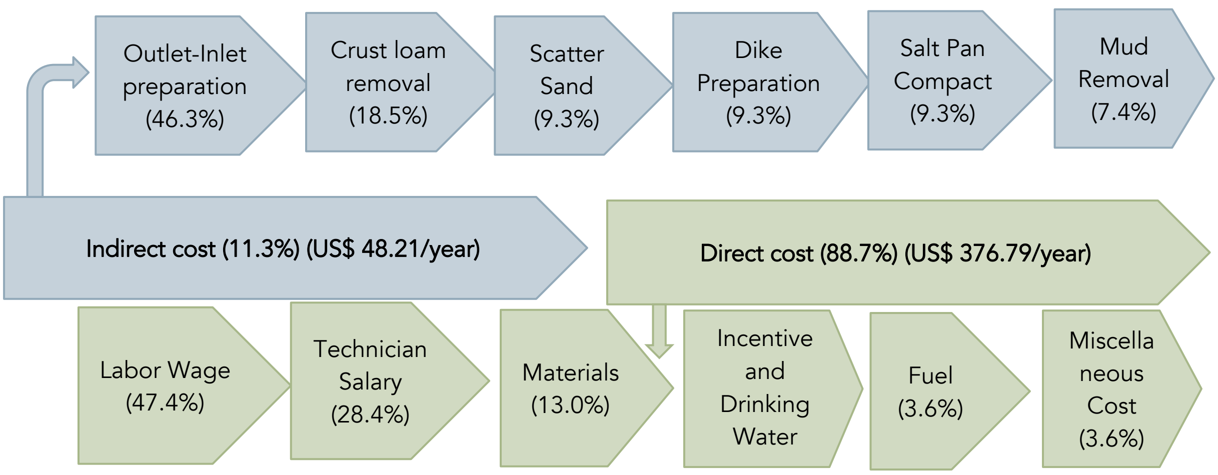
Basic statistics about natural salt in Kampot Province and its neighboring province (Kep):

Total land area for producing salts (ha)	4578 ha in two province Kampot and Kep Provinces
Number of households	185 groups of salt producers exist in Kep and Kampot
Number of local processors	Kep-Kampot Salt Producers Community
Number of local traders	20
Total labor working in the sector	4500 workers (60% is female)
Total salt production volume	144.570 tons (2016)
Total flower of salt volume	6 tons
Total export volume (in tons)	0

Value chain map (natural salt and flower of salt)

Production (5 months)	Collection/Processing/Packaging (early Feb to May)	Trading
190 salt producer groups cultivate around 4,500 hectares of salt production land. - The low quality of the salt which eventually reduces the local market (competition from Vietnam, Thailand) - There has been surplus; the producers could not get money from the community. A group of 7 members is collecting flower of salt. The technique is not easy hence not many farmers are engaging in collecting flower of	Kep-Kampot Salt Producers Community facing the difficulties: - The community produces more than 170,000 tons per year and Cambodian local market consumes around 100,000 tons of salt a year. They need support to penetrate into new market. - There is no better packaging process available. Only flower salt production has a better packaging design. - Lacking fund/loans from the financial institutions at small interest rate. - Processing/packaging flow of salt remains innovative idea.	100% sold domestically Market for flower of salt is going to merge; (20 local traders) → Phnom Penh (Long Huy, Che Chu, Long Chay) → Other provinces (Battambang, Siemreap, Pursat)
BDS Providers: - Community helps providing incentive support (capital) with no interest - Kampot Department of Industry and Handicraft has one office of Salt production to help looking after and promoting salt production in the province. However, there is no much activities	BDS Providers: - Unicef provides loan and study visit in Sri Lanka - Department of Industry and Department of Standard (Ministry of Industry) supports for laboratory and standardization testing	BDS Providers: - Government (Ministry of Commerce search export), no VAT apply (2015-2018) - No SBD Provider is supporting the Salt Community and farmers to export the flower of salt

Cost structure



4.1.8 Preah Sihanouk Province, Dry Shrimp Value Chain

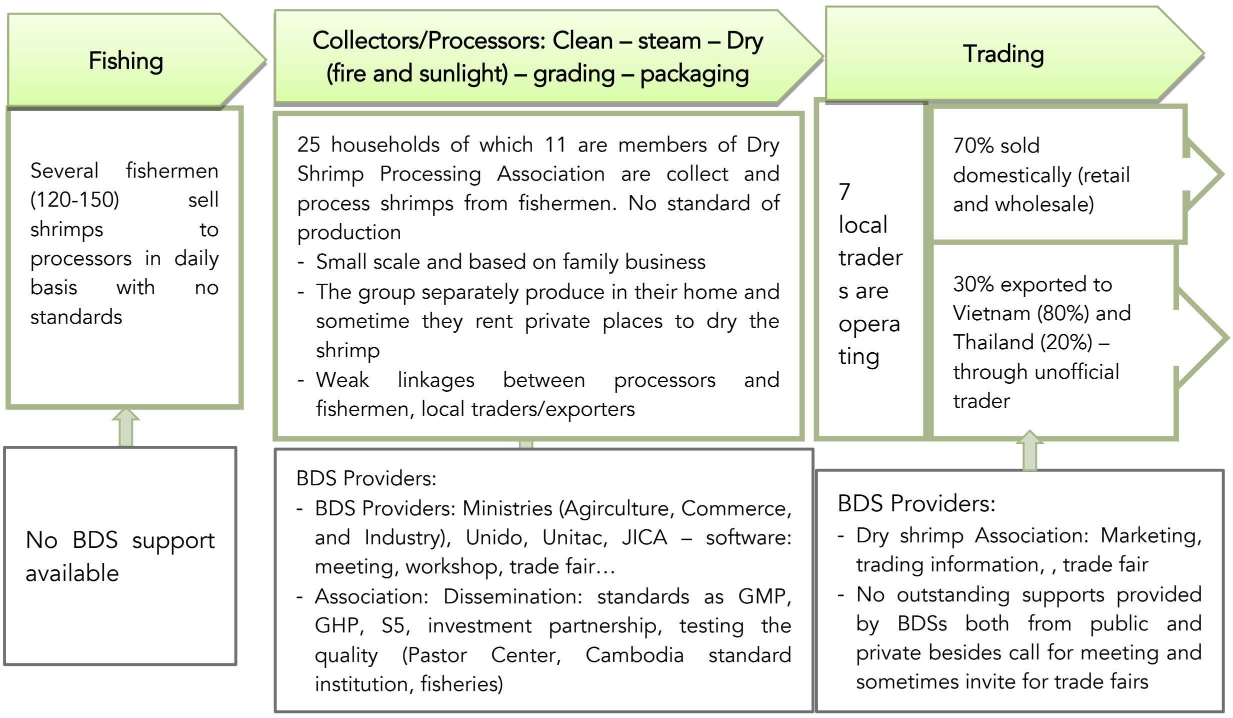
Selected geographical region: Tonob rolok; Stueng Hav; Prey nob districts of the province, where dry shrimp is produced the most.

Policies to support the SMEs: No policies have been introduced to support dry shrimp production in the province.

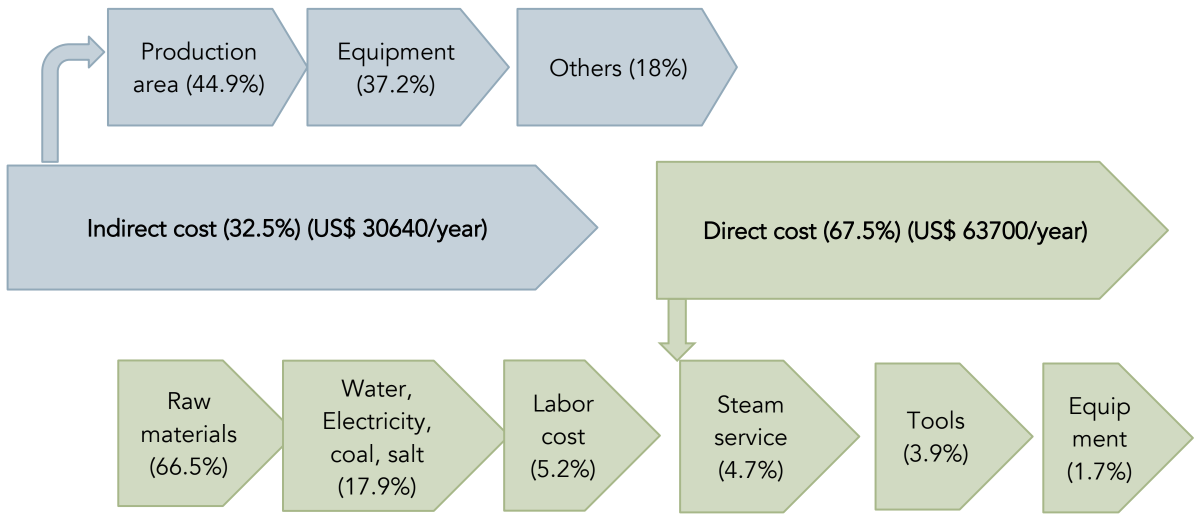
Basic statistics about dry shrimp in Preah Sihanouk province:

Main areas of production	3 areas (Tonob rolok; Stueng Hav; Prey nob)
Number of households	Around 25 families and one group with 11 member (Dry Shrimp Processing Association)
Number of local traders	7
Total female labor working in the sector	60%
Total production volume	26,5 tons
Total export volume	30% of the total output

Value chain map



Cost structure



4.2 Selected SME cluster in Myanmar

4.2.1 Tanintharyi Region, Dawei District, Mackerel (Pla Tuu) Value Chain

Selected geographical region: Tha Bouk Seik Village in Launglon Township (Dawei District) is selected for development of the Marketel (Pla Tuu) SME Cluster.

Policies to support the SMEs:

- Pla Tuu is subject for reservation policies hence the volume of fishing and selling are controlled and recorded by Department of Fisheries. However this Department can monitor the volume of Pla Tuu that are transported and sold in Yangon Capital only.
- The recent enforceable policy of the Government that prohibits all kinds of timber exploitation (including for fishing boat building) causes difficulties to the fishermen who wish to build a new fishing boat or upgrade the boat to a bigger one. Still, another Governmental policy supports fishermen to build a new boat and buy new fishing nets if there is a natural disaster destroying their boat and nets.
- In Dawei District, United Nations Industrial Development Organization (UNIDO) has been supporting the stakeholders in establishing Cluster for various sectors (such as Cable Stone Production Industries Cluster, Agricultural Industries – Rubber, Betel - Cluster, Rice Mill Industries Cluster, Paddy Trading Cluster) but no SME Cluster in fishery sector has been set up. The state agencies, Dawei District Fishery Federation and SME associations have been trained on by UNIDO and to some extent had sound understanding of cluster development.

Basic statistics about Mackerel (Pla Tuu) in Tha Bouk Seik Village:

Number of fishermen	880 (on average, 1 boat deploys 4 fishermen)
Number of fishing boats	220 (all are small boats)
Total yield of fish (yearly)	13200 tons (60 tons/boat * 220 boats)
Total yield of Platu (yearly)	6600 – 7920 tons (50-60% of the total yield of fish)
Number of processors and exporters	2 local companies 1 company owned by Thai investor.

Value chain map:

Inputs provision

Boats are not built anymore as timber production has been illegal since 2014; All boats are old ones. The technology to build steel fishing boat has not been introduced. There are 2-3 boat builders nearby who use timber for boat building illegally.

Around 880 men are working on 220 fishing boats; Of which 220 are boat owners. Around 1000 female workers engage in activities such as fish classifying, on-sand fish selling.

All required inputs such as fishing nets, plastics boxes, fuel, engines and ice are available locally.

Fishing (less than a month)

- 220 small boats (area of fishing: less than 10 miles from land; less than 30 feet long; less than 25 horse power engine);
- 220 are boat owners and 660 fishermen are hired to work on boats; One fisherman are paid around 10% of the total revenue of a boat;
- The boat owners and hired fishermen do not know about any quality standards. They use ice and salt to keep Pla Tuu fresh in traditional way. Therefore they cannot sell their Pla Tuu directly to the Processing Company owned by Thai investors who are requiring high quality;
- Total yield of Platu (fished by 220 boats) per year is around 13,200 tons.

Collection/Trading (2-3 days)

30% of the total yield is sold to small local collectors (1,000 women) → 100% is sold to locals markets (mainly to the neighboring

30% - 50% of the total yield is sold to 20 collectors who have 2 trucks → 100% is sold to domestic market (mainly to Yangon)

The remaining is sold to a large local collector who hires 20 male and 10 female workers → 25% is sold to the Thai Processing Company; 75% is sold to domestic market (mainly to Yangon)

BSD Providers (Inputs provision):

- No BSD provider who supports the fishermen to overcome the difficulties of shortage of wooden boats which resulted from the recent policy of the Government that allows the timber using no longer. Department of Fisheries is in charge of granting license for fishing, providing working registration for fishermen and supporting them in conflict solving.
- Dawei District Fishery Federation supports ice factories in investment.

BSD Providers (Fishing):

- No BDS provider supports to introduce Pla Tuu freezing technology to fishermen and processors.
- No BDS provider support the fishermen in applying quality standard to Pla Tuu

BSD Providers (Collection/Trading):

- Department of Fisheries provides market information to fishermen in forms of awareness raising events, flyers dissemination.
- Department of Consumer Affairs is grating import-exporting license to Pla Tuu exporters.
- No trade fair has been organized for Pla Tuu market development in Dawei District; Fishermen are not supported to attend any inter-province or international trade fair;
- Department of SMEs Development support SMEs in general in market promotion.

Cost Structure

Indirect cost (4.5%) (US$ 1886.90/year) → Net (47.9%) → Engine (31.9%) → Boat (19.2%) → Anchor and Tool boxes

Direct cost (95.5%) (US$ 40198.72/year) → Labor cost (63.3%) → Daily food (16.6%) → Repair cost (7.9%) → Bank loan interest (6.6%) → Electricity, fuel and salt (3.0%) → Tools (1.6%) → Water & worship (0.8%) → Licensing and tax (0.1%)

4.3 Selected SME Clusters in Thailand

4.3.1 Kanchanaburi Province, Banana Chips Value Chain

Selected geographical region: Saiyok, Thong Pha Phum and Phanom Thuan Districts are selected for banana chip SME cluster development. There are 12 local banana chip processors operating and providing inputs for Siam Banana Company that are selected as a key players in the cluster. Siam Banana Company has built good relationship with those local processors for long time and they support the processors in many ways such as offering banana frying oil at cheap price, and providing training and processing technical mentoring.

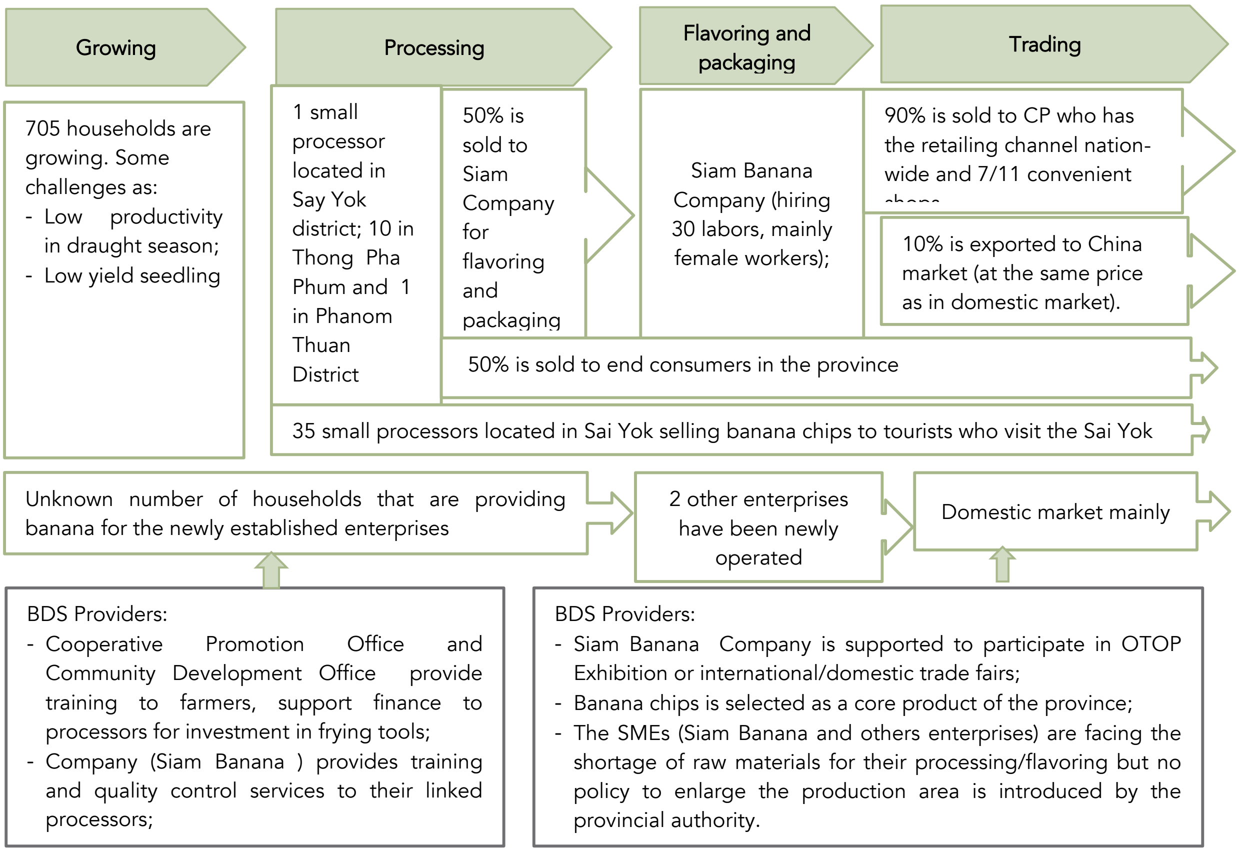
Policies to support the SMEs: Banana chip is identified as the OTOP (One Tambon One Product) Product hence the producers/processors are beneficiaries of the OTOP Policy. OTOP Policy has been initiated in 2001 aiming at increasing the capacity of the community network quality for integrated poverty reduction and economic development.

The local processors have been supported to invest into processing tools such as gas-consuming cooks. The Community Enterprise such as Siam Banana Company is supported to participate in OTOP Exhibition or international/domestic trade fairs fairly often.

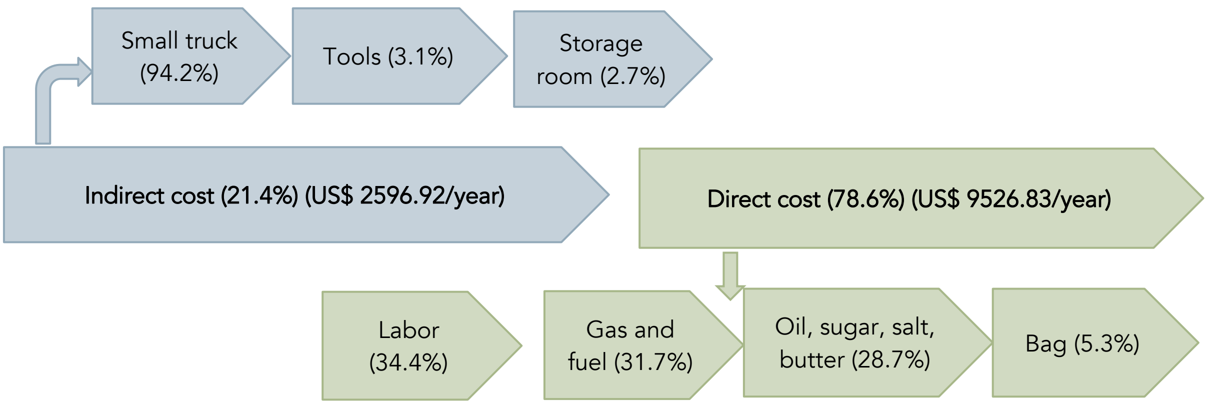
Basic statistics in Sayyok, Thong Pha Phum, Phanom Thuan Districts:

Total banana production areas	No official statistics (estimated 16.000ha, 1.6ha per households)
Number of banana growers	Around 1000 households
Number of banana chip processors	50
Total volume of banana chip produced	810,000 kg (yearly)
Total value of export (million USD)	No official statistics

Value chain map



Cost structure



4.3.2 Ratchaburi Province, Green Aroma Coconut Value Chain

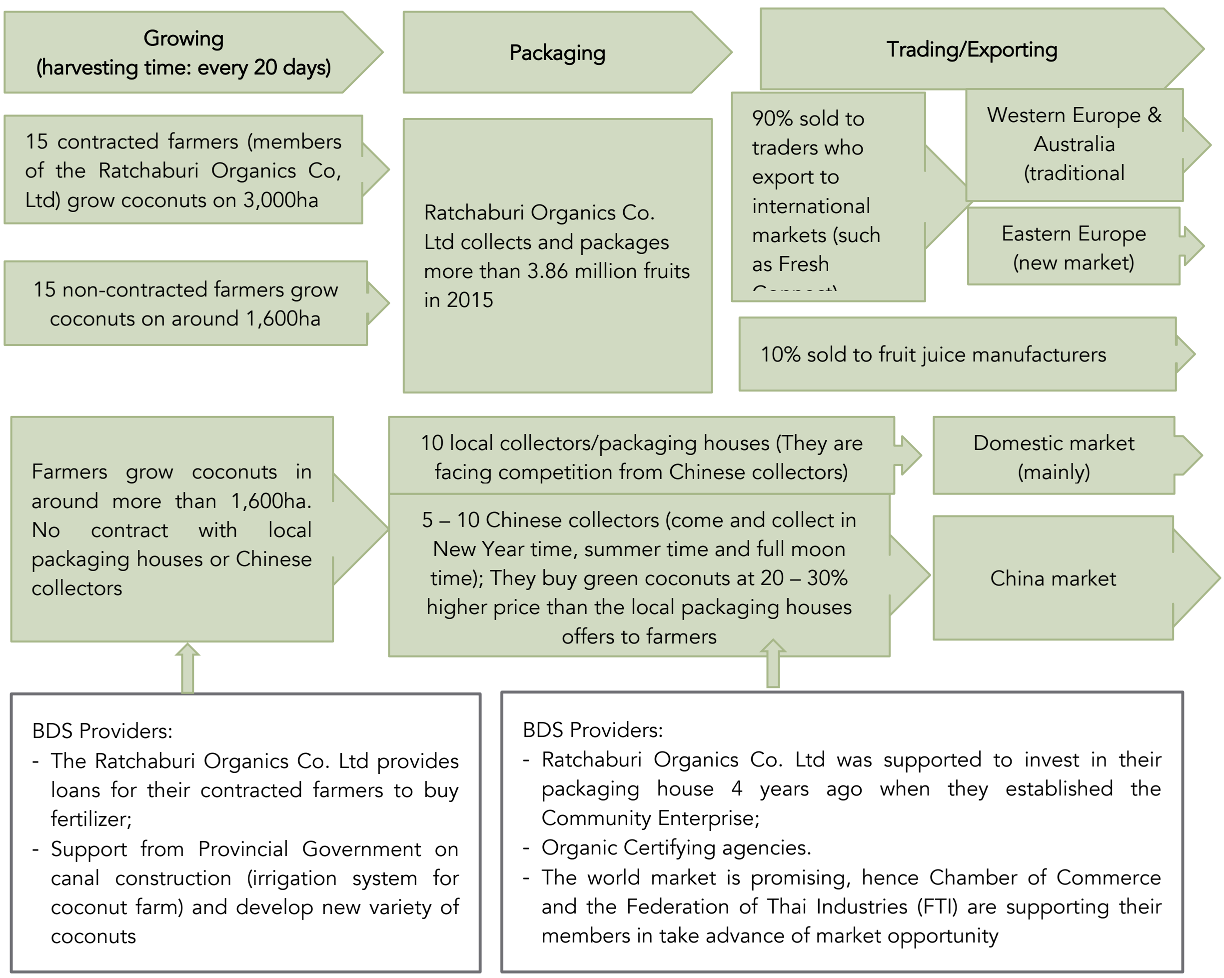
Selected geographical region: Bang Phae, Muang Ratchaburi, Wat Pleng and Damnoen Districts are selected. A Community Enterprise (Ratchburi Organics Co. Ltd) that has been operating in green aroma coconut sector can play a key role in promoting the SMEs cluster. The Company is located in Bang Phae and has established relationship with local advanced farmers growing coconuts. The Company owner has 400 rai to grow coconut himself and get Organic certification. The Company plans to get more coconut grower members in 2017.

Policies to support the SMEs: Aroma green coconut is identified as the OTOP (One Tambon One Product) Product hence the producers and packaging houses/ companies are the beneficiaries of the OTOP Policy.

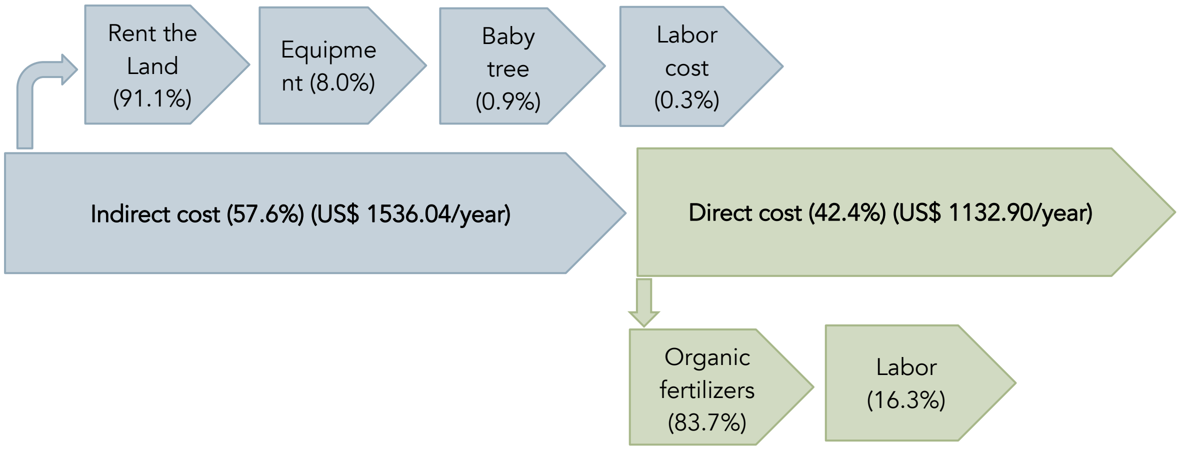
Basic statistics about Green Coconut sector:

Total coconut production areas	44,000ha (harvesting area: 36,000ha)
Total production volume of the province (in fruit)	(Estimated) 250 million fruits
Districts that have largest coconut production	Bang Phae, Mueang Rachaburi, Wat Pleng and Damnoen Districts
Productivity (fruit/rai)	70,000 fruits/ha/year
Total value of export (million USD)	No official statistics

Value chain map (in the selected districts)



Cost Structure



4.3.3 Prachinburi Province, Organic Rice Value Chain

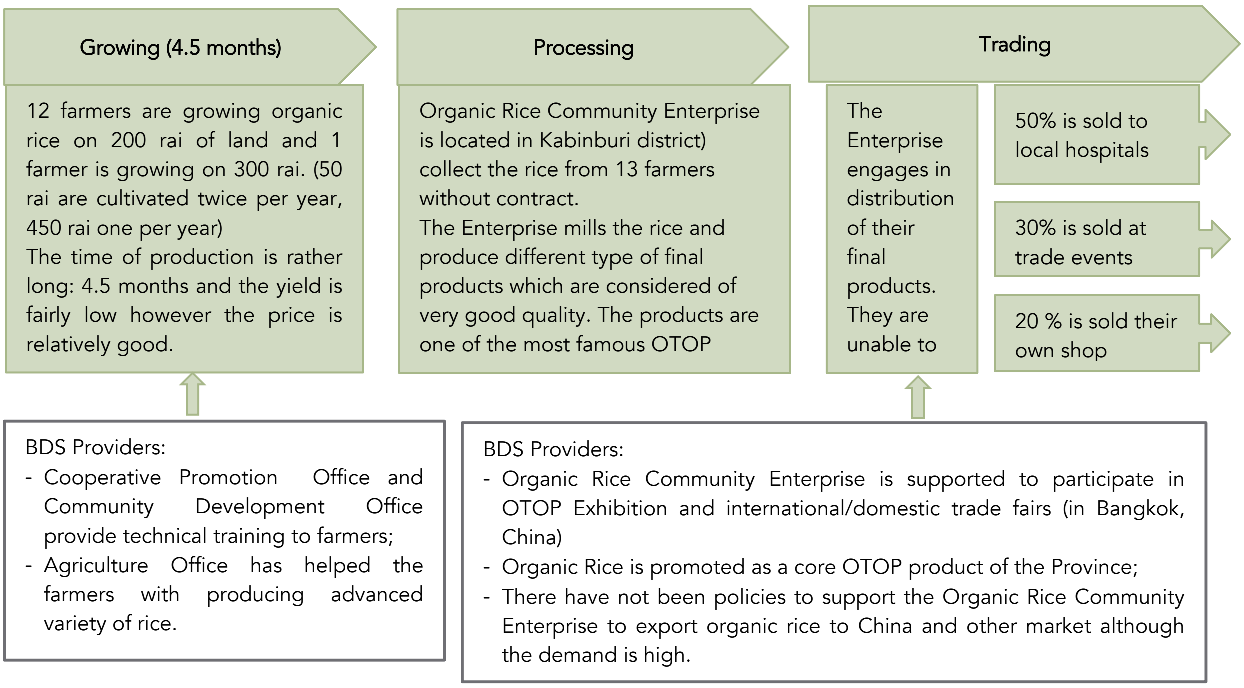
Selected geographical region: Kabinburi district is selected for organic rice SME cluster. The Organic Rice Community Enterprise is located in this district and can play as the key actor in the cluster. The Enterprise has been well-known for their products and is planning to enlarge the production areas to other provinces as they are facing a shortage of inputs (rice). Still, the Enterprise has not been succeeded in exporting their products abroad. There are rooms for the SME cluster to enhance the competitiveness of the Enterprise and its connected rice farmers.

Policies to support the SMEs: Organic Rice is identified as the OTOP (One Tambon One Product) Product hence the producers/processors are the beneficiaries of the OTOP Policy. The Organic Rice Community Enterprise has been supported to invest into their processing system and housing; and to participate in OTOP Exhibition or domestic trade fairs.

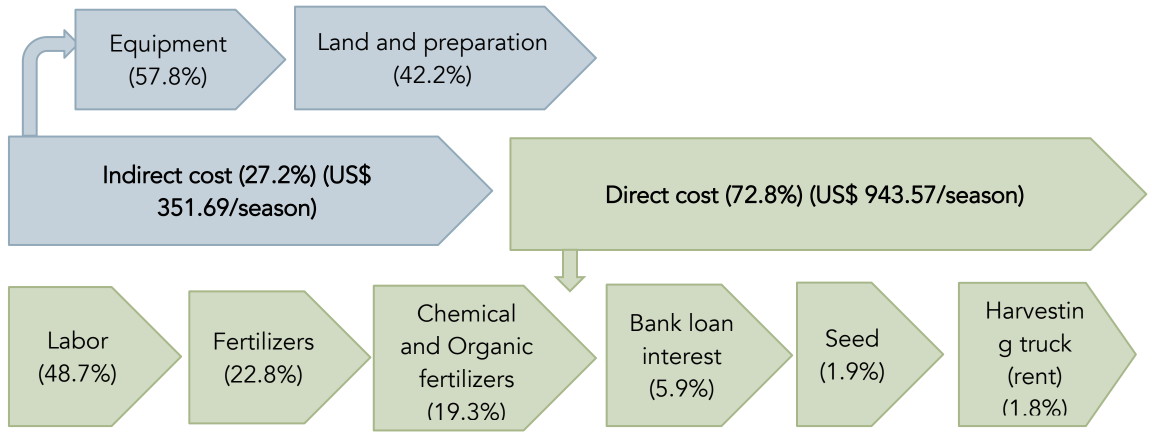
Basic statistics about organic rice sector:

Total land used for rice production	84,000ha rice, of which 10% is organic rice
Type of organic rice	Institute of Certified Agri. Production System certified seeds: Rice-berry rice (purple color), milky rice (green color), sinlek rice (white, yellow color).
Productivity of organic rice	1.560kg/ha/season
Total yield of organic rice	12,000 tons (per season)
Total value of export (million USD)	The organic rice is not exported.

Value chain map (Kabinburi district)



Cost structure



4.3.4 Sa-Kaeo Province, Aromatic Herb Value Chain

Geographical region selected: Muang, Wang Nam Yen, Wang Sombun, Wattana Nakhon, Ta Phraya and Khlong Hat District are selected for herb SME cluster promotion. Sa-Kaeo Aroma Herb Community Enterprise is the key player in promoting SME Cluster in herb sector. This Enterprise buys herb as raw materials from all 6 districts.

Policies to support to the SMEs:

– The Sa-Kaeo Provincial Authority has identified herb a core product and introduced many policies to support herb production. For example, Program "Knowledge based OTOP"

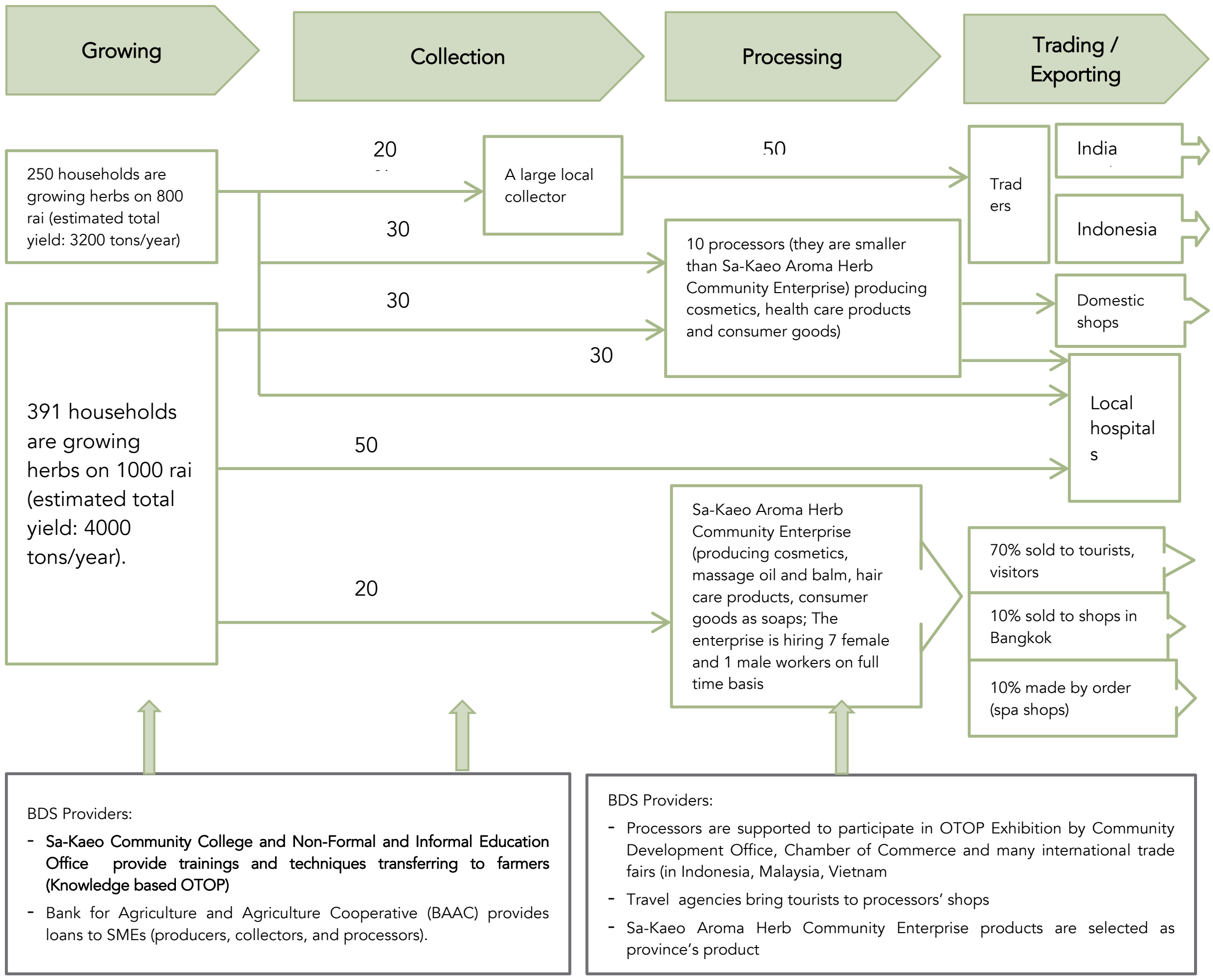
(One Tambon One Product) run by Sa-Kaeo Community College helps Sa-Kaeo Aroma Herb Community Enterprise to make body soap from herb.

- The herb processors are supported to have free boots at OTOP Exhibition in Sa-Kaeo Province and other Provinces or international trade fairs in Malaysia, Cambodia and Vietnam.
- The Sa-Kaeo Community College and Non-Formal and Informal Education Office are jointly supporting the farmers in growing and drying herb.
- The Bank for Agriculture and Agriculture Cooperatives (BAAC) offers loans at low interest rate to farmers, collectors and processor in herb sector.
-

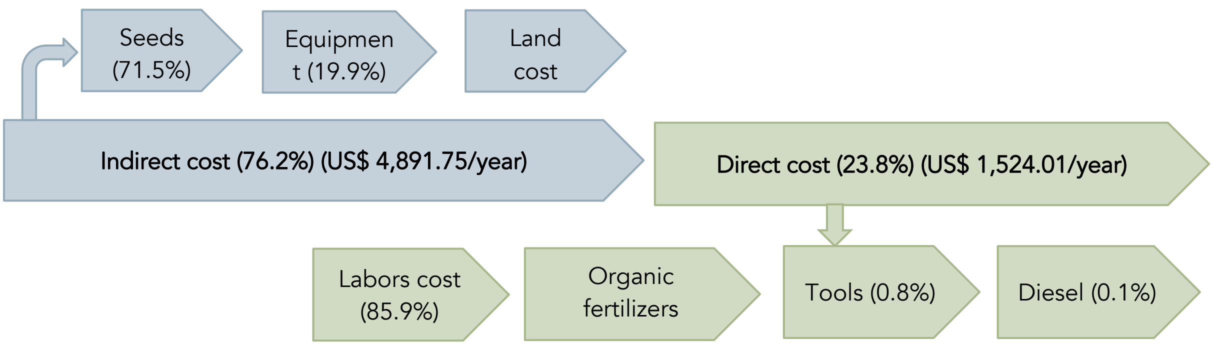
Basic statistics about herb production in six districts:

Total households growing herbs and having linkage with Sa-Kaeo Aroma Herb Community Enterprise	Muang District: 20 Wang Nam Yen District: 150 Wang Sombun District: 150 Wattana Nakhon District: 1 Ta Phraya District: 50 Khlong Hat District: 20 Total: 391 (on 1,600ha)
Total households growing herbs and having linkage to a large local collector located in Sub Ma Kood Sub-district	Total: 250 (on 1,300ha)
Main herbs	Cassumunar ginger, Turmeric, Pandan Leaves, Rosella, Butterfly pea; tamarind leaves;
Average production area per household	0.45ha
Productivity	12 - 25 tons/ha
Total yield	No official statistics.
Total export volume	Estimated 50% exported, mainly to India, Indonesia

Value chain map



Cost Structure



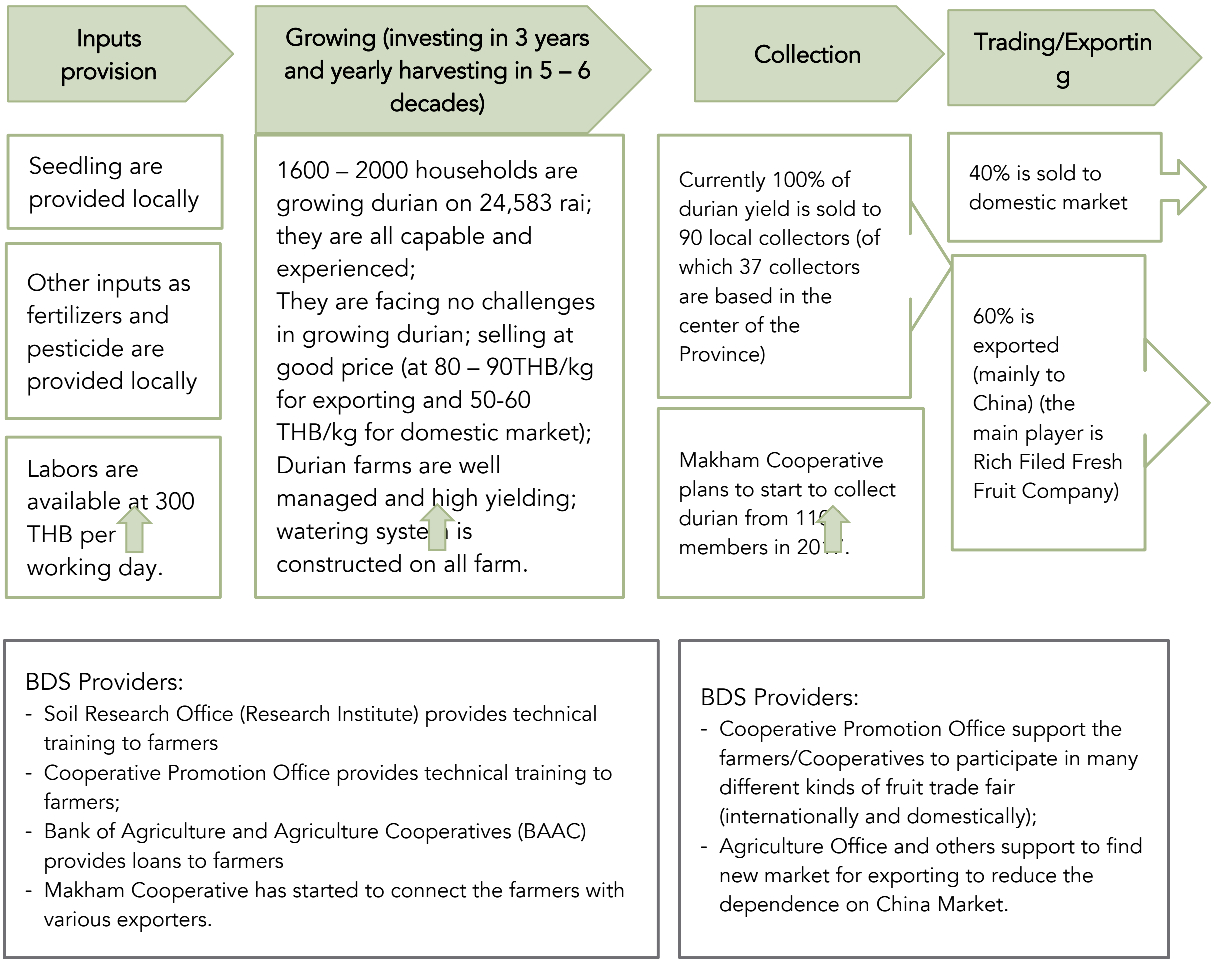
4.3.5 Chanthaburi, Fresh Durian Value Chain

Selected geographical region: Makham District is selected for Durian SME cluster development and Makham Cooperative is selected as the key player in the cluster. Currently, Makham Cooperative has 1980 members and 60% of their member (1,100) is growing durian.

Basic statistics about Durian in Chanthaburi Province:

Total durian plantation area	30,500ha (26,800ha harvesting)
Main production areas	Tha Mai (10,940ha); Makham (3,940ha); Kichiakut (5,600ha); Khlung (6,580ha)
Total yield of the province	242,686 tons
Total export volume (60% of total yield)	145,611 tons
Total value of export (estimated)	USD 325,844,140

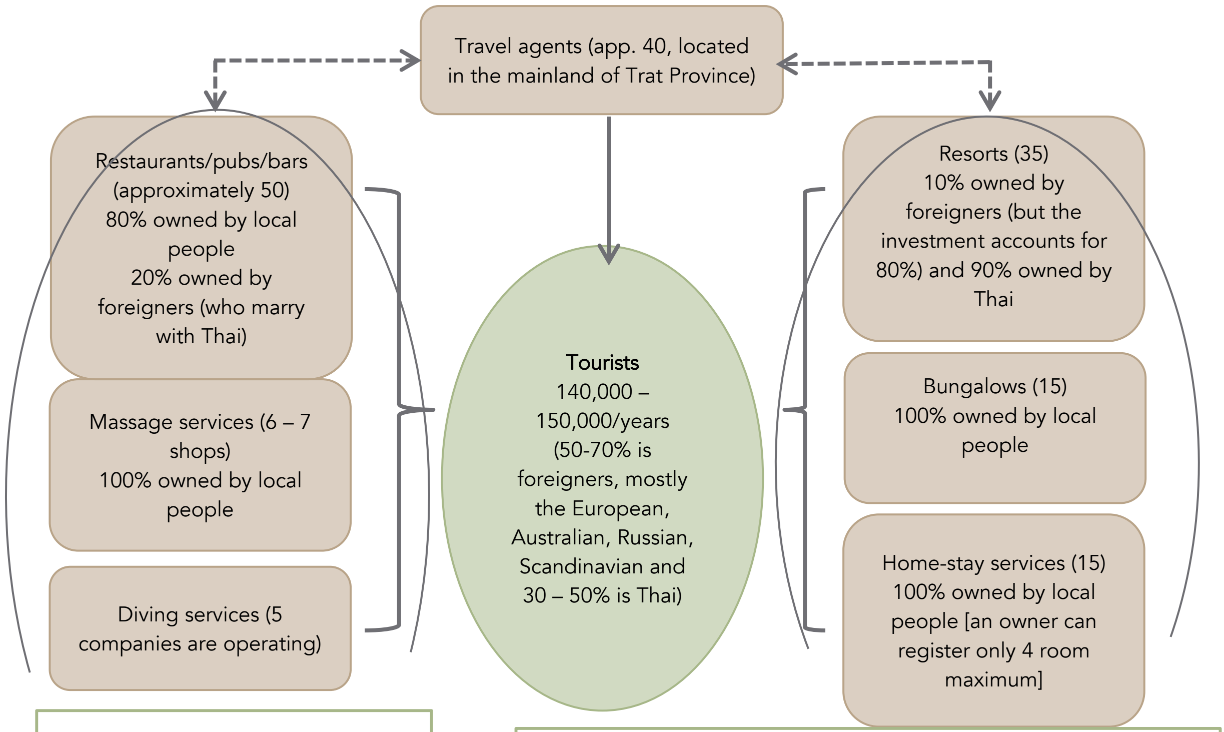
Value chain map (in Makham District)



4.3.6 Trat Province, Tourism in Kood Island

Policies to support the SMEs: In general, the Provincial Agencies are supporting Chang Island to develop tourism more than Kood Island. There have not been particular policies for SMEs in Kood Island except one program that offers groups of households including those who work in tourism sector in Kood Island to upgrade their business facilities.

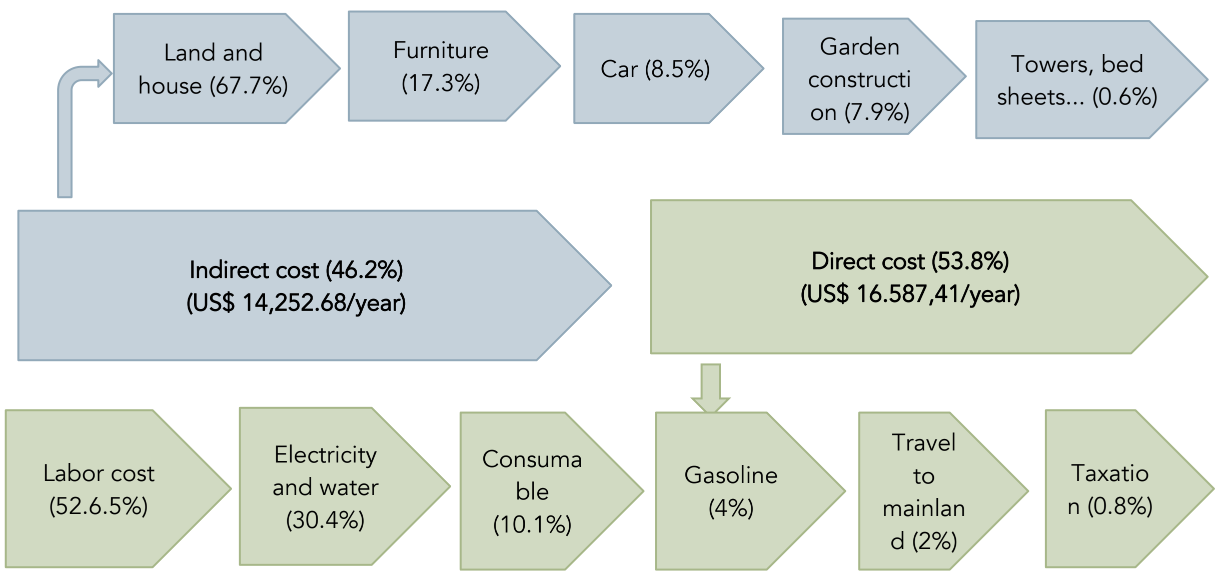
Value chain map



BDS Providers: Standards of food security and health care are guided by state agencies, in particular Community Development Department (CDD), and supporting sea-food processing; Provincial Office of Industry provides guidance on product standards (such as dry shrimp).

BDS Providers:
- Office of Business Registration provides guidance on home-stay standards to home-stay service providers;
- The home-stay service providers are supported to visit other islands to learn about the business model;
- There is a policy to support group of at least five home-stay service providers if they can make qualified proposal (budget is less than 100,000 THB for a group);
- BDS Providers are more active in Chang Island than in Koop Island.

Cost Structure



4.4 Selected SME Clusters in Vietnam

4.4.1 Tay Ninh Province, Custard Apple Value Chain

Selected geographical region:

Thanh Tan and Tan Binh communes in Tay Ninh City are selected for development of Custard SME cluster (see the below map). Thanh Tan and Tan Binh communes are the two amongst five largest custard apple production communes of Tay Ninh Province. Moreover, a Custard Apple Cooperative has been operating in Thanh Tan commune for long and contributed largely to building the image of Tay Ninh Custard Apple. This Cooperative can be a key player in the SME Cluster.

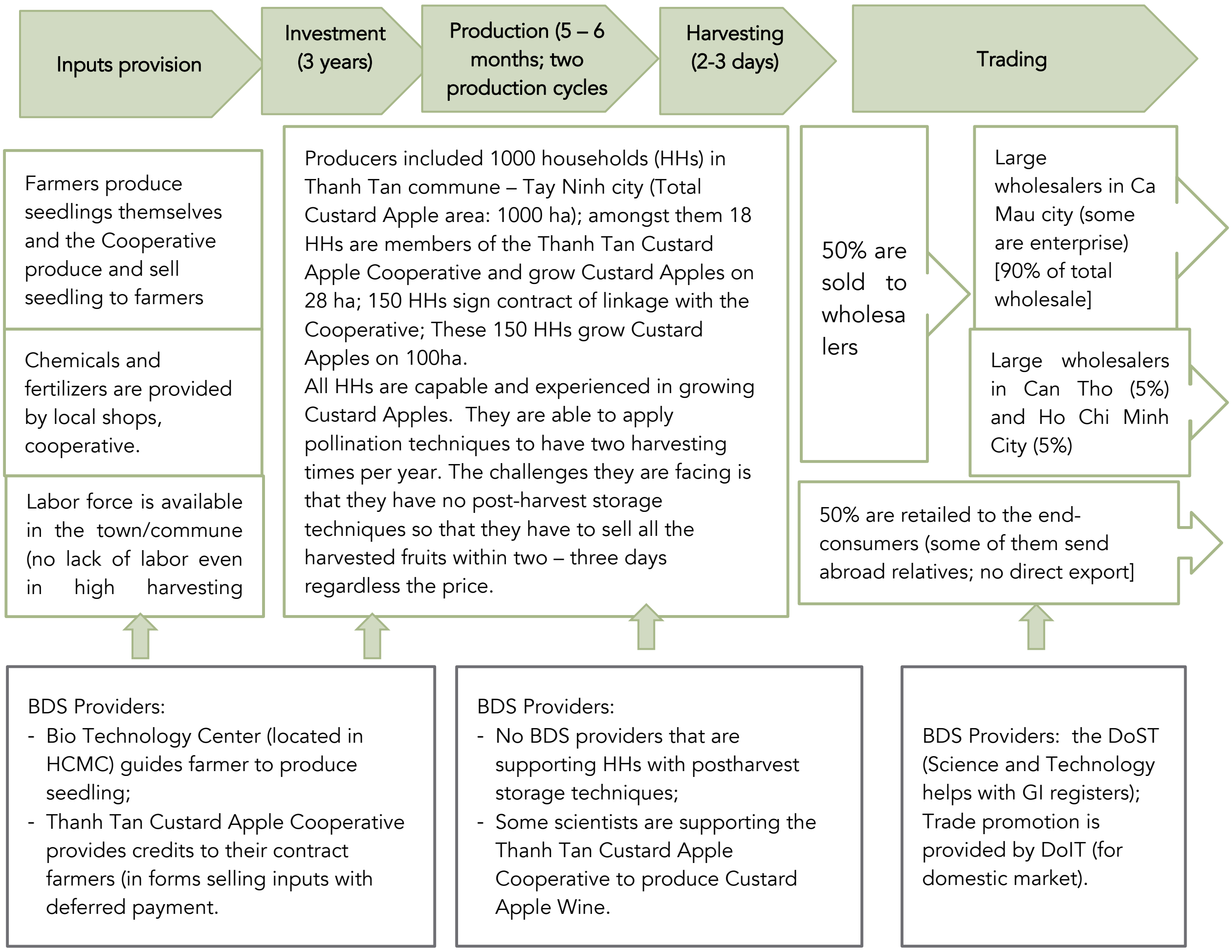
Policies to support the SMEs:

Custard apple is considered one of the major fruit crops as provided by the Decree 44/2012/QĐ-UBND on Provincial Agriculture Development Planning for the period 2015 – 2020. However, there have not been many particular policies to support SMEs who engage in custard apple production and trading except a support for application of Geographical Indication (GI) for Custard Apple in 2012.

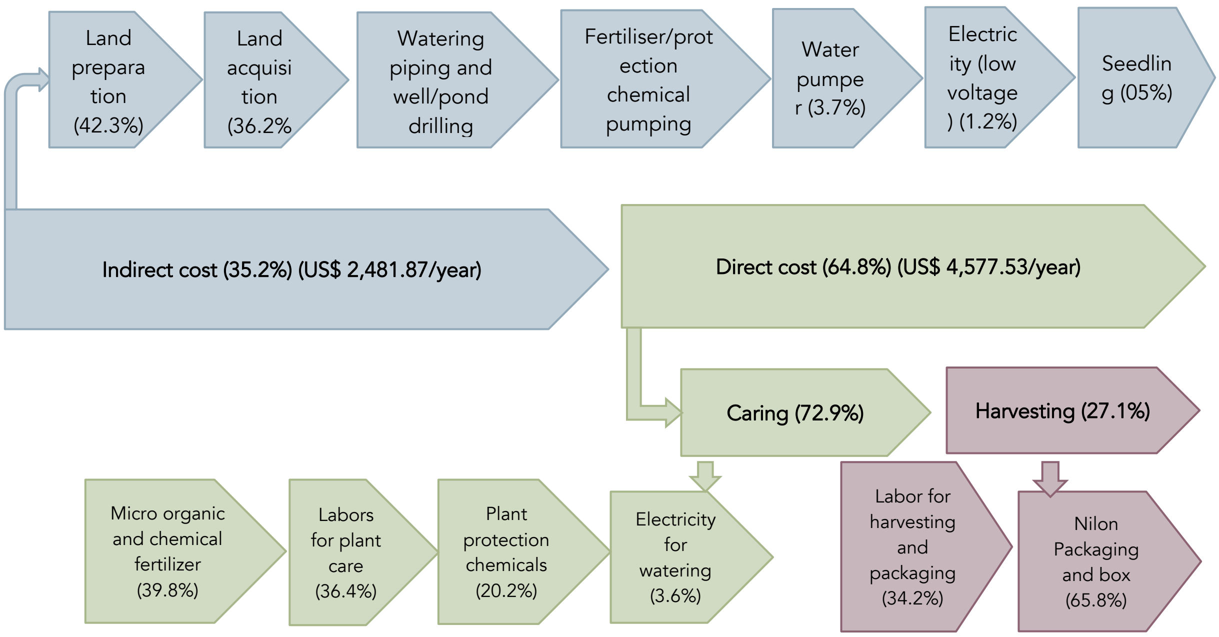
Basic statistics about Custard Apple:

Custard apple plantation area	Over 1000ha
Average yearly revenue per ha	USD 11,200
Average production area per household	0.5 – 1 ha
Total yield of the commune	14,000 tons per year
Number of custard apple farmers	1000 – 1500 HHs
Total export volume (in tons)	1-2% of total yield

Value chain map:



Cost structure



4.4.2 Kien Giang Province, White-leg Shrimp (Litopenaeus vannamei) Value Chain

Selected geographical region: Kien Luong District is selected for SME cluster development since the production area in Kien Luong is the largest. A Club of Commercial Shrimp Farming that has been established and operated by 30 white leg shrimp farm owners can act as a key player in the SME Cluster. Trung Son Food J.S. Company invested in white leg shrimp farming in Kien Luong district can involve in SME cluster promotion. There are three big purchasing agents of the processing companies operating in Kien Luong District however they have set no close linkages with farmers who claim having no bargaining power with those agents.

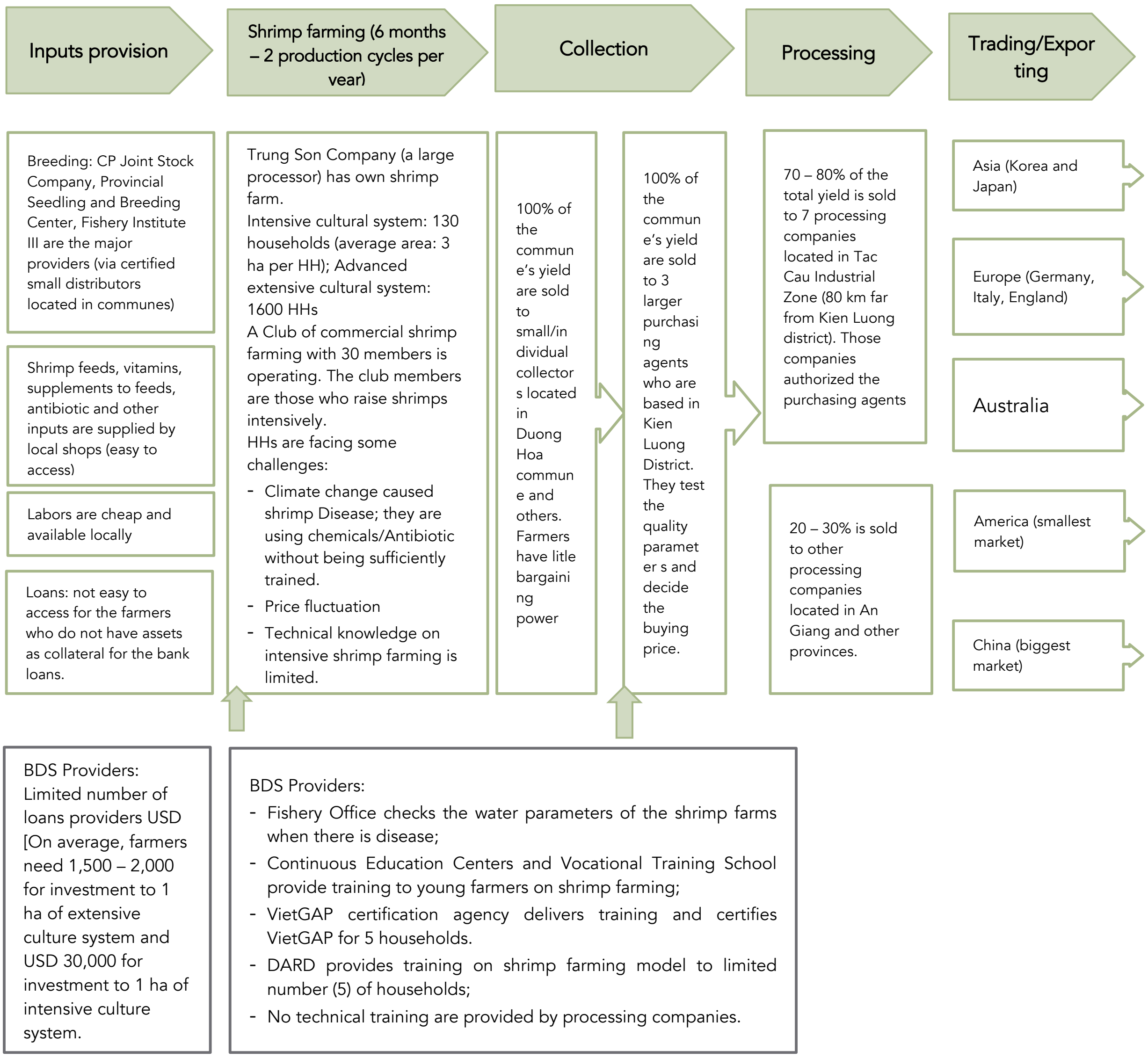
Current policies to support the SMEs:

- Raising white-leg shrimp used to be prohibited in Kien Giang in the past. Recently, white-leg shrimp is considered a core product of the province.
- Kien Giang Province has recently introduced policies to promote and control the white-leg shrimp breeding to ensure the quality inputs for production.
- The Agriculture and Fishery Extension Center introduced models of white-leg shrimp models in Hon Dat district in 2014 and two advanced farmers participated in the models. The outcomes of the models have been disseminated to larger audience (shrimp farmers) in other districts.
-

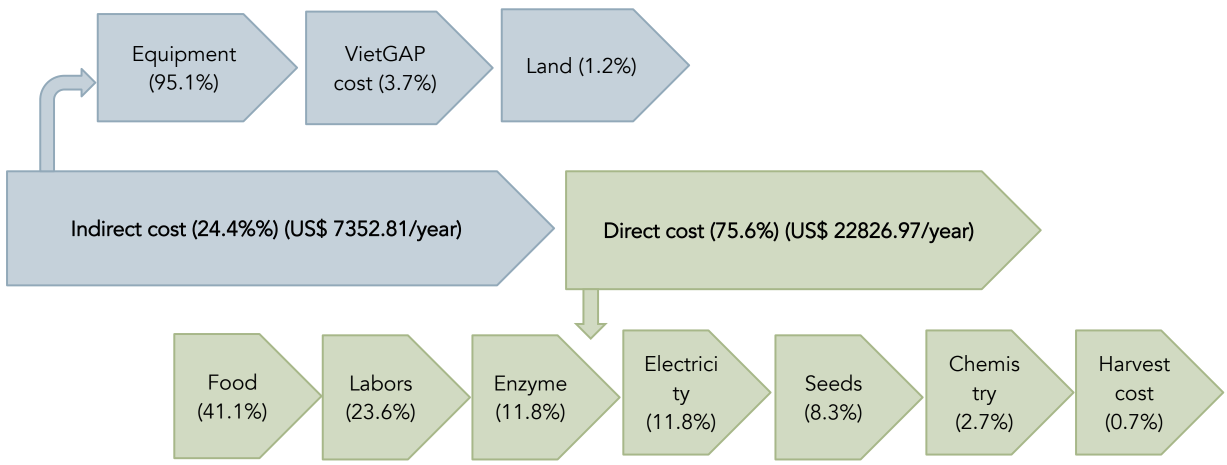
Basic statistics of white-leg shrimp:

Total production area (ha)	786 ha: advanced extensive culture system by companies and some households 2,453 ha: advanced extensive culture system by households. 500 ha: white-leg raised in the rice farm by households
Productivity (tons/ha)	Intensive culture system: 20 – 25 tons/ha/year Advanced extensive culture system: 1.8 – 2 tons/ha/year
The average turnover per ha	Advanced extensive culture system: USD 6,200 – 10,600 per ha/year Intensive culture system: USD 7,860 – 10,660 per ha/year.

Value chain map (in Duong Hoa commune, Kien Luong district)



Cost structure (one production cycle in 6 months)



4.4.3 Can Tho City, Pangasius Value Chain

Selected geographical region: Thoi An Commune in O Mon District is selected for SME cluster development. Thoi Ai Pangasius Famer Group can play an activie role in SME cluster. Below are the maps of Can Tho Province, Omon District and Thoi An Commune.

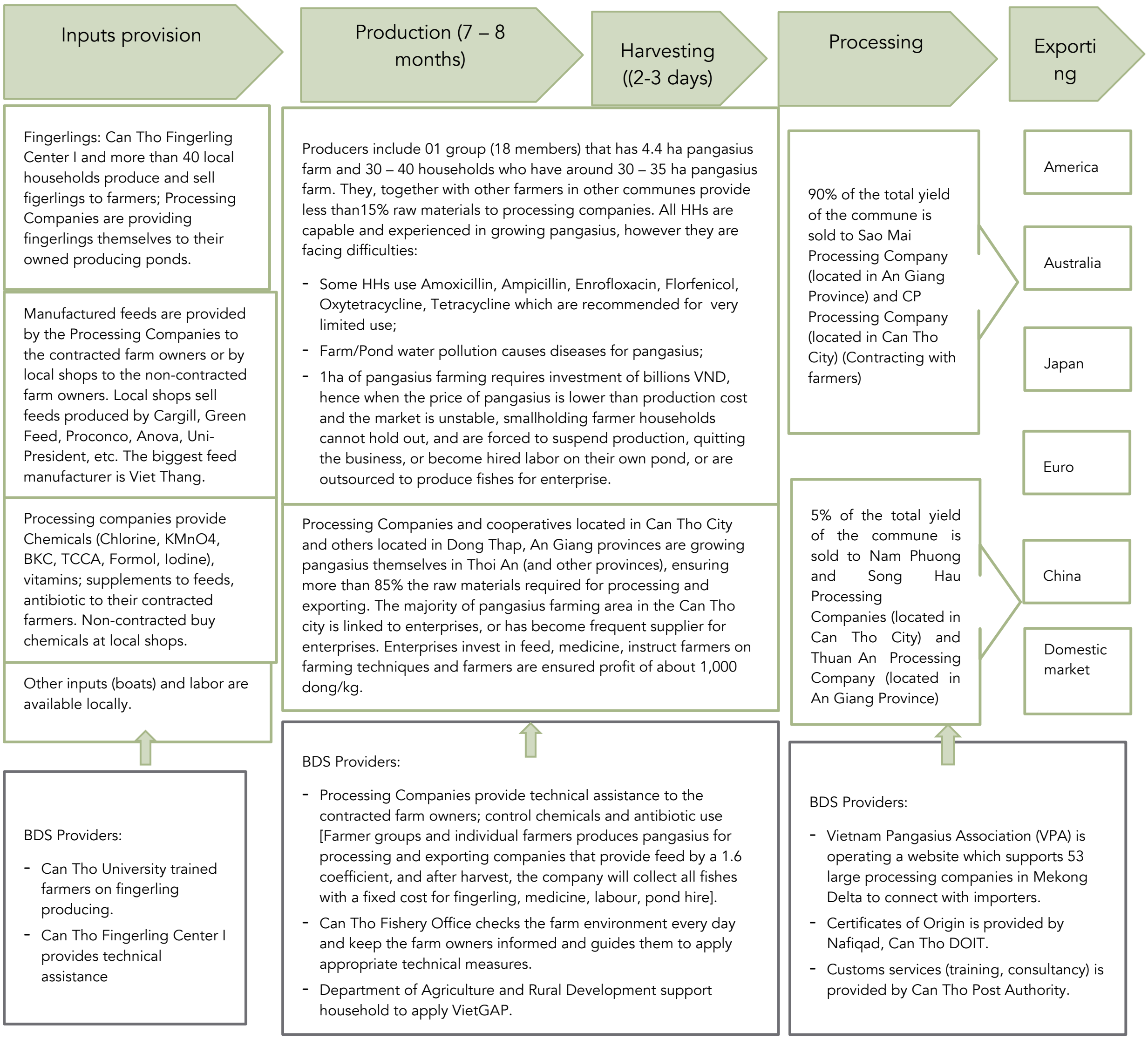
Current policies to support the SMEs:

- The Department of Agriculture and Rural Development (DARD) is reviewing a Project "Development of Infrastructure for pangasius production for exporting in Tan Loc commune (Thot Not District) in an area of 100 ha" and will support farmer households to apply Viet GAP in pangasius production. Currently, pangasius production area in Can Tho city that is certified with Viet GAP, BAP, Global GAP, ASC etc. is 218,18 ha. However all the certified production area is owned by large processing companies and the certification cost remain unaffordable to households.
- Can Tho City Authority have invested in an advanced Laboratory which is currently managed by Fishery Office under DARD. The Laboratory provides the service of testing the water parameters of pangasius producing ponds to the farmers for free. This service is very helpful to the farmers.

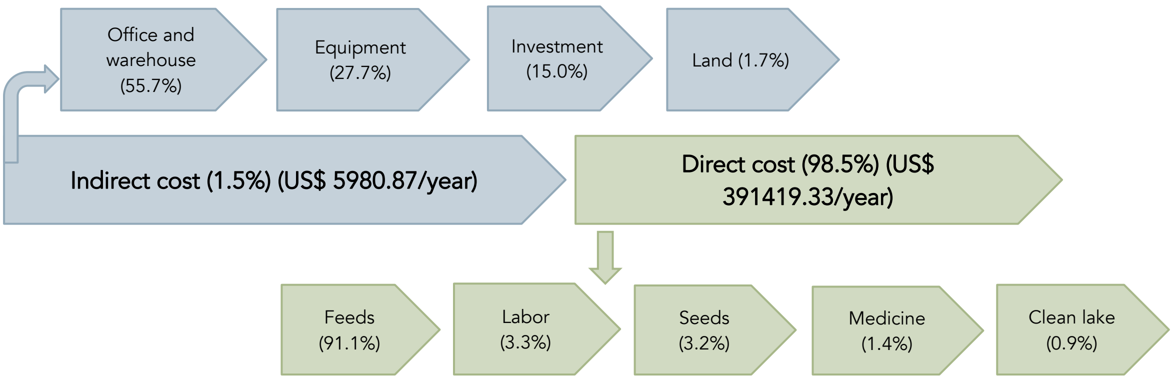
Basic statistics about Pangasius Production in Thoi An Commune:

Pangasius production area	30 – 40 ha (changing yearly)
Average yearly revenue per ha	USD 230,960 - 269,453
Average production area per household	0.5 – 1.2 ha
Total yield of the commune (tons)	8,661 – 11,548
Number of pangasius farmer	55 – 60 HHs
Total export volume (in tons)	100%

Value chain map (in Thoi An commune)



Cost structure



4.4.4 Ca Mau Province, Dried Snakeskin Gourami (Pectoralis) Value Chain

Selected geographical region: Tran Van Thoi town (Tran Van Thoi District), Ca Mau Province is selected for SME Cluster development. The Geographical Indication (GI) of U Minh Thuong Pectoralis has been granted and Tran Van Thoi town is one of benefiting communes.

Current policies to support the SMEs:

- Although Dried Pectoralis has been identified as a core agro-product of the Province, the Provincial Authority claims having no resource to promote this product.
- What they have been doing to support SME actors so far includes: Department of Science and Technology has helped registering the GI Certificate for U Minh Dried Pectoralis and Fishery Extension Services and Farmer's Union have provided technical assistance to households in producing fingerling which helps saving an amount of USD 1.100/pond (2500m2) spent on fingerling.
-

Basic statistics about Dried Pectorlis in Tran Van Thoi District:

Total Pectoralis area and households	216 ha (800 HHs)
Average yearly revenue per HH (VND)	USD7,500
The average yearly income per household (VND)	USD720
Number of local processors (approximately)	70-80
Total labor working in the sector	861 working in 5 full months [and 58,088 days for seasonal labors]
Total female labor working in the sector	430 (50%)
Total production volume	2525.6 tons
Total export volume	No export

Value chain map (in Tran Van Thoi town):

Inputs provision

- Farmers self-providing fingerling
- Chemicals and medicine are provided by local chemical shops
- Labor force is available in the town/commune (no lack of labor in high harvesting time)

Producing ((9-10 months)

All producers are households (156 HHs in Tran Van Thoi town); no cooperative or producer groups are operating;
The producing area per households is small and the harvesting time is different (to ensure the processing not overloaded).
The current production cannot capture the market opportunities which require large production quantities and homogenous standards.

Processing (4 days)

Processors are local collector as well. In Tran Van Thoi town, there are about 20 processors/collectors; only one processor/collector is also the producer.
The Processors are deploying the heating system without technical guidance. In rainy day, the risk of having low quality of final product is high.
The quality of dried products is confirmed not meeting exporting requirements; hence a big processor said he refused an export contract of 10 tons dried products.

Trading

50 % wholesale

- Large wholesalers in Ca Mau city (some are enterprise) [90% of total wholesale]
- Large wholesalers in Can Tho Province (5%) and Ho Chi Minh City (5%)

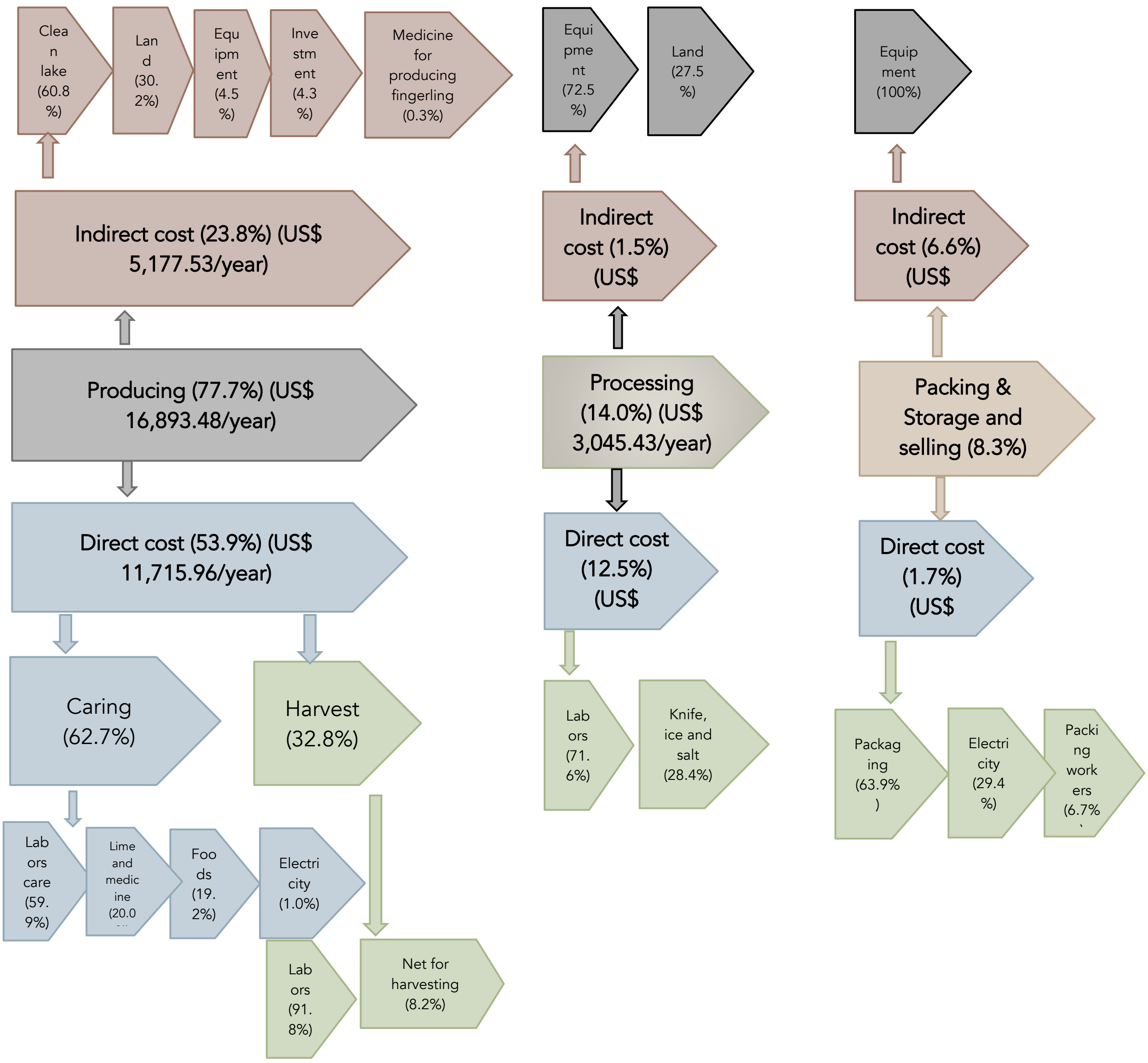
50% retailing to the end-consumers (some of them send abroad relatives; no direct export]

BDS Providers: Provincial/district Fishery Extension Center/Stations; Farmer Union; Commune Agricultural officials and experienced farmers provide technical coaching to farmers. BDS Providers is provided prominently to the stage of inputs (E.g. fingerling; using of medicine or chemicals for pond treatment).

BDS Providers: NOT AVAILABLE. There are challenges faced in processing such as: provide heating system; Services of HACCP certification needed but the farmers cannot access

BDS Providers: At trading stage, the DoST (Science and Technology helps with GI registers); Trade promotion is provided by DoIT (for domestic market)

Cost structure



CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

This final chapter provides some conclusions from the baseline survey. In addition, though having recommendations for the Project is not a primary of a baseline survey, the final section of this chapter does offer some remarks that are based on the observation and consultation with different stakeholders during the course of this baseline study.

5.1 Conclusions

This baseline was made to mainly to inform the success measures and indicators of the Project in order to formulate a background for M&E work (and also to provide useful information for the project implementation). The baseline survey was also made to provide an update, to the extent of data availability, of the value chains related to the selected SME clusters for interventions.

Using information available from various survey methods and desk review, this Report provides a snapshot of the Project's target SME clusters at the onset. The baseline results could be broadly classified into three different groups: (i) the measures and indicators that could be 'fully' informed using the data collected; (ii) the measures and indicators that cannot be informed at the baseline as these measures or indicators are the output or outcomes of the Project activities, which are not implemented yet; and (iii) the measures and indicators that cannot be informed due to unavailability of data (either due to the lack of official statistics or the unwillingness of some SME representatives to provide the data in the questionnaires distributed to them).

Regarding the update of the value chains related to the selected SME clusters, the report has provided a brief narrative of the value chains, including some basic statistics, value chain maps, and cost structures of the value chains. This update might be useful in two aspects. First, it provides a snapshot of these value chains before the interventions of the Project are made available. This could then serve as a background for monitoring the changes facilitated by the Project. Second, and more importantly, this provides a background for the Project to draw areas of priorities during the implementation.

When informing the values of the success measures and indicators, some remarks are made for M&E work. Particularly, there are requirements for M&E work that need to be taken when implementing many activities. One issue that would need attention is to monitor the participation of different stakeholders (in addition to the main beneficiaries) in the Project activities. In most cases, M&E forms need to be developed and ready when the activities are under implementation.

It is also important to note a limitation of this survey. Covering wide geographical areas with a diversified set of 19 value chains of the SME clusters, there was a time constraint for data collection. As a result, only interviews and FDGs were made by the consultant and the questionnaires were left for the respondents to complete by themselves. Some important information was unfortunately missed due to the unwillingness of the respondents to provide information on all the questions asked. Hence, a few measures or indicators were left missing in Chapter 3 of this report. One solution for this issue is for the end-line survey to track for these missing information. Given the project life cycle is two years and hence it would probably not difficult for the respondents to track for this missing information.

5.2 Some Final Remarks

#1: On the Achievability of some Success Measures and Indicators

Some success measures and indicators might not be achievable if the additional actions are not taken properly and adequate budget is not allocated for following-up. Specifically:

Component A:

- The success criterion "SME members of promoted clusters increase their export volumes" might not be achievable within two years in the project time-life. The budget allocated for SMEs cluster development (2000 USD/province for the SME Cluster Development action plan implementation) is regarded as very small to create changes in higher export volumes of the SME cluster members. In many cases where the SME clusters have not been existed such as Pla Tuu in Dawei (Myanmar), Dried Pectoralis in Ca Mau (Vietnam), Custard Apple in Tay Ninh (Vietnam) and eight sectors in Cambodia, the SME members need tremendous support (technically and financially) to be competent of exporting their product aboard.

Component B:

- The success criterion "trade and investment promotion events that are designed and implemented in cooperation with various stakeholders including non-state actors" appears to be difficult to achieve. In some provinces where the local governments have limited or no budget allocated for trade and invest promotion events, particularly Ca Mau, Kien Giang and Tay Ninh provinces in Vietnam, Dawei in Myanmar and 8 provinces in Cambodia, the probability that the local government (and the non-state agencies) are going to design and implement any trade and investment within the project time-life is low. It seems that the success criterion was set without information about the local budget allocation for the desirable events.

Component C:

- There are some indicators that might not be achievable in the time span of two years. Those indicators include: "BDS providers (CCI, Department of Commerce and Industry, Border authorities) applied knowledge and skills and learning experience from SLV and AEC awareness workshop to improve their services for SMEs" and "number and percentage of BDS users (farmers, association, SMEs/clusters, traders, investors) are satisfied with products and services delivered by BDS providers support by the project." The three activities under the Component C which are designed to strengthen BDS providers' capacity including: (1) SLV to one ASEAN country; (2) Research on SME development in SEC and dissemination workshop and (3) Workshop on SME integration into AEC in SEC]. They are one-off events meaning there will not be following up activities supported by the Project. Therefore, there is a high risk that the targeted participants will not transform the equipped knowledge and skills into their services provided to their users. BDS users (farmers, association, SMEs/clusters, traders, investors might not get a higher level of satisfaction.

#2: Selection of Participants in Some Project Activities

- First, a fixed number of two BSD providers per province as defined in some indicators might prevent the Project from engaging some relevant BDS providers. The fact is that BDS providers are very different from country to country and in some cases, there are many potential BDS providers that will be engaging in supporting the SMEs like in Thailand and Myanmar.

- Second, if the business development services are defined in the Project limited to trade-faire or investment forum, the selection of the training/workshop participants should be based on the mandate of the state agencies. For example, in Vietnam, investment forum is normally initiated and organized by the Provincial Department of Planning and Investment and Trade Fair is organized by Provincial Department of Trade and Industry. In Thailand, the Provincial Office of Commerce Affairs, the Provincial Office of Industry and the Provincial Office of Agriculture are all playing the role of the organizers of business matching/investment forum and trade fairs while the Chambers of Commerce and Industry and Trade Federations are not directly supporting the SMEs in the selected sectors in with those services. In Dawei, Myanmar, neither state agencies nor non-stage organizations (as SME Association, Fishery Federation) have ever organized such events and their roles remain unclear for the time being.

– Last, there are some indicators related to members of Chambers of Commerce and Industries, but in many provinces, the SMEs operating in the selected sectors are not members of Chamber of Commerce or Industry Federation. Hence, additional efforts need to be in place to have the target SMEs registered to the CCIs in the local. Otherwise, whether to include the CCI representatives in these activities would need further consideration.

ANNEXES

Annex 1 – Field Visit Agenda

Vietnam: September 24 – October 5, 2016

Sep 24 (Saturday)	Sep 25 (Sunday)	Sep 26 (Monday)	Sep 27 (Tuesday)	Sep 28 (Wednesday)	Sep 29 (Thursday)	Sep 30 (Friday)
	Travel (air) Khon Kaen – Bangkok - Ho Chi Minh Travel (Land): Ho Chi Minh City - Can Tho	Fieldwork @ Can Tho	Fieldwork @ Can Tho Travel (Land): Can Tho - Ca Mau	Fieldwork @ Ca Mau	Fieldwork @ Ca Mau Travel (Land): Ca Mau – Ho Chi Minh City	Travel (Land): Ho Chi Minh City – Kien Giang
	Dutta Chi Pham	Dutta Chi Pham	Dutta Chi Pham	Dutta Chi Pham	Dutta	Sa-nga

Oct 1 (Saturday)	Oct 2 (Sunday)	Oct 3 (Monday)	Oct 4 (Tuesday)	Oct 5 (Wednesday)	Oct 6 (Thursday)	October 7 (Friday)
Fieldwork @Kien Giang	Day Off	Fieldwork @Kien Giang Travel (Land): Kien Giang - Tay Ninh	Fieldwork @ Tay Ninh	Fieldwork @ Tay Ninh Travel (Land): Tay Ninh – Ho Chi Minh	Travel (Air): Ho Chi Minh – Bangkok – Khon Kaen	
			Members			
Sa-nga Chi Pham	Sa-nga Chi Pham	Sa-nga Chi Pham	Sa-nga Chi Pham	Sa-nga Chi Pham	Sa-nga	

Cambodia: October 16 – November 2, 2016

Oct 15 (Saturday)	Oct 16 (Sunday)	Oct 17 (Monday)	Oct 18 (Tuesday)	Oct 19 (Wednesday)	Oct 20 (Thursday)	Oct 21 (Friday)
	Travel (Air): Khon Kaen – Bangkok – Phnom Penh Travel (Land): Phnom Penh - Kampot	Fieldwork @ Kampot	Travel (Land): Kampot – Preah Sihanouk Fieldwork @ Preah Sihanouk	Fieldwork@ Preah Sihanouk	Travel (Land) Preah Sihanouk – Koh Kong	Fieldwork@ Koh Kong
			Members			
	Dutta Sopheak	Dutta Sopheak	Dutta Sopheak	Dutta Sopheak	Sopheak	Quan Sopheak

Oct 22	Oct 23	Oct 24	Oct 25	Oct 26	Oct 27	Oct 28

(Saturday)	(Sunday)	(Monday)	(Tuesday)	(Wednesday)	(Thursday)	(Friday)
Fieldwork@ Koh Kong	Travel (Land): Koh Kong – Kampong Chhnang	Fieldwork @ Kampong Chhnang	Fieldwork @ Kampong Chhnang Travel (Land): Kampong Chhnang – Pursat	Fieldwork@Pursat	Fieldwork@Pursat Travel (Land): Pursat – Battambang	Fieldwork @ Battambang
Members						
Quan Sopheak	Quan Sopheak	Quan Sopheak	Quan Sopheak	Quan Sopheak	Quan Sopheak	Sopheak

Oct 29 (Saturday)	Oct 30 (Sunday)	Oct 31 (Monday)	Nov 1 (Tuesday)	Nov 2 (Wednesday)	Nov 3 (Thursday)	Nov 4 (Friday)
Travel (Land): Battambang – Banteay Meanchey Fieldwork@Banteay Meanchey	Day Off	Fieldwork@Banteay Meanchey Travel (Land): Banteay Meanchey – Svay Rieng	Fieldwork @ Svay Rieng	Fieldwork@Svay Rieng	Travel (Land) Svay Rieng – Phnom Penh	Travel (Air) Phnom Penh – Bangkok – Khon Kaen
Members						
Sopheak	Sopheak	Sopheak	Sopheak	Sopheak		

Myanmar: November 1 – 4, 2016 and Thailand: November 5 – 20, 2016

Oct 29 (Saturday)	Oct 30 (Sunday)	Oct 31 (Monday)	Nov 1 (Tuesday)	Nov 2 (Wednesday)	Nov 3 (Thursday)	Nov 4 (Friday)
			Travel (Air): (1) Khon Kaen – Bangkok – Yangon (TG 2041 / PG 707) (2) Hanoi – Yangon (HVN 957)	Travel (Air): Yangon – Dawei Fieldwork@Dawei	Fieldwork@Dawei	Fieldwork@Dawei
Members						
			Toru Chi Pham	Toru Chi Pham	Toru Chi Pham	Toru Chi Pham

Nov 5 (Saturday)	Nov 6 (Sunday)	Nov 7 (Monday)	Nov 8 (Tuesday)	Nov 9 (Wednesday)	Nov 10 (Thursday)	Nov 11 (Friday)

Travel (Air): Dawei – Yangon – Bangkok Travel (Land) Bangkok – Kanchanaburi	Fieldwork @ Kanchanaburi With SME Cluster (Banana Fruit)	Fieldwork @ Kanchanaburi Travel (Land): Kanchanaburi – Ratchaburi	Fieldwork @ Ratchaburi	Fieldwork @ Ratchaburi	Travel (Land): Ratchaburi – Prachinburi	Fieldwork @ Prachinburi
Members						
Toru Chi Pham	Toru Ronnarit Chi Pham	Toru Ronnarit Chi Pham	Toru Ronnarit Chi Pham	Toru Ronnarit Chi Pham	Ronnarit Chi Pham	Ronnarit Chi Pham

Nov 12 (Saturday)	Nov 13 (Sunday)	Nov 14 (Monday)	Nov 15 (Tuesday)	Nov 16 (Wednesday)	Nov 17 (Thursday)	Nov 18 (Friday)
Fieldwork @ Prachinburi Travel (Land): Prachinburi – Sa-kaeo	Day Off	Fieldwork@ Sa-Kaeo	Fieldwork@ Sa-Kaeo Travel (Land): Sa-Kaeo – Chanthaburi	Fieldwork@ Chanthaburi	Fieldwork@ Chanthaburi Travel (Land): Chanthaburi– Trat	Fieldwork@Trat
Members						
Ronnarit Chi Pham	Ronnarit Chi Pham	Ronnarit Chi Pham	Ronnarit Chi Pham	Ronnarit Chi Pham	Ronnarit Chi Pham	Ronnarit Chi Pham

Nov 19 (Saturday)	Nov 20 (Sunday)	Nov 21 (Monday)	Nov 22 (Tuesday)	Nov 23 (Wednesday)	Nov 24 (Thursday)	Nov 25 (Friday)
Travel (Ferry): Trat - Ko Kood (island) Fieldwork @Ko Kood	Travel (Air): (1) Trat – Bangkok – Khon Kaen (PG 302 / TG 2048) (2) Trat – BKK-Hanoi (PG302 / HVN 614)					
Members						
Ronnarit Chi Pham	Ronnarit Chi Pham					

Annex 2 – List of People Met

Cambodia

Kampot Province

Name	Gender	Organization
Bun Narin	Mr	Salt Production Community
Chan Sopheak	Mr	SME
Kung Sunthean	Mr	Department of Industry and Handicrafts
Im Kimsophorn	Mr	Department of Industry and Handicrafts
Chon Chang	Mr	Chamber of Commerce
Seng Nary	Ms	Department of Industry and Handicrafts
Bun Chandara	Mr	Salt Production Community
Bun Barang	Mr	Salt Production Community

Preah Sihanouk Province

Name	Gender	Organization
Som Savat	Mr	Department of Industry and Handicrafts
Phorn Ratanak	Mr	Department of Industry and Handicrafts
Seng Samnang	Ms	Department of Commerce
Chin Samnang	Mr	Dry Shrimp Production
5 shrimp producers	All female	Dry Shrimp Production
Lao Kang	Mr	Chamber of Commerce
Chhon Buntha	Mr	Chamber of Commerce
Sok Sung	Mr	Chamber of Commerce
Ly Kimhur	Mr	Chamber of Commerce
Khoun Bunse	Mr	Chamber of Commerce
Sok Prekpreang	Mr	Chamber of Commerce
Veng Lyluch	Mr	Chamber of Commerce
Vann Sokheng	Mr	FASMEC
Sokha Mardy	Ms	FASMEC

Koh Kong Province

Name	Gender	Organization
Ien Savan	Mr	Department of Industry and Handicrafts
Ke Kimya	Mr	Chamber of Commerce
Salim Farit	Mr	Department of Commerce
Ly Rithy	Mr	Department of Commerce
Sim Naren	Mr	Department of Industry and Handicrafts
Sang Veasna	Mr	Department of Industry and Handicrafts
Chi Lyheng	Mr	Fish Sauce Production
Thuk Chanthy	Ms	Department of Industry and Handicrafts
Sos Samoun	Ms	Department of Industry and Handicrafts
Un-named	Mr	Fish Sauce Production

Kampong Chhnang Province

Name	Gender	Organization
Tit Nan	Mr	Department of Industry and Handicrafts
Sar Piseth	Mr	Department of Industry and Handicrafts
Hy Ratana	Mr	Chamber of Commerce
Ngoy Sastra	Mr	Chamber of Commerce
Un-named	Mr	Chamber of Commerce
Un-named	Mr	Chamber of Commerce
Un-named	Mr	Chamber of Commerce
Un-named	Ms	Cluster
Un-named	Ms	Cluster
Un-named	Ms	Cluster
Un-named	Ms	Cluster

Pursat Province

Name	Gender	Organization
Chhe Vansoda	Mr	Department of Industry and Handicrafts
Kim Channary	Ms	Chamber of Commerce
Sem Sothea	Mr	Department of Agriculture
Bun Saoratt	Mr	Department of Commerce
Sao Vannak	Mr	Department of Industry and Handicrafts
Chheng Khandy	Mr	Department of Agriculture
Un Norn	Mr	Department of Industry and Handicrafts
Un-named	Ms	Chamber of Commerce
Bun Saoratt	Mr	Chamber of Commerce
Un-named	Mr	Cluster
Un-named	Mr	Cluster
Un-named	Mr	Cluster
Un-named	Mr	Cluster
Un-named	Ms	Cluster

Battambang Province

Name	Gender	Organization
Ho Dany	Ms	Department of Industry and Handicrafts
Vieng Soman	Mr	Department of Industry and Handicrafts
Phorn Vantha	Mr	Department of Commerce
Ieng Panhaphearak	Mr	Department of Commerce
Ly Leangly	Ms	Chamber of Commerce
Tim Bamrong	Mr	Department of Industry and Handicrafts
Keung Sokheng	Mr	Department of Industry and Handicrafts
Un-named	Mr	Cluster
Un-named	Ms	Cluster

Banteang Meanchey Province

Name	Gender	Organization
Nhel Bunthoeun	Mr	Department of Industry and Handicrafts
Kim Chamroeun	Mr	Department of Industry and Handicrafts
Chan Heng	Mr	Chamber of Commerce
Oeung Sienghy	Mr	Chamber of Commerce
Dom Vanndy	Mr	Department of Commerce
Un-named	Mr	Department of Industry and Handicrafts
Un-named	Ms	Cluster
Un-named	Ms	Cluster

Svay Rieng Province

Name	Gender	Organization
Sok Long	Mr	Department of Industry and Handicrafts
Ob Nan	Mr	Department of Commerce
Tom Thoeun	Mr	Chamber of Commerce
Chea Sopheara	Mr	Department of Commerce
Sam Sithay	Mr	Chamber of Commerce
Un-named	Ms	Cluster
Un-named	Mr	Cluster
Un-named	Mr	Cluster
Un-named	Mr	Cluster
Un-named	Mr	Cluster
Un-named	Mr	Cluster
Un-named	Mr	Cluster

Myamar

Tanintharyi Region / Dawei

Name	Gender	Organization
Zaw Myo Aung	Mr	Department of SMEs Development Tanintharyi Region,Directorate of Industrial Supervision and Inspection (DISI), Ministry of Industry
Soe Myint Thein	Mr	Department of Fishieries Tanintharyi Region Ministry of Livestock, Fisheries and Rural Development
Aung Naing	Mr	Dawei District Chamber of Commerce and Industry (DCCI)
Khin Nyo Nyo	Ms	Dawei District Chamber of Commerce and Industry (DCCI)
Aung Zaw Min Thce	Mr	Dawei District Fisheries Federation
Kyaw Kyaw Thet	Mr	Dawei District Fisheries Federation
Zaw Thura	Mr	Dawei District Fisheries Federation
Bo Bo Aung	Mr	Dawei District Fisheries Federation
Shein Thce Lwin	Mr	Dawei District Fisheries Federation
Ye Htut Naing	Mr	Tanintaryi Region Chamber of Commerce and Industry (TCCI)
Ko Boo Swam	Mr	Tanintaryi Region Chamber of Commerce and Industry

		(TCCI)
Naing Zaw	Mr	Tanintaryi Region Chamber of Commerce and Industry (TCCI)
Hin Mgcho	Mr	GAD Dawei District
Soe Moe Kyaw	Mr	Directorate of Industrial Supervision and Inspection (DISI), Ministry of Industry
Myo Myint Oo	Mr	Department of Commerce Tanintharyi Region
Thein Win	Mr	Dawei SME Association
Htein Thein	Mr	Ice Broker
Ye Lin Oo	Mr	Fisherman
Tin Soe Hlaing	Mr	DOCA
Thida Khaing	Ms	SME
Theu Lwin	Mr	Department of SMEs Development Tanintharyi Region, Directorate of Industrial Supervision and Inspection (DISI), Ministry of Industry
Khin Nyein Kyi	Ms	Department of SMEs Development Tanintharyi Region, Directorate of Industrial Supervision and Inspection (DISI), Ministry of Industry

Thailand

Kanchanaburi Province

Name	Gender	Organization
Damrong Makrachan	Mr	Community Development Department (CDD) Kanchanaburi Provincial Office
Aree Moolsub	Ms	Kanchanaburi Provincial Industry Office
Chutichat Boonchooowit		Kanchanaburi Provincial Statistics Office
Kittisak Deeponya	Mr	Kanchanaburi Provincial Statistics Office
Napatsanun Phosri	Ms	Kanchanaburi Provincial Statistics Office
Worawit Meknopparat	Mr	Office of Commercial Affairs Kanchanaburi
Janyaporn Nuchthaworn	Ms	Kanchanaburi Provincial Cooperative Office
Jakchanok Phirom	Mr	Kanchanaburi Provincial Cooperative Office
Chintana Srasamarng	Ms	Siam Banana
Prasert Wongjeen	Mr.	Nongmuk
Anuparb	Mr	Chamber of Commerce Kanchanaburi
Sahaphan	Mr	Chamber of Commerce Kanchanaburi
Samtapang Theparong	Mr	Chamber of Commerce Kanchanaburi

Ratchaburi Province

Name	Gender	Organization
Udom Jaiyen	Mr	Federation of Thai Industries
Thida Kongbea	Ms	Chamber of Commerce
Narongsak Chuensuchon	Mr	NC Coconut
Amporn Thawonkasianan	Ms	
Prayoon Visuttipaisan	Mr	Group of Export Organic Fruit Product

Sira Paleewong	Mr	Group of Export Organic Fruit Product
Wichai Promyou	Mr	Ratchaburi Provincial Agricultural Extension Office
Pakphoom Archa	Mr	Ratchaburi Provincial Cooperative Office
Ngernsopha	Ms	Ratchaburi Provincial Industry Office
Ploy	Ms	Ratchaburi Provincial Statistics Office
Nethchanok Jai-eiam	Ms	Ratchaburi Provincial Community Development Office

Prachinburi Province

Name	Gender	Organization
Kreangyod Thongchuang	Mr	THONGPEN MARKETING CO.,LTD
Wanpen Seepakdee	Ms	THONGPEN MARKETING CO.,LTD
Nantawan Ngowan	Ms	Prachinburi Provincial Commercial Office
Mukda Rodjan	Ms	Provincial Cooperative Promotion Department
RaReRan Bunyaphasampa	Ms	Prachinburi Statistical Office
Suriyon Omwatthana	Mr	Prachinburi Provincial Community Development Office
Siwapod Phuwijitsuwan	Mr	Community Enterprise

Sa-Kaeo Province

Name	Gender	Organization
Sunisa Janlekha	Ms	Sa-Kaeo Community College
Kowit Sarachiw	Mr	Sakeao Provincial Office of the Non-formal and informal Education
Aumpon Sukhomkhet	Ms	Sa-Kaeo Community College
Korrawan Jandaphon	Ms	Office of Small and Medium Enterprise Promotion
Kritsada Trisorn	Mr	Bank for Agriculture and Agricultural Cooperatives, Sa-Kaeo branch
Natpaphat Janhom	Ms	Sa-Kaeo Chamber of Commerce
Pramuan kheawkham	Mr	Sa-Kaeo Chamber of Commerce
Wiphon Srilerd	Mr	Muang Sa-Kaeo District Community Development Office
Sompon Manorat	Ms	Muang Sa-Kaeo District Community Development Office
Aoithip JamJod	Ms	Processing Group
Aranya Phobuddee	Ms	Processing Group
Pramuan Kongjanda	Ms	Processing Group
Aonsri Dangmano	Ms	Processing Group
Ratree Jantakhun	Ms	Processing Group
Sudon Siriphet		Processing Group
Boonchuay Suttitamat	Mr	Thai Herbal Materials Processing Development Center
Kwansitti Janthon	Mr	Thai Herbal Materials Processing Development Center
Nipaporn SinSoeng	Ms	Community Development Office
Saarit Nonpayom	Ms	Industry Office of Srakaeo
Pitsanu Klaijaytdee	Mr	Cooperative of Srakaeo
Acting Sub Lt. Jane Sirigamnert		Provincial Cooperative Office

Surat Sang-Aroon	Ms	Housing Office of Srakaeo
Ratee Prasongsuk	Ms	Agriculture Office of Srakaeo
Janpen sonsomsuk	Ms	Commercial Office of Srakaeo

Chanthaburi Province

Name	Gender	Organization
Varat Sinprasitkun	Mr	The Federation of Chantaburi Industries
Songkran Suebsiripoonchai	Mr	The Federation of Chantaburi Industries
Saifon Laengla	Ms	Provincial Cooperative of Chantaburi
Sasithon Wiset	Ms	Provincial Cooperative of Chantaburi
Supaap Kerdboon	Mr	Provincial Cooperative of Chantaburi
Chanida Wongkaew	Ms	Provincial Cooperative of Chantaburi
Ampai Kamsat	Mr	Ma-Kaam Cooperative Ltd.
Pitchaya Ponmak	Ms	Ma-Kaam Cooperative Ltd.
Supap Gertbun	Mr	Provincial Cooperative Office
Chanida Wongkaew	Ms	Provincial Cooperative Office
Suchada Sunton	Ms	Ma-Kaam Cooperative Ltd.
Aroon Katunyoo	Mr	Ma-Kaam Cooperative Ltd.

Trat Province

Name	Gender	Organization
Prasert Siri	Mr	Trat Chamber of Commerce
Warintip Nontachat	Ms	Trat Chamber of Commerce
Surachit Maneechot	Mr	Trat Community Development Office
Jarunee Kumthong	Ms	Trat Statistical Office
Sirinnicha Praphawilai	Ms	Trat Statistical Office
Kanyarat Karnjanakit	Ms	Trat Provincial Industry Office

Vietnam

Can Tho Province

Name	Gender	Organization
Pham Trường Yên	Mr	Fishery Office, DARD Can Tho
Thanh	Mr	Fishery Office, DARD Can Tho
Nguyen Trung Chuong	Mr	Department of Industry and Trade (DoIT) Can Tho
Tuấn	Mr	Division of General Finance, DOIT Can Tho
Ninh Thuận	Ms	Division of Exporting and Importing, DoIT Can Tho
Duyen Anh	Ms	Division of Industry Management, DoIT Can Tho
Vu Thu Huong	Ms	Vietnam Pangasius Association
Vo Kim Cuong	Ms	VCCI Can Tho
Professor Long Nhat	Ms	Fishery Falculty, Can Tho University
Nguyen Hue Minh	Mr	Thoi An Pangasius Cooperatives (Omon District)
Huyen Thanh Ro	Mr	Thoi An Pangasius Cooperatives (Omon District)

Ca Mau Province

Name	Gender	Organization
Nguyen Viet Trung,	Mr	Department of Industry and Trade (DoIT)
Phan Thanh Trang,	Ms	Department of Industry and Trade (DoIT)
Nguyen Van Khai	Mr	Industry and Trade Promotion Center
Ngo Van Cuong,	Mr	Department of Industry and Trade (DoIT)
Pham Thanh Hai	Ms	Department of Industry and Trade (DoIT)
Ta Van Hieu	Mr	Department of Industry and Trade (DoIT)
Le Song Hung	Mr	Fishery Office under DARD
Truong Quoc Binh	Mr	Ca Mau Fishery Association
Ngo Thanh Linh	Mr	Ca Mau Fishery Process and Export Association
Truong Thi Mo	Ms	College of Business Administration and Management
Tinh	Mr	The Division of ARD in Tran Van Thoi district
Mr Viet	Mr	Fishery Office under DARD (Ca Mau province)
Le Minh Duc	Mr	Farmer and Processor of Dried Pectoralis (the processor brand in Ba Duc Dried Pectoralis

Kien Giang Province

Name	Gender	Organization
Ngo Quang Binh	Mr	Import and Export Division, DOIT Kien Giang
Huynh Thanh Phong	Mr	Trade Promotion and Enterprise Support Division, DOIT Kien Giang
Ngoc Anh	Ms	District Economics Division, Kien Luong District
Nguyen Van Do	Mr	District Economics Division, Kien Luong District
Tran Thanh Kiet	Mr	DARD Kien Giang
Huynh Sy Tuan	Mr	Shrimp Farmer

Tay Ninh Province

Name	Gender	Organization
Le Ngoc Thach	Mr	Tay Ninh Trade Promotion Center, DOIT Tay Ninh
Le Khanh Trinh	Mr	Investment Support Division, DOIT Tay Ninh
Lam Van Tinh	Mr	DARD Kien Giang
Trang	Ms	General Planning Division, DOIT Tay Ninh
Dung	Ms	Trade Management Division, DOIT Tay Ninh
Ha Chi Mang	Mr	Thanh Tan Custard Apple Cooperative

Annex 3 – Samples of Questionnaires (for One Country)

Project Enhancing of Small and Medium sized Enterprises (SMEs) in the Southern Economic Corridor of ASEAN Mekong Sub region (AMS)
SME Actor Survey Questionnaire

City/Province………………………………………………….Country: VIETNAM Date:………/……………/2016.

Thank you very much for agreeing to be part of the Project baseline survey. The information you provide will be invaluable in helping us understand the obstacles and bottle-necks faced by SMEs trying to do business in the Southern Economic Corridor of ASEAN Mekong Sub region. Data collected from this report is analyzed and presented to the Mekong Institute for designing and implementing appropriate interventions. Please rest assured that all information in this survey will remain strictly confidential. While we record basic business information for data verification purposes, this information is expunged from the dataset before any analysis begins.

A. RESPONDENT INFORMATION

1	Name of respondent	…………………………………………………………………………………..
2	Address	………………………………………………………………………………………………………..
3	Telephone number	………………………………………………………………………………………………………..
4	Email address	………………………………………………………………………………………………………..
2	Gender of respondent	☐ Male ☐ Female

B. OVERVIEW OF YOUR BUSINESS

B1 Which sector are you working in? *Please check the box that apply*

☐ Cassava
☐ Shrimp
☐ Dried Siamese gourami (cá sặc/bổi khô)
☐ Cash fish
☐ Other (please specify)……………………………………………

Please be noted that all information below is asked related to the checked sector ONLY.

B2. What is the form of your business? *Check the box that apply*

☐	A household	*Go to B2.a (1) and B2.a (2)*
☐	A group of common interest	*Go to B2.b (1) and B2.b (2)*
☐	A community development enterprise (CDE)	*Go to B2.b (1) and B2.b (2)*
☐	A Cooperative	*Go to B2.b (1) and B2.b (2)*
☐	A Private enterprise	*Go to B2.c (1) and B2.c (2)*
☐	A Limited company	*Go to B2.c (1) and B2.c (2)*
☐	A Joint Stock company	*Go to B2.c (1) and B2.c (2)*
☐	Other (please specify)…………………..	*Go to B2.c (1) and B2.c (2)*

B2.a (1) In what year your household started its economic activity in the selected sector?.....................YEAR

B.2. a (2) What is the size se of your household economic activity in the selected sector?

	Since you started	As of September 2016
Capital (in million VND)		
Number of labors you hired (full time and seasonal)		
Number of **female** labors you hired (full time and seasonal)		
Number of family labors (full time and seasonal)		
Number of labors you hired coming from poor family (e.g. less than 2 USD/day)		

B2.b (1) In what year was your group/cooperative/community development enterprise established? ....YEAR

B.2. b (2) What is the size se of your group/cooperative/community development enterprise in the selected sector?

	As of establishment	As of September 2016
Actual (implemented) capital (in million VND)		
Total number of member/shareholders		
Total number of labors (full time and seasonal)		
Number of labors coming from poor family (e.g. less than 2 USD/day)		
Number of **female** labors		

B2.c (1) In what year was your company started its operation in the sector? ....YEAR

B.2. c (2) What is the size se of your company in the selected sector? *Please insert your answer in each cell*

	As of establishment	September 2016
Actual (implemented) capital (in million VND)		
Total number of labors (full time and seasonal)		
Number of labors coming from poor family (e.g. less than 2 USD/day)		
Number of **female** labors		

B 3. Which stages / areas is your business engaging in the selected sector? *Please check all that apply*

- ☐ Input providing
- ☐ Producing (farming, fishing)
- ☐ Collecting/Trading
- ☐ Processing
- ☐ Exporter (direct or via a third party)
- ☐ Other (please specify)…………………………………………….

B 6 Who is your customer? *Please check all that apply*

- ☐ Producers (farmers/fishermen)
- ☐ Processor
- ☐ Collector/Trader
- ☐ Exporter
- ☐ Abroad Importer
- ☐ Retailer
- ☐ End-user
- ☐ Other (please specify)…………………………………………….

B 7. Please let us know how your business's profit margin over the last three years? *Please check ONLY ONE box for each year.*

Year (net profit after taxes/revenue)	2013	2014	2015
Loss of 10% of revenue or greater			
Between 10 and 0% of revenue loss			
Broke even			
Between 0 and < 10% of revenue			
Between 10% and <20% of revenue profit margin			
Over 20% of revenue profit margin			

B 8. Please estimate the sales of your business?

	2015	In the next 3 years
Total volume (*in tons or in unit, indicate which apply*)		
Total value of sales (in million VND)		
Total value of direct export (in million VND)		
Total value of export via a third party (in million VND)		

C. ENGAGEMENT INTO A SME CLUSTER/SME BUSINESS NETWORK

C1. Have you ever heard about SME business cluster/business network and/or export consortium? *Please check the box that apply*

- ☐ No, I have never heard of it (if not, please read the definition below)
- ☐ Yes, I have heard of it but I do not understand what it means (if so, please read the definition below)
- ☐ Yes, I understand what it means (go to C2)

SME cluster:

"Geographical concentration of interlinked companies and institutions in related branches of industry that complement each other by joint relations of exchange and activities along one (several) value creation chains." (Michael Porter, 1990)

SME clustering and networking is characterized by an emphasis on the promotion of efficient systems of relations between enterprises and between enterprises and institutions which allow enterprises to overcome their isolation and reach new collective competitive advantages beyond the reach of individual small firms. This emphasizes the development of local institutions to act as facilitators of the networking process, or "system integrators". These should support the emergence of a joint entrepreneurial vision involving the whole business system - composed by firms, their suppliers, buyers and support institutions. Indeed, it is this emphasis on the whole business system - and not on the individual enterprise - that constitutes the main difference between networking programmes and other traditional technical cooperation programmes (UNIDO).

Export Consortium:

An export consortium is a voluntary alliance of firms with the objective of promoting the export of goods and services of its members through joint actions. An export consortium is a formal organization to promote medium- to long-term strategic cooperation among firms, and it organizes joint activities to facilitate access to foreign markets. Most consortia are non-profit entities, and members retain their financial, legal, managerial, and commercial autonomy. So, despite their participation in the export consortia, member firms do not give up any control over their business to others. This is the main difference between consortia and other types of strategic alliances (UNIDO).

C2. Have your ever participated in any SME business cluster/business network or export consortium in your province? *Please check the box that apply*

☐	There has **not** been any such SME business cluster/business network export consortium operating in my province	Go to C2.(a)
☐	There has been SME business cluster/business network export consortium operating in my province, I have not participated	Go to C2.(b)
☐	I have participated in a SME cluster/network/export consortium but gained **nothing** from this participation	Go to C2.(c)
☐	I have participated in a SME cluster/network/export consortium but gained **little** from this participation	Go to C2.(c)
☐	I have participated in a SME cluster/network/export consortium and benefited from this participation	Go to C2.(d)

C2.a. Do you think participating in a SME cluster/network/export consortium able your business to *(Please check the box that apply)*

Capture market opportunities which require large production quantities	☐ Yes	☐ No	☐ No idea
Capture market opportunities which require homogenous standards	☐ Yes	☐ No	☐ No idea
Capture market opportunities which require regular supply	☐ Yes	☐ No	☐ No idea
Achieve economies of scale in the purchase of inputs (equipment, raw materials)	☐ Yes	☐ No	☐ No idea
Achieve economies of scale in the purchase of consultancy services	☐ Yes	☐ No	☐ No idea
Internalize functions such as training, market intelligence	☐ Yes	☐ No	☐ No idea
Internalize functions such as logistics	☐ Yes	☐ No	☐ No idea
Foster cumulative improvements in productive capabilities and innovation	☐ Yes	☐ No	☐ No idea
Lobby to the policy makers	☐ Yes	☐ No	☐ No idea

C2.(b) Please let us knows why you are not participating in the SME cluster/network/export consortium that has existed in your province? *Please check all that apply.*

- ☐ I do not see any benefits in participation in that SME cluster/network/export consortium
- ☐ I do not know how to participate
- ☐ There is no capable facilitator of that SME cluster/network/export consortium
- ☐ Participation consumes time and efforts
- ☐ Participation costs money
- ☐ I do not know exactly why
- ☐ Simply I have never thought of participating into such cluster/network/consortium
- ☐ Other, Please specify………………………………………………………………………………………………………..

C2.(c) Please explain why you gained nothing or little form the participation in the SME cluster/network/export consortium that has existed in your province? *Please check all that apply.*

- ☐ There is no capable facilitator of that SME cluster/network/export consortium
- ☐ The members are not well coordinated
- ☐ The members are not willing to support resources for the cluster/network/consortium to operate
- ☐ The local Government is not provide needed support
- ☐ The mandate and mission of the cluster/network/consortium are unclear
- ☐ There are too few members participating in the cluster/network/consortium
- ☐ Other, please specify……………………………………………………………………………………

C2.(d). What benefits that your business gains from participating in that SME cluster/network/export consortium?

Capturing market opportunities which require large production quantities	☐ Yes	☐ No	☐ No idea
Capturing market opportunities which require homogenous standards	☐ Yes	☐ No	☐ No idea
Capturing market opportunities which	☐ Yes	☐ No	☐ No idea

require regular supply			
Achieving economies of scale in the purchase of inputs	Yes	No	No idea
Achieving economies of scale in the purchase of consultancy services	Yes	No	No idea
Internalization of functions such as training, market intelligence	Yes	No	No idea
Internalization of functions such as logistics	Yes	No	No idea
Fostering cumulative improvements in productive capabilities and innovation	Yes	No	No idea
Lobbying to the policy makers	Yes	No	No idea

C3 In case a SME cluster/network/export consortium is formed and operates in your province related your business, of the existing SME cluster/network/export consortium is enhanced are you willing to:

Actively participate in the SME cluster/network/export consortium activities?	Yes	No	No idea
Play the role of the SME cluster/network/export consortium facilitators?	Yes	No	No idea
Play the role of lead firm in the SME cluster/network/export consortium?	Yes	No	No idea
Contribute resource (money, HR) to foster the SME cluster/network/export consortium?	Yes	No	No idea

D. BUSINESS INFORMATION and E-COMMERCE

D1. What are your primary sources of information about business opportunities, particularly seeking for clients, suppliers, investors and collaborators? *Check all that apply*

- (a) Don't have a good source of information
- (b) Individual experience
- (c) In-house research
- (d) Friend and personal network
- (e) Provincial state agencies
- (f) Chamber of Commerce and Industry
- g) Business Association
- (h) SMEs Association
- (i) Industry Association
- (k) Trade fair
- (l) Workshop/Seminar
- (m) Media Commercial (advertisement)
- (o) Facebook, Zalo
- (p) Directory
- (q) Websites that provide profiles of clients, suppliers, investors and collaborator

D 1.(a) Please indicate top three sources of information (from a to q) 1…………………..2………………………3………………..

D 2. Electronic commerce (e-Commerce) in your business

Electronic commerce, commonly written as e-commerce is the trading or facilitation of trading in products or services using computer networks, such as the Internet or online social networks. Electronic commerce draws on technologies such as mobile commerce, electronic funds transfer, supply chain management, Internet marketing, online transaction processing, electronic data interchange (EDI), inventory management systems, and automated data collection systems. Modern electronic commerce typically uses the World Wide Web (www) for at least one part of the transaction's life cycle although it may also use other technologies such as e-mail.

Have you employed any of the following?

Online shopping web sites for retail sales direct to consumers	Yes	No	No idea
Providing or participating in online marketplaces, which process third-party business-to-consumer or consumer-to-consumer sales	Yes	No	No idea
Business-to-business buying and selling	Yes	No	No idea
Gathering and using demographic data through web contacts/social media	Yes	No	No idea
Business-to-business electronic data interchange	Yes	No	No idea
Marketing to prospective and established customers by e-mail or fax	Yes	No	No idea
Engaging in pretail for launching new products and services	Yes	No	No idea

Online financial exchanges for currency exchanges or trading purposes		Yes		No		No idea

D.3 If receiving technical support, are you interested in employing any of the following?

Online shopping web sites for retail sales direct to consumers		Yes		No		No idea
Providing or participating in online marketplaces, which process third-party business-to-consumer or consumer-to-consumer sales		Yes		No		No idea
Business-to-business buying and selling		Yes		No		No idea
Gathering and using demographic data through web contacts/social media		Yes		No		No idea
Business-to-business electronic data interchange		Yes		No		No idea
Marketing to prospective and established customers by e-mail or fax		Yes		No		No idea
Engaging in pretail for launching new products and services		Yes		No		No idea
Online financial exchanges for currency exchanges or trading purposes		Yes		No		No idea
Business matching platform (SME database)		Yes		No		No idea

E. CURRENT SITUATION OF BDS PROVISION and INVESTMENT/TRADE PROMOTION

Business Development Service (BDS) is referred to"… services that improve the performance of the enterprise, its access to markets, and its ability to compete. The definition of 'business development service'… includes an array of business services [such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion, etc.], both strategic [medium to long term issues that improve performance] and operational [day-to-day] issues. BDS are designed to serve individual businesses, as opposed to the larger business community." (Committee of Donor Agencies for Small Enterprise Development, 2001)

E 1. Is the following BDS accessible to your business, if yes, please check who the service provider is?

BDS	There is no such BDS accessible In our province	There is such BDS provider but I have never used	*Yes (Please check the supplier)*			
			Provincial state agencies	Private agencies located in the province	Private agencies located out of the province	Do not know who is the provider
Regional export – oriented consultancy *(export to countries in Southern Economic Corridor)*						
Global export-oriented consultancy						
Consultancy and capacity building for capturing the business from penetration into Southern Economic Corridor						
Consultancy and capacity building for capturing the business opportunities from ASEAN Economic Community (AEC)						
Investment linkages						
SME network linkages						
Market information provision						
Legal consultancy						
Head-hunting						
Business partner linkage						
Trade promotion and trade fair						
Technology and Technology related services						
Tax Consultancy						
Accounting and Finance						

BDS	There is no such BDS accessible In our province	There is such BDS provider but I have never used	*Yes (Please check the supplier)*			
			Provincial state agencies	Private agencies located in the province	Private agencies located out of the province	Do not know who is the provider
Consultancy/Training						
Business Administration Training						

E2. What describes best the situation of trade and investment promotion activities in your province related to your business (goods and services)?

There have <u>investment promotion events</u> in the province in the last 2-3 years.	☐	False	☐	True (go to E3)
There have <u>domestic trade fairs</u> in the province in the last 2-3 years.	☐	False	☐	True (go to E3)
There have <u>international trade fairs</u> in the province in the last 2-3 years.	☐	False	☐	True (go to E3)
There have <u>export promotion events</u> in the province in the last 2-3 years.	☐	False	☐	True (go to E3)
There have <u>SME database</u> launching in the last 2-3 years	☐	False	☐	True (go to E3)

E3. If there were events organized in your province in the last 2 – 3 years, did you participate in any? Please indicate how effective the event(s) was.

Event	Did not participate	*Yes (Please check the level of effectiveness)*				
		Not effective at all	Little effective	Fairly effective	Effective	Very effective
Investment promotion event						
Domestic trade fair						
International trade fair						
Export promotion event						
SME database launching						

F. CAPACITY BUILDING NEEDS

F1. Please indicate the level of your (business) capacity? *Please check the box that apply*

Capacity	No idea	Need for capacity building	No need for capacity building
Employing E-Commerce			
Business matching platform (SME database)			
Participation in a SME Cluster/Network			
Participation in an export consortium			
Penetration into Southern Economic Corridor			
Export to countries in Southern Economic Corridor			
Export to global market			
Penetration into Southern Economic Corridor			
Capturing the business opportunities from ASEAN Economic Community			

Thank you for your kind cooperation!

Project Enhancing Competitiveness of Small and Medium sized Enterprises (SMEs) in the Southern Economic Corridor of ASEAN Mekong Sub region (AMS) (hereinafter referred to as the Project)

STATE AGENCY- BDS PROVIDER SURVEY QUESTIONAIRE

Province………………………………………………….Country: VIETNAM
Date:………/……………/2016.

Thank you very much for agreeing to be part of the Project baseline survey. The information you provide will be invaluable in helping us understand the obstacles and bottle-necks faced by SMEs trying to do business in the Southern Economic Corridor of ASEAN Mekong Sub region. Data collected from this report is analyzed and presented to the Mekong Institute for designing and implementing appropriate interventions.

Business Development Service (BDS) hereinafter is referred to "services that improve the performance of the enterprise, its access to markets, and its ability to compete. The definition of 'business development service'… includes an array of business services [such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion, etc.], both strategic [medium to long term issues that improve performance] and operational [day-to-day] issues. BDS are designed to serve individual businesses, as opposed to the larger business community." (Committee of Donor Agencies for Small Enterprise Development, 2001)

A. BACKGROUND INFORMATION

1 Name of your organization ____________________
2 Address ____________________
3 Telephone number ____________________
4 Email address ____________________
5 Position of respondent in the organization ____________________
6 Gender of respondent Male…………Female……………..

7. Province and the selected sector (product) in the Project that your organzation is engaged with. *Please check the box that apply*

☐ Tay Ninh - Cassava ☐ Can Tho - Cash fish
☐ Ca Mau - Shrimp ☐ Kien Giang - Shrimp

Please be noted that all information below is asked related to the checked sector ONLY.

B. PROVINCIAL STATISTICS

B 1. Please provide the most updated statistics for the selected product for the province

	2015	Sept 2016
Total land area of the province		
Total land area for agriculture		
Total land used for the selected production		
Number of households engaged in production		
The average income per capita in the selected sector		
Number of local individual collectors		
Number of traders (registered as company or cooperative) *(number of traders as SMEs?)*		
Number of local processor that are not registered as company or cooperative		
Number of processor that are registered as company or cooperative *(How many are SMEs?)*		
Total labor working in the sector		
Total female labor working in the sector		
Total production volume of the province (in tons)		
Total processed product volume of the province (in tons)		
Total export volume (in tons)		
Total value of export (in thousand USD)		

B.2 The business associations

(a) Provincial Business Association has been established ☐ Yes ☐ No
If yes, total number of members is……………………………………………….
If yes, total number of SME members is……………………………………….
The Provincial Business Association is operating ☐ Yes ☐ No

(b) Provincial SMEs Association has been established ☐ Yes ☐ No

If yes, total number of SME members is……………………………………………….

If yes, total number of SME working in the selected sector (product) is ……………………………………….

(c) Provincial Industry Association for the selected sector has been established ☐ Yes ☐ No

If yes, total number of members is……………………………………………….

If yes, total number of SME is ……………………………………….

B.3 The BDS Providers availability for the selected sectors

(a) Is there any university/colleges/cocational school established and operating in the province?		Yes		No, go to (a1)
(a1) If yes, does it provide any BDS services in the selected sector?		Yes		No, go to (a2)
(a2) If no, is there any university in the neibouring province providing BDS services in the selected sector?		Yes		

(b) Is there any Institutions (such as Testing laboratories, quality control, product certification) established and operating in the province?		Yes		No, go to (b1)
(b1) If yes, does it provide any BDS services in the selected sector?		Yes		No, go to (b2)
(b2) If no, is there any university in the neighboring province providing BDS services in the selected sector?		Yes		

C. YOUR CURRENT BDS PROVISION

C 1. Which BDS is your organization providing to enterprises in the selected sector (product)?

					If yes, how many clients that your served in 2015	
					Total	SMEs
Regional export – oriented consultancy *(export to countries in Southern Economic Corridor)*		No		Yes		
Global export-oriented consultancy		No		Yes		
Consultancy and capacity building for capturing the business from penetration into Southern Economic Corridor		No		Yes		
Consultancy and capacity building for capturing the business opportunities from ASEAN Economic Community (AEC)		No		Yes		
Investment linkages		No		Yes		
SME network linkages		No		Yes		
Market information provision		No		Yes		
Legal consultancy		No		Yes		
Head-hunting		No		Yes		
Business partner linkage		No		Yes		
Trade promotion and trade fair		No		Yes		
Technology and Technology related services		No		Yes		
Tax Consultancy		No		Yes		
Accounting and Finance Consultancy/Training		No		Yes		
Business Administration Training		No		Yes		
Business database development and launching		No		Yes		

D. THE CURRENT SITUATION OF SME CLUSTER/NETWORK/EXPORT CONSORTIUM IN YOUR PROVINCE

D 1. Have you ever heard about SME business cluster/business network?

Please check the box that apply

☐ No, I have never heard of it (if not, please read the definition below)

☐ Yes, I have heard of it but I do not understand what it means (if so, please read the definition below)

☐ Yes, I understand what it means (go to C2)

SME cluster:

"Geographical concentration of interlinked companies and institutions in related branches of industry that complement each other by joint relations of exchange and activities along one (several) value creation chains." (Michael Porter, 1990)

SME clustering and networking is characterized by an emphasis on the promotion of efficient systems of relations between enterprises and between enterprises and institutions which allow enterprises to overcome their isolation and reach new collective competitive advantages beyond the reach of individual small firms. This emphasizes the development of local institutions to act as facilitators of the networking process, or "system integrators". These should support the emergence of a joint entrepreneurial vision involving the whole business system - composed by firms, their suppliers, buyers and support institutions. Indeed, it is this emphasis on the whole business system - and not on the individual enterprise - that constitutes the main difference between networking programmes and other traditional technical cooperation programmes (UNIDO).

Export Consortium:

An export consortium is a voluntary alliance of firms with the objective of promoting the export of goods and services of its members through joint actions. An export consortium is a formal organization to promote medium- to long-term strategic cooperation among firms, and it organizes joint activities to facilitate access to foreign markets. Most consortia are non-profit entities, and members retain their financial, legal, managerial, and commercial autonomy. So, despite their participation in the export consortium, member firms do not give up any control over their business to others. This is the main difference between consortium and other types of strategic alliances (UNIDO).

D 2. Having read through the definition, do you think a SME cluster/network/export consortium has been established in the province related to the selected sector (product)?

SME Dluster/network	☐ Yes (go to D.3)	☐ No (go to D.4)	☐ No idea (go to D.3)
Export Donsortium	☐ Yes (go to D.3)	☐ No (go to D.4)	☐ No idea ((go to D.3)

D.3 Do you think participating in the current SME cluster/network/export consortium enables a SME to *(Please check the box that apply)*

Capture market opportunities which require large production quantities	☐ Yes	☐ No	☐ No idea
Capture market opportunities which require homogenous standards	☐ Yes	☐ No	☐ No idea
Capture market opportunities which require regular supply	☐ Yes	☐ No	☐ No idea
Achieve economies of scale in the purchase of inputs	☐ Yes	☐ No	☐ No idea
Achieve economies of scale in the purchase of consultancy services	☐ Yes	☐ No	☐ No idea
Utilizing the collective branding / marketing efforts	☐ Yes	☐ No	☐ No idea
Internalize functions such as training, market intelligence	☐ Yes	☐ No	☐ No idea
Internalize functions such as logistics	☐ Yes	☐ No	☐ No idea
Foster cumulative improvements in productive capabilities and innovation	☐ Yes	☐ No	☐ No idea
Lobby to the policy makers	☐ Yes	☐ No	☐ No idea

D.4 In case SME cluster/network/export consortium will be formed and operate in your province, are you willing to:

Actively participate in the SME cluster/network/export consortium activities?	☐ Yes	☐ No	☐ No idea
Contribute resource (money, HR) to foster the SME cluster/network/export consortium?	☐ Yes	☐ No	☐ No idea
Play the role of the SME cluster/network/export consortium facilitators? (if yes, go to C.5)	☐ Yes	☐ No	☐ No idea

D.5 If your agency is willing to play the role of SME cluster/network/export consortium facilitator, what capacity you think you organization is lacking? *Please check the box that apply*

	High need for capacity building	Need for capacity building	Moderate need for capacity building	No need for capacity building
SME cluster development (Cluster Development Planning, implementation and monitoring)				
Export Consortium formation and operation				
(Global) Value Chain Integration				

E. THE CURRENT SITUATION OF TRADE AND INVESTMENT PROMOTION IN THE SELECTED SECTOR (PRODUCT) IN YOUR PROVINCE

E 1. What describes best the situation of trade and investment promotion activities in your province related to the selected sector (product)?

There have **investment promotion events** in the province in the last 2 - 3 years.		False		True (go to E2)
There have **domestic trade fair** in the province in the last 2 - 3 years.		False		True (go to E2)
There have **international trade fair** in the province in the last 2 - 3years.		False		True (go to E2)
There have **export promotion event** in the province in the last 2 - 3 years.		False		True (go to E2)
There have **finance linkage event** in the province in the last 2 - 3 years.		False		True (go to E2)
There have **SME database** accessible to the enterprises		False		True (go to E2)

E2. If there were events in your province in the last 2 years, did your organization (co)organize any of the events? Please indicate how effective the event(s) was. *Please check the box that apply*

Event	We are NOT the event (co)organizer	*Yes we are the (Please check the level of effectiveness)*				
		Not effective at all	Little effective	Fairly effective	Effective	Very effective
Investment promotion event						
Domestic trade fair						
International trade fair						
Export promotion event						
SME database development and launching						

E3. What level of your organizational capacity in field of trade and investment promotion and BDS provision particularly for SMEs in the selected sector/product? *Please check the box that apply*

Capacity of	High need For capacity building	Need for capacity building	Moderate need for capacity building	No need for capacity building
Business Research for field data collection and development of SEC business database				
Investment promotion (targeting SMEs)				
Domestic trade fair (targeting SMEs)				
International trade fair (targeting SMEs)				
Export promotion (targeting SMEs)				
Regional export – oriented consultancy (targeting SMEs)				
Global export-oriented consultancy (targeting SMEs)				
Penetration into Southern Economic Corridor (targeting SMEs)				
Capturing the business opportunities from ASEAN Economic Community (AEC) (targeting SMEs)				

E4. What level of your organizational capacity in field of supporting SMEs in employing/utilizing the following? *Please check the box that apply*

Capacity of	High need for capacity building	Need for capacity building	Moderate need for capacity building	No need for capacity building
Business matching platform (SME database)				
Provincial (business) information system				
E- Commerce				

Thank you for your kind cooperation!

Project Enahancing Competitiveness of Small and Medium sized Enterprises (SMEs) in the Southern Economic Corridor of ASEAN Mekong Sub region (AMS) (hereinafter referred to as the Project)

FOR NON - STATE AGENCY- BDS PROVIDER SURVEY QUESTIONAIRE

Province……………………………………………………Country: VIETNAM

Date:………/……………/2016.

Thank you very much for agreeing to be part of the Project baseline survey. The information you provide will be invaluable in helping us understand the obstacles and bottle-necks faced by SMEs trying to do business in the Southern Economic Corridor of ASEAN Mekong Sub region. Data collected from this report is analyzed and presented to the Mekong Institute for designing and implementing appropriate interventions.

Business Development Service (BDS) hereinafter is referred to "services that improve the performance of the enterprise, its access to markets, and its ability to compete. The definition of 'business development service'… includes an array of business services [such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion, etc.], both strategic [medium to long term issues that improve performance] and operational [day-to-day] issues. BDS are designed to serve individual businesses, as opposed to the larger business community." (Committee of Donor Agencies for Small Enterprise Development, 2001)

A. BACKGROUND INFORMATION

1	Name of your organization	____________________
2	Address	____________________
3	Telephone number	____________________
4	Email address	____________________
5	Position of respondent in the organization	____________________
6	Gender of respondent	Male…………Female……………..

7. Province and the selected sector (product) in the Project that your organzation is engaged with. *Please check the box that apply*

- ☐ Tay Ninh - Cassava
- ☐ Ca Mau - Shrimp
- ☐ Can Tho - Cash fish
- ☐ Kien Giang - Shrimp

Please be noted that all information below is asked related to the checked sector ONLY.

8. Your organization is

- ☐ A BDS provider working for profit
- ☐ A non – profit BDS provider
- ☐ A SMEs Association
- ☐ A Business Association
- ☐ An Industry Association (of the selected sector/product)
- ☐ Chamber of Commerce and Industry
- ☐ Other (please specify)……………………………………

B. YOUR CURRENT BDS PROVISION

B 1. Which BDS is your organization providing to enterprises in the selected sector (product)?

			If yes, how many clients that your served in 2015	
			Total	SMEs
Regional export – oriented consultancy *(export to countries in Southern Economic Corridor)*	☐ No	☐ Yes		
Global export-oriented consultancy	☐ No	☐ Yes		
Consultancy and capacity building for capturing the business from penetration into Southern Economic Corridor	☐ No	☐ Yes		
Consultancy and capacity building for capturing the business opportunities from ASEAN Economic Community (AEC)	☐ No	☐ Yes		
Investment linkages	☐ No	☐ Yes		
SME network linkages	☐ No	☐ Yes		
Market information provision	☐ No	☐ Yes		
Legal consultancy	☐ No	☐ Yes		
Head-hunting	☐ No	☐ Yes		
Business partner linkage	☐ No	☐ Yes		
Trade promotion and trade fair	☐ No	☐ Yes		
Technology and Technology related services	☐ No	☐ Yes		
Tax Consultancy	☐ No	☐ Yes		
Accounting and Finance Consultancy/Training	☐ No	☐ Yes		

Business Administration Training		No		Yes		
Business database development and launching		No		Yes		

C. THE CURRENT SITUATION OF SME CLUSTER/NETWORK/EXPORT CONSORTIUM IN YOUR PROVINCE

C 1. Have you ever heard about SME business cluster/business network? *Please check the box that apply*

	No, I have never heard of it (if not, please read the definition below)
	Yes, I have heard of it but I do not understand what it means (if so, please read the definition below)
	Yes, I understand what it means (go to C2)

SME cluster:

"Geographical concentration of interlinked companies and institutions in related branches of industry that complement each other by joint relations of exchange and activities along one (several) value creation chains." (Michael Porter, 1990)

SME clustering and networking is characterized by an emphasis on the promotion of efficient systems of relations between enterprises and between enterprises and institutions which allow enterprises to overcome their isolation and reach new collective competitive advantages beyond the reach of individual small firms. This emphasizes the development of local institutions to act as facilitators of the networking process, or "system integrators". These should support the emergence of a joint entrepreneurial vision involving the whole business system - composed by firms, their suppliers, buyers and support institutions. Indeed, it is this emphasis on the whole business system - and not on the individual enterprise - that constitutes the main difference between networking programmes and other traditional technical cooperation programmes (UNIDO).

Export Consortium:

An export consortium is a voluntary alliance of firms with the objective of promoting the export of goods and services of its members through joint actions. An export consortium is a formal organization to promote medium- to long-term strategic cooperation among firms, and it organizes joint activities to facilitate access to foreign markets. Most consortia are non-profit entities, and members retain their financial, legal, managerial, and commercial autonomy. So, despite their participation in the export consortium, member firms do not give up any control over their business to others. This is the main difference between consortium and other types of strategic alliances (UNIDO).

C 2. Having read through the definition, do you think a SME cluster/network/export consortium has been established in the province related to the selected sector (product)?

SME cluster/network		Yes (go to C.3)		No (go to C.4)		No idea (go to C.3)
Export consortium		Yes (go to C.3)		No (go to C.4)		No idea ((go to C.3)

C.3 Do you think participating in the current SME cluster/network/export consortium enables a SME to *(Please check the box that apply)*

Capture market opportunities which require large production quantities		Yes		No		No idea
Capture market opportunities which require homogenous standards		Yes		No		No idea
Capture market opportunities which require regular supply		Yes		No		No idea
Achieve economies of scale in the purchase of inputs		Yes		No		No idea
Achieve economies of scale in the purchase of consultancy services		Yes		No		No idea
Utilizing the collective branding/ marketing efforts		Yes		No		No idea
Internalize functions such as training, market intelligence		Yes		No		No idea
Internalize functions such as logistics		Yes		No		No idea
Foster cumulative improvements in productive capabilities and innovation		Yes		No		No idea
Lobby to the policy makers		Yes		No		No idea

C.4 In case SME cluster/network/export consortium will be formed and operate in your province, are you willing to:

Actively participate in the SME cluster/network/export consortium activities?		Yes		No		No idea
Contribute resource (money, HR) to foster the SME cluster/network/export consortium?		Yes		No		No idea
Play the role of the SME cluster/network/export consortium facilitators? (if yes, go to C.5)		Yes		No		No idea

C.5 If your agency is willing to play the role of SME cluster/network/export consortium facilitator, what capacity you think you organization is lacking? *Please check the box that apply*

	High need for capacity building	Need for capacity building	Moderate need for capacity building	No need for capacity building
SME cluster development (Cluster Development Planning, implementation and monitoring)				
Export Consortium formation and operation				
(Global) Value Chain Integration				

D. THE CURRENT SITUATION OF TRADE AND INVESTMENT PROMOTION IN THE SELECTED SECTOR (PRODUCT) IN YOUR PROVINCE

D 1. What describes best the situation of trade and investment promotion activities in your province related to the selected sector (product)?

There have **investment promotion events** in the province in the last 2 years.	☐	False	☐	True (go to D2)
There have **domestic trade fair** in the province in the last 2 years.	☐	False	☐	True (go to D2)
There have **international trade fair** in the province in the last 2 years.	☐	False	☐	True (go to D2)
There have **export promotion event** in the province in the last 2 years.	☐	False	☐	True (go to D2)
There have **finance linkage event** in the province in the last 2 years.	☐	False	☐	True (go to D2)
There have **SME database** accessible to the enterprises	☐	False	☐	True (go to D2)

D2. If there were events in your province in the last 2 years, did your organization (co)organize any of the events? Please indicate how effective the event(s) was. *Please check the box that apply*

Event	We are NOT the event (co)organizer	*Yes we are the (Please check the level of effectiveness)*				
		Not effective at all	Little effective	Fairly effective	Effective	Very effective
Investment promotion event						
Domestic trade fair						
International trade fair						
Export promotion event						
SME database development and launching						

D3. What level of your organizational capacity in field of trade and investment promotion and BDS provision particularly for SMEs in the selected sector/product? *Please check the box that apply*

Capacity of	High need for capacity building	Need for capacity building	Moderate need for capacity building	No need for capacity building
Business Research for field data collection and development of SEC business database				
Investment promotion (targeting SMEs)				
Domestic trade fair (targeting SMEs)				
International trade fair (targeting SMEs)				
Export promotion (targeting SMEs)				
Regional export – oriented consultancy (targeting SMEs)				
Global export-oriented consultancy (targeting SMEs)				
Penetration into Southern Economic Corridor (targeting SMEs)				
Capturing the business opportunities from ASEAN Economic Community (AEC) (targeting SMEs)				

D4. What level of your organizational capacity in field of supporting SMEs in employing/utilizing the following? *Please check the box that apply*

Capacity of	High need for capacity building	Need for capacity building	Moderate need for capacity building	No need for capacity building
Business matching platform (SME database)				
Provincial (business) information system				
E- Commerce				

Thank you for your kind cooperation!

The Greater Mekong Sub-Region (GMS)

The Greater Mekong Sub-Region (GMS) comprises five Southeast Asian countries and two provinces of China sharing the Mekong River, namely Cambodia, Lao PDR, Myanmar, Thailand, Vietnam and Yunnan Province, Guangxi Autonomous Region of the People's Republic of China

About Mekong Institute

The Mekong Institute (MI) is a **GMS** Inter - Governmental Organization (IGO) working closely with the governments of six countries to promote regional development, cooperation and integration by offering standard and on-demand capability development programmes across three cutting themes of agricultural development and commercialization, trade and investment facilitation, and innovation and technological connectivity.

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