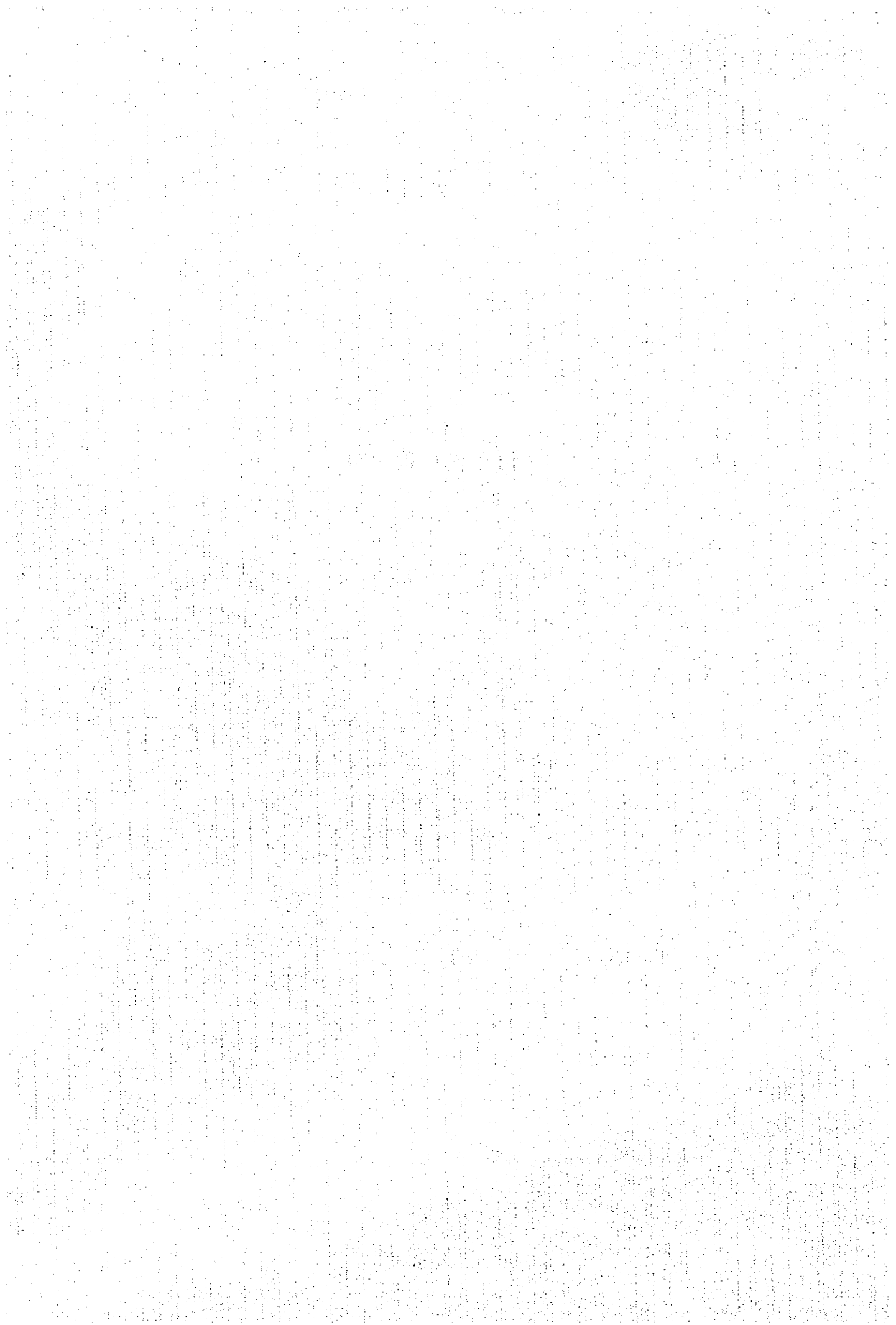


付 属 資 料



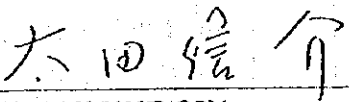
MINUTES OF MEETING
ON
THE JAPANESE TECHNICAL COOPERATION
FOR THE EDUCATION AND RESEARCH
CAPABILITY BUILDING PROJECT
OF
HANOI AGRICULTURAL UNIVERSITY
IN VIETNAM

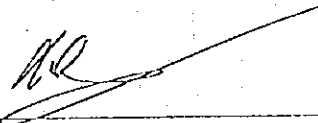
The Preliminary Study Team (hereinafter referred to as "the Team"), headed by Mr. Shinsuke OTA, has been dispatched by the Japan International Cooperation Agency (hereinafter referred to as "JICA") in order to clarify the objectives, contents and priorities of the proposed technical cooperation for the Education and Research Capability Building Project of Hanoi Agricultural University (hereinafter referred to as "the Project").

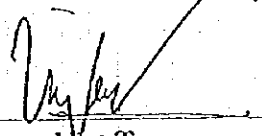
During its stay in Hanoi, Vietnam from 10th to 19th of September 1996, the Team had a series of discussion with the Vietnamese authorities concerned on the matters related to the Project and conducted site visits.

Both sides have agreed to recommend to their respective Government to take further steps towards the implementation of the technical cooperation for the Project, based on the findings and results of the preliminary study, which are described on the attachment.

Hanoi, September 19th, 1996


Mr. SHINSUKE OTA
Team Leader,
The Preliminary Study Team,
Japan International Cooperation Agency,
Japan


Prof. Dr. Tran Van Nhung
Director,
International Relations Department,
Ministry of Education and Training,
Vietnam


Prof. Dr. Nguyen Viet Tung
Rector,
Hanoi Agricultural University,
Vietnam

Attachment

1. Dispatch of Preliminary Study Team

1.1 OBJECTIVES

The Team was dispatched by JICA for the following purposes:

- 1) Confirming the details of the proposal submitted by the Government of the Vietnam to the Government of Japan concerning the technical cooperation for the Project,
- 2) Examining the possibility of its implementation from the technical point of view and,
- 3) Scrutinizing the possibility of Japanese cooperation through the Project-Type Technical Cooperation Scheme.

1.2 SCHEDULE OF THE SURVEY

The survey was conducted on the basis of the proposal presented by the Government of Vietnam to the Government of Japan. After the Team arrived in VietNam, several meetings were held with the concerned authorities mainly with Hanoi Agricultural University (hereinafter referred to as "HAU").

The detailed schedule of the Team's activities and the list of personnel met are shown in the Annex 1, 2.

2. Framework of Technical Cooperation

2.1 Background

Vietnam's agriculture is at its transition with the implication of market under Market Economy. In the situation, human resource development in agricultural field is strongly demanded. As a leading agricultural university in VietNam, HAU has great responsibility. However, the education and research system in HAU does not adapt itself to the needs and, moreover, facilities are not enough and too old. To resolve these problems, it is necessary to revise curricula and textbooks, and to introduce new technology adaptable to Vietnam. For this reason, the Government of Vietnam and HAU proposed the education and research capability building project to the Government of Japan.

2.2 Title of the Project

The Education and Research Capability Building Project of Hanoi Agricultural University (Tentative)

大 田

W. J. C.

2.3 Overall Goal

To develop and provide human resources to contribute to agriculture and rural development in Vietnam.

2.4 Specific Objectives

To enhance education and research capability in Hanoi Agricultural University.

2.5 Site of the Project

The Project will be carried out in Hanoi Agricultural University(Hanoi).

2.6 Activities of the Project

Main fields covered by the Project would be Crop Science, Soil Science and Agricultural Economics. In each field, the Project will implement the following activities.

[Education]

- 1) To revise and formulate curricula and textbooks.
- 2) To enhance capability of teaching staff through training, guidance and advice.
- 3) To improve education facilities and to establish maintenance system of education equipment.

[Research]

- 4) To enhance research capability through introduction of new technology.
- 5) To improve preparation skill of scientific papers.
- 6) To improve research facilities and to establish maintenance system of research equipment and machinery.

2.7 Measures to be taken by the Japanese side

The Japanese side should take the following measures for the successful implementation of the Project.

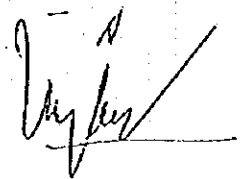
1) Dispatch of Experts

- (1) Long-term experts (Team leader, Coordinator and others) related to the above activities.
- (2) Short-term experts related to the above activities.

2) Training of Vietnamese personnel in Japan

Each year, some personnel related to the above activities and university management will be trained in Japan

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3) Provision of Equipment and Machinery

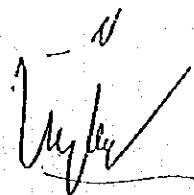
- 1) Equipment and machinery related to the activities of the project including facilities to be installed in central laboratory.
- 2) Equipment and facilities on common education activities and international conference (e.g. Audiovisual education aids)

2.8 Measures to be taken by the Vietnamese side

The Vietnamese side should take the following measures for the successful implementation of the Project.

- 1) To provide an adequate number of personnel and working facilities necessary for implementing the Project.
- 2) To secure an adequate budget for implementing the Project.
 - Expenses necessary for transportation of equipment from the port of disembarkation to the Project site within Vietnam(as well as installation, operation and maintenance
 - Operation and maintenance expenses necessary for equipment
 - Running expenses necessary for the implementation of the Project (e.g. expenses facilities, stationery and reagents)
 - Transportation and travel allowances for the Japanese experts for their official travel within Vietnam.
- 3) To make necessary requests to the ministries concerned
 - to exempt customs duties, internal taxes and any other duties imposed in Vietnam on the equipment provided by JICA.
 - to give privileges, exemption and benefits for the Japanese Experts and their families assigned under the Project according to the current regulations of Vietnamese Law.

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2.9 Joint Coordination Committee

A Joint Coordination Committee is expected to be established at the initiation of the Project.

(1) Terms of Reference of the Committee

- To review and authorize the annual plan of the Project within the framework of the Project which will be confirmed in Record of Discussions
- To monitor the progress of the Project
- To evaluate the activities of the Project
- To discuss other matters relevant to the Project

(2) Composition of the Committee

- Chairperson:

Vice Minister of Ministry of Education and Training

- Members

Vietnamese side:

Rector of Hanoi Agricultural University

Representative(s) from Ministry of Education and Training

Representative(s) from Ministry of Planning and Investment

Representative(s) from Ministry of Agriculture and Rural Development

Japanese side:

Representative(s) from Embassy of Japan

Representative(s) from JICA Hanoi Office

Japanese Team Leader and Coordinator

3. Other Agreed Points to be Noted

3.1. Sustainability of the Project

Both sides recognized the Project should be formulated and implemented, in order to secure sustainability of the related education and research activities in the post-Project period. To this end, machinery and equipment to be newly installed, for example, should be selected through mutual consultation, taking their running and maintenance cost into consideration.

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3.2 Needs for the Further Survey

In order to formulate the details of the Project activities and its frame work, it was agreed that further survey / investigation is necessary. The points which would be surveyed are on the more concrete purpose and detailed activities, on the operation facilities of the Project and on the actual circumstances of the following:

- 1) Selection of research themes and curricula as a target of the Project activities..
- 2) Present situation of equipment and machinery, ^S Selection and installing place plan of machinery and equipment to be provided, ^P Present situation of utility supply(electricity, water and so on).
- 3) Specific fields of Japanese experts to be dispatched.
- 4) Working circumstances of Japanese experts.
- 5) Administration and management of HAU.
- 6) Actual situation of agriculture and farming villages in Vietnam.
- 7) Criteria to evaluate each activity.

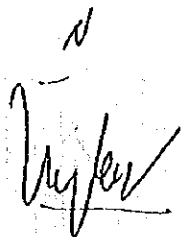
3.3. Review on the new proposal

HAU submitted new proposal which summarized the result of discussion between HAU and the Team during the survey (see Annex3). The new proposal will be reviewed in Japanese side before the Further Survey.

3.4 Mutual Consultation

There would be mutual consultation between the Governments on any issues that may arise in the course of future preparatory activities for the Project.

7.12



Annex1 Schedule of the Team's Survey

The schedule of the Team's Activities from September 10 to 25, 1996 (16 days) is as follows:

- | | |
|-------------|------------------------------------------------------------------------------------------------------------------|
| Sep.10(Tue) | Arrival to Hanoi |
| Sep.11(Wed) | JICA Viet Nam Office, Embassy of Japan,
Foreign Economic Relations Dep., MPI
Ha Noi Agriculture University |
| Sep.12(Thu) | Meeting with HAU
Institute for Plant Genetic Resources |
| Sep.13(Fri) | Meeting with HAU
Department for Science & Technology of MARD |
| Sep.14(Sat) | Meeting with HAU
Visit Da Ton Village, Gia Lam, Ha Noi |
| Sep.15(Sun) | Team Meeting |
| Sep.16(Mon) | Meeting with MARD
Visit NIAPP
Discussion with HAU |
| Sep.17(Tue) | Meeting with MOET
Discussion with HAU |
| Sep.18(Wed) | Meeting with MOET
Preparation of M/D |
| Sep.19(Thu) | Signing M/D
Joint Meeting with Concerned Organs
(HAU, MOET, MPI, MARD) |
| Sep.20(Fri) | Report to JICA Viet Nam Office, Embassy of Japan
Flight to Ho Chi Minh |
| Sep.21(Sat) | Move to Can Tho |
| Sep.22(Sun) | Visit Can Tho University |
| Sep.23(Mon) | Visit Can Tho University |
| Sep.24(Tue) | Move to Ho Chi Minh |
| Sep.25(Wed) | Leaving for Japan |

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Annex 2 List of Personnel Met

The Vietnamese Side

Ministry of Planning and Investment

Mr. BUI LIEM (Senior Officer, Foreign Economic Relations Dept.)

Ministry of Education and Training

Prof. Dr. TRAN XUAN NHI (Vice Minister)

Prof. Dr. TRAN VAN NHUNG (Director of International Relations Department)

Prof. Dr. HOANG NGOC HA (Vice Director of International Relations Department)

Ms. NGUYEN THUY LOAN (International Relations Department)

Dr. LE VIET KHUYEN (Vice Director of Higher Education Department)

Mr. NGUYEN DUC CHINH (Higher Education Department)

Dr. LE XUAN BINH (Senior Expert, Department of Science and Technology)

Ministry of Agriculture and Rural Development

Mr. NGUYEN NGOC KINH (Director, Department of Agricultural Science and Technologies)

Mr. NGUYEN ICH CHUONG (Vice Director, International Cooperation Department)

Ms. PHAM HONG HANH (Program Officer, International Cooperation Department)

National Institute for Agricultural Planning and Projecting (NIAPP)

Mr. VU NANG DUNG (Vice Director)

Mr. VU CONG LAN (Head, Division of International Cooperation and Project Management)

Mr. TRAN THANH HAN

Institute of Agriculture Genetic Research

Mr. DO NANG VINH (Vice Director)

Hanoi Agricultural University

Prof. Dr. NGUYEN VIET TUNG (Rector)

Associate Prof. Dr. NGUYEN QUANG THACH (Vice Rector)

Prof. Dr. VU DUY GIANG (Vice Rector)

Prof. Dr. CU XUAN DAN (Former Rector)

Associate Prof. Dr. DAO CHAU THU (Deputy of IRO)

Dr. VU DINH HOA (Office of Research Mgt.)

Dr. PHAN HUU TON (Lecturer, Crop Science)

Prof. Dr. DANG THE HUY (Former Vice Rector)

Prof. Dr. NGUYEN HUU TE (Dean, Faculty of Crop Science)

Associate Dr. DANG VU BINH (Dean, Faculty of Livestock Production and Veterinary Medicine)

Prof. Dr. TO DUNG TIEN (Dean, Faculty of Agricultural Economics)

Associate Prof. Dr. PHAM VANTO (Dean, Faculty of Farm Engineering)

Associate Prof. Dr. DO DUC VIET (Head of Training Office)

Dr. DAO QUANG KE (Faculty of Graduate Studies)

Dr. QUYEN DINH HA (Deputy of Finance Office)

The Japanese side

Embassy of Japan

Mr. MASAAKI MIYASHITA (Minister)
Ms. MISAKO KAJI (Counsellor)
Mr. MASAO MIYAZAKI (Second Secretary)
Mr. YASUYUKI ITO (Second Secretary)

JICA VietNam Office

Mr. MASARU TODOROKI (Resident Representative)
Mr. HISATOSHI OKUBO (Assistant Resident Representative)

Ministry of Agriculture and Rural Development

Mr. SHO KOSUGI (JICA Expert, Department of International Cooperation)
Mr. TAKAMICHI IWAI (JICA Expert)

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Annex3

Project Proposal
TECHNICAL COOPERATION (PROJECT-TYPE)

EDUCATION AND RESEARCH-CAPABILITY
BUILDING OF
HANOI AGRICULTURAL UNIVERSITY

Donor Country: JAPAN
JICA

Recipient country: VIETNAM
Hanoi agricultural University

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Project Title: EDUCATION AND RESEARCH CAPABILITY
BUILDING
OF HANOI AGRICULTURAL UNIVERSITY

Hanoi Agricultural University
Ministry of Education and Training
The Socialist Republic of Vietnam

I. BACKGROUND OF THE PROPOSAL

1.1. Development of Human Resources to pursue Agricultural Development under Market Economy is an urgent need of Vietnam

Vietnam's agriculture is at its transition with the implication of market economy as the national policy.

Production of food for the people is a major role at present as well as in the future. Rice production as to supply the staple food is yet deemed to be increased to meet the demand at the whole country level except Mekong Delta Region. To improve the citizen's nutrition, Vietnam's agriculture is required to provide a variety of foods with sufficient quality.

Agriculture plays an important role in the national economy. Recent statistical data shows that about 80 percent of the population depend on agriculture for their livelihoods. Agricultural sector accounts for 29.9 percent of the gross domestic product (GDP) and 40 percent of national income. Close to 72 percent of the national labor force are employed in agriculture. It absorbs 24.5 percent of the state investments and provides 42 percent of the total export value. Improvement of the living standard and income of farmers through farm management to meet the requirements of the market economy is an urgent need. Increase in production of agricultural commodities such as food, horticultural and industrial crops and, therefore, improvement of the export quality and quantity to contribute to the national trade balance is also expected.

The transition to market economy requires the agricultural production to be changed and adjusted with the aims of attaining stability, sustainability and efficiency in a particular agro-ecosystem. The human resource needed for the development of agriculture to fulfill such requirements is at most the urgent task of the nation. The education of students who would understand market economy, be able to plan and administrate the agricultural development or who could pursue research and develop technologies necessary for modern agriculture and teach farmers, is thus the greatest expectation of Vietnam.

1.2. Hanoi Agricultural University as the leading Institution of Educating Agriculturists and supplying Human Resources in Agricultural Development of the Nation

Hanoi Agricultural University (HAU) was established in 1956 and has been operated to serve as the leading educational institution in agriculture in Vietnam. The university offers undergraduate and graduate study programs and awards B.Sc., M.Sc. and Ph.D. degrees in various important agricultural sciences. However, post-graduate programs leading to master's and/or Ph.D. degree is a recent introduction to the post-graduate programs.

Total number of undergraduate student enrollments (freshman to senior students) is about 3,000, while graduate students number 180. HAU has a total of 497 teaching staff (faculty members and affiliates) and operated with an annual budget of approximately 16 billion VN Dong (equivalent to about 1.4 million US dollars).

HAU is regarded as the top agricultural university, educates the nation's leaders in agricultural policy making, administration, research and extension. HAU is known for its high academic standard, as shown by the high competition rate at the entrance examination, and provides highly qualified university graduates.

Most of the graduates of HAU have been and being employed by both public sector such as the Ministry of Agriculture and Rural development, local governments, universities and research institutes, and private sector. Actually, close to 80 percent of agricultural ministerial officials, local leaders, and researcher in agriculture are filled by HAU graduates.

Hence, HAU plays a very important role in the development of human resources required to pursue the needed change of agriculture in Vietnam. Moreover, it is the leading center of education and research in agriculture in the northern part of Vietnam.

1.3. Needs of Development and Foreign Assistance at Hanoi Agricultural University

HAU, during its 40 years of existence, has been standing on itself in maintenance and development, except little assistance from former Soviet Union and its allies during 1970's and early 1980's.

Teaching system, curricula, text books, teaching materials and research methodologies are left with the old system due to long time blank contact with the western world education and research facilities, and, particularly, the equipments were introduced from eastern allies more than 20 years ago. There is a strong pool of scientists that have good capacity in testing and promotion of technology. However, the fraction of teaching and research staff that meets the requirements of the new education system is rather small due to limited opportunities of and access to qualification and exchange with international institutions in the developed countries.

The presently existing conditions of HAU, despite its role and expectation from the government, make it difficult to implement necessary education and research to meet the nation's need of agricultural development and to supply the expected human resource for the government as well as private sector.

Therefore, the Government of Vietnam, especially the Ministry of Education and Training has the policy to develop HAU and perceives the necessity to learn from foreign country's university development and management. Modern and international standard knowledge in education, research and institution management is expected to be transferred to HAU and the facilities and equipments will be developed through foreign assistance.

1.4. Reasons for seeking Japanese Technical Cooperation for the Development of Hanoi Agricultural University

HAU has the role, apart from supplying agriculturists for the whole country, to develop agricultural technologies to meet the local needs of the northern region, especially the Red River Delta. Agriculture in the north has many similarities with Japanese agriculture, particularly in the southern part of Japan, to the extent of their small scale and intensive production and also in terms of cultivated crop species, cultural practices and commodity uses. Therefore, modern knowledge and expertise and advanced technology from Japan would be easier and more efficiently applicable to North Vietnam conditions.

Moreover, in comparison with Southeast Asian countries, Vietnam's agriculture during the course of transition to market-oriented economy and diversification poses limitations in productivity and efficiency, which represent great challenge to agricultural training and research. This challenging task requires expertise and experiences in agricultural education and development to increase productivity while conserving the available natural resources. Japan has much experience in successfully assisting developing countries in socio-economic, educational and agricultural development. Furthermore, technical cooperation with Japan is in

accordance with Japan's policy of promoting human resources in Indochina. Thus an assistance from Japan is highly expected.

2. PROJECT FRAMEWORK

2.1. Objectives of the Project

- To qualify the faculty members and management staff of the faculties Crop Science, Agricultural Economics and Land management to meet the needs of development of human resources for agricultural development;
- To expand, upgrade and enhance the Central Laboratory's competence, making it able to carry out research and absorb advanced technologies;
- To upgrade the main facilities related to classroom and field training;
- To gain self-reliance in the development of human resource responsive to the needs of market-oriented economy.

2.2. Plan of activities

2.2.1. Fields of development

Crop science
Agricultural economics
Soil Science and Environment

2.2.2. Time Schedule

Implementation Activity	First Year	Second Year	Third Year	Fourth Year	Fifth Year
Dispatch of Japanese experts					
Long term experts	x		x		x
Short term experts	x	x	x	x	x
HAU staff qualification	x	x	x	x	x
Reviewing curricula and course structure; identification of needs and making plans	x	x			
Joint design and development of new and updating of existing curricula		x	x	x	
Writing and publication of teaching manuals and text books		x	x	x	x
Identification of concrete investments and selection of equipments	x	x			
Procurement of equipments		x	x	x	x
Development of cooperative research activities		x	x	x	x
Mid-term workshop			x		
Final evaluation of the project					x

2.3. Organization and Staff

2.3.1. Project Steering Committee

Japanese Side

- JICA Officials and Experts from Japanese Universities
- Japanese Project Team Leader

Vietnamese Side

- Prof. Dr. Nguyen Viet Tung, Rector of HAU
- Officials from the Ministry of Education and Training and concerned ministries

2.3.2. Project Members

Prof. Dr. Cu Xuan Dan, HAU

Prof. Dr. Nguyen Quang Thach, HAU

Dr. Vu Dinh Hoa, HAU, Project Secretary

Dr. Phan Huu Ton, HAU

Representative from HAU International Relations Office

Nguyen Huu Te, Dean, Faculty of Crop Science

To Dung Tien, Dean, faculty of Agricultural economics

Pham Ngoc Thuy, Dean, Faculty of Land Management

2.4. Required Budget for the Project

<u>Main items</u>	<u>Amount (\$US)</u>
Qualification of HAU staff in Japan	1,500,000
Payments to Japanese Experts	2,000,000
Development/improvement of curricula and writing teaching manuals and text books	500,000
Equipments	1,500,000
Enhancement of the university library	200,000
Teaching facilities	200,000
Green/screenhouse	250,000
HAU-JICA Project Office	100,000
Total	6,250,000

2.5. Required Japanese Assistance

2.5.1. Dispatch of Japanese Experts

- * Project team leader
- * Long-term experts
- * Short-term experts

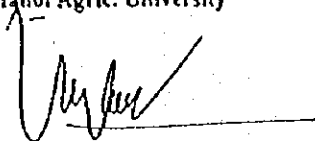
2.5.2. Qualification Of HAU staff in Japan

- * Long term training leading to Master's and Ph.D. degrees
- * Short term training

2.6. Expected outputs by the end of the project

- Training of 10-15 M.Sc. and Ph. D. in Japan;
- 15 faculty members and 5 management staff are qualified;
- Completion of improved curricula and course structure; 15 existing teaching manuals and text books are revised and rewritten; 5 new text books are published;
- Upgrading and enhancement of Central laboratory consisting of subunits (Genetics and Plant breeding Lab., Biotechnology Lab., Soil and Water Quality Analytical Lab., Post-harvest Technology Lab.);
- Improvement of Instruction facilities and methods;
- Conduct of 5 collaborative research projects with Japanese counterpart (Kyushu University);
- Relative to the project, 50 and 10 papers are published in national and international journals, respectively;
- Setting up a standard lecture hall with 100-120-seat capacity with audio and visual facilities;
- Setting up a 50-60 seat capacity Conference Hall with personal microphones and an interpreting cabinet;
- Setting up a HAU-JICA Project Office.
- A mid-term workshop in the third year of the project.

Project revised and submitted
by Prof. Dr. Nguyen Viet Tung
Rector, Hanoi Agric. University



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Annex3

Project Proposal
TECHNICAL COOPERATION (PROJECT-TYPE)

EDUCATION AND RESEARCH-CAPABILITY
BUILDING OF
HANOI AGRICULTURAL UNIVERSITY

Donor Country: JAPAN
JICA

Recipient country: VIETNAM
Hanoi agricultural University

**Project Title: EDUCATION AND RESEARCH CAPABILITY
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Agricultural economics
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Short term experts	x	x	x	x	x
HAU staff qualification	x	x	x	x	x
Reviewing curricula and course structure; identification of needs and making plans	x	x			
Joint design and development of new and updating of existing curricula		x	x	x	
Writing and publication of teaching manuals and text books		x	x	x	x
Identification of concrete investments and selection of equipment's	x	x			
Procurement of equipments		x	x	x	x
Development of cooperative research activities		x	x	x	x
Mid-term workshop			x		
Final evaluation of the project					x

2.3. Organization and Staff

2.3.1. Project Steering Committee

Japanese Side

- JICA Officials and Experts from Japanese Universities
- Japanese Project Team Leader

Vietnamese Side

- Prof. Dr. Nguyen Viet Tung, Rector of HAU
- Officials from the Ministry of Education and Training and concerned ministries

2.3.2. Project Members

Prof. Dr. Cu Xuan Dan, HAU

Prof. Dr. Nguyen Quang Thach, HAU

Dr. Vu Dinh Hoa, HAU, Project Secretary

Dr. Phan Huu Ton, HAU

Representative from HAU International Relations Office

Nguyen Huu Te, Dean, Faculty of Crop Science

To Dung Tien, Dean, faculty of Agricultural economics

Pham Ngoc Thuy, Dean, Faculty of Land Management

2.4. Required Budget for the Project

<u>Main items</u>	<u>Amount (\$US)</u>
Qualification of HAU staff in Japan	1,500,000
Payments to Japanese Experts	2,000,000
Development/improvement of curricula and writing teaching manuals and text books	500,000
Equipments	1,500,000
Enhancement of the university library	200,000
Teaching facilities	200,000
Green/screenhouse	250,000
HAU-JICA Project Office	100,000
Total	6,250,000

2.5. Required Japanese Assistance

2.5.1. Dispatch of Japanese Experts

- * Project team leader
- * Long-term experts
- * Short-term experts

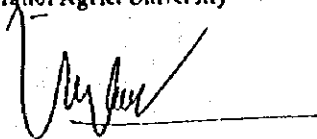
2.5.2. Qualification Of HAU staff in Japan

- * Long term training leading to Master's and Ph.D. degrees
- * Short term training

2.6. Expected outputs by the end of the project

- Training of 10-15 M.Sc. and Ph. D. in Japan;
- 15 faculty members and 5 management staff are qualified;
- Completion of improved curricula and course structure; 15 existing teaching manuals and text books are revised and rewritten; 5 new text books are published;
- Upgrading and enhancement of Central laboratory consisting of subunits (Genetics and Plant breeding Lab., Biotechnology Lab., Soil and Water Quality Analytical Lab., Post-harvest Technology Lab.);
- Improvement of Instruction facilities and methods;
- Conduct of 5 collaborative research projects with Japanese counterpart (Kyushu University);
- Relative to the project, 50 and 10 papers are published in national and international journals, respectively;
- Setting up a standard lecture hall with 100-120 seat capacity with audio and visual facilities;
- Setting up a 50-60 seat capacity Conference Hall with personal microphones and an interpreting cabinet;
- Setting up a HAU-JICA Project Office.
- A mid-term workshop in the third year of the project.

Project revised and submitted
by Prof. Dr. Nguyen Viet Tung
Rector, Hanoi Agric. University



The Japanese side

Embassy of Japan

Mr. MASAOKI MIYASHITA (Minister)
Ms. MISAKO KAJI (Counsellor)
Mr. MASAO MIYAZAKI (Second Secretary)
Mr. YASUYUKI ITO (Second Secretary)

JICA VietNam Office

Mr. MASARU TODOROKI (Resident Representative)
Mr. HISATOSHI OKUBO (Assistant Resident Representative)

Ministry of Agriculture and Rural Development

Mr. SHO KOSUGI (JICA Expert, Department of International Cooperation)
Mr. TAKAMICHI IWAI (JICA Expert)

HANOI AGRICULTURAL UNIVERSITY (HAU)
Gialam - Hanoi - Tel : 84-4-8276906 Fax : 84-4-8276554

FOR JICA PROJECT

Ultimate responsibility for the policies on the operational issues of HAU

1. Prof. Dr. Nguyen Viet Tung, Rector of HAU
2. Prof. Dr. Vu Duy Giang, Vice - Rector for Academic Affairs
3. Assoc. Prof. Dr. Nguyen Quang Thach, Vice - Rector for Research and Extension
4. Assoc. Prof. Dr. Nguyen Truong Son, Vice - Rector for Administration and planning.
5. Dr. Nguyen Nguyen Cu, Vice - Rector for Budget infrastructure and facility supply.

THE SCIENTIFIC AND EDUCATIONAL COUNCIL OF HAU

1. Prof. Dr. Nguyen Viet Tung, Rector, the chairman of the Council *
Lecturer of Entomology
2. Prof. Dr. Vu Duy Giang, Vice - Rector for Academic Affairs *
Lecturer of Animal Nutrition and Food
3. Assoc. Prof. Dr. Nguyen Quang Thach, Vice - Rector for Research and Extension *
Lecturer of Plant Physiology and Bio-Technology
4. Assoc. Prof. Dr. Nguyen Truong Son, Vice - Rector for Administration and planning.
Lecturer of General Chemistry
5. Dr. Nguyen Nguyen Cu, Vice - Rector for Budget infrastructure and facility supply.
Lecturer of Agricultural Economy
6. Asso. Prof. Dr. Nguyen Dai Thanh, Director, Training Office. *
Lecturer of Reparation of Farm machines
7. Dr. Cao Anh long, Director, Research and Extension Office. *
Lecturer of Horticulture and Fruit trees
8. Assoc. Prof. Dr. Ha Quang Hung, Director, International Relations Office. *
Lecturer of Entomology
9. Prof. Dr. Nguyen Huu Te, Dean Faculty of Crop Sciences.
Lecturer of Food crops

10. Assoc. Prof. Dr. Dang Vu Binh, Dean Faculty of Animal Husbandry and Veterinary Medicine

Lecturer of Animal Breeding

11. Prof. Dr. To Dung Tien, Dean, Faculty of Agricultural Economics.

Lecturer of general Economy and Economic statistic

12. Assoc. Prof. Dr. Pham Ngoc Thuy, Dean, Faculty of land and Water Resources Management.

Lecturer of General Chemistry

13. Assoc. Prof. Dr. Pham Van To, Dean, Faculty of Farm engineering and Electricity.

Lecturer of Theories of tractors

14. Assoc. Prof. Dr. Phung Quoc Tuan, Dean, Faculty of Graduate Education.

Lecturer of agricultural statistic and Experimental design

15. Assoc. Prof. Ho Khac Tin, Dean, Faculty of in- service training and Continuing Education

Lecturer of Entomology

16. MS. Vu Cong Minh, Dean, Faculty of Social sciences.

Lecturer of Phisology

17. MS. Bui Huu Doan, Director, Office of student affairs.

Lecturer of General animal husbandry

18. Prof. Dr. Cu Xuan Dan, Senior Scientist *

Lecturer of Animal Phisiology

19. Prof. Dr. Tran Thi Nhi Huong, Senior Scientist

Lecturer of technical Mechanic

20. Prof. Dr. Ho Van Nam, Senior Scientist

Lecturer of general animal husbandry

21. Prof. Dr. Dang The Huy, Senior Scientist

Lecturer of Mechanical Dinamic

* Member of standing committee of the council

付属資料 3. ハノイ農大案内 (1993年発行)



Office Address :
Hanoi Agricultural University
(Đại học Nông Nghiệp 1 - Hà Nội)
Cố Định - Hoàn Kiếm
Tel : 271653
Fax : 6342369249

1993



HANOI AGRICULTURAL UNIVERSITY

- Rector - Prof. Dr. Sc. Cu Xuan Dan
- Vice Rector for Academic Affairs
Assoc. Prof. Ph. D. Dang The Huy
- Vice Rector for Research and International
Cooperation Assoc. Prof. Ph. D. Nguyen Viet Tung

Historical Background

Hanoi Agricultural University (HAU) was established on October 12, 1956 as one of the first national universities of Vietnam. Since that time the University has become a center of higher education and research in agriculture for the country.

At its establishment the University was named Agro-Forestry-University, which consisted of four Faculties: Agriculture, Animal production-Veterinary, Farm engineering and Silviculture. In 1958 the University united with Cultivation Research Department, Zootechnic Research Department, Wood and Silviculture Research Section to become the Agro-Forestry Institute. During the years 1960-1962 the Institute established two more specializations: Fisheries and Agricultural Economics. In 1963 the Institute was divided into Agricultural University and Research Institute for Agriculture. At the same time, the Faculty of Silviculture was split from the University to become the Forestry College. Later, in 1966 the Faculty of Fisheries dissociated itself from the University to become the Fisheries College.

At present, the faculty staff of the HAU includes 498 persons, among them 46 persons are Associate Professors, Professors and 112 Ph.D. or D.Sc holders.

Annual student enrollement:

Regular system: 500 - 600

- In-service system: 250 - 300

- Master's degree Programs 50 - 100

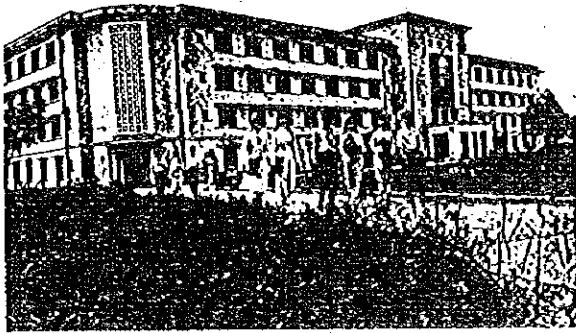
- Doctoral degree Programs 10 - 15

- Continuing education programs: 100 - 150

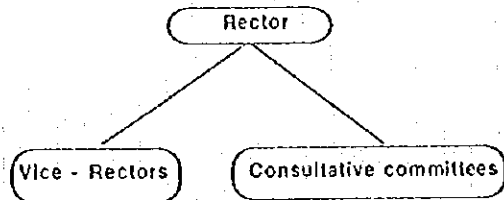
- Specific short courses: 5 - 10 courses/year

Up to now, nearly 21,000 engineers, veterinary doctors and 72 Ph. Doctors have been trained at the HAU.

Organization

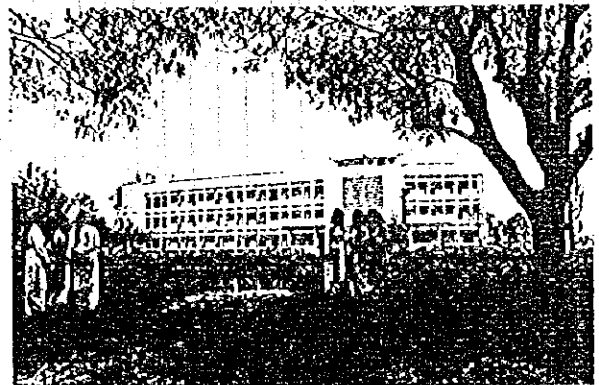


• The main cluster of lecture and meeting halls of the University



- Faculty of Crop Science
- Faculty of Animal science and Veterinary
- Faculty of Farm Machinery Engineering
- Faculty of Land and Water resource management
- Faculty of Agricultural Economics
- Faculty of Graduate and Continuing Education.
- Faculty of In-service Training
- Faculty of Sociology
- Faculty of National Defence Drilling

- Department of Foreign Languages
- Department of Physical Education
- Computer Center
- Information Center for agricultural development
- Library
- Practical and Experimental Farm
- Fruit Tree Center
- Veterinary Hospital
- Mechanical Workshop
- Printing Center
- Education Office
- Office of Science Research Affairs
- International Cooperation Office
- Personnel Office
- Administrative Office
- Finance Office
- Logistics Office
- Welfare office
- Board of Construction
- Dormitory Board
- Board of Health Services
- Board of Foreign Student Services



• Cluster of Classrooms

Faculty of Crop Science

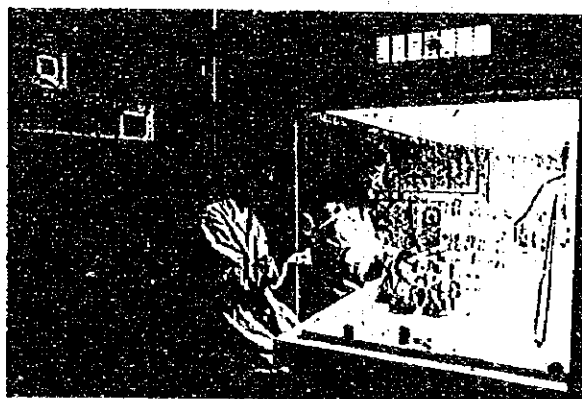


• *Conducting research work in greenhouse*

Founded : October 12, 1956

- Organization : 11 Departments
- + Department of Food Crops
- + Department of Industrial Crops
- + Department of Genetics and Plant Breeding
- + Department of Plant Physiology and Biochemistry
- + Department of Post-harvest and Food Processing
- + Department of Entomology
- + Department of Sericulture and Beekeeping
- + Department of Phytopathology

- + Department of Botanic
- + Department of Agricultural Ecology and Meteorology
- ✓ + Department of Horticulture
- Study programs:
- + Undergraduate : Crop Production, Plant protection, Sericulture
- + Master's programs: Genetics and Plant Breeding, Crop production, Plant Protection, Horticulture.
- + Doctoral programs : Crop Production, Plant Breeding and Seed Production, Industrial Crops, Plant Protection
- Teaching staff: 92 persons, among them 33 Ph.D and D. Sc, 12 Associate Professors and Professors.
- Main directions of research:
- + High-yield and quality crop variety Breeding
- + Development of intensive farming technology
- + Application of biotechnology in agriculture
- + Integrated pest management.



• *Master's Students studying at Biotechnology Lab.*

Faculty of Animal Science and Veterinary

- Founded : October 12, 1956
- Organization : 8 Departments
- + Department of Animal Genetics and Breeding
- + Department of Animal Physiology and Biochemistry
- + Department of Animal Nutrition and Feeding
- + Department of Applied Zootechnics
- + Department of Animal Anatomy and Histology
- + Department of Veterinary Pathology, Microbiology and Infections Diseases
- + Department of Therapeutics, Surgery and Pharmacology
- + Department of Parasitology and Public Health



• A practical study on Animal Anatomy and Histology at Lab



• Study on Veterinary Pathology

- Study Programs :
- + Undergraduate : Animal Production, Veterinary
- + Master's programs : Animal Production, Veterinary.
- + Doctoral programs : Applied Zootechnics, Animal product Processing, Veterinary, Veterinary Pharmacology, Toxicology
- Teaching staff : 99 persons, among them 25 Ph.D. and D.Sc, 14 Associate Professors and Professors
- Main directions of research :
- + Poultry and swine breeding
- + Artificial insemination technics
- + Animal nutrition and high reproductive yielding technics.
- + New vaccines
- + Epidemiology of some tropical diseases and their treatment by combining modern and oriental traditional methods.

Faculty of Farm Machinery Engineering

- Founded : October 12, 1956
- Organization : 7 Departments
 - + Department of Mathematics
 - + Department of Physics
 - + Department of Applied Mechanics
 - + Department of Farm Electrification



• A new type of machine, live-stock feed mixer



• Measuring on technical parameters of rubber harvester

- + Department of Farm Machinery
- + Department of Tractors-Automobiles
- + Department of Repair technology
- Study programs :
 - + Undergraduate : Farm Mechanization, Farm Electrification
 - + Master's programs : Farm Mechanization
 - + Doctoral programs : Farm Mechanization
- Teaching staff : 106 persons, among them 11 Associate Professors and Professors, 24 Ph. D.
- Main directions of research:
 - + Dynamics of Machines
 - + Utilization and Repairs of Farm Equipment
 - + Designing and constructing farm machinery appropriate to soil condition, to tropical plant and animal production in Vietnam.

Faculty of Agricultural Economics

- Founded : September 3, 1962
- Organization : 3 Departments
- + Department of Production Management and Agricultural Enterprise
- + Department of Agricultural Economics and Planning.
- + Department of Statistics and Accountancy
- Study Programs :
- + Undergraduate : Agricultural Economics
- + Graduate : Management of Economy and Labour
- Teaching staff : 52 persons, including 8 Ph. D., 2 Associate Professors and 44 engineers.
- Main directions of research
- + Economical efficiency in agricultural Production Processes.
- + Rural build-up and development
- + Agrarian Policy.

*Recd
teaching
staff*



• Students doing practical work on Computer

Faculty of Land and Water Resource Management



• A practical study on soil survey

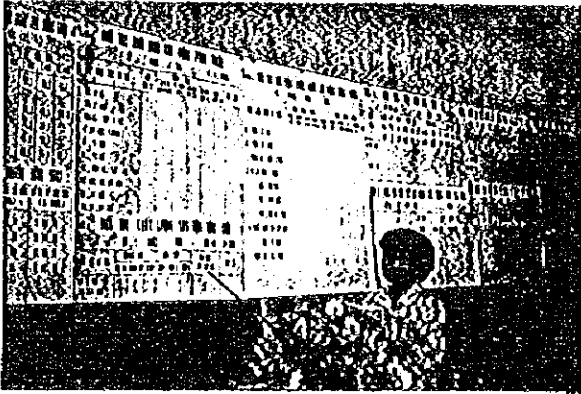
- Founded : February, 1977
- Organization : 4 Departments
- + Department of Pedology and Agrochemistry
- + Department of Land Management
- + Department of Water Resource Management and Agrotechnics
- + Department of chemistry
- Study programs :
- + Undergraduate : Agrochemistry, Land Management
- + Master's programs : Pedology, Agrochemistry, Water resource Management and Land reclamation
- + Doctoral programs : are the same as above
- Teaching staff : 88 persons, among them 22 Ph. D. and D. Sc, 7 Associate Professors and Professors.
- Main directions of research
- + Land use and Management
- + Agricultural planning
- + Farming system and sustainable agriculture for different agro-ecological regions.
- + Appropriate irrigation technics
- + Application of Fertilizers and other Chemicals for agricultural production

Faculty of Graduate and Continuing Education

Since 1978 different training forms have been carried out as follows :

- Short-term upgrading courses for graduates (from 3 to 6 months)
- Doctor's degree (full-time studies last 4 years, part-time ones last 5 years)

Since 1991 the University has begun offering the Master's program (full-time studies last 2 years, part-time ones last 3 years).



• Graduate student defends her thesis.

Faculty of In-service Training

Since 1962 the University has offered In-service Training courses. To implement this task a network including the Faculty of In-service Training and 7 In-service training centers in provinces was established.

Up to now, this training systems has educated more than 5,000 engineers

Current fields of study.

- Crop production
- Animal production and Veterinary
- Agricultural Economics
- Plant protection
- Farm Mechanization
- Sericulture



• Study on Rice pests

Scientific Research

In recent years, scientists of the University have conducted several research projects as follow:

- State-level projects (being chief or participant): 30
- Ministry-level projects : 80
- College-level projects : hundreds

Besides these, hundreds of contracts of specific research, advanced technology transferring into production have been implemented successfully.



• HAU Library

International Cooperation



• An International workshop

Regarding linkages with oversea organizations, HAU has launched academic cooperation with many institutions in various parts of the world.

The exchange activities are focused on :

- Exchange of academic information and materials
- Exchange of faculty staff and students
- Organization of joint research programs.
- Organization of joint conferences and training courses.

The institutions with which HAU has official relation are

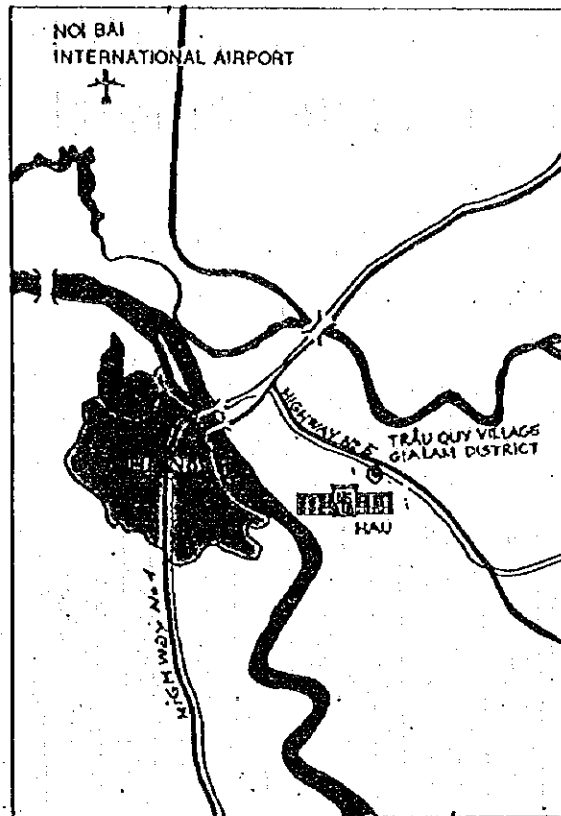
- + Timiriazev Agricultural Academy (former USSR)
- + Prague Agricultural University (Czech)
- + Warsaw Agricultural University (Poland)
- + Plovdiv Agricultural University (Bulgaria)

- + Szczecin Agricultural University (Poland)
- + Wageningen Agricultural University (The Netherlands)
- + Rennes Agricultural University (France)
- + Hawaii University (USA)
- + Roseworthy Agricultural College (Australia)
- + Asian Institute of Technology
- + Kasetsart University, Khon Kaen University, Chiangmai Teachers College, Chiangmai University (Thailand)
- + International Rice Research Institute
- + Saint Mary's University (Canada)
- + New England University (Australia)
- + Guangxi Agricultural University (China)
- + Obihiro University of Agriculture and Veterinary Medicine (Japan).

Moreover, HAU has had relations with several international bodies such as MCC, CSI, WUS, Bread for the World, Fraternite Europe-Asia, Canada fund, FAO, REI.



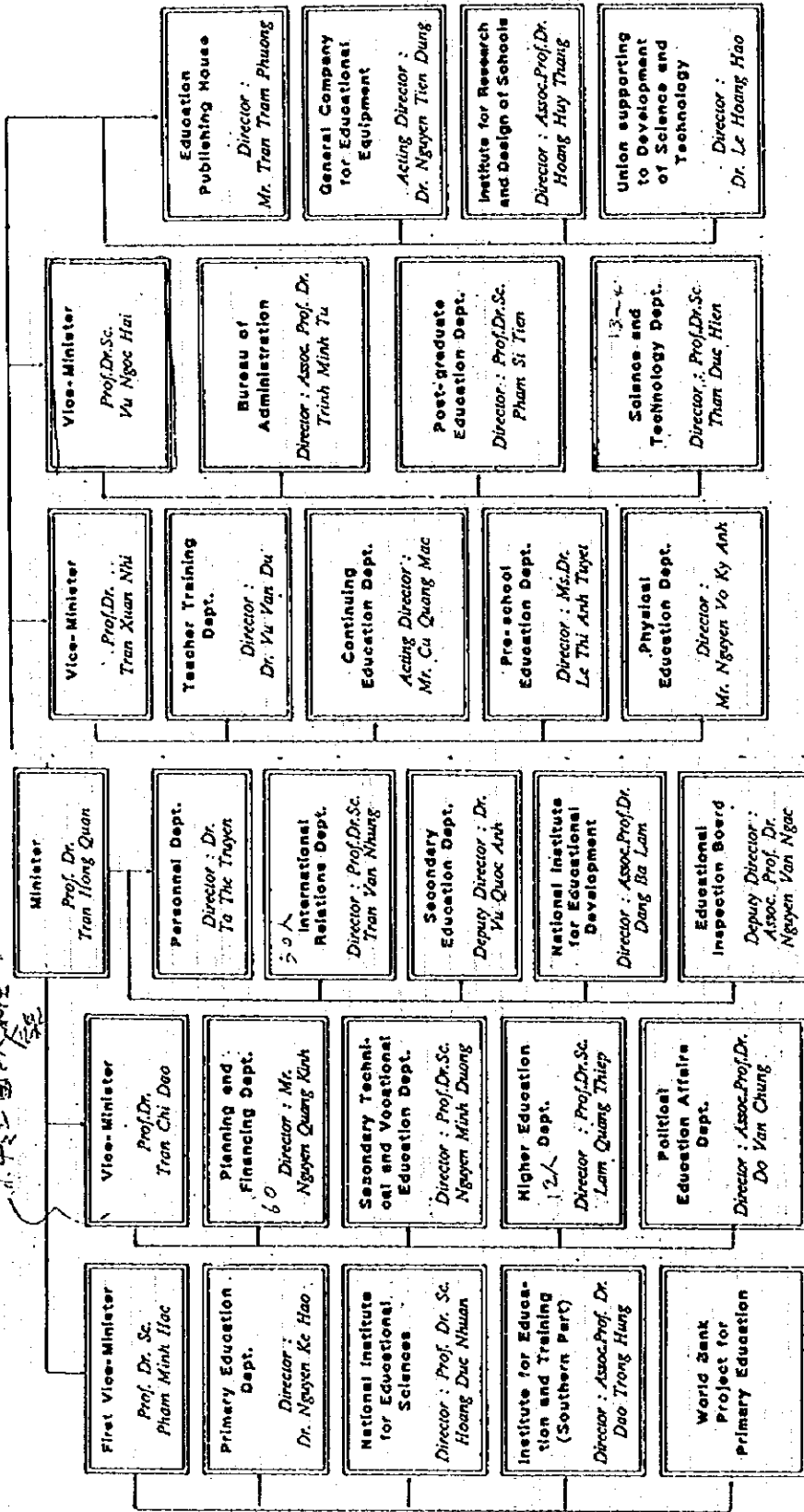
• MCC Delegation visits a Fruit processing centre (an international cooperation project between HAU and MCC)



• • Elegant students' Festival.

MOET ORGANIZATIONAL STRUCTURE

不在此圖中



- Addition:**
- The assistant to the Minister Tran Hong Quan :
 - The secretary of the Minister Tran Hong Quan :
 - The secretary of the First Vice-Minister Pham Minh Hac
 - The secretary of the Vice-Minister Tran Chi Dao :
 - The secretary of the Vice-Minister Tran Xuan Nhi :
 - The secretary of the Vice-Minister Yu Ngoc Hai :

- Prof. Dr. Vu Van Tao
- Mr. Nguyen Hai Long, Deputy Director of Bureau of Administration
- Mr. Nguyen Thai Long, Deputy Director of Bureau of Administration
- Mr. Vu Kim Huyen
- Mr. Bui Khac Cu
- Mr. Nguyen Dinh Ngai

付属資料 5. 農業農村開発省組織図

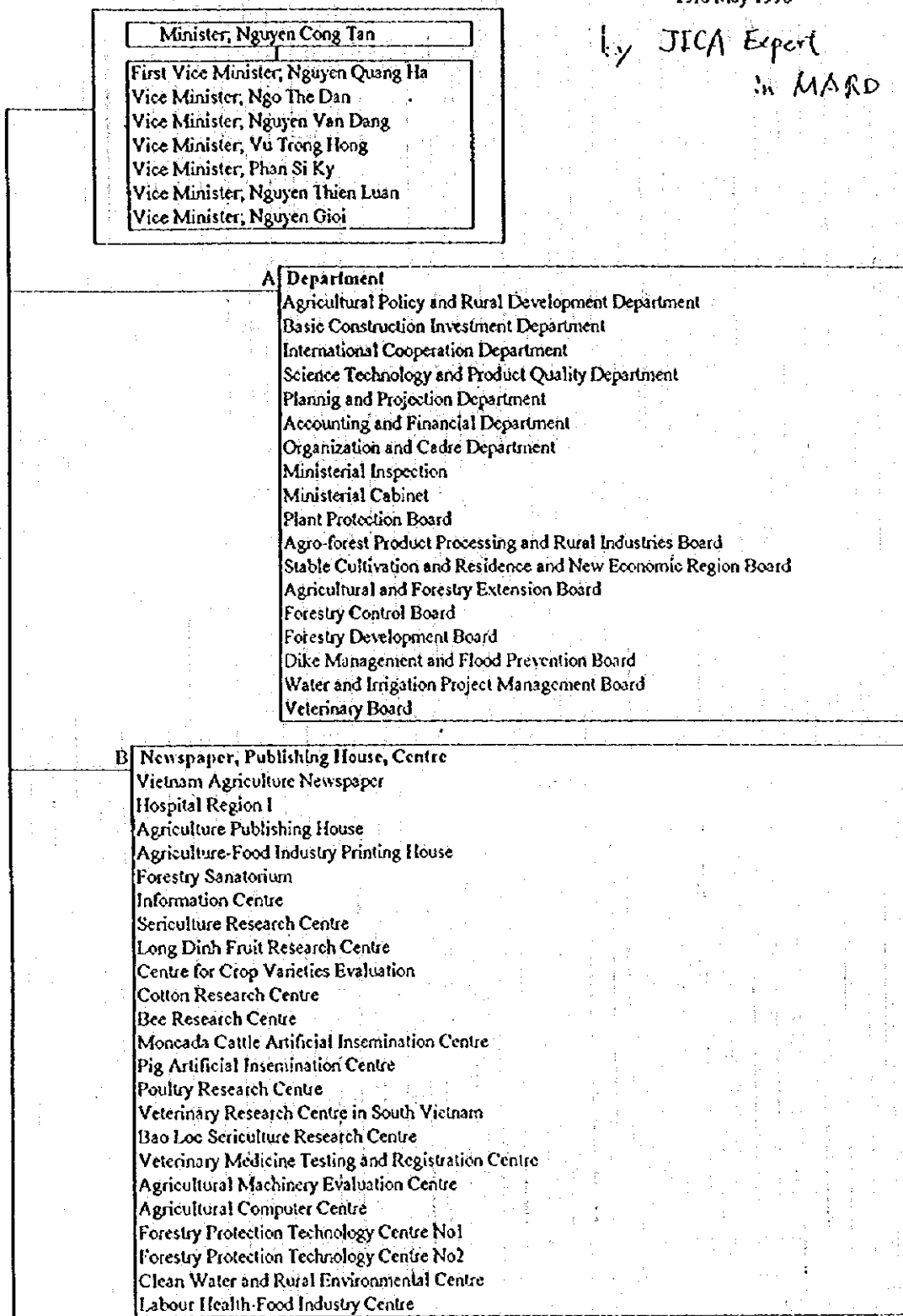
ORGANIZATION OF MARD

1

Ministry of Agriculture and Rural Development (MARD)

23rd May 1996

by JICA Expert
in MARD



C	<p>School</p> <p>Forestry Management Staff Foster School</p> <p>Irrigation Management Staff Foster School</p> <p>Central Agricultural Management Staff School</p> <p>Agriculture-Food Industry Management Staff School</p> <p>Forestry University</p> <p>Irrigation University</p> <p>Central Wood Processing Industry School</p> <p>Electric-Mechanics Industry School No1</p> <p>Electric-Machinery Industry School No2</p> <p>Electric-Machinery Industry School No3</p> <p>Mechanical Industry School No1</p> <p>Mechanical Industry School No2</p> <p>Mechanical Industry School No3</p> <p>Forestry Engineering Industry School</p> <p>Central Forestry Technological Industry School No2</p> <p>Forestry Technological Industry School No1</p> <p>Forestry Technological Industry School No3</p> <p>Forestry Technological Industry School No4</p> <p>Dredger Worker School</p> <p>Construction Industry School</p> <p>Cat Tan Constructional Training School</p> <p>Forestry High School</p> <p>Forestry High School No2</p> <p>Tay Nguyen Forestry High School</p> <p>Xuan Mai Management Profession High School</p> <p>Food-Foodstuff Management Profession High School</p> <p>Phuoc My Agriculture-Food Industry High School</p> <p>Central Agriculture High School</p> <p>Profession High School No1</p> <p>Food High School No3</p> <p>Irrigation High School No1</p> <p>Irrigation High School No2</p> <p>Irrigation High School No3</p>
---	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	<p>D Institute</p> <p>Vietnam Agricultural Science Institute (VASI) Southern Agricultural Science Institute Mekong River Delta Rice Research Institute (CLRRJ) Food Crops Research Institute Maize Research Institute Post-Harvest Technology Institute Veterinary Research Institute Plant Protection Research Institute Institute of Soil and Fertilizer Agricultural Genetic Institute Animal Husbandry Institute Agricultural Economic Institute Agricultural Electric-Mechanics and Agricultural Product Processing Institute Tea Research Institute Coffee Research Institute Sugar Cane Research Institute Fruits and Vegetables Research Institute Rubber Research Institute National Institute of Agriculture Planning and Projection Architectural Design Institute of Agriculture Forestry Science Institute Forestry Planning Research Institute Forestry Sanatorium No2 Water Resources Planning Institute Irrigation Economics and Science Research Institute Southern Irrigation Science Research Institute</p>
	<p>E Garden</p> <p>Ba Vi-Ha Tay National Garden Bach Ma-Thua Thien-Hue National Garden Cat Ba-Hai Phong National Garden Cue Phuong-Ninh Binh National Garden Yok Don National Garden</p>

F Companies

Lo Central Cotton Company No1
 Animal Husbandry and Feed Company
 Boiler Manufacturer
 Irrigation Electric Engineering Company
 Irrigation Project Engineering Company No276
 Nong Luong Technology Company
 Animal and Feed Company No1
 Central Crop Seed Company
 Seed Company
 Southern Crop Seed Company
 Agriculture-Food Industry Product Introduction and Consumption Company
 Underground Water Exploitation Company No1
 Underground Water Exploitation Company No2
 Central Food Company No3
 Central Bee Company
 Dredger Company No1
 Dredger Company No2
 Mechanic Executing Company
 Agriculture-Food Industry Electric Mechanic Accessory Equipment Company
 Agricultural Product Material Equipment and Trade Company No. 1
 Flesh and Milk Cattle Company
 Electric Mechanic Technique Investment and Consultant Company
 Construction Consultant Company
 Irrigation Construction Consultant Company No1
 Irrigation Construction Consultant Company No2
 Plant Protection Material Company No1
 Plant Protection Material Company No2
 Central Veterinary Material Company No1
 Central Veterinary Medicine Company No2
 Transportation and Commodity Material Company
 Agricultural Product Trade and Construction Company
 Import-Export Grain and Agricultural Development Investment Company
 Irrigation Construction Company No1
 Irrigation Construction Company No2
 Irrigation Construction Company No7
 Construction and Food Industry Investment Consultant Company
 Service Construction and "HILD" Company

G Factories

Food Equipment Factory No2
 Irrigation Equipment Repair Factory
 Irrigation Engineering Factory No 276

H The Union of Enterprises
 The Union of Coffee Enterprises of Vietnam
 The Union of Electric Mechanic Enterprises
 The Union of Tea Enterprises of Vietnam
 The Union of Sericulture Enterprises (Hanoi and HCMC)
 The Union of Poultry Enterprises of Vietnam
 The Union of Sugarcane Enterprises No1
 The Union of Sugarcane Enterprises No2
 The Union of Rural Development and Construction Enterprises
 The Union of Construction Enterprises
 The Union of Irrigation Construction Enterprises No1
 The Union of Irrigation Construction Enterprises No2
 Dau Tieng Complex Enterprises
 The Union of Wood Enterprises
 The Union of Easup Forestry Enterprises
 The Union of Forestry, Agriculture and Industry Enterprises
 Ha Nung Forestry, Agriculture and Industry Enterprise
 The Union of Enterprises of Song Hieu-Nghia Dan - Nghe An
 The Union of Paper Material
 The Licola Union
 The Union of Production Science
 The Union of Project Science and Forestry Project Construction

J Corporations
 Vietnam Coffee Corporation
 Vietnam Rubber Corporation
 Forestry Mechanic Corporation
 Production Service and Forestry Product Import-Export Corporation No.1
 Production Service and Forestry Product Import-Export Corporation No.2
 Production Service and Forestry Product Import-Export Corporation No.3
 Vietnam Forestry Product Corporation
 Northern Food Corporation (Vina Food I)
 Southern Food Corporation (Vina Food II)
 Irrigation Construction Corporation No4
 Vietnam National Agricultural Produce and Foodstuffs Import and Export Corporation (Vinafimex)¹¹
 Vietnam National Animal and Poultry Product Import and Export Corporation (ANIMEX)
 Vietnam National Vegetable and Fruit Import and Export Corporation (VEGETEXCO)
 Vietnam General Corporation of Agricultural Material (VIGECAM)

Note: 1) As of 23rd May 1996, Vinafimex was established by merging organizations as follows:
 Vietnam National Foodstuffs Import and Export Corporation (VINALIMEX)
 Vietnam National Agricultural Product Import and Export Corporation (AGREXPORT)
 Materials Manufacturing and Construction Company
 Technique Material Service and Production Company
 Transportation Agency and Transportation Company

From Dr. Tran Dinh Thien: On the system of agricultural enterprises in the south

Dr. Trần Đình Thiêm Economic Development Review, Number 18 - February 1996, pp.13-14

- Corporation: This is a concern of national or inter-provincial level which is licenced by the government
 Corporations could be publicly-owned or privately-owned.

They could be holding companies who control many subsidiary companies.

- Union of enterprise: There are many unions of enterprises in Vietnam now.

In the coming years, they could be allowed to exist.

They can be a combination of different companies with a single ownership or a combination of economic co
 Their ownership can belong to the state, a group of persons or a private person.

Some existing unions, after reexamination, could be maintained or transformed into corporations or compan

ORGANIZATION OF MARD

6

- Company: This is the most popular economic concern.
There are state-owned, limited, joint stock and joint venture companies now.
Many state farms and unions of enterprises could be transformed into companies.

From Viet Nam News: Agriculture departments get legal entity status Note: "departments" equal Boards?
Monday, June 3, 1996, p.8

Nine departments of the Ministry of Agriculture are now entitled to have their own legal status and bank accounts, according to official press reports.

The departments are now allowed to conduct business as separate companies in their own areas of specialty according to a new decision signed by the prime minister last week.

The nine departments are: the Veterinary Department; the Forestry Development Department; the Farming and Reforestation Promotion Department; the Forest Rangers Department; the Resettlement and New Economic Zone Department; the Water Conservancy and Irrigation Work Department; the Anti Flood and Storm and Dyke Protection Department; and the Food Processing and Rural Business Development Department.

According to the decision, the above departments are allowed to set up head offices in Ha Noi.

The Anti-Flood and Storm and Dyke Protection Department is allowed to have representative offices in HCM City and Da Nang on the central coast.

All operations by these departments are covered by the central government budget.

付属資料 6. 資料収集リスト

VIETNAM EDUCATION AND TRAINING DIRECTORY
(EDUCATION PUBLISHING HOUSE 1995) 英文・原本

AGRICULTURE OF VIETNAM 1945-1995
(STATISTICAL PUBLISHING HOUSE 1995) 英文・原本

STATISTICAL DATA OF AGRICULTURE, FORESTRY AND FISHERY
1985-1995
(STATISTICAL PUBLISHING HOUSE 1996) 英文・原本

VIETNAM NGO DIRECTORY 1995/96 英文・原本

CANTHO UNIVERSITY
(MINISTRY OF EDUCATION AND TRAINING 1996) 英文・原本

[The page contains extremely faint and illegible text, likely due to low contrast or scanning quality. The text is organized into several paragraphs and possibly a list or table, but the individual characters and words are not discernible.]

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for ensuring transparency and accountability in financial operations. This section also highlights the role of internal controls in preventing fraud and errors.

2. The second part of the document focuses on the implementation of robust risk management strategies. It outlines various risk assessment techniques and provides guidance on how to identify, evaluate, and mitigate potential risks. The text stresses the need for a proactive approach to risk management to protect the organization's assets and reputation.

3. The third part of the document addresses the importance of effective communication and reporting. It discusses the need for clear and concise communication channels and the role of regular reporting in keeping stakeholders informed. This section also touches upon the importance of data security and the need to protect sensitive information.

4. The fourth part of the document discusses the importance of continuous improvement and monitoring. It emphasizes that organizations should regularly review their processes and procedures to identify areas for improvement. This section also highlights the role of key performance indicators (KPIs) in measuring organizational success and the need for a culture of continuous learning and development.

5. The fifth part of the document discusses the importance of compliance with relevant laws and regulations. It outlines the various legal and regulatory requirements that organizations must adhere to and provides guidance on how to ensure compliance. This section also highlights the importance of staying up-to-date with changes in the legal and regulatory landscape.

6. The sixth part of the document discusses the importance of ethical considerations in business operations. It outlines the various ethical challenges that organizations may face and provides guidance on how to make ethical decisions. This section also highlights the importance of a strong ethical culture and the role of leadership in promoting ethical behavior.

7. The seventh part of the document discusses the importance of stakeholder engagement and relationship management. It outlines the various stakeholders that organizations interact with and provides guidance on how to build and maintain positive relationships. This section also highlights the importance of transparency and communication in stakeholder engagement.

8. The eighth part of the document discusses the importance of innovation and research and development. It outlines the various factors that drive innovation and provides guidance on how to foster a culture of innovation. This section also highlights the importance of investing in research and development to stay competitive in the market.

9. The ninth part of the document discusses the importance of sustainability and environmental management. It outlines the various environmental challenges that organizations face and provides guidance on how to manage these challenges. This section also highlights the importance of integrating sustainability into the organization's overall strategy and operations.

10. The tenth part of the document discusses the importance of talent management and human resources. It outlines the various factors that drive talent attraction and retention and provides guidance on how to build a strong workforce. This section also highlights the importance of investing in employee development and training to ensure the organization has the skills and knowledge needed to succeed.

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