

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT,
SOCIALIST REPUBLIC OF VIETNAM (MARD)

**THE STUDY ON
ARTISAN CRAFT DEVELOPMENT PLAN
FOR RURAL INDUSTRIALIZATION
IN THE SOCIALIST REPUBLIC OF VIETNAM**

Final Report
SUMMARY

February 2004

**ALMEC CORPORATION
INTERNATIONAL DEVELOPMENT CENTER OF JAPAN**

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PREFACE

In response to the request from the Government of the Socialist Republic of Vietnam, the Government of Japan decided to conduct “The Study on Artisan Craft Development for Rural Industrialization in the Socialist Republic of Vietnam” and entrusted the study to the Japan International Cooperation Agency (JICA).

JICA dispatched a study team headed by Dr. IWATA, Shizuo of ALMEC Corporation, 8 times during the period from February 2002 to January 2004.

The study team conducted the study with the Vietnamese counterpart team and held a series of discussions with the officials concerned of the Government of Vietnam. After the team returned to Japan, further studies were made and then the report was finally completed.

I hope that this report will contribute to the economical growth and poverty reduction in rural areas through promotion and development of the craft sector in Vietnam.

I wish to express my sincere appreciation to the officials concerned of the Government of Vietnam for their close cooperation extended to the study team.

February 2004

IZAWA, Tadashi
Vice President
Japan International Cooperation Agency

February 2004

Mr. Tadashi Izawa

Vice President

JAPAN INTERNATIONAL COOPERATION AGENCY

Tokyo

Letter of Transmittal

Dear Sir,

We are pleased to formally submit herewith the final report of the “The Study on Artisan Craft Development for Rural Industrialization in the Socialist Republic of Vietnam”.

This report embodies the results of the Study which was undertaken both in Vietnam and Japan from February 2002 to February 2004 by the Study Team composed of ALMEC Corporation and International Development Center of Japan.

We owe a lot to many people for the accomplishment of this report. First, we would like to express our sincere appreciation and deep gratitude to all those who extended their extensive assistance and cooperation to the Study Team, in particular the Ministry of Agriculture and Rural Development in Vietnam.

We also acknowledge the officials of your agency and the Embassy of Japan in Vietnam for their support and valuable advice.

We wish the report would be able to contribute to the promotion and sustainable development of craft sector to attend poverty and growth issues adequately in Vietnam.

Very truly yours,

Shizuo Iwata

Team Leader,

THE STUDY ON ARTISAN CRAFT DEVELOPMENT FOR RURAL
INDUSTRIALIZATION IN THE SOCIALIST REPUBLIC OF VIETNAM

Process of the Study



Meeting of central level
(Steering Committee Meeting, 5 times, Hanoi)



Meeting of provincial level (Consultation Meeting
for Mapping Survey, 3 cities)



Interview to artisans at craft villages
(Field survey, nationwide)



Discussion with stakeholders
(Pilot Project Workshop, 3 times, Hanoi)



Participation of various stakeholders
(Seminars, 2 times, Hanoi and HCMC)



Evaluation of craft items
(Craft Competition, January 2004, Hanoi)

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SUMMARY

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Acronyms

BDS	Business Development Services
BPSC	Business Promotion and Service Center
CEM	Committee for Ethnic Minorities
CIEM	Central Institute for Economic Management
CPRGS	Comprehensive Poverty Reduction and Growth Strategy
DAFPPSI	Department for Agro-Forestry Product Processing and Salt Industries
DARD	Department of Agriculture and Rural Development
DOI	Department of Industry
DOSTE	Department of Science, Technology and Environment
GSO	General Statistic Office
HCMC	Ho Chi Minh City
HRPC	Vietnam Handicraft Villages Research and Promotion Center
JICA	Japan International Cooperation Agency
MARD	Ministry of Agriculture and Rural Development
MOCI	Ministry of Culture and Information
MOET	Ministry of Education and Training
MOF	Ministry of Finance
MOI	Ministry of Industry
MOJ	Ministry of Justice
MOLISA	Ministry of Labour, War Invalids and Social Affairs
MONE	Ministry of Natural and Environment
MOST	Ministry of Science, Technology
MOT	Ministry of Trade
MOTrans	Ministry of Transport
MPI	Ministry of Planning and Investment
NCSSH	National Centre for Social Sciences and Humanities
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PC	People's Committee
PRA	Participatory Rural Appraisal
S/C	Steering Committee
SME	Small and Medium Enterprise
SMEPC	Small and Medium Enterprises Promotion Center
SIYB	Start and Improve Your Business
VARISME	Association of Vietnamese Rural Industrial SME
VCA	Vietnam Cooperative Alliance
VCCI	Vietnam Chamber of Commerce and Industry
VDS	Village Development Strategy
VIETRADE	Vietnam Trade Promotion Agency
VME	Vietnam Museum of Ethnology
VNAT	Vietnam National Administration of Tourism
VND	Vietnam Dong
WU	Women's Union

Executive Summary

Scope of the Study

The JICA-assisted “Study on Artisan Craft Development Plan for Rural Industrialization for the Socialist Republic of Vietnam” was conducted with the following main objectives:

- (a) Preparation of a master plan for craft promotion and development;
- (b) Implementation of pilot projects; and,
- (c) Support to the Vietnamese government for developing the country’s craft sector.

The Study covered the following 11 categories of artisan crafts: (1) rush products, (2) lacquerware, (3) bamboo and rattan products, (4) ceramics, (5) embroidered products, (6) woven textiles, (7) woodcrafts, (8) stone carving, (9) handmade paper, (10) woodblock prints, and (11) metalwork. The study area covered all of Vietnam’s 61 provinces.¹

The Study commenced in February 2002 and was completed in February 2004. The study was led by a Steering Committee comprised of nine central government offices that are involved in the craft sector. The Department of Agriculture and Forestry Product Processing and Salt Industry (DAFPPSI) of the Ministry of Agriculture and Rural Development (MARD) was chairman of the Steering Committee.

Key approaches and activities of the Study included: (1) the assistance of 61 provincial governments in conducting a National Craft Mapping Survey to obtain comprehensive updated data on the craft sector; (2) participation of a wide range of stakeholders in seminars, workshops and various meetings; and (3) involvement of stakeholders in the implementation of pilot projects.

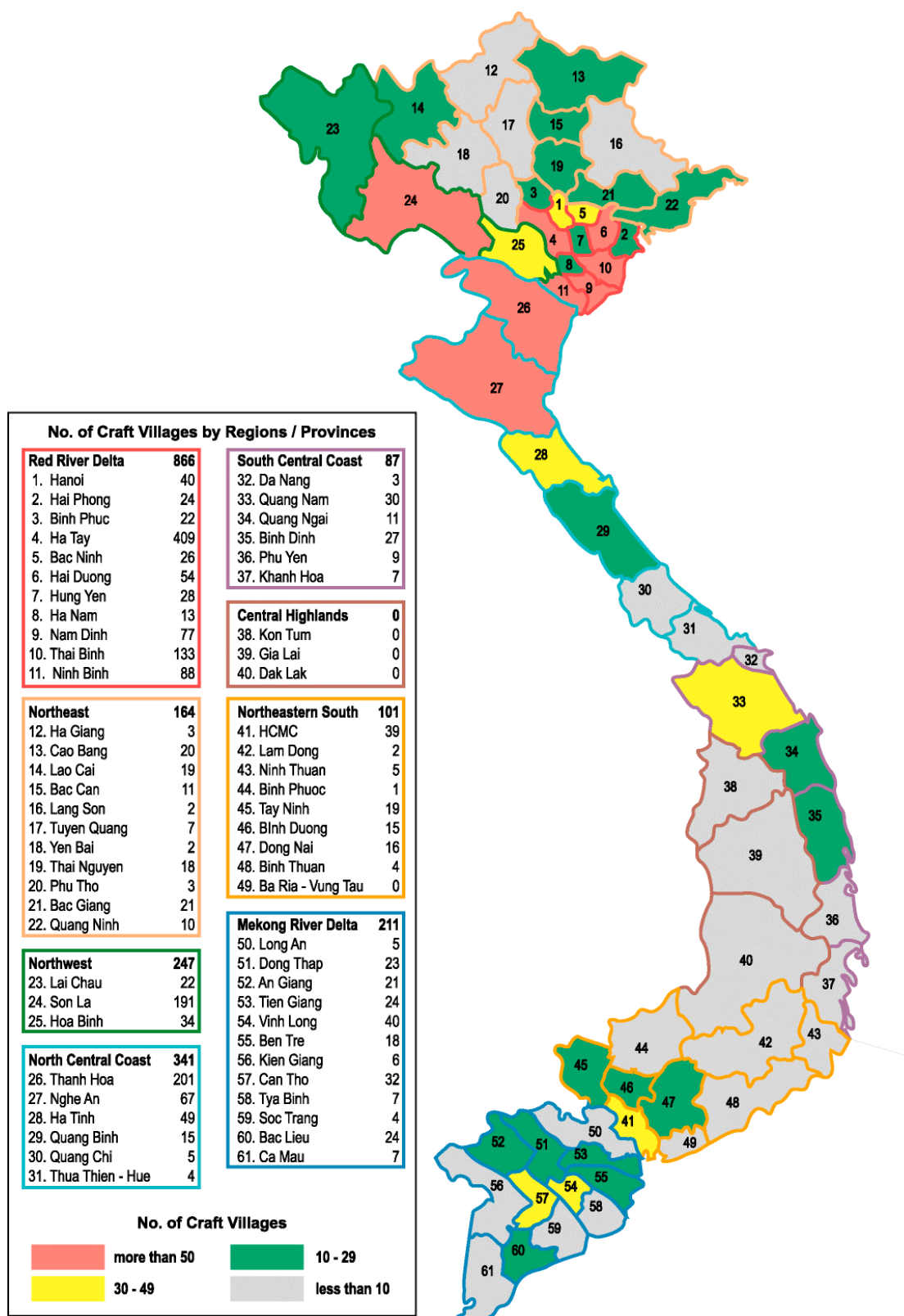
National Craft Mapping Survey

The National Craft Mapping Survey was conducted under the MARD’s supervision and with the cooperation of all 61 provinces. Its purpose was to clarify the geographical distribution and current conditions of craft villages, as well as their issues and concerns related to craft promotion. The mapping survey utilized three types of questionnaires and was conducted between March and June 2002. It covered all communes (approximately 9,400) except those in urban areas.

The National Craft Mapping Survey revealed that there are more than 2,000 craft villages employing 1.5 million people in rural areas, and that the sector significantly augments the income of rural households (see Figure 1).

¹ Based on Resolution No. 22/2003/NQ-QH11 of November 26, 2003 by the National Assembly on the Division and Adjustment of the Administrative Boundaries of A Number of Provinces, three provinces (Can Tho, Dak Lak and Lai Chau) were divided. The resolution increased to 64 Vietnam’s provinces and cities.

Figure 1
 Distribution of Craft Villages



Source: National Craft Mapping Survey, 2002

Pilot Project Implementation

Pilot projects were identified and implemented, providing valuable lessons for the development of strategies and actions for the proposed master plan. The selected pilot project areas were those: (a) located in model provinces, although some pilot projects were implemented nationwide; (b) where issues to be addressed could be clearly defined and inputs were needed; and, (c) where the participation and collaboration of local authorities and stakeholders including villagers were ensured.

To address 17 main development issues of the craft sector, which were identified from the results of the mapping survey and from field studies, pilot projects were proposed along with their respective inputs and activities (see Table 1). For 11 months from November 2002 to September 2003, a task force (composed of representatives from local governments and local consultants) implemented all of the pilot project activities (see Table 2).

The implementation of nine pilot projects, with the participation of villagers and others concerned, resulted in significant outcomes. Lessons learned from these pilot projects provided valuable inputs in the formulation of the Craft Development Master Plan.

Table 1 Major Issues of the Craft Sector and Pilot Projects

Major Issue	Pilot Project
1) Securing of Raw Materials	PP1: Craft Information System
2) Technology Improvement	PP2: Craft Cluster Development
3) Product Quality Enhancement	PP3: Preservation of Traditional Value of Artisan Crafts
4) Production Process Upgrading	PP4: Establishment of Design Promotion System for Artisan Craft Development
5) Design Improvement	PP5: Development of Competitive Craft Products for the International Market
6) Craft Information	PP6: Environmental Improvement of Craft Villages
7) Cluster Development	PP7: Strengthening of Management Capacity of Ethnic Minority Craft Villages
8) Human Resource Development	PP8: Craft Village Development Strategy
9) Business Management Improvement	PP9: Vietnam Artisan Craft Competition
10) Work Environment Improvement	
11) Access to Financing	
12) Improvement of Physical Distribution	
13) Marketing Improvement	
14) Linkage with Tourism	
15) Impact on Natural Environment	
16) Assistance to Ethnic Minorities	
17) Traditional Value Preservation	

Table 2 Overview of Pilot Projects

Pilot Project	Vietnamese Implementing Body	Output	Project Site, Craft Item, etc.
PP1 Craft Information System	MARD	<ul style="list-style-type: none"> MARD craft website 	All 61 provinces/all 11 items
PP2 Craft Cluster Development	Local consultants, Ha Tay DOI, Quang Nam DARD, Thai Binh DOI, vocational schools of each target province, VCA, VARISME	<ul style="list-style-type: none"> Cluster development strategies for Ha Tay and Quang Nam Business management and production improvement manual Training manuals for bamboo/rattan products and woodcraft Silk product quality improvement manual 	Bamboo/rattan products of Ha Tay and Quang Nam, woodcraft and silk products (inspection system) of Thai Binh
PP3 Preservation of Traditional Value of Artisan Crafts	Vietnam Museum of Ethnology (VME), local governments and People's Committee	<ul style="list-style-type: none"> Guidelines on research and documentation methodology for traditional craft ("Photovoice") Craft village profiles: Dai Bai and Na Sang II "Photovoice" panels 	Dai Bai bronze casting village in Bac Ninh, Na Sang II weaving village of Lao minorities in Lai Chau
PP4 Establishment of Design Promotion System for Artisan Craft Development	Hanoi Industrial Art College, VCA, VCCI	<ul style="list-style-type: none"> Design guidebook 	Nationwide/all 11 items
PP5 Development of Competitive Craft Products for the International Market	Hanoi Industrial Art College	<ul style="list-style-type: none"> Craft prototypes (275 items) Development of coordinators and training manual 	Stone carving, lacquerware, metal products, woodcarving in Ha Tay, Nam Dinh, Bac Ninh
PP6 Environmental Improvement of Craft Villages	Local consultants, DOI, DOSTE, PC	<ul style="list-style-type: none"> Environmental improvement and safety management manual for craft households (9 topics) 	Silk products of Van Phuc village in Ha Tay
PP7 Strengthening of Management Capacity of Ethnic Minority Craft Villages	Craft Link (NGO), Women's Union, Provincial government	<ul style="list-style-type: none"> Handbook for ethnic minority assistance Product development for new markets 	Ta La Cao weaving village of Hmong minorities in Lai Chau, Van Giao weaving village of Khmer minorities in An Giang
PP8 Craft Village Development Strategy	Local consultants, Governmental Office, CIEM, DARD, Commune PC	<ul style="list-style-type: none"> Craft village development strategy up to 2010 Guidebook for situational analysis methodology using PRA 	Ha Thai lacquer village in Ha Tay, Village No. 8 of rush weaving in Ninh Binh
PP9 Vietnam Artisan Craft Competition	MARD, MOCI	<ul style="list-style-type: none"> Total of 186 entries 	Nationwide

Figure 2 Outputs of Pilot Projects

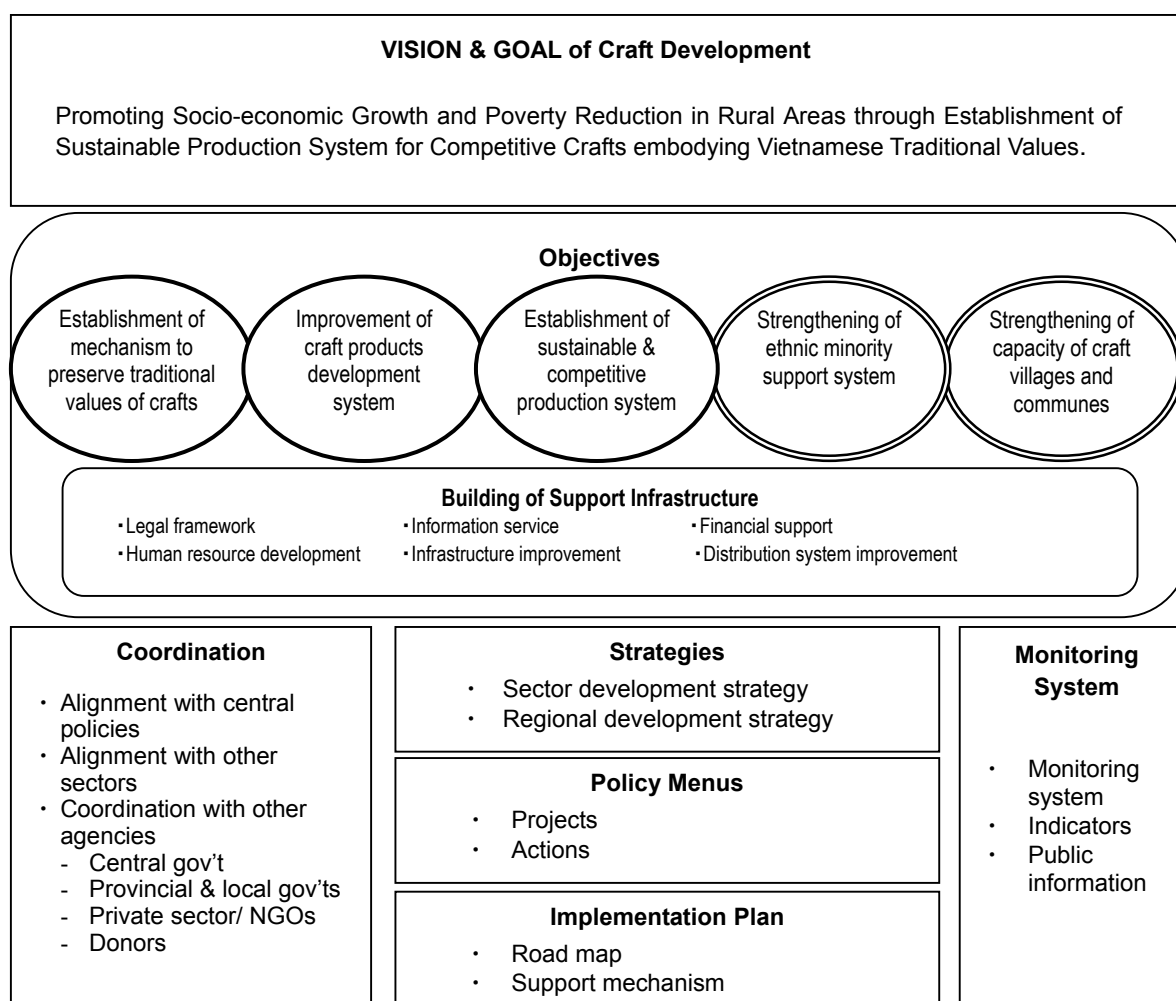


Formulation of Craft Development Master Plan

The Craft Development Master Plan aims to establish an effective policy framework for rural development and poverty reduction through the development of the craft sector (see Figure 3). The Master Plan deals with the following main concerns:

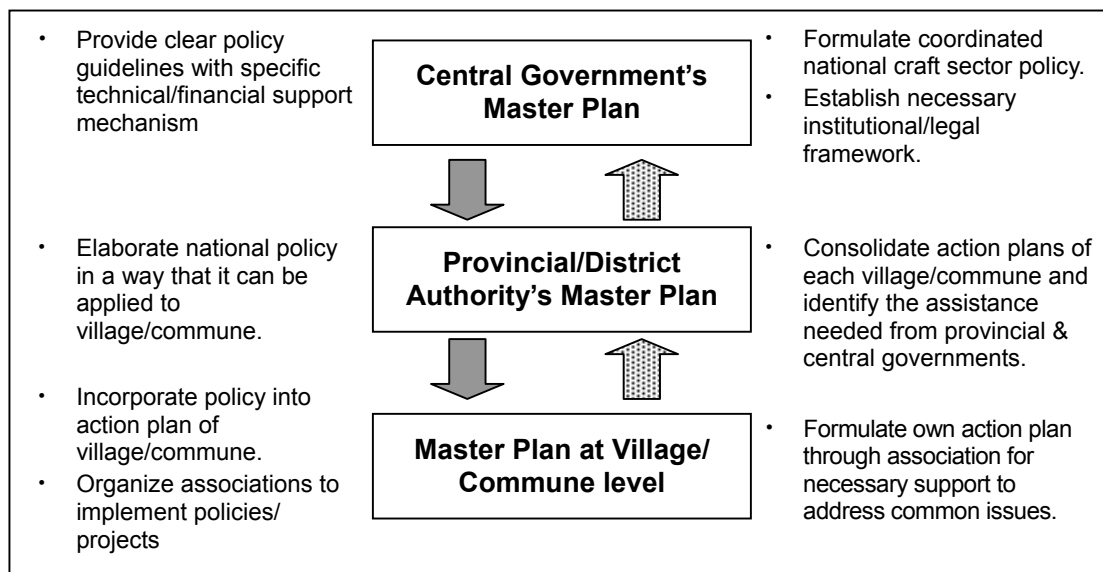
- (a) Establishment of a policy implementation mechanism to achieve goals
- (b) Transparency in adjustment of policies and role sharing among stakeholders
- (c) Institutionalization of the Master Plan

Figure 3 Framework and Components of the Master Plan



A three-tiered craft master planning system composed of the central, provincial and craft village levels is recommended in order to efficiently carry out craft measures (see Figure 4). This will allow effective delivery of assistance from the central level to provincial government agencies. At the same time, issues and needs of craft villages can be understood and responded to more effectively by higher agencies.

Figure 4 Role of Master Plan at Central, Provincial/District and Village/Commune Levels



Formulation of Model Provincial Master Plan

Four model provinces (Ha Tay from the north, Quang Nam from central Vietnam, An Giang from the south, and Lai Chau from the mountainous region) were selected based on the results of the mapping survey. Pilot project activities were mainly conducted in these four provinces.

After the completion of pilot projects, and with guidance from the local consultant team, the model provinces attempted to formulate their respective master plans based on the structure and interim outputs of the national master plan.

The provincial and district governments have the pivotal role of coordinating craft promotion activities with other relevant sectors at the rural and regional levels. That is, they have to provide direct assistance to craft production areas and serve as a bridge between them and the central government. Although the provincial master plans were prepared, they still need some improvement. Technical support and human resources development at the provincial level are needed.

Institutional Arrangements to Support Effective Implementation of the Master Plan

Sustainable development of the craft sector in Vietnam requires harmonized policies and strategies. Effective public-private partnership is required for coordinated execution of inputs and activities by various public sector organizations at the central, provincial and local levels.

Many stakeholders are involved in the conservation of Vietnamese traditional crafts in a comprehensive manner, from social and cultural to economic and environmental aspects (see Table 3). However, four ministries, namely MARD, MOI, MOCI, and MoTrade, are expected to be the core administrators.

Table 3 Objectives, Strategies and Role Sharing among Stakeholders at Central Level

Objective	Strategy	Central Government Role		Responsible Agency
		Major	Minor	
A: Establishment of mechanism to preserve traditional value of crafts	A1 Documentation of craft village traditions	MOCI	NCSSH	Museums, NGOs
	A2 Strengthening of local museums	MOCI	-	Museums, Research institutes, Cultural/ Academic institutes
	A3 Promotion of traditional craft research	MOCI	NCSSH	Museums, Research institutes, Cultural/ Academic institutes
	A4 Enhancement of master artisan system	MOCI	MOLISA	VCA, Educational/ Research Institutes
	A5 Designation of title of traditional craft items	MOCI	NCSSH	Museums, Research institutes, Cultural/ Academic institutes
B: Improvement of craft products development system	B1 Strengthening of design education programs	MOET	MOI	VCA, Educational Institute, Enterprises
	B2 Development of craft coordinators	MOI	MOT, MOET	VCA, Educational institutes, Enterprises, NGOs
	B3 Strengthening of technical skills in craft making	MOLISA	MOET	VCA, Vocational schools, NGOs
	B4 Establishment of intellectual property rights system	MOST	MOI, MOT	Research institutes, Enterprises
	B5 Provision of opportunities for market appraisal	MOT	MOI	VCA, Enterprises, NGOs
C: Establishment of sustainable & competitive production system	C1 Raw material preservation, consumption & management systems	MARD	MOST, MONE, MOI	Donors, Enterprises
	C2 Promotion of rural industries in production areas	MOI	MARD, VNAT	WU, NGOs, Donors, Enterprises, Banks
	C3 Establishment of technical improvement & quality control systems	MOI	MOST, MoT, MARD	WU, Enterprises, Research institutes
	C4 Strengthening of capacity of managers	MOI	-	WU, VCCI, Enterprises, Donors
	C5 Improvement in work environment	MOI	MOLISA, MOST	Research institutes, Enterprises
D: Strengthening of ethnic minority support system	D1 Education for minorities on value of crafts and importance of craft development	MOET	MOCI, MOI	WU, NGOs
	D2 Preservation of traditional techniques & crafts	MOI	MOCI, MOET	Museums
	D3 Formulation of & familiarization with technical & management guidelines	MOET	MOI	WU, NGOs
	D4 Expansion of fair trade system	MARD	MoTrade	WU, NGOs
	D5 Assistance for organizations working with ethnic minorities	CEM	NCSSH	WU, Research/ Academic institutes, NGOs
E: Strengthening of capacity of craft villages and communes	E1 Formulation of VDS ¹⁾ through participatory approach	MARD	-	WU, NGOs
	E2 Establishment of craft associations/ Provision of assistance to cooperatives	MOI	MARD	VCA, WU, Enterprises, NGOs
	E3 Securing of funds for craft production activities	MPI	MARD, MOI	Banks, NGOs, Donors
	E4 Environmental improvement in craft villages	MONE	MOST	Research institutes, Enterprises, Donors
	E5 Establishment of marketing system for village crafts	MOI	MOT	NGOs
F: Development of infrastructure support	F1 Establishment of organizations and institutions related to craft sector promotion	National Craft Council		
	F2 Provision of craft information support services	MOI	MOCI, MARD	VCA, Enterprises, NGOs
	F3 Provision of financial support to craft sector	MOF	MPI, MOI	Financial institutes, WU, donors
	F4 Provision of infrastructure development support	MoTransport	MOI	Financial institutes, Donors
	F5 Human resource development	MOI	MOLISA	VCA, Donors, NGO, WU

Source: JICA Study Team

1) VDS (Village Development Strategy) is a plan developed not by the Government or outside organizations but by the villagers themselves.

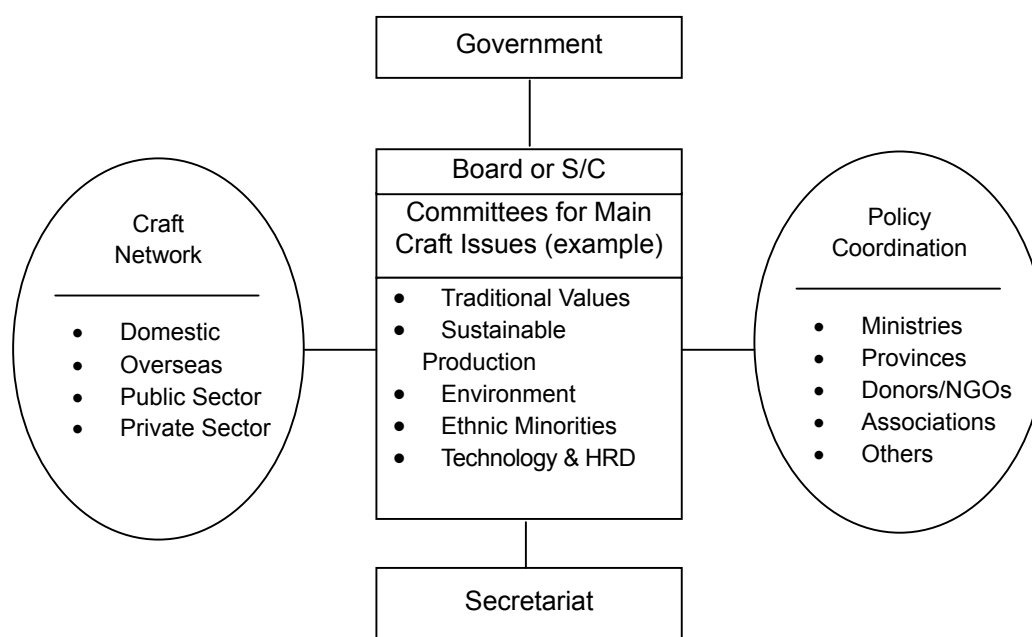
The flow of policies and information between central and local levels must be streamlined. In order to enhance inter-agency coordination, the establishment of a craft council at the central as well as the provincial level is proposed (see Figure 5).

The proposed craft council will not execute projects but rather function as a coordinative and advisory body for the Government and related agencies. In order to ensure its coordinating capacity, it is proposed that the council be directly under the Government, while the secretariat be attached to key ministries.

The main tasks of the craft councils will be:

- (a) Implementing and monitoring an agreed craft sector policy.
- (b) Coordinating policies and programs of various agencies/organizations involved in the craft sector.
- (c) Networking with local and foreign organizations involved in craft sector development.

Figure 5 Conceptual Diagram of the National Craft Council



Conclusion and Recommendations

Artisan crafts affect and contribute to Vietnam in three main ways: (1) economically (employment, export), (2) socially and culturally (craft villages, traditional values, national identity), and (3) environmentally (natural resources, environmental impact). Therefore, the artisan craft sector should address:

- (a) Economic growth and improvement of livelihood in rural areas, especially of the poor;
- (b) Strengthening of identity of Vietnamese culture and traditions; and,
- (c) Preservation of environment.

The recommendations made for the critical areas of the craft sector are as follows:

- Establish a basic institutional/ administrative framework for craft sector management: Craft councils at the central and provincial levels, a three-tiered master planning system, funding and technical assistance.
- Social commitment to the preservation and promotion of traditional values.
- Vitalization of production areas by giving prominence to local characteristics.
- Commitment to a long-term comprehensive agenda, covering environmental preservation, poverty reduction, gender equality, etc.

1. INTRODUCTION

1.1 Background and Objectives of the Study

Poverty reduction is a key objective of national policies in the Strategy for Socio-economic Development for 2001-2010 and the Five-Year Plan for the period 2001-2005, both of which include measures for rural industrialization and the development of non-farm sectors. The Comprehensive Poverty Reduction and Growth Strategy (CPRGS)¹ also emphasizes the importance of the development of small-to-medium size industries in rural areas.

The Study aimed to prepare a master plan that incorporates specific strategies and actions for sustainable artisan craft development. The Study's specific objectives were as follows:

- (a) **Preparation of a Master Plan:** The Study aimed to provide a practical comprehensive policy framework and related action plans for the development of rural areas through craft development and promotion.
- (b) **Implementation of Pilot Projects:** The Study aimed to verify the workability of the Master Plan through the implementation of pilot projects, which were designed to address critical issues identified in this Study. At the same time, their effectiveness was evaluated and their replicability ascertained for a wider application.
- (c) **Support for the Vietnamese Government:** The Study aimed to ensure ownership by the Vietnamese counterpart of the study process and outputs through technology transfer, participation and proper coordination.

1.2 Coverage of the Study

The Study covered the following 11 categories of artisan crafts: (1) rush products, (2) lacquerware, (3) bamboo and rattan products, (4) ceramics, (5) embroidered products, (6) woven textiles, (7) woodcrafts, (8) stone carving, (9) handmade paper, (10) woodblock prints, and (11) metalwork.

The study area covered all of Vietnam's 61 provinces². However, priority was given to provinces where craft villages already exist and where artisan crafts play an important role in regional development.

1.3 Study Implementation Organization

Various central government offices, other than the Ministry of Agriculture and Rural Development (MARD), are involved in the craft sector. Under the leadership of the Study counterpart, MARD's Department of Agriculture and Forestry Product

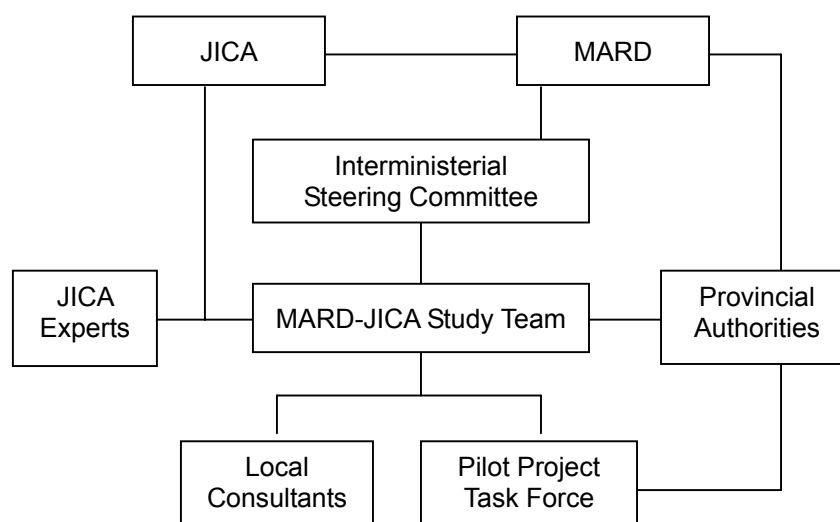
¹ Socialist Republic of Vietnam, "The Comprehensive Poverty Reduction and Growth Strategy", May 2002

² Based on the Resolution No. 22/2003/NQ-QH11 of November 26, 2003 by the National Assembly on Division and Adjustment of the Administrative boundaries of A Number of Provinces, three provinces (Can Tho, Dak Lak and Lai Chau) have been divided. This Resolution increased to 64 Vietnam's provinces and cities.

Processing and Salt Industry (DAFPPSI), membership of the Steering Committee was thus expanded to include representatives from the following offices: Ministry of Industry (MOI), Ministry of Culture and Information (MOCI), Ministry of Trade (MoT), Government Office, Ministry of Planning and Investment (MPI), Ministry of Labor, War Invalids and Social Affairs (MOLISA), Ministry of Education and Training (MOET), Ministry of Natural Resource and Environment (MONE) and MARD's departments of International Cooperation, Planning, Policies, and Science and Technology.

Pilot project activities were conducted mainly in model provinces. Having gained experience from the pilot projects, provincial governments of model provinces are now expected to act as conduits between the central government and craft communes and villages for the coordination of policies and the implementation of concrete actions.

Figure 1.1 Study Organization



1.4 Overall Study Flow

The Study was implemented over a two-year time period, from March 2002 through February 2004.

Key approaches and activities of the Study included: (a) the assistance of 61 provincial governments in conducting the National Craft Mapping Survey to obtain comprehensive updated data on the craft sector; (b) participation of a wide range of stakeholders in seminars, workshops and various meetings; and (c) involvement of stakeholders in the implementation of nine pilot projects. A holistic and participatory approach contributed greatly to the process and outputs of the Study (see Figure 1.2).

Figure 1.2 Flow of the Study

Year/ Month	Stage	Study	Report, Discussion	Seminar, Workshop		
2002	2 Home Office Preparatory Works	1 Information Gathering and Analysis	2 Preparation of Inception Report			
	3 First Home Mission	6 Preparation of National Craft Mapping - Step1	4 Analysis on Current Status of Artisan Crafts -Step1	3 Presentation and Discussion on Inception Report		
			5 Evaluation of Related Projects			
	4	8 Preparation of National Craft Mapping - Step2	7 Analysis of the Results of First Field Survey		10 Preparation of Seminar	
	5 First Home Office Work		14 Implementation of National Craft Mapping	9 Review of Local Industry Development in Japan		11 Preparation of Workshop
	6 Second Field Survey		16 Analysis of the Results of the National Craft Mapping	12 Analysis on Current Status of Artisan Crafts -Step1		13 Organization of Seminar and Workshop
	7 Second Home Office Work	15 Analysis of the Results of the Second Field Survey				
	8 Third Field Mission		18 Selection of Candidate Model Provinces	17 Discussion with Vietnamese side		
	9		20 Field Survey for Candidate Model Provinces		19 Organization of Model Provinces Selection Workshop	
			21 Analysis on the Survey Results in Candidate Model Provinces			
	10 Third Home Office Work			22 Discussion of Pilot Projects		
	11 Forth Field Mission		25 Decision of Pilot Projects	23 Preparation and Submission of Interim Report		
12		26 Initiation of Pilot Projects	24 Explanation of Interim Report			
2003	1	28 Determination on Contents of Pilot Projects shall be agreed through Discussion with JICA and the Contents of Contract will be Modified	Master Plan			
	2 Fifth Field Mission		29 Analysis on Current Artisan Craft Development and Future Directions	27 Preparation of Progress Report		
	3		30 Preparation of Master Plan	28 Presentation of Progress Report		
	4		31 Preparation of Action Plan			
	5					
	6					
	7 Forth Home Office Work			32 Preparation of Draft Final Report	33 Preparation of Materials and Documents for Seminars	
	8					
	9 Sixth Field Mission	41 Continuous Support for Pilot Projects		34 Presentation of Draft Final Report	35 Organization of Workshops	
	10 Fifth Home Office Work	Assistance to Ensure Sustainable Management and Operation of Pilot Projects		36 Revision of Draft Final Report	37 Preparation for Seminars	
	11 Seventh Field Mission				38 Organization of Seminars	
	12		39 Support for Realization of Master Plan			
2004	2 Sixth Home Office Work		40 Preparation and Submission of Final Report			

1.5 Selection of Model Provinces

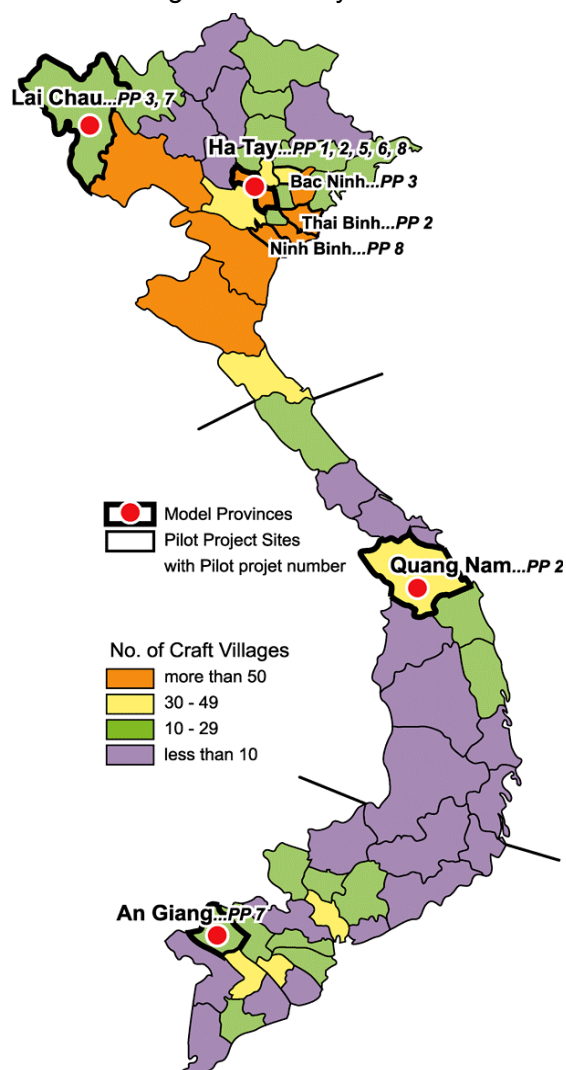
In selecting the model provinces it was necessary to verify (a) that the provinces have craft sector policies, and (b) that measures to address specific craft sector issues can be implemented and monitored adequately and incorporated into the overall provincial policy. To support the latter, pilot projects were allotted to the model provinces.

The criteria for selecting the model provinces were: (a) the importance and potential of the craft sector in the development of the provinces, (b) regional balance in terms of location (northern, central, southern and mountainous areas), and (c) other specific factors such as poverty levels and the need to preserve traditional values. Two workshops attended by provincial representatives were then held to select the model provinces. Selected model provinces included Ha Tay in the north, Quang Nam in the center, An Giang in the south, and Lai Chau in the northern mountainous region (see Figure 1.3).

1.6 Pilot Project Implementation Areas

Pilot projects were identified and implemented to derive lessons and insights based on which the proposed Master Plan, including strategies and actions, would be designed. The selected pilot project areas were those: (a) located in model provinces, although some pilot projects were implemented nationwide; (b) where issues to be addressed could be clearly defined and inputs were needed; and, (c) where the participation and collaboration of local authorities and stakeholders including villagers was ensured (see Table 1.1 and Figure 1.3).

Figure 1.3 Study Areas



Source: National Craft Mapping Survey, 2002

Table 1.1 Pilot Project Sites and Target Craft Items

PP	Province	District	Commune	Craft Village	Craft Item
PP1					
PP2	Ha Tay	Thach That	Binh Phu	Thai Hoa	Bamboo& Rattan
		Hoai Duc	Son Dong	Son Dong	Woodcarving
		Thanh Oai	Thanh Thuy	Du Du	Woodcarving
		Chuong My	Phu Nghia	Phu Vinh	Bamboo& Rattan
		Thuong Tin	Ninh So	Xam Duong 3	Bamboo& Rattan
			Van Diem	Van Diem	Woodcarving
	Phu Xuyen	Phu Tuc	Luu Thuong	Woven grass crafts	
	Quang Nam	Tam Ky Town	Tan Phu	Tam Phu	Woodcraft
			Tan Thanh	Phan Boi Chau St.	Woodcraft
		Hoi An	Cam Kim	Kim Bong	Wood carving
		Duy Xuyen	Duy Son	Tra Kieu	Bamboo& Rattan
			Duy Phuoc	Hamlet 3	Bamboo& Rattan
	Nui Thanh	Nui Thanh	Hamlet 3	Bamboo& Rattan	
Thai Binh	Kien Xuong	Nam Cao	Cao Bat	Silk products	
	Thai Binh	Phu Khanh	Phu Khanh	Silk products	
PP3	Bac Ninh	Gia Binh	Dai Bai	Dai Bai	Bronze casting
	Lai Chau	Dien Bien	Nua Ngam	Na Sang 2	Woven textiles (Lao ethnic minority)
PP4					
PP5					Bronze, Stone, Wood, Lacquerware
PP6	Ha Tay	Ha Dong	Van Phuc	Van Phuc	Silk products
PP7	An Giang	Tinh Bien	Van Giao	Van Giao	Woven textiles (Khmer ethnic minority)
	Lai Chau	Tua Chua	Xinh Phinh	Ta La Cao	Embroidery (Hmong ethnic minority)
PP8	Ha Tay	Thoung Tin	Duyen Thai	Ha Thai	Lacquerware
	Ninh Binh	Kim Son	An Hoa	Hamlet 8	Rush products

Source: JICA Study Team

Note: Project sites of PP1, PP4 and PP5 were not specified.

PP1: Craft Information System
PP2: Craft Cluster Development
PP3: Preservation of Traditional Value of Artisan Crafts
PP4: Establishment of Design Promotion System for Artisan Craft Development
PP5: Development of Competitive Craft Products for the International Market
PP6: Environmental Improvement of Craft Villages
PP7: Strengthening of Management Capacity of Ethnic Minority Craft Villages
PP8: Craft Village Development Strategy
PP9: Vietnam Artisan Craft Competition

2. NATIONAL CRAFT MAPPING SURVEY

2.1 Objectives and Structure of the National Craft Mapping Survey

The National Craft Mapping Survey was conducted under the MARD's supervision and with the cooperation of all 61 provinces. Its purpose was to clarify the geographical distribution and current conditions of craft villages, as well as their issues and concerns related to craft promotion. The mapping survey utilized three types of questionnaires and was conducted between March and June 2002. It covered all communes (approximately 9,400) except for those in urban areas.

Table 2.1 Mapping Survey Questionnaires

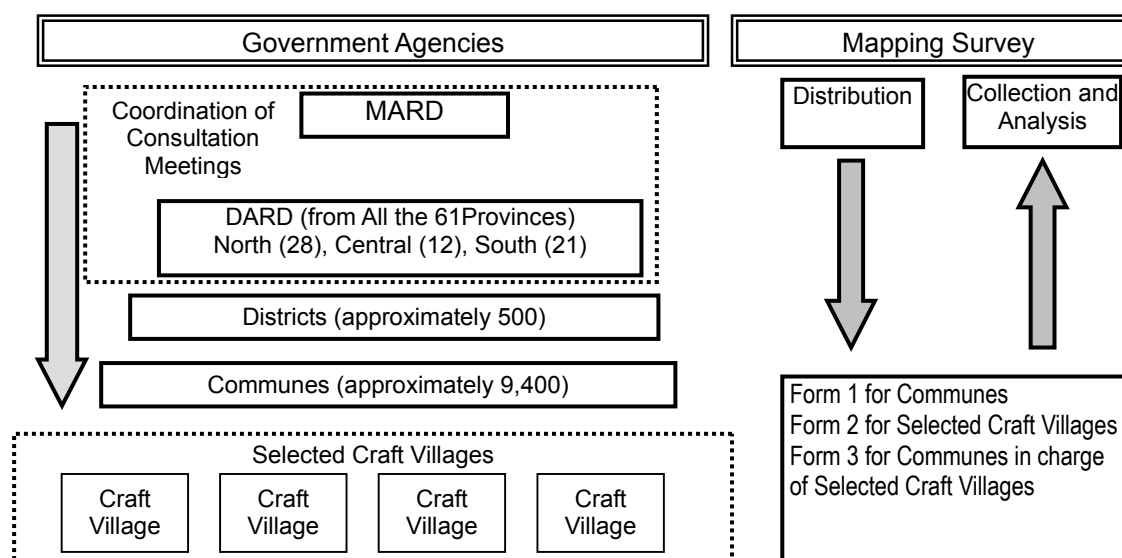
Form	Objective	Main Outputs
Form 1	To determine the profile of each commune and identify target craft villages ¹⁾	Basic socio-economic data on approximately 9,400 communes in the entire country; list of target craft villages
Form 2	To collect detailed information on target craft villages	Identification of craft villages actively involved in craft production; detailed information on targeted craft villages; identification of problems/constraints villages currently face
Form 3	To collect craft sector information on communes to which target craft villages belong	Current activities of craft-related enterprises and cooperatives at the commune level

1) The criteria for being selected as target craft villages of the Study are as follows: either (1) more than 20% of households are engaged in craft making, or (2) the commune in charge recognizes craft making as important for the village.

2.2 Methodology of the Survey

At the commencement of the mapping survey, consultation meetings were conducted for all the 61 provinces to explain the contents of the survey and to finalize the questionnaire forms. The local implementation team consisted of counterparts from the MARD and local consultants. Those responsible for conducting the interviews were MARD district officers, who were also required to check the answers from the district and provincial levels before submitting them to the MARD. All 61 provinces replied.

Figure 2.1 Methodology of the National Craft Mapping Survey



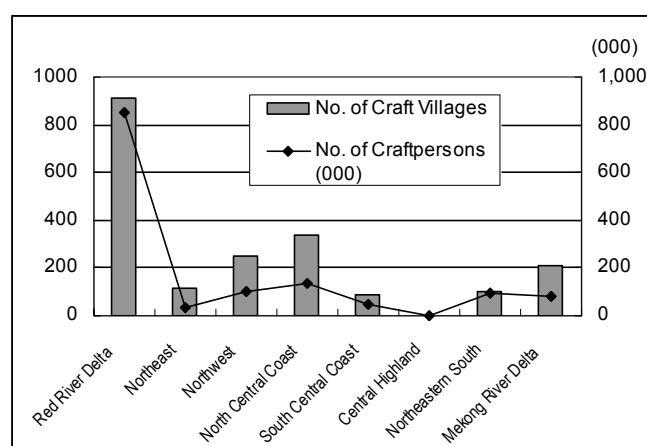
2.3 Characteristics of Craft Villages and Craft Items

Distribution of Craft Villages: The North has the largest concentration of craft villages, accounting for 80% of the nation's total, with half of them distributed in the Red River Delta. Of crafts in the 11 categories, bamboo and rattan crafts are the most widely produced. 713 villages or 24% of craft villages are involved in making bamboo and rattan products, followed by 432 villages (14.5%) engaged in weaving, 342 villages (11.5%) in woodcraft, and 341 villages (11.5%) in embroidery. (see Figure 2.2)

Characteristics of Craft Households: About 10% of the total number of craft households generate their main income from craft production, particularly those in the Red River Delta, the northeastern part of the South and the Mekong Delta. Half of agricultural households make crafts to augment farm income. In the Red River Delta, 80% of households are involved in craft making. In total, approximately 1.35 million people are engaged in craft making. Bamboo and rattan craft involves the greatest number of producers (342,000), followed by rush weaving (233,000), weaving (136,000), and embroidery (129,000). More than 60% of craft workers are women, of whom 80% are engaged in embroidery and weaving. (see Table 2.2, Figure 2.3, Figure 2.4)

Economic Conditions: The average poverty rate among craft households is 3.7%, as compared to the national average of 10.4%. In general, craft households are better off than other lower-income households. (see Table 2.2)

Figure 2.2 Number of Craft Villages by Region



Source: National Craft Mapping Survey, 2002

Table 2.2 Characteristics of Craft Households

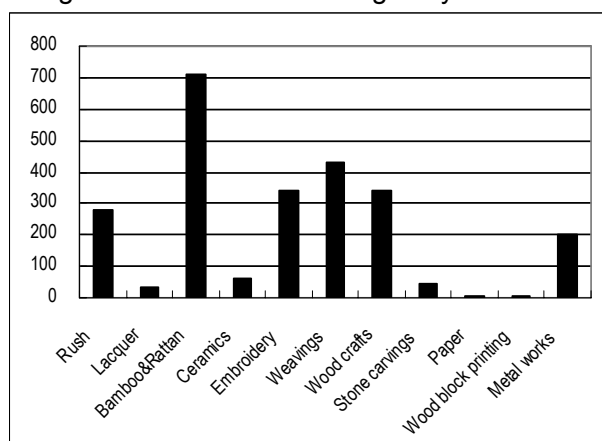
Type of Household	Household		Average Monthly Income of Household ³⁾		Poverty Rate among Households (%)
	No. (000)	%	VND000	US\$	
Craft Households ¹⁾	1,423	9.9	905	59.5	3.7
Overall Households ²⁾	14,390	100.0	713	46.9	10.4

Source: Craft Mapping Survey, 2002

1) Households indicating craft production as their main income source in the mapping survey.

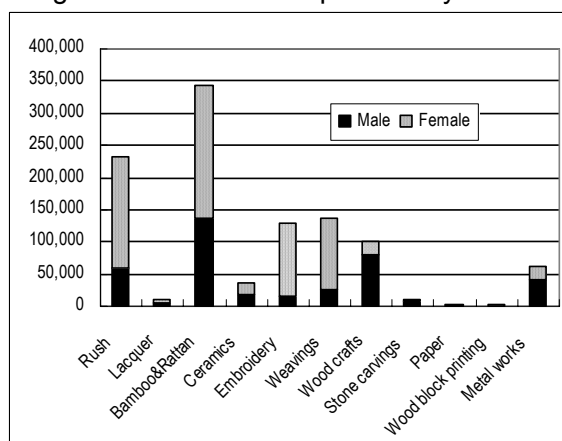
2) Households involved in agriculture, fishery, forestry, craft, manufacturing, service & business, and other industries.

Figure 2.3 No. of Craft Villages by Craft Item



Source: Craft Mapping Survey, 2002

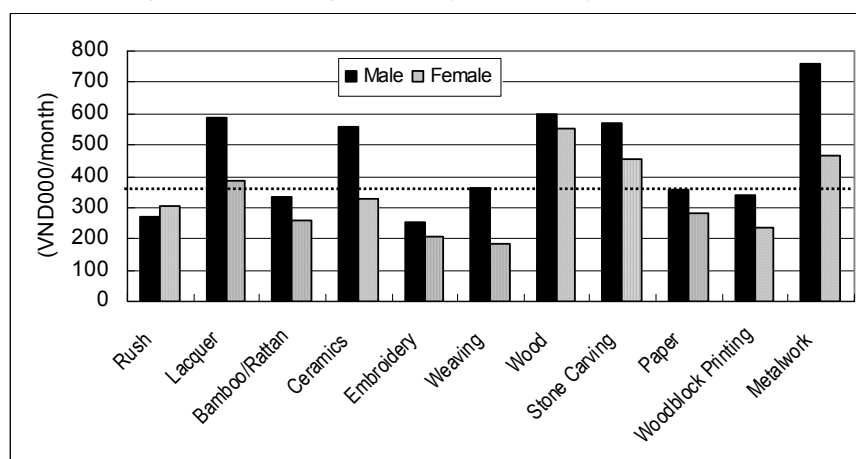
Figure 2.4 No. of Craftspersons by Gender



Source: Craft Mapping Survey, 2002

Craftspersons' Income: The average monthly income of a craft worker is approximately VND 366,000 (US\$24.1). The figure is higher than the national and rural averages, which are VND 295,000 (US\$19.4) and VND 225,000 (US\$14.8), respectively.³ Income disparity by craft and skills is also large. Products like lacquerware and woodcarving employ full-time workers and have limited workforces. The scale of their craft villages is also small. However, income from these crafts is relatively high due to their high unit prices. Earnings from rush, bamboo and rattan crafts, which are mainly produced by thousands of craft households or thousands of farm workers on sideline jobs, remain low. (see Figure 2.5)

Figure 2.5 Average Monthly Income by Gender¹⁾



Source: Craft Mapping Survey, 2002

1) Broken line indicates average of all items (366,000 VND/month)

Issues Faced by Craft Villages: Main issues raised by the commune leaders in the mapping survey were “poor market information”, “lack of capital” and “lack of skills”. Lack of market information is more serious in remote areas that are far from the markets. Although every region has an abundant supply of labor, it is not fully utilized by the craft villages because the workforce generally lacks skills. The craft industry also lacks managers. (see Table 2.4, Figure 2.6)

³ “Vietnam Agriculture and Rural Area in the Renovation Period 1996-2002”, GSO

Attention should also be paid to issues about which craft villages and communes have low awareness. Few communes claim that they have problems with raw materials and means of transportation. A sustainable supply of raw materials and minimized costs of transportation of raw materials and products are both important considerations in craft promotion. Most of the craft items that are still replete with traditional values are those found in remote areas. Their isolation offers little opportunity for proper evaluation and their traditional techniques and designs are changing and declining with the times.

It is important for governments to understand the challenges craft villages are facing in order for government assistance to properly address issues. Cultural and social aspects that cannot be measured in economic terms should likewise be considered.

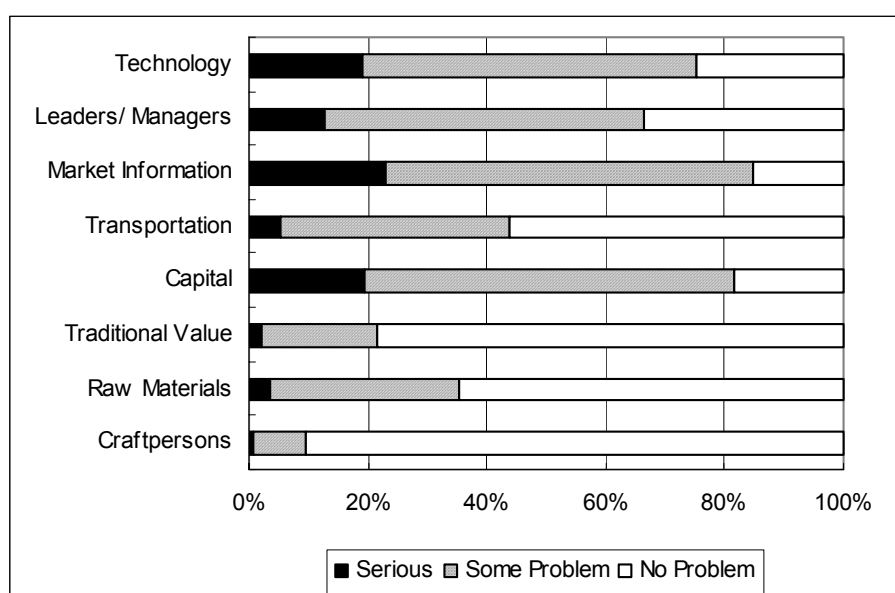
Table 2.3 Problem Areas Craft Villages are Facing by Region¹⁾ (%)

Region	Crafts- persons	Raw Materials	Traditional Value	Capital	Transpor- tation	Market Information	Leaders/ Managers	Skills
1 Red River Delta	1.3	2.8	1.8	15.8	2.9	15.3	7.2	11.0
2 Northeast	0.0	3.5	4.2	8.4	7.0	18.2	15.4	21.7
3 Northwest	0.2	7.5	1.2	28.6	1.0	34.4	12.3	23.1
4 North Central Coast	0.8	3.4	2.7	19.5	8.6	24.5	13.8	16.8
5 South Central Coast	1.0	5.0	0.0	16.0	7.0	28.0	10.0	24.0
6 Central Highlands	-	-	-	-	-	-	-	-
7 Northeastern South	1.6	2.4	0.8	5.6	4.0	19.0	15.9	27.8
8 Mekong Delta	1.8	2.9	0.4	17.3	7.4	16.5	7.7	11.0
Whole Country	1.1	3.6	1.8	17.5	4.3	20.2	9.8	15.2

Source: National Craft Mapping Survey, 2002

1) Figures show the share of answers of “serious problem” by commune governments to the answers of “no problem” and “some problem”.

Figure 2.6 Issues Faced by Craft Villages



Source: Craft Mapping Survey, 2002

3. CURRENT CONDITIONS AND EVALUATION OF CRAFT ITEMS

3.1 Background

Vietnamese crafts have developed mainly because raw materials have been available locally and crafts have been used traditionally as part of religious and cultural life. However, in the transition from a centralized economy to an open market, some crafts have become commodities for export and have been mass-produced. New materials have been adopted along with new machines, equipment and tools. In addition, new organizational structures have changed production processes. At a time when Vietnam faces competition from other countries producing similar mass-produced commodities, the demand for products with originality and traditional values is increasing. Selected craft items were looked at and evaluated comprehensively, beginning with raw material availability and extending to production processes and issues of marketing.

3.2 Current Condition and Evaluation of 11 Craft Items

A. Rush Weaving

Rush weaving is suitable for many rural areas in Vietnam. Raw materials abound locally and products can be created through relatively simple techniques. What is significant is that rush weaving provides farming families with off-farm income between peak agricultural seasons. Furthermore, rush making doesn't affect to the environment. Domestic demand has a potential to grow as the standard of living in Vietnam improves. The popularity of rush products in overseas markets, especially in Europe and other Asian countries, is also growing. Both short and long-term strategies for the industry to further create jobs and increase rural incomes are required; e.g. it is important to develop products that meet market needs and to secure raw material supply.

*Engagement: 39 provinces, 281 villages (9.5%) ,
233,000 people (17.3%)*



B. Lacquerware

Lacquerware is a renowned traditional Asian craft. Vietnamese lacquerware has a long history linked to Vietnam's evolving religion and culture. It requires excellent craftsmanship, and there are only a few artisans who study lacquer craft to become highly skilled at it. Preserving and restoring this craft's traditional value will require more research into its unique history. The development of an export-oriented lacquer craft with emphasis on distinct Vietnamese characteristics is essential.

*Engagement: 8 provinces, 31 villages (1.0%) ,
11,000 people (0.9%)*



C. Bamboo & Rattan products

Bamboo and rattan craft is highly developed in Vietnam due to the favorable natural conditions for raw materials, abundant labor force and steady market. Production requires relatively minimal investment but generates fast returns, factors that make it ideal for income generation, particularly in the countryside. Ironically, however, due to lack of improvement in quality and design, Vietnamese rattan and bamboo products are relatively low in value and therefore living standards of producers have not improved. Craft development should thus cover skills training, quality improvement and product development. Planning of growing zone of raw materials, and linkages among the provinces are issues to be concerned for sustainable development.

*Engagement: 50 provinces, 713 villages (24.0%) ,
 342,000 people (25.4%)*



D. Ceramics

Ceramics is a traditional Asian craft that is closely associated with the geographical region and culture where it has developed. Traditional techniques have been passed down for centuries; however, because of the introduction of mechanization and other factors, traditions are vanishing. The rich cultural significance of ceramics necessitates instigation of programs of research and preservation. Likewise, the adoption of modern industrial technology is needed to promote further development. Planning of exploitation of natural resources is essential.

*Engagement: 23 provinces, 61 villages (2.1%) ,
 35,000 people (2.6%)*



E. Embroidery

Vietnamese embroidery has a 700-year history, harking back to the decoration of religious items used in pagodas as well as the clothing worn in royal courts. Embroidery became popular among Vietnamese people and evolved in tandem with Vietnam's cultural development. Embroidery villages were already well established in the 17th century. During the French colonial era in the 19th century, embroidery on everyday clothing, as well as on domestic items, such as tablecloths and curtains, became widespread.

Embroidery is a labor-intensive craft and today, it is used to decorate a wide range of products that are popular in Europe and Japan. Designers are able to take advantage of Vietnamese skills and inexpensive labor costs to make internationally competitive products. Furthermore, many ethnic minorities possess unique embroidery skills. Their embroidery has a potentially high market value and can be used decoratively on modern products.

*Engagement: 12 provinces, 341 villages (11.5%) ,
 130,000 people (9.6%)*



F. Weaving

Handwoven cloth was found in Vietnam's ancient tombs dating back four thousand years. New types of weaving technology were introduced in the 20th century and weaving rapidly developed. How to preserve and revive vanishing traditional patterns and techniques is an issue that needs to be addressed. There are a number of common problems faced by both Vietnamese textile producers and ethnic weavers. Consumer interest and trust must be strengthened by producing better-quality products. Standardizing thread and rating fabric quality through a grading system can help to achieve this end. The working environment and environmental hazards should also be examined; in most villages, the proximity of working and living spaces has resulted in work-related mishaps such as scalding from boiling water used in the production process. Moreover, liquid waste from chemical dyeing should be treated properly.

*Engagement: 31 provinces, 432 villages (14.5%) ,
136,000 people (10.1%)*



G. Woodcraft

Vietnamese woodcraft has a long history related to culture and religion. Unique elements of Vietnamese woodcraft are passed from generation to generation, from master to apprentice. Domestic demand for items such as high-end wooden furniture is increasing as the local standard of living improves. Popularity of woodcraft in overseas markets is high and there remains a great potential to create competitive products through appropriate product development. In order to increase the economic potential of woodcraft, strategies are needed for traditional fine art pieces to be preserved and restored, for commonly produced items such as furniture to be improved, and for raw materials to be in steady supply.

*Engagement: 35 provinces, 342 villages (11.5%) ,
100,000 people (7.4%)*



H. Stone craft

Stone carving is highly evident in Vietnamese culture. Abundant are stone statues and ornamentation in pagodas and temples, monuments and gravestones. Stone products are enjoying a steady growth in both domestic and overseas markets. If everyday items can be made with stone, there is a good possibility that US and Japanese markets for stone products can expand.

Appropriate measures, including promotion, environmental management and planning to ensure the industry of a steady supply of raw materials, must be formulated at the national level.

*Engagement: 12 provinces, 45 villages (1.5%) ,
10,000 people (0.8%)*



I. Paper Crafts

Do paper was first produced in Vietnam during the Ly Dynasty in the 11th century and was widely used until the middle of the 20th century. The high demand and popularity of industrial paper, however, resulted in a depressed market for handmade paper and the corresponding decrease in the number of *do* craft villages. Duong O village in Bac Ninh province used to have hundreds of households engaged in making handmade *do* paper. Currently, however, only a few of these households remain due to the rapid increase in industrial paper factories. Efforts to preserve traditional techniques should include not only academic research, but also revival through product development for new markets.

*Engagement: 6 provinces, 8 villages (0.3%) ,
 2,400 people (0.2%)*



J. Woodblock Printing

Vietnamese woodblock printing was developed in the 11th century to print Buddhist sutras onto *do* paper or for other religious rituals. In the 19th century, uses and motifs started shifting from the religious to the social, and included the printing of rustic scenes from rural life, such as those that decorate households at *Tet*, the Lunar New Year. Woodblock prints became widely popular among Vietnamese regardless of class. Hundreds of printed images were created, but most blocks have been sold or lost. How to conserve traditional raw materials, designs and techniques should be urgently addressed. To preserve this craft and renew market interest, support from the Government as well as efforts by research institutions both at home and abroad are needed.

*Engagement: 3 provinces, 4 villages (0.1%) ,
 1,800 people (0.1%)*



K. Metalcraft

Ancient metalcraft techniques, such as the making of bronze drums for which Dai Bai village is well known, were handed down to current makers from ancient masters or artisans beginning over two thousand years ago. Once bronze forging techniques were discovered in the 10th century, the forged bronze, which is much lighter, thinner, and steadier than cast bronze, became popular especially for making cookware and small objects. Today, the overabundance of items and tools made from industrial or modern methods has resulted in the decline of the production and use of traditional metalcraft products in Vietnam.

Metal processing is deeply rooted in the Vietnamese culture. A development plan for metalcraft should consider the social changes affecting the development of this craft.

*Engagement: 33 provinces, 204 villages (6.9%) ,
 62,000 people (4.6%)*



4. CURRENT STATE OF THE CRAFT SECTOR AND ITS ISSUES

4.1 Background

The craft sector has a broad range of issues including those directly related to craft production (raw material supply, skills and equipment, sales and distribution, marketing and promotion, etc.), infrastructure development (human resources, information, technology, infrastructure, legal system, etc.), and sustainable development (poverty reduction, income generation, preservation of traditions, gender issues, ethnic minorities, environment improvement, etc.). Without a comprehensive understanding of such crosscutting issues, policies would be narrow-focused and lead to unsatisfactory results particularly in rural craft production areas. A holistic understanding of the craft sector is thus necessary for its development and promotion via a wide range of integrated programs in both the public and the private sectors.

4.2 Main Development Issues of the Craft Sector

Current conditions and issues on the following 17 areas were evaluated and analyzed to design pilot projects and the Master Plan in a comprehensive manner.

Securing of Raw Materials	Traditional production is becoming difficult due to dwindling supply of raw materials. Worsening quality of craft products due to the use of cheaper, lower-quality raw materials plagues the sector. Exploitative consumption of raw materials causes environmental degradation.
Technology Improvement	As industrialization progresses and markets change, machines are used in some stages of certain craft production processes thereby reducing burden on labor and increasing product quality. However, this also discourages the practice of traditional techniques, which are handed down from generation to generation and are now vanishing. Measures for technical improvement should be promoted with consideration to the fact that manual processes create jobs, and the “handmade” process leads to differentiation and competitiveness. Balance between the two needs must be sought.
Product Quality Enhancement	Quality of craft products depends on the quality of raw materials and production techniques as well as management and improvement efforts. Due to insufficient skills and facilities, as well as the lack of quality standards and regulating agencies conducting inspections, quality suffers. Quality enhancement and standardization are thus needed.
Production Process Upgrading	Most craft enterprises produce products based on orders and according to buyers’ specifications and appointed date of delivery. Insufficient skills of workers and subcontractors, correction of defects and remakes, and time loss due to unorganized storage of raw materials cause long delivery time. In order to improve the production process, improvement measures should not be limited to enterprises alone but should cover local production areas and local governments.
Design Improvement	Utilization of traditional techniques and skills is becoming more important in developing traditional items, combining different materials using existing skills, and so forth. The principle of craft design promotion is the creation of new designs using traditional materials and skills. Promoting a common understanding of design and developing a system that supports the promotion of designs are sought.
Craft Information	Due to a lack of understanding of market needs, producers in craft villages continue to make the same products or modify them to comply with outsiders’ (e.g. distributors) requests. Craft villages have little access to market information, there being no facility or system where data and information on craft villages are available and which concerned parties can access. To promote crafts, enterprises and craft villages, centralization of information and establishment of a database to support formulation of concrete actions are needed.

Cluster Development	Craft clusters are agglomerations of craft producers and businesses that have common buyers, material suppliers or service providers and are commonly located within a geographic region. Their existence has given certain provinces a remarkable advantage over others. But due to the limited awareness of provincial governments and other organizations about the role of craft clusters, they have not provided the clusters with enough incentives and support. Craft clusters need to be organized and provided with a comprehensive strategy to achieve synergy and increase their contribution in improving their respective local economies.
Human Resource Development	Although many craft villages have abundant labor force, the lack of technical capabilities has not enhanced their competitiveness. Human resource development programs supported by governments concentrate on such fields as production or management; those for developing human resources to improve the craft sector are missing. In order to address issues of lack of skills and market information at the craft village level, developing human resources for product development is needed.
Business Management Improvement	Business managers manage everything from product development, marketing, and quality management to financial management. There is no organizational hierarchy with delineated functions within craft enterprises. Hence, the structure of enterprises is significantly weak, as business operation stops in the absence of the business manager. Management reform to improve and educate business managers is thus sought.
Work Environment Improvement	Although there is effort to manage environmental pollution caused by bigger enterprises, no attention is given to small craft enterprises. Thus, there is neither a study of health hazards from craft production nor information about them. Raising the awareness of the working environment among producers and establishing an environmental quality reform system by governments are sought.
Access to Financing	Although financing for enterprises in rural areas and for the poor exists, this is not available to micro enterprises, producers and exporters of crafts, thereby limiting their financial resources. Establishing appropriate financing schemes for craft producers and exporters is needed.
Improvement of Physical Distribution	Many middlemen stand between the craft villages and the urban markets in the product distribution chain. Due to the absence of market information in craft villages, appropriate price setting and quality improvement cannot be made, thereby resulting in lower competitiveness. Establishment of a fair distribution system where the distributors act as business development service (BDS) providers is necessary.
Marketing Improvement	Not only techniques and quality will be required to produce items that will sell in the market. A comprehensive approach covering promotion, distribution, pricing, environmental measures, etc. is also needed. There is no product development know-how in Vietnam; thus, in order to produce market-oriented products, improvement of techniques and human resources is sought for craft villages.
Linkage with Tourism	In tourist spots and near urban areas, the development of craft villages targeting tourists is progressing. Often, direct sales to tourists are the only source of cash revenue for ethnic minorities. Although government interest in tourism development through craft promotion is high, the pros (e.g. sales) and cons (e.g. changes in tradition) caused by tourism should be weighed carefully and discussed with the people in affected areas.
Impact on Natural Environment	Originally, craft items were produced using raw materials readily available in immediate environs. However, the exhaustion of wood, soil and other raw materials, environmental pollution from wastewater and air pollutants and increased craft production, create an impact on the natural environment. For sustainable development, environmentally friendly measures should be developed, discussed and implemented with raw material distributors, craft enterprises and craft villages.
Assistance to Ethnic Minorities	Ethnic minorities produce crafts mainly for self-consumption. Their crafts are considered some of Vietnam's most important cultural properties and have inherent traditional value. In promoting their crafts, the Government along with NGOs should have a good understanding of the diversity of ethnic minorities and the respective issues they face.
Traditional Values Preservation	Traditional crafts are deeply rooted in Vietnam's culture. While the Government's and the people's interest lean more towards economic development, there is a need to increase their appreciation of crafts and to preserve their traditional value. By doing so, the problems of limited market and low market value of crafts will be solved.

5. IMPLEMENTATION AND OUTCOMES OF PILOT PROJECTS

5.1 Objectives of Pilot Projects

The Study aimed to investigate the applicability of the proposed policy framework through the implementation of pilot projects and to ascertain the replicability and the sustainability of selected pilot projects. Pilot projects were identified and designed to address key issues facing the craft sector. Their results provided a good basis for formulating strategies of the Craft Development Master Plan.

To address the 17 main development issues of the craft sector identified from the results of the mapping survey and field studies, pilot projects were proposed along with their respective measures and direction of activities. The proposed projects were approved in a meeting of the Steering Committee in November 2002. For 11 months from November 2002 to September 2003, a task force (composed of representatives from local governments and local consultants) implemented all of the pilot project activities (see Table 5.1).

5.2 Monitoring of Pilot Projects

The 1st and 2nd pilot project workshops were held in February and July 2003, respectively, and were attended by representatives of concerned ministries and agencies, and provincial governments of the model provinces. The task force manager of each pilot project reported the progress and outlined issues for discussion. After completion of the pilot projects, the 3rd pilot project workshop was held during which concerned ministries and agencies as well as provincial governments exchanged their opinions about the outcomes of the pilot projects and discussed recommendations for inclusion in the Master Plan (see Table 5.1).

Table 5.1 Outline of Pilot Project Workshops

1 st Pilot Project Workshop	24 February 2003, Hanoi	Task force members discuss interim findings and any significant problems related to each pilot project, and identify ways to improve implementation of pilot projects.	Task managers and members of 8 PPs, 7 provincial officers
2 nd Pilot Project Workshop	9 July 2003, Hanoi	Discuss next steps for and lessons learned from each pilot project and recommendations that should be included in the Craft Development Master Plan.	Task managers and members of 8 PPs, 7 provincial officers, central governmental officers
3 rd Pilot Project Workshop	26 September 2003, Hanoi	Present and assess the entire process of pilot project activities, as well as lessons learned and recommendations that will be reflected in the Master Plan.	Task managers and members of 8 PPs, 7 provincial officials, central governmental officials

Source: JICA Study Team



Model Province Selection Workshop



Pilot Project Workshop

5.3 Process and Outcome of the Pilot Projects

PP1: Craft Information System

Both the public and private sector raised “lack of information” and “difficulties in accessing necessary information” as craft promotion issues. Undeveloped communication infrastructure and lack of knowledge in computer use also remain problems. However, considering the rapid development of information technology, the development and promotion of websites are considered effective as a mechanism for accumulation of basic craft information. As a first step, with MARD’s lead a website was developed based on information about the craft workforce, mode of organization and activities obtained from the Study. A network was also established among concerned ministries, agencies and provincial governments during the process. The outcomes and expected effects of this pilot project are as follows:

- All concerned craft stakeholders can use the processed data from the craft mapping survey results.
- The public’s awareness of the craft sector will be raised when craft information becomes available to them, thus facilitating information updates and additions.
- Information exchange among concerned craft stakeholders will be promoted.

However, there are issues that need to be addressed so that the craft information system will continue to function in the future. These are:

- Establishment of a system that, besides providing information updates, can respond to the needs of users particularly with regard to marketing.
- Identification and implementation of concrete measures to provide craft villages in rural areas access to the craft website.
- Facilitation of communication among central and provincial governments, craft villages, etc.



Craft Website
www.mard-craft.org.vn



Introduction of Craft Items



Training in Website Development

PP2: Craft Cluster Development

The objective of the pilot project was to support Ha Tay and Quang Nam provinces in making development policies and defining measures and strategies that would promote the development of craft clusters. The project included a capacity building program for managers and craftsmen and the establishment of silk inspection and grading standards. The outcomes of this pilot project are as follows:

- Provincial government staff visited craft villages and provided consulting services and training to producers. Thus, know-how was transferred to producers, while the provincial governments' understanding of the present status and issues of craft producers deepened.
- During the implementation, skilled craft workers and instructors from Ha Tay province were sent to Quang Nam province, which lacks capable trainers. Such technical exchange between provinces was well received by concerned parties.
- In Thai Binh province, the quality of silk products became remarkably better after improvement efforts and compliance with quality standards established by the provincial PC.

There are still many remaining issues that need to be addressed to strengthen the competitiveness of craft clusters. Hence, continuous efforts of both public and private sectors are necessary.

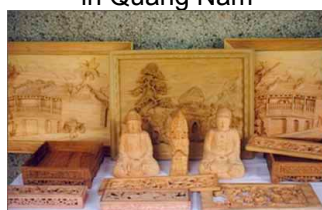
- Further consulting services and establishment of quality standards, etc. are necessary to strengthen the competitiveness of enterprises.
- Networking among core enterprises or with other production areas facing similar concerns must be considered to create synergy in production capabilities.
- A follow-up study is necessary to deepen understanding of craft cluster development in Vietnam and to create appropriate strategies.



Bamboo Craft Skills Training
in Quang Nam



Consultant Team
in Ha Tay



Wood Products of Training
Course in Quang Nam



Inspected Silk Yarn
in Thai Binh

PP3: Preservation of Traditional Value of Artisan Crafts

The feature that is most important in sustaining Vietnamese craft is originality, which is anchored in tradition. However, current efforts to identify, document, preserve, and promote understanding of Vietnamese traditional values in crafts are insufficient. Such initiatives are left to a few domestic and foreign researchers. While similar efforts of villagers themselves are important, there is no system to support them. In this pilot project, a participatory method called “Photovoice” was introduced. The outcomes of this pilot project are as follows:

- “Photovoice” is a highly effective participatory method, which helped raise the awareness and understanding of villagers. It was found to be effective from the academic viewpoint as well.
- Discussions between researchers and craftspeople (a) opened up fresh opportunities for interchange among villagers as well as young workers and senior craftspeople, and (b) enhanced the understanding of traditional values for craft preservation and promotion.
- An exhibition was held, displaying photographs, quotations and craft items, which provided valuable information to the Vietnamese public as well as to foreign tourists about Vietnamese craft items, traditions, and livelihood sources of ethnic minorities.

It is expected that this pilot project will initiate efforts to support villagers' participation in the identification and preservation of traditional values of craft villages. A concrete mechanism must be established that enables the central and provincial governments to provide necessary technical and financial assistance to craft villages as well as to the Vietnam Museum of Ethnology and local museums.



Photo Training



Interview with Villagers



Photovoice Exhibition



Exhibition in Village Center

PP4: Establishment of Design Promotion System for Artisan Craft Development

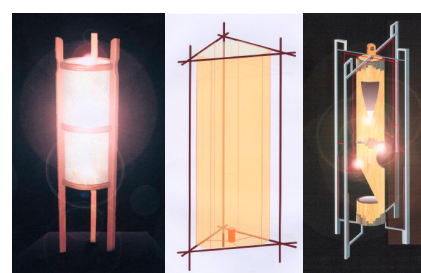
Vietnamese originality and traditional values are reflected through the practice of design. The “design” practice is not limited to the creation of external appearance but also incorporates the cultural aspects of the product’s background. This understanding of design is not yet commonly shared. In order to promote “design”, it is critical to further deepen the concept of “design” and to establish a social system to support design activities. This pilot project sought an opportunity to establish a support mechanism for design promotion through a series of workshops and seminars, hands-on practice with concrete promotional activities and preparation of a “design guidebook”. Outcomes are briefly stated as follows:

- Comprehensive and deeper understanding of design was promoted among participants.
- To facilitate participants’ understanding of design, a consumer lifestyle study was conducted followed by product development based on the three steps of the design process: “research and planning”, “design of form and color” and “public information and sales promotion”.
- The design guidebook created in this pilot project is considered an effective tool for facilitating a concrete and comprehensive understanding of design.

Focus areas to be attended to include training in product development at production sites, fostering of designers by linking with educational facilities and craft enterprises, and establishment of a design promotion division within government agencies and a design council. Since design activities are fragmented, there is a need to strengthen the network among related organizations.



Design Guidebook



Design Proposals



Design Promotion Seminar

PP5: Development of Competitive Craft Products for the International Market

This pilot project aimed to develop competitive craft products replete with Vietnamese traditional values for the international market, to transfer the technology (i.e. knowledge and techniques) to all craftspeople and to foster coordinators who would become a bridge between markets and producers. As a concrete activity, a total of 375 items from four craft categories including lacquerware, stone craft, bronze casting, and woodcraft were developed with the assistance of study team members in this pilot project. Outcomes of this pilot project are as follows:

- A new product development method where coordinators acted as bridges between designers and craftspeople was successfully implemented.
- A number of master artisans who participated in making prototypes produced products that met market needs by adopting new designs while using traditional techniques.
- Necessary skills and scope of activities for craft development coordinators have been made clear through the training manual created in this pilot project.

It is expected that coordinators would be key in creating new directions in craft making in rural craft villages that suffer from lack of technical skills and information. Those coordinators can help to revitalize the design scene and develop new markets for crafts by connecting the international market to the craft villages. Establishment of public-private partnership is vital for the necessary development of coordinators.



Developed Crafts



Craft Exhibition



Material Samples



Evaluation by Craftspersons

PP6: Environmental Improvement of Craft Villages

The development of the craft sector creates corollary environmental impact on immediate as well as neighboring areas. This is significant because environmental issues and concerns in the craft sector are not confined within the craft villages but affect the surrounding areas as well. This pilot project aimed to formulate a model for environmental improvement in craft villages, for which Van Phuc weaving village in Ha Tay province was selected. It intended to formulate government assistance methods and to prepare a manual for environmental improvement to help change the perception of craftspeople. The project's outcomes are briefly as follows:

- A consensus was reached among concerned parties on the importance of addressing environmental issues. Actions at the village level are not enough and the involvement of government entities is indispensable. Integration of the three components of: (1) improving the technical aspect, (2) addressing the financial aspects, and (3) engendering social understanding (i.e. raising awareness of environmental matters) is critical for environmental improvement.

In order to ensure concrete achievements, the following are necessary:

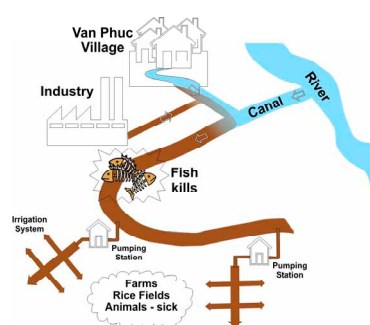
- Clarification of an implementation system among concerned administrative agencies.
- Establishment of safety standards covering noise and wastewater and raising of awareness among concerned parties about environmental protection.
- Standardization of environmental impact indicators according to type and size of industry and institutionalization of an environmental impact assessment for craft villages.



Outlet from Dyeing Factory



Stakeholders' Workshop



Environmental Impacts at Macro Level



Village Meeting

PP7: Strengthening of Management Capacity of Ethnic Minority Craft Villages

Due to the lack of understanding and awareness of traditional values, an unstable and limited market, lack of cost consciousness, and the presence of middlemen who take the greater portion of profits, craft production in ethnic minority villages does not always lead to increased incomes or better living conditions. This pilot project aimed to increase the business management capacity and awareness of the target ethnic minority villages. With on-site guidance of NGOs, training was provided in craft production and sales-related management skills. Outcomes of this pilot project are as follows:

- The management capacity of ethnic minorities improved to a certain level through on-site practical training in product development and bookkeeping.
- A handbook was prepared stating the types of human resource development and stakeholder support needed for certain craft activities, thereby providing good guidance for the Government to plan craft development programs with ethnic minorities.
- The necessity and effectiveness of business training for the ethnic minorities provided by appropriate trainers and facilitators were strongly recognized by concerned government officials.

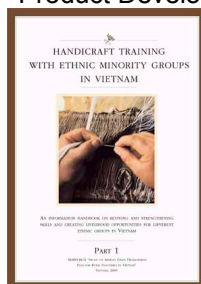
Hereafter, the Government's further understanding of the need to strengthen the ethnic minorities' management capacities and the establishment of an appropriate assistance mechanism are necessary in order to scale up assistance programs for the craft sector.



Product Development Training



Business Plans



Handbook of
“Handicraft Training
with Ethnic Minority
Groups in Vietnam”



Ethnic Minority Crafts for the market

PP8: Craft Village Development Strategy

While a great number of craft villages are involved in both agriculture and craft production, it is necessary to incorporate craft promotion as an integral part of a comprehensive village development strategy. This pilot project thus aimed to formulate an appropriate and sustainable development plan anchored on a participatory approach. The outcomes of this pilot project are as follows:

- Creation of a craft village development master plan through a participatory approach is an effective way at the village level to identify the issues of craft production within the overall village development context.
- Evaluation of and expectations for the created craft village development strategy are quite high, which indicates a high potential of applying the same strategy in other parts of Vietnam.
- Administrative service needs can be grasped concretely. Villagers' cooperation can also be expected during the plan's implementation stage because they participated in the plan's conceptualization process.

This pilot project is an effective model for policy making and for the process of development of rural areas besides craft villages. However, the following should be noted:

- For a wider application, the manual and guidelines should be completed.
- The craft village development strategies should be incorporated into the official policy-making system and a mechanism must be established to provide financial and technical assistance to implement the craft village development strategy.
- Organizations in craft villages and production areas should be established to strengthen efforts to address common issues as well as to expand domestic and international market linkages.



PRA Training
for Situation Analysis



Proposal on VDS
by Village Leader



Establishment of Ha Thai
Lacquer Association

PP9: Vietnam Artisan Craft Competition

Craft promotion requires a long-term and nationwide effort. It is in support of this effort that the Vietnamese Artisan Craft Competition was held. As one of the measures to enhance the public's awareness and understanding of craft production in Vietnam, the competition adopted the theme "Crafts which contribute to the quality of Vietnamese life". The aim of the competition was to promote Vietnamese crafts locally and internationally by creating a shared understanding between producers and consumers wherein each producer provided product information concerning tradition, value, design, techniques, use, etc. The competition had two categories, namely craft design and craft production.

A total of 186 entries were accepted (162 items for the production competition and 24 items for the design competition) from individuals and groups residing in Vietnam (including craft producers in craft villages, ethnic minorities, students, designers, private enterprises, etc.).

The first judging was conducted on 29 September 2003, shortlisting 92 items for the production competition and 8 items for the design competition. The final judging took place in January 2004 during a seminar that included 6 Japanese judges and 5 Vietnamese judges. The five criteria set were: (1) creativity, (2) usefulness, (3) good design, (4) tradition, and (5) attractiveness. The judges voted awards for 16 products and 4 designs.

This competition was part of the Study and was carried out in cooperation with the Department of Fine Art of the Ministry of Culture and Information. It is hoped that it will be continued by the Government to further promote the craft sector at the national level.



1st Judging



Final Judging




Exhibition of Qualified Crafts



Awarding Ceremony

Figure 5.1 Prizewinning Crafts

<p>Product Competition 16 items</p> <p>1st prize: 1 2nd prize: 2 3rd prize: 3 Consolation: 10</p>	 <p>1st Prize Nguyen Trong Tan, Ha Tay "Rattan Dish"</p>	 <p>2nd Prize Pham Thi Minh Chau, Hanoi "Brothers" (ceramic)</p>	 <p>2nd Prize Dinh Thi Nu, Ninh Binh "Embroidery tablecloth"</p>
 <p>3rd Prize Nguyen Hoi Bieu, Ha Tay "La Khe Silk"</p>	 <p>3rd Prize Nguyen Lien Phuong & Bui The Hoang, Hanoi "Spring" (lacquerware)</p>	 <p>3rd Prize Sam Thi Khuyen, Nghe An "Silk Scarf"</p>	
<p>Consolation 10 items</p> 			
			
			
<p>Design Competition 4 items</p> <p>1st prize: 0 2nd prize: 0 3rd prize: 2 Consolation: 2</p>	 <p>3rd Prize Ngo Thanh Long, Hanoi "Wooden Lamp"</p>	 <p>3rd Prize Ngo Thanh Van, Hanoi "City Life" (jewelry)</p>	 <p>Consolation 2 items</p>

5.4 Outcomes of Pilot Projects and Lessons Learned

The implementation of nine pilot projects resulted in significant outcomes. The lessons learned are summarized as follows:

- The most significant outcome was that a common understanding was obtained among concerned stakeholders about the necessity of partnership to ensure effective and desirable craft promotion, which was learned from the process of collaboration between central and provincial governments, craft villages and craft-related organizations throughout the implementation of the pilot projects.
- Each of the nine pilot projects generated significant outputs and could be implemented individually in other areas. Pilot projects are an effective way to address critical issues on a manageable scale, to collaborate with all concerned bodies and to find approaches that integrate related issues in situations where comprehensive solutions are needed.
- In order for craft promotion to lead to growth and poverty reduction, strengthening of management and technical capacities of craftspersons and organizations in rural areas is critical. The implementation of the pilot projects explicitly demonstrates the importance of this aspect in a way that villages could understand.
- It has become clear that concerned craft parties including ethnic minority craft villages have a strong interest in craft promotion and in addressing a wide range of craft production related issues rather than simply producing products that sell. Thus, by applying craft promotion as a strategic measure in craft villages, comprehensive community development can also be supported.
- The craft sector still has many issues, which need to be addressed. Continuous efforts in designing and implementing new pilot projects are necessary.

While pilot projects were well accepted and successfully involved participation of villagers and others concerned, it must be noted that adequate financial and technical support should be provided (particularly in the initial stage in disadvantaged areas) primarily through the initiative of both the central and local governments.

6. CRAFT DEVELOPMENT MASTER PLAN

6.1 Role and Objectives of the Master Plan

The Craft Development Master Plan aims to establish an effective policy framework for rural development and poverty reduction through the development of the craft sector. The Master Plan deals with the following main concerns:

- (a) **Establishment of Policy Implementation Mechanism to Achieve Goals:** The Master Plan will lay down procedures for the implementation of concrete steps to achieve long-term objectives. A lack of continuity and connection between long-term objectives and project/action plan implementation has been noted. The Master Plan's framework is hierarchical: Vision, Basic Objectives (detailed objectives), Strategies (basic direction to achieve objectives), Projects/Programs (actions to implement strategies), and Modalities (measures for project implementation).
- (b) **Transparency in Adjustment of Policies and Role Sharing among Stakeholders:** Helping ensure rural growth through the development of the craft sector involves a wide spectrum of stakeholders. Collaboration on various activities for the craft sector is underscored in the Master Plan.

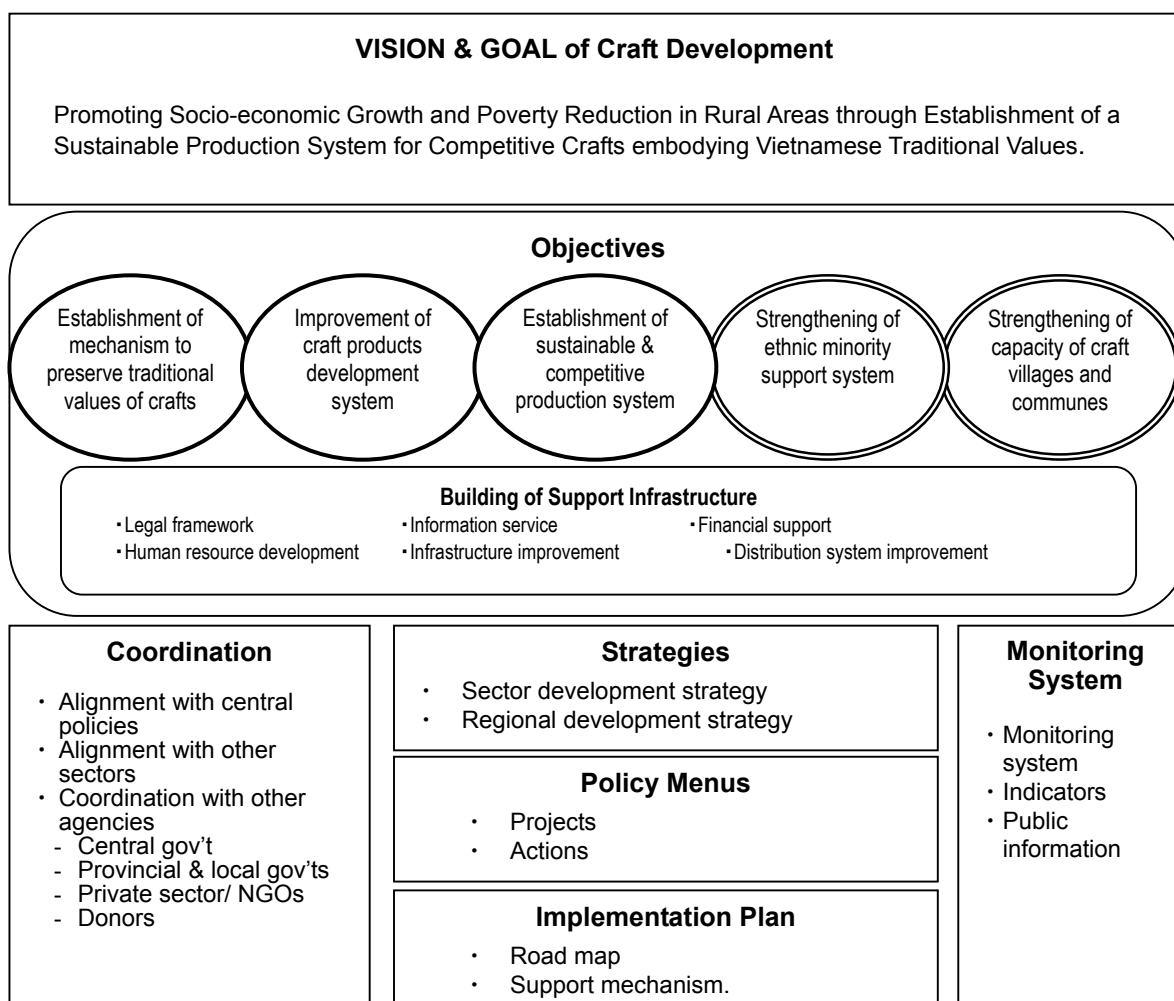
Effective collaboration between the Government and the private sector lies at the core of such an objective. The private sector players, who are the actual stakeholders in craft production, should strengthen their efficiency and competitiveness. Government administrators, on the other hand, should clarify their respective roles and responsibilities, and formulate policies to ensure the private sector's gains and goals without sacrificing national development goals and objectives.

- (c) **Institutionalization of the Master Plan:** The basic policy source from which craft development goals emanate is the Prime Minister's Decision No. 132. However, PMD132 is not a master plan. Central government policies still have to be formulated clearly in order to help local government entities (provincial, district, commune) to formulate their own plans. The manner in which they can approach the central government or higher authorities for necessary technical and financial support is also lacking. This Study thus aimed to formulate a master plan for the central, provincial and commune/village levels) so as to streamline and ensure that respective policies and measures at various levels would work toward the same goal.

6.2 Structure and Components of the Master Plan

A three-tiered craft master planning system composed of central, provincial and craft village levels is recommended in order to carry out craft support efficiently. This will allow delivery of measures of assistance from the central level to provincial government agencies effectively. At the same time, issues and needs of craft villages can be understood and responded to more effectively by higher agencies.

Figure 6.1 Framework and Components of the Master Plan



6.3 Role of the Provincial Government and the Provincial Master Plan

The local governments have the pivotal role of coordinating craft promotion activities with other involved sectors at the rural and regional levels. That is, they have to provide direct assistance to craft production areas and serve as a bridge between them and the central government. Their basic tasks are as follows:

- Supervise craft-related measures and programs for effective craft promotion in each production area.
- Implement measures formulated by the central government according to the characteristics of each production area.
- Promote appropriate guidance and support measures suitable for each production area by gathering the opinions and determining the needs of the grassroots level on craft-related issues.

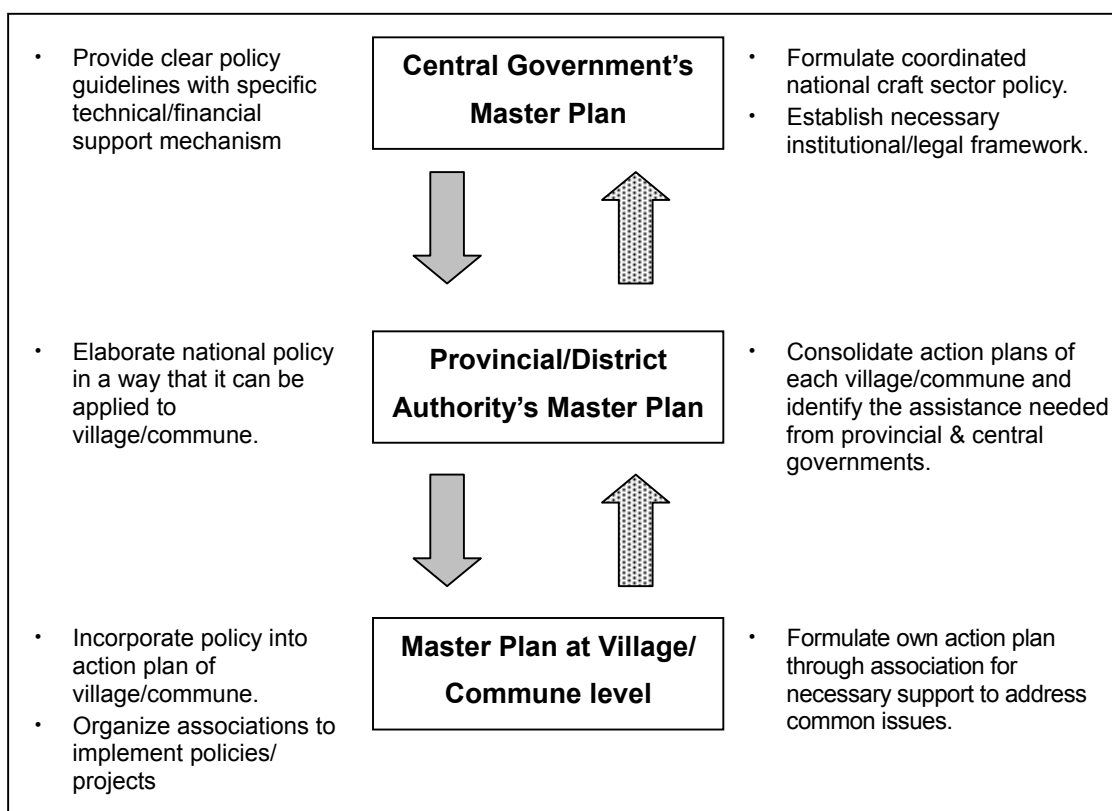
6.4 Role of Communes/Craft Villages and the Craft Master Plan

Rural craft villages sustain the Vietnamese craft sector. It is important for craft villagers to be aware of this so that they pass on traditional craft production techniques and enhance their competitiveness.

In the past, the central and provincial governments had little information about what sort of assistance was suitable for the development of craft villages and craft promotion and so appropriate measures of support were not worked out and implemented in integrated manner. Craft activities in craft villages are part of a wider socio-economic system; thus measures that were implemented for isolated issues did not have much effect.

The craft village development strategy that used the participatory approach applied in Pilot Project 8 confirmed that the formulation of an effective master plan at the craft village level is achievable. In another words, should appropriate guidance and financial assistance become available, the willingness of villagers to participate and their capacities would be sufficient to carry out successful implementation. With the craft master plan of craft villages, villagers themselves can share problems and issues as well as identify future needs, and higher authorities can provide support in a much more effective manner.

Figure 6.2 Role of the Master Plan at Central, Provincial/District and Village/Commune Levels



7. STRATEGY AND ACTION PLAN

7.1 Establishment of Mechanism to Preserve Traditional Value of Crafts

Craft development should support traditional and cultural values, as well as uniqueness and originality. A mechanism should be established through which the Government and all other stakeholders will preserve, revive and sustain the uniqueness and traditional values of Vietnamese craft items. It is necessary to identify and document traditional values (which may have been neglected) at both the craft village and researchers' levels, and to preserve and exhibit such documentation as valuable national knowledge. The techniques of making crafts as well as the conservation of craft items are also important. The following are 5 strategies and 15 action plans that were prepared:

A1: Documentation of craft village traditions: Identify and record traditional crafts, techniques, and the villages themselves in order to establish the unique identities of the craft villages and to promote their crafts.

A11: Creation of guidelines for research and documentation of traditional crafts.

A12: Conservation and documentation of traditional values in craft villages.

A13: Preservation of traditional crafts documentation.

A2: Strengthening of local museums: Revitalize local museums to act as a base for the preservation of traditional values and to function as regional cultural and craft information centers, reconstituting their displays so that they can present regional craft information more comprehensively.

A21: Research on current conditions of local museums.

A22: Improvement of conservation and exhibition methods for crafts at existing museums.

A23: Networking among museums on traditional crafts.

A3: Promotion of traditional craft research: Establish an organizational foundation for the promotion of academic research on traditional crafts and enhance the network both at home and abroad.

A31: Establishment of a traditional crafts society.

A32: Networking among research institutes.

A33: Listing of subjects of research and study.

A4: Enhancement of master artisan system: Facilitate the social recognition of master artisans and their traditional techniques, and promote a system and activities that will disseminate their skills and knowledge.

A41: Revitalization of the master artisan system.

A42: Collection and exhibition of master artisans' works.

A43: Craft promotion assistance to master artisans.

A5: Designation of traditional craft items: Identify craft items that need to be preserved as traditional and cultural assets, and then promote them as national entities.

A51: Establishment of a system for designation of traditional craft.

A52: Collection, exhibition and preservation of products accepted as traditional crafts.

A53: Promotion of traditional crafts.

Implementation mechanism: Establish a system for conferment by central government and enhance support measures for traditional craft preservation such as the making of guidelines, etc. Revitalize research and study activities under the MOI's lead along with concerned agencies and with the cooperation of NGOs and private enterprises, museums, research institutes, and artisans.

**Table 7.1 Proposed Strategies and Action Plans
for the “Establishment of Mechanism to Preserve Traditional Value of Crafts”**

Strategy	Action Plan/Project	Description
A1 Documentation of craft village traditions	A11 Creation of Guidelines for Research and Documentation of Traditional Crafts	This aims to create a manual on research and documentation methods for researchers and craft villages, which would be useful for identifying traditional values for the craft sector.
	A12 Conservation and Documentation of Traditions of Craft Villages	This aims to work on conservation and documentation of traditional values of craft villages through the initiative of villagers with technical assistance from specialists.
	A13 Presentation of Traditional Crafts Documentation Outcomes	This aims to conduct periodic presentations to provincial and central governments as one of the utilization methods.
A2 Strengthening of local museums	A21 Research on Current Conditions of Local Museums	This aims to analyze the need for local museums throughout the country to develop and improve their organizational structure, activities, mandate, and exhibition methods.
	A22 Improvement of Conservation and Exhibition Methods for Crafts at Existing Museums	This aims to improve the conservation and exhibition methods for crafts and includes restoration techniques, curator training and promotion of craft exhibition at existing museums.
	A23 Networking among Museums on Traditional Crafts	This aims to establish a network that can provide information on museums nationwide and to facilitate information exchanges and joint studies.
A3 Promotion of traditional craft research	A31 Establishment of Traditional Crafts Society	This aims to establish the Traditional Crafts Society and clarify its activities and organizational structure. The Society will be the chief research body for Vietnamese traditional crafts.
	A32 Networking among Research Institutes	This aims to establish a network of researchers and research institutes. Included is the listing of domestic and international research institutes on a wide scope including culture, information, industries, etc. while disseminating information on Vietnamese crafts.
	A33 Listing of Subjects of Researches and Studies	This aims to list the topics of academic researches to act as information service for domestic and international research institutes and researchers.
A4 Enhancement of master artisan system	A41 Revitalization of Master Artisan System	This aims to transfer to younger craftspersons the advanced production skills and techniques of master artisans by reforming and revitalizing the master artisan system.
	A42 Collection and Exhibition of Master Artisans' Works	This aims to collect and exhibit works of master artisans and promote assistance for their production activities.
	A43 Crafts Promotion Assistance to Master Artisans	This aims to create opportunities for the public to be exposed to master artisans' works and techniques in order to enhance social understanding of the importance of traditional techniques and value of traditional crafts through exchanges with master artisans inside and outside of the region.
A5 Designation of traditional craft items	A51 Establishment of System for designation of Traditional Craft Title	This aims to establish a system for designation of traditional craft title and craft conservation measures from the national viewpoint of preserving traditional values and from the local viewpoint of promoting local industries.
	A52 Collection, Exhibition and Preservation of Products Accepted as Traditional Crafts	This aims to collect samples of crafts accepted as traditional crafts, to expand the conservation movement nationwide and to enhance conservation techniques.
	A53 Promotion of Traditional Crafts	This aims to conduct PR campaigns in collaboration with government and related organizations to disseminate information on and values of traditional crafts in and out of Vietnam.

**Table 7.2 Role Sharing among Stakeholders
on the Establishment of a Mechanism to Preserve Traditional Value of Crafts**

Strategies	Central Government Responsibility		VCA	Women's Union	Museums	Financial Institutions	Research / Educational Providers	BDS	Private enterprises	NGOs
	Primary	Secondary								
A1 Documentation of craft village traditions	MOCI	NCSSH	B	-	A	-	A	-	-	A
A2 Strengthening of local museums	MOCI	-	-	-	A	-	A	-	-	B
A3 Promotion of traditional craft research	MOCI	NCSSH	-	-	A	-	A	-	B	-
A4 Enhancement of master artisans system	MOCI	MOLISA	A	-	-	-	A	-	-	-
A5 Designation of traditional craft items	MOCI	NCSSH	-	-	A	-	A	-	-	-

Note: A=Major role, B=Minor role

7.2 Improvement of Craft Products Development System

The institutionalization of production systems should not pay attention only to technical aspects such as skills and quality improvement, but also to the provision of appropriate protection measures for newly developed products and their active marketing to increase market competitiveness. The following are 5 strategies and 15 action plans that were prepared:

B1: Strengthening of design education programs: Deepen the common understanding of design and develop human resources for design and product development.

B11: Creation of design curricula for existing educational institutes.

B12: Establishment of a design promotion organization.

B13: Expansion and enhancement of a domestic/international design organization network.

B2: Development of craft coordinators: Develop coordinators who will act as bridges between designers and craftspersons and coordinate product development processes, especially those that correspond to market needs.

B21: Development of a training program for product development coordinators.

B22: Creation of an accreditation system for coordinators.

B23: Product development utilizing coordinators.

B3: Strengthening of technical skills in craft making: Preserve the unique craft techniques that were handed down traditionally and further improve their dissemination as one of the major strengths of Vietnamese crafts.

B31: Identification of craft skills.

B32: Increase motivation for craft skills advancement.

B33: Establishment of craft skills training programs.

B4: Establishment of intellectual property rights system: Formulate a system to protect motifs, patterns, and products, as well as new technology and equipment from being imitated both domestically and internationally; in addition, appeal for external protection efforts.

B41: Development of intellectual property rights protection system.

B42: International registration of marks for protection of intellectual property rights.

B43: Issuing of special accreditation marks to qualified crafts.

B5: Provision of opportunities for market appraisal: Promote market virtues of Vietnamese crafts domestically and internationally, and provide opportunities for craft product development and market cultivation through market feedback.

B51: Assistance for participation in local and international fairs and exhibitions.

B52: Provision of specialists and opportunities for exchange.

B53: Establishment of matching system for producers and buyers.

Implementation mechanism: Product development that corresponds to market needs and is led by the private sector is the key to success. To attain this, the development of human resources who can link production areas to markets is critical. It is important that the central government provides legal and financial assistance to market development activities of the private sector, and that the provincial governments provide private enterprises with opportunities for market access and support local communities in technical and financial aspects.

**Table 7.3 Proposed Strategies and Action Plans
for the “Improvement of Craft Products Development System”**

Strategy	Action Plan/Project	Description
B1 Strengthening of design education programs	B11 Creation of Design Curricula for Existing Educational Institutes	This aims to link education and design business through development of design management curricula for universities and vocational schools.
	B12 Establishment of Design Promotion Organization	This aims to develop a design promotion system by networking among design-related organizations and human resources from the viewpoint of design promotion, and by centralizing the policies at government levels.
	B13 Expansion and Enhancement of Domestic/International Design Organizations Network	This aims to have design as important resource for the State’s industrial promotion efforts by networking among concerned domestic agencies and designers, and through the promotion of information, human and technical exchanges with overseas design promotion institutions.
B2 Developing craft coordinators ¹⁾	B21 Development of Training Program for Product Development Coordinators	This aims to establish a training program in collaboration with industries and educational institutes to develop coordinators with considerable knowledge of market information collection, product planning, concept planning, marketing design, production techniques, and coordinating ability.
	B22 Creation of Accreditation System for Coordinators	This aims to formulate an accreditation system for coordinators based on knowledge of design, production, sales, contract negotiations, intellectual property, business management, troubleshooting, etc. as selection criteria, and to establish a database on coordinators.
	B23 Product Development Utilizing Coordinators	This aims to conduct product development activities with coordinators taking a leading role in promoting production regions and cultivating markets by dispatching them to production areas and markets.
B3 Strengthening of technical skills in craft making	B31 Identification of Craft Skills	This aims to identify the specialized skills at every production process of each craft item.
	B32 Increase in Motivations of Craft Skills Advancement	This aims to conserve traditional and outstanding handicraft techniques and to disseminate these to the public through events like skills competition, etc.
	B33 Establishment of Craft Skills Training Program	This aims to develop a training program for vocational schools, studios and enterprises, etc. to pass on necessary skills to successors and to disseminate such training program and assistance to trainers and trainees.
B4 Establishment of intellectual property rights system	B41 Development of Intellectual Property Rights Protection System	This aims to build a framework with which to protect intellectual property rights including copyrights and industrial property rights.
	B42 International Registration of Marks for Protection of Intellectual Property Rights	This aims to build a framework which will enable application to the international registration of marks.
	B43 Issue of Special Accreditation Mark to Qualified Crafts	This aims to build a system that will issue special accreditation marks to qualified crafts so that producers can display quality mark on their products thereby assuring consumers of quality upon purchase.
B5 Provision of opportunities for market appraisal	B51 Participation Assistance in Local and International Fairs and Exhibitions	This aims to hold fairs and exhibitions which allow participation of craft villages, production groups and enterprises, as well as to provide information about participation assistance.
	B52 Dispatch of Specialists and Exchanges	This aims to develop a system of dispatching Vietnamese or foreign specialists in the fields of design, techniques, market, etc. to production areas and markets to enhance understanding of market needs and potentials of production areas.
	B53 Establishment of Matching System for Producers & Buyers	This aims to provide periodic matching opportunities between production regions and buyers by gathering information about them.

1) A coordinator understands the flow from technical transfer, product development and distribution to marketing; formulates a merchandising plan; evaluates and suggests to workers. A coordinator serves as bridge between producers and designers.

**Table 7.4 Role Sharing among Stakeholders
for the Improvement of a Craft Products Development System**

Strategies	Central Government Responsibility		VCA	Women's Union	Museums	Institutions	Financial and Research	Educational Providers	BDS	Private enterprises	NGOs
	Primary	Secondary									
B1 Strengthening of design education programs	MOET	MOI	A	-	-	-	A	-	B	-	
B2 Development of craft coordinators	MOI	MOT, MOET	A	-	-	-	A	A	A	B	
B3 Strengthening of technical skills	MOLISA	MOET	B	B	-	-	B	-	B	B	
B4 Establishment of intellectual property rights system	MOST	MOI, MOT		-	-	-	B	A	A	-	
B5 Provision of opportunities for market appraisal	MOT	MOI	A	-	-	-	-	A	A	B	

Note: A=Major role, B=Minor role

7.3 Establishment of Sustainable and Competitive Production System

In order to promote the development of competitive craft products, the current development system needs to be improved and strengthened by taking into account various related issues in an integrated manner. How to improve supply of raw materials, management capacity, technology, quality, working conditions, etc. must all be considered in order to establish a mechanism that will enable sustainable production. The following 5 strategies and 15 action plans were prepared:

C1: Raw material preservation, consumption and management system: Comprehend the current state of raw materials for development, systematic use and quality improvement.

C11: Inventory of raw materials.

C12: Establishment of a raw material conservation system.

C13: Quality improvement of raw materials.

C2: Promotion of local industries in production areas: Strengthen regional linkages through technical and human resource exchanges within production regions where craft production is clustered, develop industry through BDS providers and establish local brands utilizing the characteristics of specific regions.

C21: Strengthening of linkage among craft villages.

C22: Development of BDS providers.

C23: Development of local brands in production areas.

C3: Establishment of technical improvement and quality control systems: Improve the quality of production processes through improved handicraft techniques, investment in equipment, quality control, etc. and develop human resources.

C31: Formulation of quality control criteria.

C32: Stable supply of raw materials, improvement of techniques and equipment through investment assistance.

C33: Enhancement of vocational school programs.

C4: Strengthening of capacity of managers: Build a framework to improve the capacities of managers, facilitate the formation of a business management organization and a business management system, as well as provide assistance for development of new entrepreneurs and micro-enterprises.

C41: Creation of a business management manual and provision of consulting services.

C42: Establishment of assistance system for entrepreneurs.

C43: Provision of technical training to micro, small and medium craft enterprises, and managers.

C5: Improvement of work environment: Raise awareness among producers and managers about poor work environments and provide assistance for improvement. Formulate a craft production system that provides safe products to consumers while maintaining labor standards.

C51: Establishment of occupational safety standards.

C52: Establishment of an occupational safety support system.

C53: Registration with international standards.

Implementation mechanism: Promote the formulation of local production clusters by linking them with strengthened enterprises and helping them to receive technical support through external assistance (e.g. business management consultation, equipment improvement, etc.). To attain sustainable production, government units

need to take a long-term view in providing institutional and financial assistance for environmental management, preservation, human resource exchanges between production regions, etc. Public and private partnership should be a key feature.

**Table 7.5 Proposed Strategies and Action Plans
for the “Establishment of Sustainable & Competitive Production System”**

Strategy	Action Plan/Project	Description
C1 Raw material preservation, consumption & management system	C11 Inventory of Raw Materials	This aims to create a database of raw materials for craft industries and to assist in formulating strategy, policy and remedial measures for their sustainable supply.
	C12 Establishment of Raw Materials Conservation System	This aims to create guidelines for conserving raw materials required for producing crafts to ensure their sustainable supply.
	C13 Quality Improvement of Raw Materials	This aims to establish quality standards and grading systems for bamboo, rattan, silk, and other important raw materials for artisan craft production.
C2 Promotion of local industries in production areas	C21 Strengthening of Linkage among Craft Villages	This aims to carry out activities to strengthen linkage among craft villages and promote exchanges to address issues like raw material and lack of techniques, etc.
	C22 Development of BDS Providers ¹⁾	This aims to develop BDS providers (within NGOs, universities, SMEs, training institutes, etc.) who are accessible to producers in craft villages and micro enterprises and understand the needs of producers.
	C23 Development of Production Areas as Local Brands	This aims to establish crafts or craft villages as product brands and to enhance name recall.
C3 Establishment of technical improvement & quality control system	C31 Formulation of Quality Control Criteria	This aims to establish the concept of quality management and know-how based on standards for increased competitiveness of each enterprise by improving product quality and strengthening local craft brands.
	C32 Stable Supply of Raw Materials, Improvement of Techniques and Equipment Investment Assistance	This aims to provide assistance towards investments in new equipment, application of necessary techniques and introduction of new technologies to craft production.
	C33 Enhancement of Vocational School Programs	This aims to enhance craft production curricula at vocational schools nationwide, to formulate favorable measures to develop outstanding workers so that they can conduct trainings, and to establish an educational system allowing trainees to engage in trainings continuously.
C4 Strengthening of capacity of managers	C41 Creation of Business Management Manual and Consultation	This aims to create a manual that includes concrete measures to improve business, such as evaluation index, action plans, checklist, etc., and to distribute it to micro, small and medium craft enterprises.
	C42 Assistance System for Entrepreneurs	This aims to provide financial and technical assistances to pioneering producers or enterprises, i.e. develop new products, embark on a different kind of business, etc.
	C43 Provision of Technical Training Assistance to Micro, Craft SMEs, Managers	This aims to provide assistance to managers and workers of micro, small and medium enterprises to enable them to participate in necessary trainings. These enterprises compose the majority of the craft sector.
C5 Improvement in work environment	C51 Establishment of Occupational Safety Standards	This aims to establish manageable occupational safety standards for managers and producers in craft villages and enterprises to guarantee better and safer workplaces.
	C52 Establishment of Occupational Safety Support System	This aims to establish a system to provide assistance in occupational safety management.
	C53 Registration with International Standards	This aims to earn international credibility for Vietnamese crafts by complying with international standards for labor (SA 8000, on child labor, workplace, etc.), environmental management (ISO 14000 series), etc.

1) BDS providers are service providers who assist SMEs in business management and technical improvement.

**Table 7.5 Role Sharing among Stakeholders
for the Establishment of a Sustainable and Competitive Production System**

Strategies	Central Government Responsibility		VCA	Women's Union	Museums	Financial Institutions	Educational and Research	BDS Providers	Private enterprises	NGOs
	Primary	Secondary								
C1 Raw material preservation, consumption and management system	MARD	MOST, MONE, MOI	B	-	-	-	A	-	-	B
C2 Promotion of local industries in production areas	MOI	MARD, VNAT	-	B	-	A	-	A	A	B
C3 Establishment of technical improvement & quality control systems	MOI	MOST, MOT, MARD	-	-	-	B	A	-	B	-
C4 Strengthening of capacity of managers	MOI	-	-	B	-	B	-	A	A	-
C5 Improvement in work environment	MOI	MOLISA, MOST	-	-	-	-	A	-	A	-

Note: A=Major role, B=Minor role

7.4 Strengthening of Ethnic Minority Support System

Ethnic communities have to recognize their own cultural and traditional values as a first stage in capacity building for craft development. Respect for their values should be enhanced through craft promotion in and outside Vietnam. In order to promote capacity building and self-reliance of ethnic minorities, there is a need for the establishment of effective support systems coordinated by various support and governmental institutions. The following are 5 strategies and 15 action plans that were prepared:

D1: Education for minorities on the value of crafts and importance of craft development: Deepen ethnic minorities' understanding and awareness of their traditional values and their unique decorative elements and craft items. Encourage use of this understanding in craft promotion and provide education in product development and marketing.

D11: Development of craft education methods and manual.

D12: Development of village trainers.

D13: Development of distance learning.

D2: Preservation of traditional techniques and crafts: Preserve vanishing traditional techniques and crafts as Vietnamese cultural assets and promote their restoration and conservation.

D21: Research on and documentation of traditional values.

D22: Restoration of traditional techniques.

D23: Preservation of traditional crafts.

D3: Formulation of policies and familiarization with technical and management guidelines: Establish a mechanism to provide technical and business management training for ethnic minorities to increase their income through craft development.

D31: Provision of craft production techniques training.

D32: Creation of a business management manual.

D33: Provision of on-the-job training.

D4: Expansion of fair trade system: Promote a social environment wherein ethnic minorities (and other producers) have equitable access to markets through the fair trade system.

D41: Establishment of an international fair trade participation mechanism.

D42: Opening of pilot shops.

D43: Establishment of mechanism to receive consumer feedback.

D5: Assistance for organizations working with ethnic minorities: Establish a support system wherein the provincial governments provide efficient and well-integrated assistance with the cooperation and understanding of the central government while deepening linkages and building a coalition among ethnic minority assistance organizations.

D51: Strengthening of ethnic minority support organizations' capacities and linkages with government.

D52: Creation of an ethnic minority assistance model.

D53: Conduct of forum for organizations assisting ethnic minorities.

Implementation mechanism: Assistance from a wide range of sectors including culture, education, and healthcare is necessary in order to encourage ethnic minorities to preserve traditions and develop their crafts. Provision of opportunities for participation and exchange, and support and cooperation with local programs of assistance of NGOs and the Women's Union is vital.

**Table 7.7 Proposed Strategies and Action Plans
for the “Strengthening of Ethnic Minority Support System”**

Strategy	Action Plan/Project	Description
D1 Education for minorities on the value of crafts and importance of craft development	D11 Development of Craft Education Method and Manual	This aims to study the craft education method that suits the capacities of ethnic minorities and to create easily comprehensible manuals.
	D12 Development of Village Trainers	This aims to disseminate technical know-how through a trained villager, who have advanced skills and certain academic qualification, acting as trainer.
	D13 Development of Distance Learning	This aims to develop a teaching method, such as audio-visual education, for technical training in remote areas which have limited transport accessibility.
D2 Preservation of traditional techniques & crafts	D21 Research and Documentation of Traditional Values	This aims to make a record of existing traditional craft items, techniques, motifs, etc. in ethnic minority villages.
	D22 Restoration of Traditional Techniques	This aims to promote restoration activities to conserve vanishing traditional techniques, raw materials and tools.
	D23 Preservation of Traditional Crafts	This aims to promote preservation activities of ethnic minority traditional crafts with cooperation of local museums, local governments and other concerned parties.
D3 Formulation of & familiarization with technical & management guidelines	D31 Provision of Craft Production Technique Training	This aims to provide craft production trainings to ethnic minority producers in craft villages and urban areas.
	D32 Creation of Business Management Manual	This aims to create a business management manual (e.g. accounting, cost awareness, negotiation skills, etc) and provide assistance in implementing such manual to strengthen management capacities of ethnic minorities.
	D33 Provision of On-the-Job Training	This aims to provide on-the-job trainings outside of craft villages such as at local markets, in urban areas, abroad, etc. to make them understand the market and their current conditions through sales of their crafts.
D4 Expansion of fair trade ¹⁾ system	D41 Establishment of International Fair Trade Participation Mechanism	This aims to provide assistance, such as improvement of working conditions, quality assurance, and market-oriented product development, to help enterprises and craft villages follow international fair trade practices.
	D42 Opening of Pilot Shops	This aims to open pilot shops to introduce ethnic minorities' crafts to visitors/tourists and to give ethnic minorities the experience of selling their products outside of their villages.
	D43 Establishment of Mechanism to Receive Consumer Feedback	This aims to build a system allowing ethnic minorities to receive feedback from consumers for further product improvement.
D5 Assistance for organizations working with ethnic minorities	D51 Strengthening of Ethnic Minority Support Organizations' Capacities and Linkage with Government	This aims to build an assistance mechanism to facilitate support activities of donors and NGOs taking a lead in providing assistance to ethnic minorities.
	D52 Creation of Ethnic Minority Assistance Model	This aims to develop an assistance model based on samples of support activities for ethnic minorities including lessons learned and to plan future support activities.
	D53 Conduct of Forum among Organizations Assisting Ethnic Minorities	This aims to provide an opportunity to domestic and overseas organizations assisting ethnic minorities to discuss various issues and collaborate with each other.

1) Fair Trade is a form of trade protecting producers from greedy middlemen and directly linking producers in developing countries and buyers in developed countries. As a result, producers get an equitable share of the profit and consumers purchase products at fair prices.

**Table 7.8 Role Sharing among Stakeholders
for Strengthening the Support System for Ethnic Minorities**

Strategies	Central Government Responsibility		VCA	Women's Union	Museums	Financial Institutions	Educational and Research	BDS Providers	Private enterprises	NGOs
	Primary	Secondary								
D1 Education for minorities on the value of crafts and importance of craft development	MOET	MOCI, MOI	B	A	B	-	B	-	-	A
D2 Preservation of traditional techniques and crafts	MOI	MOCI, MOET	-	A	A	-	A	-	-	A
D3 Formulation of & familiarization with technical & management guidelines	MOET	MOI	B	A	-	B	-	B	-	A
D4 Expansion of fair trade system	MARD	MoTrade	-	A	-	-	-	-	B	A
D5 Assistance for organizations working with ethnic minorities	CEM	NCSSH	B	A	B	B	A	B	B	A

Note: A=Major role, B=Minor role

7.5 Strengthening of Capacity of Craft Villages and Communes

One way to help craft villages to stand on their own feet and address effectively their own issues is to give them the opportunity to deepen their own understanding and develop strategies by themselves. Capacity building to promote improvement of living conditions and poverty reduction through craft sector development is critical. The following are 5 strategies and 15 action plans that were prepared:

E1: Formulation of a village development strategy (VDS) through a participatory approach: With villagers' willing participation, formulate development strategies by making a comprehensive analysis of the current status of the village and its issues.

E11: Creation of a VDS manual and guidelines.

E12: Establishment of a VDS system.

E13: Institutionalization of VDS.

E2: Establishment of craft associations/provision of assistance to cooperatives: Strengthen regional capacities by organizing micro-enterprises and household industries to address common issues and to conduct promotional activities collectively.

E21: Establishment of artisan craft associations.

E22: Provision of assistance to existing craft cooperatives.

E23: Networking among craft promotion organizations.

E3: Securing of funds for craft production activities: Provide financial assistance for craft-related activities of small-scale organizations or businesses that lack sufficient capital and are facing difficulties securing loans.

E31: Establishment of a craft fund.

E32: Establishment of procedures to access financing schemes.

E33: Study on accessing ODA.

E4: Environmental improvement in craft villages: Promote and provide assistance for community efforts to help improve the environment of craft villages and to attain sustainable craft production.

E41: Study of environmental issues in craft villages.

E42: Development of an environment assessment system for craft villages.

E43: Provision of environmental improvement assistance.

E5: Establishment of marketing system for village crafts: Formulate product development with added values and marketing strategies. Highlight the characteristics of a craft village and the uniqueness of local raw materials in order to market products as local brands.

E51: Use of "torisetsu", point of purchase, and development of a trademark system.

E52: Development of tourism/tourist incentives.

E53: Product development using unique local materials and techniques.

Implementation mechanism: Establish a mechanism that provides appropriate area-specific assistance and that reflects the master plan formulated by the craft villages themselves. Government units should provide adequate support while craft villages, by organizing associations, must prepare to receive support and maximize benefits from the government assistance.

**Table 7.9 Proposed Strategies and Action Plans
for the “Strengthening of Capacity of Craft Villages and Communes”**

Strategy	Action Plan/Project	Description
E1 Formulation of village development strategy ¹⁾ (VDS) through participatory approach	E11 Creation of VDS Manual & Guidelines	This aims to create a manual and guidelines for villagers and outside support agencies and organizations on developing a Village Development Strategy (VDS) wherein villagers analyze conditions of their villages through participatory research methods such as Participatory Rural Appraisal.
	E12 Establishment of VDS System	This aims to assist VDS formulation activities by providing financial and technical support from governments, donors and NGOs.
	E13 Institutionalization of VDS	This aims to formulate a VDS assistance mechanism, wherein government and concerned agencies provide concrete assistance to proposals conforming to the VDS vision.
E2 Establishment of craft associations/ assisting cooperatives	E21 Establishment of Artisan Craft Association	This aims to establish a support system for organizations and village level artisan craft associations to enhance collaboration among craft producers, distributors and traders involved in craft industries.
	E22 Assistance to Existing Craft Cooperatives	This aims to create a support system for agricultural cooperatives to help promote craft industries.
	E23 Networking among Craft Promotions Organizations	This aims to create a network of organizations concerned and working for the promotion of artisan craft industries to increase efficiency of such activities, as well as to encourage exchanges among production areas.
E3 Securing of funds for craft production activities	E31 Establishment of Craft Fund	This aims to create a craft fund as accessible financial source of funds for craft villages and producers.
	E32 Establishment of Financial Procedures to Access Financing Schemes	This aims to establish easy financial procedures by reviewing the existing lending procedures of financial institutions like Vietnam Bank for Agriculture and Rural Development (VBARD) and Vietnam Bank for Poor (VBP).
	E33 Study on Accessing ODA	This aims to examine the methods for access to assistance by strengthening linkage with central government so that donor assistance will reach craft villages.
E4 Environmental improvement in craft villages	E41 Study of Environmental Issues in Craft Villages	This aims to understand existing and potential impact of craft production on environment from the aspects of scale of craft villages, production method and craft item.
	E42 Development of Environment Assessment System for Craft Villages	This aims to create a standard for environmental impact assessment (EIA) to be able to conduct periodic assessment.
	E43 Environment Quality Development Assistance	This aims to provide financial and technical assistance on environmental improvement initiatives of craft villages.
E5 Establishment of marketing system for village crafts	E51 Use of “Torisetsu” and Development of Trademark System	This aims to promote the use of “torisetsu” (point of purchase ²⁾) and to develop trademark and product name registration system.
	E52 Development of Tourism/Tourist Incentives	This aims to attract tourists to craft villages by improving the landscape, information and facilities and setting up tourist routes, etc. while providing opportunities to enjoy the environment and learn craft making.
	E53 Product Development Using Local Materials and Techniques	This aims to develop products showing identity and originality of craft villages through use of traditional local raw materials and techniques.

1) VDS is a plan developed not by the Government or outside organizations but by the villagers themselves.

2) It should include information on raw materials, craft history, craft village characteristics, and message from the producer. This information adds value to the craft products.

**Table 7.10 Role Sharing among Stakeholders
for Strengthening the Capacity of Craft Villages and Communes**

Strategies	Central Government Responsibility		VCA	Women's Union	Museums	Financial Institutions	Educational and Research	BDS Providers	Private enterprises	NGOs
	Primary	Secondary								
E1 Formulation of village development strategy through participatory approach	MARD	-	B	A	-	-	-	-	-	A
E2 Establishment of craft associations/assisting cooperatives	MOI	MARD	A	B	-	-	-	A	A	B
E3 Securing funds for craft production activities	MPI	MARD, MOI	B	-	-	A	-	A	B	-
E4 Environmental improvement in craft villages	MONE	MOST	-	-	-	-	A	-	A	B
E5 Establishment of marketing system for village crafts	MOI	MOT	B	B	-	B	-	B	B	A

Note: A=Major role, B=Minor role

7.6 Development of Infrastructure Support

Soft and hard types of infrastructure need to be developed to support various players in the craft sector such as producers, distributors, enterprises, villagers, etc. Development of an equitable and competitive environment wherein the private sector can operate actively is important, while a set of effective support systems should be provided for disadvantaged areas. The following are 5 strategies and 15 action plans that were prepared:

F1: Establishment of organizations and institutions related to craft sector promotion: Establish a legal framework for a cross-sector organizations to provide concrete assistance to production sites and link them with the central, provincial and local governments.

F11: Establishment of a national craft council.

F12: Establishment of a provincial craft council.

F13: Development and streamlining of institutions related to the craft sector.

F2: Provision of craft information support services: Provide Vietnam's craft information both domestically and internationally by enhancing the contents of the craft website and creating information access opportunities, as well as providing necessary information to craft producers.

F21: Regular updating of craft website.

F22: Establishment of a one-stop craft center.

F23: Development of a distance information service to remote areas.

F3: Provision of financial support to craft sector: Secure budget for craft promotion, address capital shortages, and establish financial assistance measures for sustainable craft production by small and medium craft enterprises.

F31: Budget allocation for craft sector from ministries and provincial governments based on Craft Development Master Plan.

F32: Improved access to existing financing schemes.

F33: Effective use of ODA.

F4: provision of infrastructure development support: Develop hard infrastructure (preferably in craft villages that meet their master plan objectives) such as transportation for market access, production facilities, and communication facilities.

F41: Improvement of transportation access to markets.

F42: Support for improvement of utilities and services in craft villages.

F43: Support for the improvement of common production facilities for craft promotion/development.

F5: Human resource development: Develop human resources that support the Vietnamese craft sector through exchanges with skilled overseas craftsmen and crafts promotion policy makers.

F51: Training of public officials responsible for the craft sector.

F52: Establishment of a database on craftsmen and organizations.

F53: Establishment of an overseas exchange program.

Implementation mechanism: Institutional reform and establishment of a network between concerned public and private sector organizations are indispensable in addressing the crosscutting issues faced by the craft sector. The role of the Government is particularly significant in the development of social infrastructure.

Table 7.11 Proposed Strategies and Action Plans for the “Development of Infrastructure Support”

Strategy	Action Plan/Project	Description
F1 Establishment of organizations and institutions related to craft sector promotion	F11 Establishment of National Craft Council	This aims to establish the National Craft Council at central level to be composed of members from MOI, MARD, MOCI, and MoTrade as well as from other key public and private entities.
	F12 Establishment of Provincial Craft Councils	This aims to establish provincial craft councils that will formulate and monitor the craft sector policy as well as coordinate activities.
	F13 Development and Streamlining of Institutions Related to Craft Sector	This aims to establish institutional arrangements to support effective craft sector development including streamlining existing regulations, government decrees and decisions as well as developing new ones.
F2 Craft information support service	F21 Regular Updating of Craft Website	This aims to regularly update and expand the craft website to meet the changing needs of craft sector stakeholders.
	F22 Establishment of One-stop Craft Center	This aims to provide necessary information and assistance including consulting services on investment, partners, logistics, etc. in one place.
	F23 Development of Distance Information Service to Remote Areas	This aims to provide needed information services and technical assistance using available information technology and system to remote areas.
F3 Financial support to craft sector	F31 Budget Allocation for Craft Sector from Ministries and Provincial Governments	Since budget for the craft sector comes from various agencies, coordinated budgeting and spending are critical, and this can best be done by involving the National Craft Council.
	F32 Improved Access to Existing Financing Schemes	This aims to identify existing barriers and bottlenecks in the existing lending procedures of financial institutions to enable them to improve lending services to craft SMEs and households.
	F33 Effective Use of ODA	This aims to formulate a strategy and mechanism to use ODA more effectively to support craft sector development.
F4 Infrastructure development support	F41 Improvement of Transportation Access to Markets	This aims to identify critical areas where transporting products to markets are so difficult that business opportunities of craft village/households are constrained.
	F42 Support for Improvement of Utilities and Services in Craft Villages	This aims to identify needs for specific utility services to promote craft production. They will be integrated into the comprehensive infrastructure development programs for craft villages.
	F43 Support for the Improvement of Common Production Facilities for Craft Promotion/Development	This aims to determine and improve common facilities and utilities that can be shared by craft households in craft production and for efficient craft sector management.
F5 Human resource development	F51 Training of Public Officials Responsible for Craft Sector	This aims to establish a mechanism of providing training on craft sector management to government officials.
	F52 Establishment of Database on Craftspersons and Organizations	This aims to establish a database on outstanding individuals and organizations involved in craft sector, particularly craft making, design, production coordination, research, and sustainable craft sector management and development. They include individuals, associations, NGOs etc.
	F53 Establishment of Overseas Exchange Program	This aims to develop a stable mechanism with which craft sector personnel and craftspersons can be sent overseas and those from overseas can be invited to visit Vietnam.

Table 7.12 Role Sharing among Stakeholders for the Development of Infrastructure Support

Strategies	Central Government Responsibility		VCA	Women's Union	Museums	Financial Institutions	Educational and Research	BDS Providers	Private enterprises	NGOs
	Primary	Secondary								
F1 Establishment of organizations and institutions related to craft sector promotion	Craft Promotion Council		A	A	A	B	A	B	B	A
F2 Provision of craft information support services	MOI	MOCI, MARD	A	-	-	B	-	A	B	A
F3 Provision of financial support to craft sector	MOF	MPI, MOI	B	B	-	A	-	A	-	B
F4 Provision of infrastructure development support	MOTrans	MOI	-	-	-	A	B	A	-	B
F5 Human resource development	MOI	MOLISA	A	A	-	-	A	A	B	A

Note: A=Major role, B=Minor role

8. INSTITUTIONAL ARRANGEMENTS TO SUPPORT EFFECTIVE IMPLEMENTATION OF THE MASTER PLAN

8.1 Background

Sustainable development of the craft sector in Vietnam requires harmonized policies and strategies. Various public sector organizations at the central, provincial and local levels require effective public-private partnerships in order to coordinate execution of inputs and activities.

The basic responsibility of government units are to: (a) provide craft industries, producers and distributors with a competitive environment that can ably respond to the market, and (b) establish adequate support systems for craft households and small-scale enterprises in disadvantaged rural areas to help them reduce poverty, grow and improve their natural and social environments, while preserving their cultural traditions.

The proposed Master Plan is expected to provide a useful foundation for building an updated policy framework for craft sector development and promotion in Vietnam. To ensure implementation of the Master Plan, the following should be further considered:

- (a) Establishment of a mechanism to administer craft sector policy in a unified manner.
- (b) Clarification of role sharing among existing ministries and organizations responsible for craft sector promotion and development.
- (c) Establishment of smooth policy coordination between central government and provincial and local authorities.
- (d) Establishment of effective public-private partnership focusing on providing a level playing field to private sector entities that are the actual players in various craft activities.
- (e) Strengthening of the network between donors, NGOs, and other craft sector associations and organizations.

8.2 Proposed Institutional Arrangements for Policy Coordination

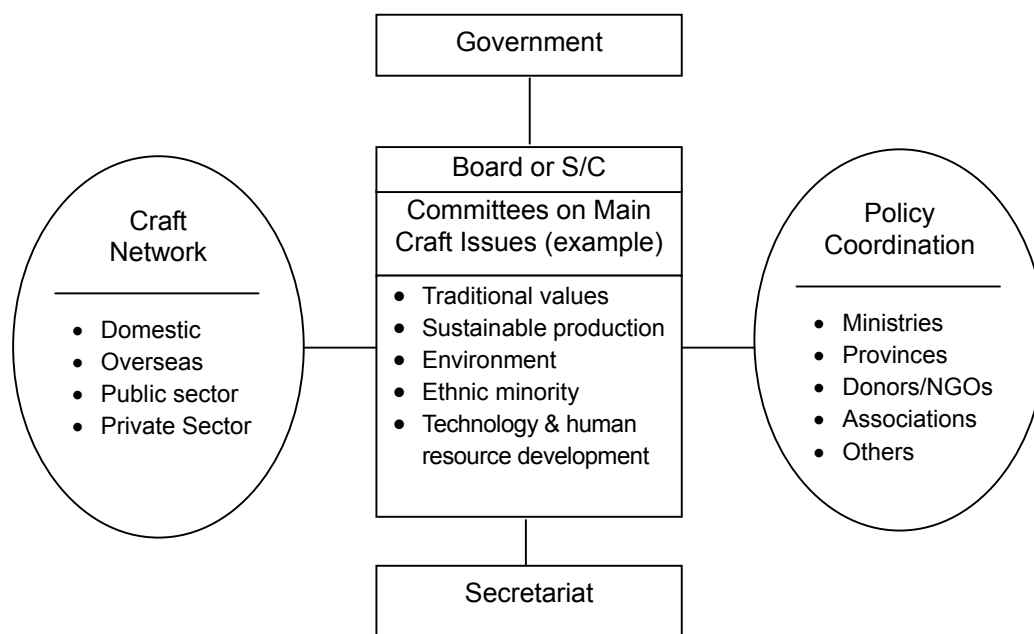
The Study revealed that central government policy on the craft sector does not effectively reach the grassroots level, such as craft households/villages. At the same time, problems being encountered by and the needs of craft villages/households have not been clearly heard by central level agencies. The flow of policies and information between the central and local levels must be streamlined. In order to enhance inter-agency coordination, the establishment of a craft council both at the central as well as the provincial level is proposed.

The proposed Council will not execute projects but rather function as a coordinating and advisory body for the Government and related agencies. In order to ensure its coordinating capacity it is proposed that the Council be directly under the Government, and the secretariat be attached to key ministries.

The main tasks of the craft councils will be:

- (a) Formulating a consented craft sector policy and its monitoring.
- (b) Coordinating policies and programs of various agencies/ organizations involved in the craft sector.
- (c) Networking with local and foreign organizations involved in craft sector development.

Figure 8.1 Conceptual Diagram of the National Craft Council



Source: JICA Study Team

Table 8.1 Members of National Craft Council (proposed)

	Central Government	Other Organizations
Core members	<ol style="list-style-type: none"> 1. MOI 2. MARD 3. MOCI 4. MoTrade 	<ol style="list-style-type: none"> 5. VCA 6. Central WU 7. NCSSH 8. VME 9. Representatives of NGOs
Non-core members	<ol style="list-style-type: none"> 1. Governmental Office 2. MPI 3. MOLISA 4. MOET 5. MOST 6. MONRE 7. VNAT 8. MOFA 9. MOF 10. MOH 11. MOJ 12. MOC 13. MOTransport 14. MOPT 15. GSO 16. CEM 	<ol style="list-style-type: none"> 17. VCCI 18. Donors

Source: JICA Study Team

9. PROVINCIAL LEVEL MASTER PLAN

9.1 Craft Sector Master Plan of Model Provinces

The proposed three-tiered master planning system requires the provinces, which considered the craft sector as important to the local economy, to formulate their own master plans. In this Study, the model provinces (with guidance from the local consultant team) formulated their respective master plans based on the structure and interim outputs of the national master plan, and in conformity with its policy priorities and area needs. The respective master plans were formulated through workshops held in model provinces. However, there remain many points for improvement; hence, support in terms of human resources development for provincial government officers would be necessary.

The basic considerations in making the provincial master plan are as follows:

- (a) To formulate a craft sector development and promotion plan that pays due consideration to local conditions and requirements, and that is adequately integrated with the provincial socio-economic development plan. Priority actions and areas as well as necessary inputs and support measures are to be clearly stated in the Master Plan;
- (b) To provide each province with a policy framework and concrete implementation strategy to promote and develop their craft sector and to meet the specific needs of their different localities in a way that conforms to national policies and plans; and,
- (c) To provide guidance to stakeholders in the provinces so that they can access necessary support to improve their activities.

9.2 Concerns of Provincial Governments

(a) Role of Craft Councils

The Craft Development Master Plan, which is the national master plan, was sent to either the DARD or the DOI in all the provinces in order to solicit their opinions about the proposed objectives, strategies, action plans, and the establishment of the craft promotion councils. By the middle of January 2004 a total of 38 provinces replied.

Most of the provinces agreed on the necessity of establishing a Craft Council. Two-thirds of the provinces felt that craft promotion councils should take charge of implementing policies and planning. And, it became clear that many provinces expected the councils to act as policy-making agencies rather than simply functioning as craft assistance organizations.

Table 9.1 Basic Functions of Provincial Craft Councils (%)

Basic Functions of Craft Councils	%
(1) Implementing policies and projects	65.7
(2) Coordinating with related agencies/ stakeholders	20.0
(3) Providing advice for provincial governments	4.3

Source: Follow-up survey of provincial governments, 2003

Table 9.2 Specific Tasks of Provincial Craft Councils

Task of Craft Councils			No. of Provinces		% ¹⁾	
			Yes	No	Yes	No
1	To formulate an integrated craft sector policy		25	8	75.8	24.2
2	To coordinate with craft-related agencies and stakeholders	Central government agencies	12	21	36.4	63.6
3		Districts	23	10	69.7	30.3
4		Communes/ craft villages	19	14	57.6	42.4
5	To advise related agencies on their policies and projects		26	7	78.8	21.2
6	To provide support to stakeholders	Private sector	20	13	60.6	39.4
7		Small production groups, households and producers	25	8	75.8	24.2
8	To promote crafts		29	4	87.9	12.1
9	To develop a network of craft sector stakeholders		21	12	63.6	36.4
10	To build an information management system for craft sector promotion and development		27	6	81.8	18.2

Source: Follow-up survey of provincial governments, 2003

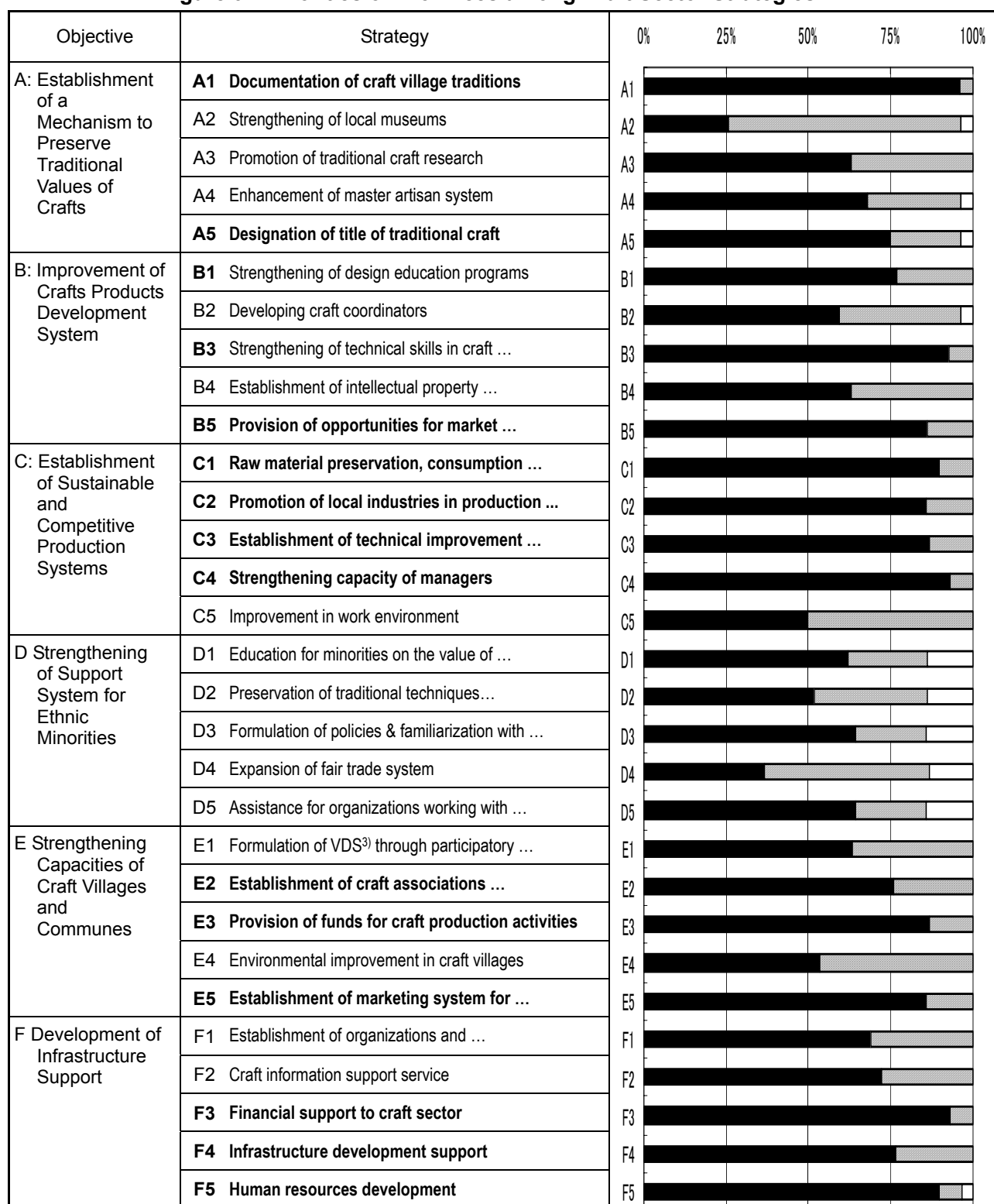
1) Bold figures are more than 75%.

(b) Priorities of Provinces among Craft Sector Strategies

Provincial governments were positive about the suggested six basic objectives and 90 strategies. The objective “Strengthening of Support System for Ethnic Minorities” was rated generally low by many provinces that consider the ethnic minority issue as irrelevant. However, the interest on this objective was relatively high among provinces that regard the ethnic minorities as important. Craft sector strategies given high priorities (more than 75% is important) by the provinces are as follows (see Figure 9.1):

(1)	A1:	Documentation of craft village traditions	(96.2%)
(2)	C4:	Strengthening of capacity of managers	(93.1%)
(3)	F3:	Financial support to craft sector	(93.1%)
(4)	B3:	Strengthening of technical skills in craft...	(92.9%)
(5)	C1:	Raw material preservation, consumption...	(89.7%)
(6)	F5:	Human resources development	(89.7%)
(7)	C3:	Establishment of technical improvement...	(86.7%)
(8)	E3:	Securing of funds for craft production..	(86.7%)
(9)	B5:	Provision of opportunities for market...	(86.2%)
(10)	C2:	Promotion of local industries in production...	(85.7%)
(11)	E5:	Establishment of marketing system for...	(85.7%)
(12)	B1:	Strengthening of design education programs	(76.9%)
(13)	F4:	Infrastructure development support	(76.7%)
(14)	E2:	Establishment of craft associations ...	(75.9%)
(15)	A5:	Designation of title of traditional craft	(75.0%)

Figure 9.1 Priorities of Provinces among Craft Sector Strategies



Source: Provincial governments follow up survey, 2003

1) Bold figures are more than 75%.

2) A: important, B: somewhat important, C: not important.

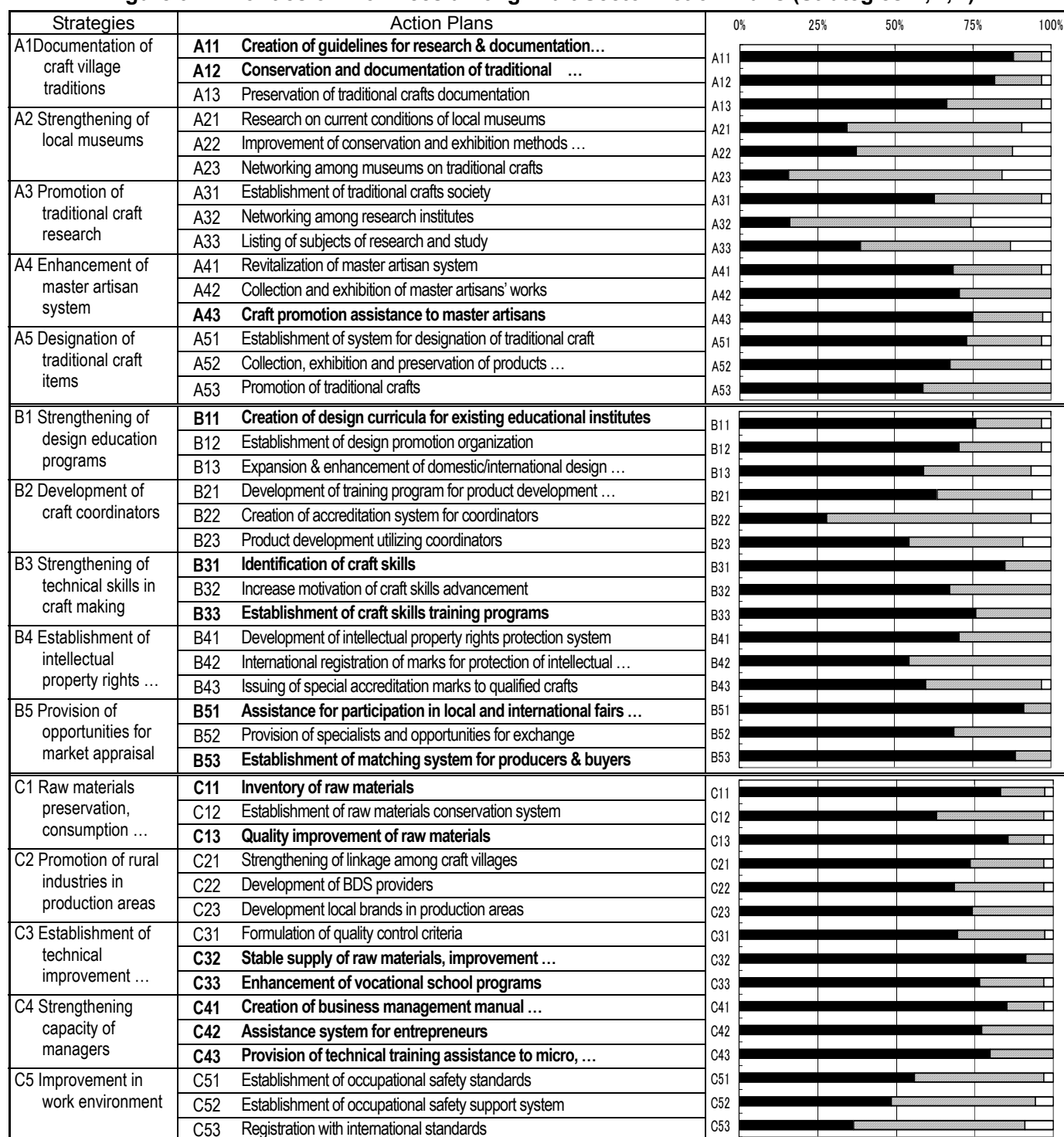
3) VDS (Village Development Strategy) is a plan developed not by the Government or outside organizations but by the villagers themselves.

(c) Priorities of Provinces among Craft Sector Action Plans

The prioritized action plans (a rating of more than 75% per action plan makes it important) are as follows (see Figure 9.2 and Figure 9.3):

(1)	B51: Assistance for participation in local and international...	(91.4%)
(2)	C32: Stable supply of raw materials, improvement of...	(91.2%)
(3)	F41: Improvement of transportation access to markets	(88.9%)
(4)	B53: Establishment of matching system for producers &...	(88.6%)
(5)	E53: Product development using unique local materials ...	(88.6%)
(6)	A11: Creation of guidelines for research & documentation...	(87.9%)
(7)	E22: Assistance to existing craft cooperatives	(86.5%)
(8)	F31: Budget allocation for craft sector from ministries and ...	(86.5%)
(9)	F51: Training of public officials responsible for craft sector	(86.5%)
(10)	C13: Quality improvement of raw materials	(85.7%)
(11)	F33: Effective use of ODA	(85.7%)
(12)	B31: Identification of craft skills	(85.3%)
(13)	C41: Creation of business management manual and...	(85.3%)
(14)	E32: Establishment of procedures to access financing...	(84.8%)
(15)	C11: Inventory of raw materials	(83.3%)
(16)	F32: Improved access to existing financing schemes	(83.3%)
(17)	A12: Conservation and documentation of traditional values...	(81.8%)
(18)	F43: Support for the improvement of common production...	(81.1%)
(19)	C43: Provision of technical training assistance to micro, ...	(80.0%)
(20)	E33: Study on accessing ODA	(78.4%)
(21)	C42: Assistance system for entrepreneurs	(77.1%)
(22)	E51: Use of "torisetsu", point of purchase, and development...	(77.1%)
(23)	E52: Development of tourism/tourist incentives	(77.1%)
(24)	C33: Enhancement of vocational school programs	(76.5%)
(25)	B11: Creation of design curricula for existing educational...	(75.8%)
(26)	B33: Establishment of craft skills training programs	(75.8%)
(27)	D51: Strengthening of ethnic minority support...	(75.8%)
(28)	E21: Establishment of artisan craft associations	(75.7%)
(29)	A43: Craft promotion assistance to master artisans	(75.0%)
(30)	D52: Creation of ethnic minority assistance model	(75.0%)
(31)	F21: Regular updating of craft website	(75.0%)

Figure 9.2 Priorities of Provinces among Craft Sector Action Plans (Strategies A,B,C)

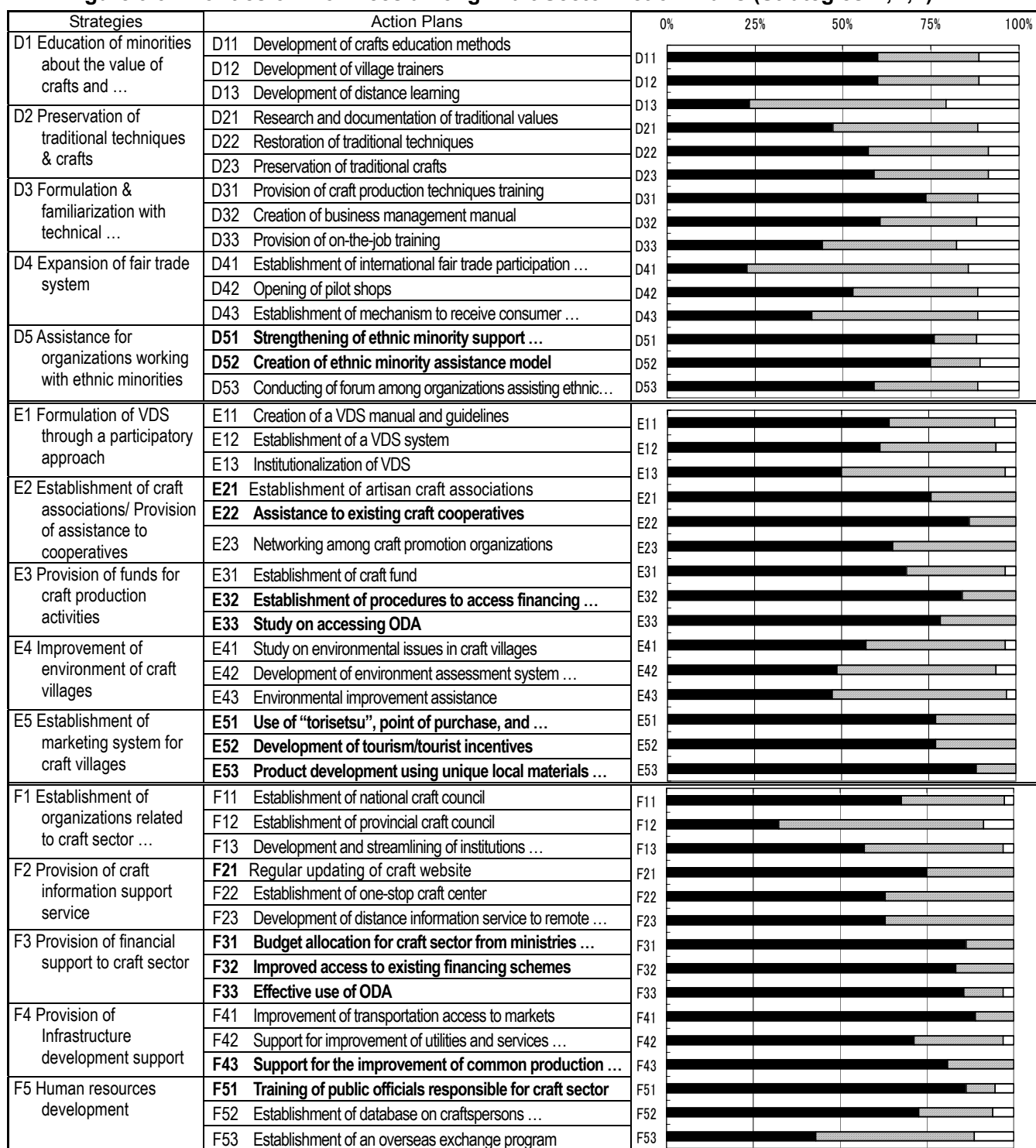


Source: Provincial governments follow up survey, 2003

1) Bold figures are more than 75%.

2) A: important, B: somewhat important, C: not important.

Figure 9.3 Priorities of Provinces among Craft Sector Action Plans (Strategies D,E,F)



Source: Provincial governments follow up survey, 2003

1) Bold figures are more than 75%.

2) A: important, B: somewhat important, C: not important.

9.3 Orientation of Craft Development by Region

(a) Priorities of Regions among Craft Sector Strategies

The priority given by the regions to the various craft sector strategies were examined in terms of location (northern, central, southern, and mountainous region) ¹⁾ (see Figure 9.4).

Figure 9.4 Priority Given by Provinces and Regions to Each Strategy

Objective	Strategy	Northern Area				Central Area				Southern Area				Mountainous Area				
		25	50	75	100	25	50	75	100	25	50	75	100	25	50	75	100	
A Establishment of a Mechanism to Preserve Traditional Values of Crafts	A1 Documentation of craft village traditions																	
	A2 Strengthening of local museums																	
	A3 Promotion of traditional craft research																	
	A4 Enhancement of master artisan system																	
	A5 Designation of title of traditional craft																	
B Improvement of Crafts Products Development System	B1 Strengthening of design education programs																	
	B2 Developing craft coordinators																	
	B3 Strengthening of technical skills in craft ...																	
	B4 Establishment of intellectual property ...																	
	B5 Provision of opportunities for market ...																	
C Establishment of Sustainable and Competitive Production Systems	C1 Raw material preservation, consumption ...																	
	C2 Promotion of local industries in production ...																	
	C3 Establishment of technical improvement ...																	
	C4 Strengthening capacity of managers																	
	C5 Improvement in work environment																	
D Strengthening of Support System for Ethnic Minorities	D1 Education for minorities on the value of ...																	
	D2 Preservation of traditional techniques...																	
	D3 Formulation of policies & familiarization with ...																	
	D4 Expansion of fair trade system																	
	D5 Assistance for organizations working with ...																	
E Strengthening Capacities of Craft Villages and Communes	E1 Formulation of VDS through participatory ...																	
	E2 Establishment of craft associations ...																	
	E3 Provision of funds for craft production activities																	
	E4 Environmental improvement in craft villages																	
	E5 Establishment of marketing system for ...																	
F Development of Infrastructure Support	F1 Establishment of organizations and ...																	
	F2 Craft information support service																	
	F3 Financial support to craft sector																	
	F4 Infrastructure development support																	
	F5 Human resources development																	

Source: Provincial governments follow up survey, 2003

¹⁾ Data was analyzed by region: the North (6 out of 14 provinces responded including the Red River Delta and the Northern Central Coast), the Center (6 out of 9 provinces responded including the Northern/ Southern Central Coast), the South (6 out of 20 provinces responded including the Northeastern South and the Mekong Delta), and the Mountainous Area (10 out of 18 provinces responded including the Northwest, the Northeast and the Central Highlands).

Each region identified similar priority strategies except for the mountainous and central regions which placed a relatively high priority on the strategy "Strengthening of Support System for Ethnic Minorities". This information, together with the Master Plan, can be important basis for the actual policy-making/ implementation process.

The strategies that need to be prioritized by region are summarized as follows:

Northern Region: Compared to the other regions, the strategies for the Red River Delta are most highly emphasized since craft villages are most concentrated here. All surveyed provinces underscored the importance of ten particular strategies, namely: (1) B5: Provision of opportunities for market appraisal; (2) C1: Raw materials preservation, consumption & management system; (3) C2: Promotion of rural industries in production areas; (4) C4: Strengthening capacity of managers; (5) E3: Provision of funds for craft production activities; (6) E5: Establishment of marketing system for craft villages; (7) F1: Establishment of organizations related to craft sector promotion; (8) F3: Provision of financial support to craft sector; (9) F4: Provision of infrastructure development support; (10) F5: Human resources development. Although having the most number of craft villages, this region has a low capacity due to insufficient human resources, inadequate funding, and low skills of craft workers. Hence, the provinces in this region would like to develop their craft villages into craft clusters in the hope that such a move would lay the groundwork for more government and private assistance that would result in enhanced capacities and adequate infrastructure.

Central Region: This region has less craft villages and craft promotion is less encouraged than in other regions. However, a relatively high interest was shown on strategy "A3: Promotion of traditional craft research", because this region has cultural heritage sites such as Hue and Hoi An. Strategies relating to product development, ie (1) B1: Strengthening of design education programs; (2) B2: Development of craft coordinators; and (3) E5: Establishment of marketing system for craft villages, were highly prioritized. This reveals the provinces' aspiration to improve their craft products to become more competitive in the marketplace. Provision of infrastructure is also urgently needed as indicated in strategies "F2: Provision of craft information support service" and "F5: Human resources development".

Southern Region: HCMC can be regarded as the craft center in the South because of its accessibility to markets and its skills capacity. Many provinces placed high emphasis on strategies under the objectives "B: Improvement of Craft Products Development System" and "C: Establishment of Sustainable and Competitive Production Systems", which reflected their intention to prioritize product/ design development and cultivation of potential markets. While low interest was given to objective "E: Strengthening Capacities of Craft Villages and Communes", strategy "E2: Establishment of craft associations/ Provision of assistance to cooperatives" was regarded as a priority. Therefore, it can be said that provinces in this region have a tendency and potential to enhance their market competitiveness by reinforcing the capacities of organizations or businesses rather than those of craft villages. However,

it should be noted that Mekong Delta is far from HCMC and requires basic infrastructure.

Mountainous Area: There are a great number of ethnic minorities in the northern mountainous area and the central highlands, which explains the diverse and rich palette of traditional craft products from these areas. However, promoting these crafts will be difficult due to the products' low marketability as well as the areas' high poverty rate and inadequate infrastructure. Various support will need to be channeled to this area since the provinces showed a relatively high interest on the following strategies: (1) A1: Documentation of craft village traditions; (2) A4: Enhancement of master artisan system; (3) B3: Strengthening of technical skills in craft making; (4) C1: Raw materials preservation, consumption & management system; (5) C3: Establishment of technical improvement & quality control system; and (6) C4: Strengthening capacity of managers. In addition, funding will be critical to implement strategies "E3: Provision of funds for craft production activities" and "F3: Provision of financial support to craft sector" both of which were deemed important by the provinces. Therefore, it is essential to incorporate an appropriate craft promotion program into the development plans of provincial governments, particularly the ethnic minority support plans.

(b) Orientation of Craft Promotion by Region

Based on this study, especially on the mapping survey, filed survey and the follow-up survey of provincial governments, the orientation of craft promotion can be summarized as follows (see Table 9.3):

Table 9.3 Orientation of Craft Promotion by Region

Region		Orientation of Craft Promotion
North	Red River Delta	<ul style="list-style-type: none"> • Due to the remarkable concentration of craft villages in this area, where many agricultural households make crafts to augment farm incomes, promote the organization of and collaboration among the villages to realize labor-intensive craft production. • Strengthen cooperation with tourist craft villages by improving accessibility to urban areas and providing adequate information. Promote investment in infrastructure and facilities. • Because this area is lagging behind the south in developing market-oriented commodities, support new product development utilizing the skills in traditional crafts and local raw materials.
Central	Northern Central and Southern Central Coast	<ul style="list-style-type: none"> • With rich natural resources, establish the area as a raw materials provider. Promote continued quality and skills improvement among the raw materials processing businesses. • Designate craft villages in the cultural conservation areas, such as Hue and Hoi An, as historical tourism destinations. Emphasize craft promotion as part of tourism development. • Promote further joint researches on traditional craft products and cultural/academic exchanges with foreign countries (coordinate with existing historical/cultural researchers).
South	Northeast	<ul style="list-style-type: none"> • Invite craft-related businesses to relocate to the urban and peripheral area of HCMC. Promote export-oriented and internationally competitive craft development such as introduction of new technology and development of new products.
	Mekong Delta	<ul style="list-style-type: none"> • Promote crafts and agricultural processing businesses by utilizing local raw materials (plants, etc.). • Improve infrastructure and distribution system for crafts from rural areas to reach the urban markets. • Enhance domestic market capacity by selling crafts at local agricultural markets. Incorporate craft promotion into tourism development in rural areas.
Mountainous Area	Northeast and Northwest	<ul style="list-style-type: none"> • Since this region is less influenced by, and benefits less from, national economic growth and provincial governments showed low interest in craft promotion, explicitly state craft promotion in provincial development objectives to achieve social development and cultural conservation. • Promote sustainable rural development by placing great emphasis on lifestyle, culture and traditional value of ethnic groups. • Revitalize traditional crafts in areas with good market accessibility and promote ethnic groups to settle there. • Prepare raw materials provision/ processing plan for distribution to other areas as well as for enhancing marketing opportunities as raw materials provider. • Collect provincial crafts from areas with tourism potential to sell or exhibit them.
	Central highland	<ul style="list-style-type: none"> • Follow the same orientation adopted for the northeast and northwest regions. • With rich natural resources, establish the area as raw materials provider. Promote continued quality and skills improvement among the raw materials processing businesses.

Source: JICA Study Team

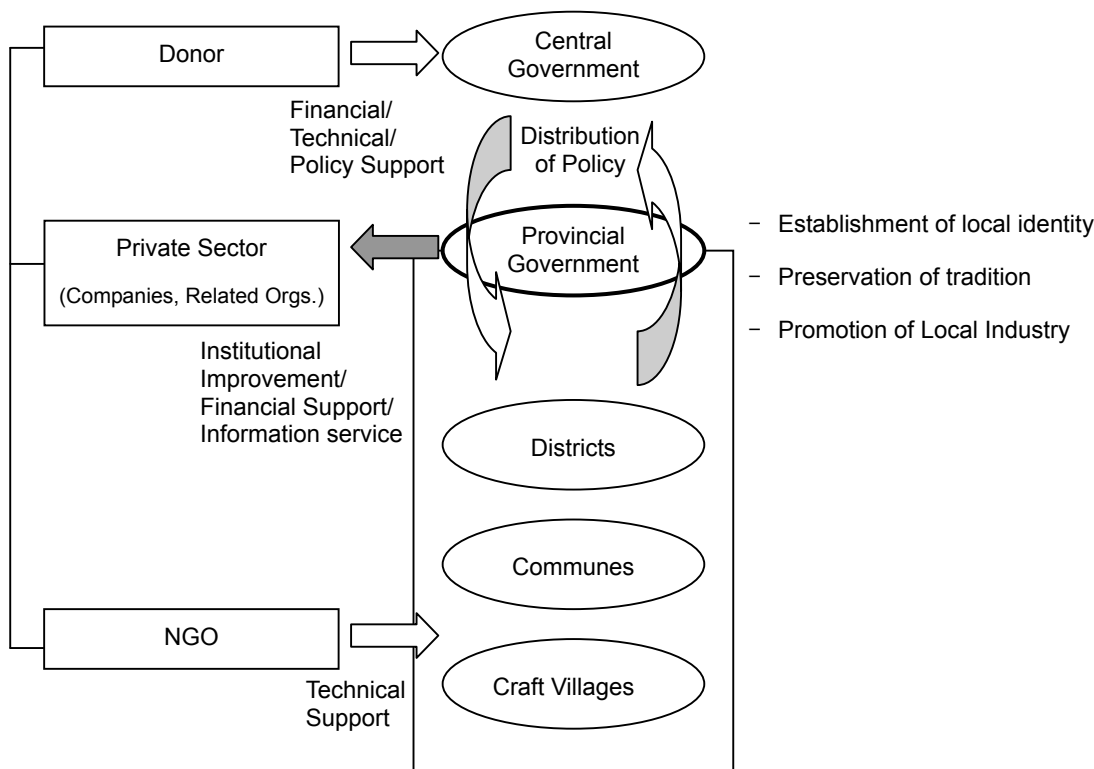
9.4 Cooperation between Central and Provincial Governments on Craft Promotion

The vision and basic objectives of craft promotion set by the central government are considered a priority by all provinces. However, each province has to formulate its own strategies and action plans to reflect its regional identity and local needs.

For craft promotion, therefore, it will be important for provincial governments in each region to formulate specific policies/systems based on the vision and basic objectives set by the central government. As mentioned earlier, provincial governments are responsible for three basic tasks, namely: (1) to realize the central government's policy to ensure that communes/craft villages benefit (top-down policy flow); (2) to understand the situation and issues faced by communes/craft villages and communicate with the central government (bottom-up policy flow); and (3) to enhance the environment and the infrastructure to vitalize private sector initiatives (public-private policy flow). Hence, provincial master plans should be carefully designed to serve as a tool to deliver these three main tasks.

In order to realize the provincial master plans, the methods adopted in the pilot projects in this study can be taken as good examples. That is, first, pilot the plan to realize the objectives of a particular area, then replicate it in other areas. Then, reflect the lessons and issues learnt at the local level on the master plan. Implementation and support of local projects based on the provincial master plan as well as policy support for them by the national master plan will be necessary. This would be the ideal way of cooperation between the central government and provincial governments (see Figure 9.5).

Figure 9.5 Cooperation between Central and Provincial Governments on Craft Promotion



Source: JICA Study Team

10. CONCLUSION AND RECOMMENDATIONS

Conclusion: The development of Vietnam's craft sector has been found to be very important, much more important than was thought at the beginning of the Study. The National Craft Mapping Survey revealed that there are more than 2,000 craft villages employing 1.5 million people in rural areas, and that rural households who augment income through craft production are relatively better off. The contribution of the craft sector in export earnings has grown significantly and is expected to increase. Furthermore, craft production and craft villages in Vietnam have a long historical and cultural importance that is of great national value and pride. Thus, in order to gain a comprehensive understanding of the craft sector in Vietnam, it must be looked at from economic, social, cultural and environmental perspectives.

Promotion of traditional crafts in Vietnam must improve livelihoods in rural areas, especially those of the poor, and contribute to economic growth. The sector should therefore help to promote local industries and localities, strengthen the identity of culture and tradition, and expand in a way that is sustainable and friendly to the environment.

The Vietnamese craft sector shows both growth factors and deterrents. While the former includes a shift to the market economy, a growing private sector, an increased demand for traditional cultural items due to improved living conditions, and reassessment of natural materials, the latter includes low awareness of the significance and value of traditional crafts, decline of traditional values, negative impact on the environment, increasingly fierce competition from other Asian countries, lack of capacity for product development and design, and so on.

In order to realize the potential of the craft sector, the Government should, first of all, clarify the sector's vision and policy so that they can be understood and accepted by all stakeholders (who do not have a level playing field nor are equipped with efficient institutions and adequate support measures). When the piece-meal implementation of policies and actions by different ministries and agencies is corrected, the public and the private sectors can share roles and responsibilities and work together to achieve the Government's objectives.

As Vietnam's craft sector developed through the centuries, its sustainable development for the future must also evolve as the fruit of society's combined efforts with a long-term perspective. Therefore, both the comprehensive three-tiered master planning system, and the establishment of craft councils or similar policy adjustment mechanisms at the central, provincial and production area levels, can be specific tools for encouraging craft promotion and development. Points of particular importance are as follows:

(1) Role of Government and Coordination among Public Entities

The basic role of the Government and public entities is to provide a competitive and level playing field for the private sector. Various ministries at the central level, such as MARD, MOI, MONE, MOST, and MOLISA, should take part in sector development and

promotion in a coordinated manner. At the local level, provincial authorities should utilize the policies and measures of line agencies to attend to local issues, implement comprehensive actions, and ensure that target beneficiaries are reached. Therefore it is recommended that a three-tiered (central, provincial and village/commune level) Master Plan be established, as well as Craft Councils at the central and provincial levels, and a craft association at the village/commune level. This will provide basic institutional support for the craft sector upon which the private sector can carry out activities in a much more integrated and effective manner. What is particularly important for the Government is to establish a mechanism, where handicapped areas and the poor can gain adequate support for independence in the process of craft sector promotion. Careful attention must be paid to gender and child labor issues.

(2) Preservation and Promotion of Tradition

Traditional values are a vital core of craft sector development and promotion in Vietnam. Preservation and promotion of traditional values is important for two reasons: first, traditional values are linked to the identity of Vietnamese culture and spirit, and secondly, they are the force that can make Vietnamese crafts competitive in the international market. Tradition and traditional values are not only to be preserved but also promoted through the active use of traditional crafts in the everyday life of the people. Without this social recognition, traditional values will survive only in archives.

(3) Vitalization of Production Areas through Promotion of Local Characteristics

As the craft sector grows and the market matures, competition among craft villages or production areas will become stiff. To prepare them for an increasingly competitive environment, there is an urgent need for many craft villages and production areas to establish a sustainable mechanism by which households and enterprises can continuously be engaged in craft production to improve their livelihoods. For this, they are required to find their own strategy to distinguish themselves in the market such as the “one village one product” strategy currently practiced in a number of countries like Japan and Thailand.

(4) Active Participation of Private Sector and NGOs

The importance of the private sector in craft sector development and promotion cannot be overemphasized. The private sector is the producer and end-user that plays various catalytic roles in the process of craft production and transaction. The type and level of inputs by the private sector, such as technology and equipment, production skills, management, and marketing determine the quality and competitiveness of the end products. If a level playing field is provided, the private sector moves into any area where there is demand and business opportunity. Government policy should therefore be further directed toward improving the investment environment to draw more active participation from the private sector.

It should be noted that there are areas in Vietnam that may remain disadvantaged for some time, such as the mountainous areas where the private sector hesitates to invest. For these areas, the public sector should step up their support in collaboration with

NGOs and donors who have helped develop and promote the areas' crafts.

(5) Commitment to a Long-term Agenda

Preservation of traditional values and the natural environment, in addition to enhancement of the social environment, are prerequisites for sustainable craft sector development. They require the long-term commitment of the Government and the society. The Government must take the lead in collaboration with the business sector and academe to enhance people's awareness and increase their cooperation, as well as to establish linkages with other Asian countries that provide raw materials, markets for end products, and share similar craft issues.

The proposed key actions to be initiated by all levels of government include the following:

- Determine the institutional framework that can attend to the craft sector comprehensively (e.g. three-tiered master planning system and craft councils at central and provincial levels) and submit the same for approval by higher authorities.
- Consolidate and streamline existing policies and projects on crafts for review and monitoring by the craft council.
- Consult with key players from the public sector, such as relevant ministries, public entities, provincial authorities, as well as private sector associations, NGOs, and donors for detailed planning and systematic implementation of proposed actions.
- Through appropriate media and constant updating of the craft website, disseminate outputs and lessons learned from the Study in order to enhance the public's awareness of the significance of traditional crafts in Vietnam

Recommendation: Aspects that are important and fundamental to a sustainable Vietnamese craft sector development are recommended below:

- (a) Establishment of administrative framework for craft promotion:** Institutionalize the proposed three-tiered master planning system and the craft council, and establish an administrative framework for the craft sector. This will provide a foundation for taking comprehensive measures with a long-term perspective. Effective coordination among both domestic and foreign stakeholders will be encouraged; thus, various technological and financial support will be easily available with effective operating systems. Since the central government plays an important role in Vietnam, it has to take concrete measures for guiding provinces nationwide and supporting their technology and financing. Therefore, a 'Craft Sector Development Fund' will be established nationwide to concretely support actions at the provincial levels.
- (b) Establishment of sustainable craft development model at provincial level:** It became clear that provinces play a core role in craft sector development. However, both policy framework at the local level and a mechanism for an effective craft

sector promotion have not clearly identified yet. A certain amount of outcome was obtained by preparing the provincial craft master plans. However, it was found out anew that establishing a policy framework and its delivery system at the provincial level is very important. Therefore, a new model province needs to be selected to implement comprehensive measures in formulating the master plan, establishing framework or institutions, and implementing projects. Various concrete support measures in plan preparation and association setup at the provincial level must also be taken.

- (c) **Materialization and implementation of action data sheet:** Ninety (90) actions, which directly cover the promotion and the development of Vietnam's craft sector, were proposed in this Study. However, these actions do not cover the issues adequately enough; therefore, actions that are regarded as high priority should be implemented first. The extensive participation of stakeholders, such as donors, NGOs, and the private sector, will be necessary.

The "Declaration on Vietnamese Craft Sector Promotion" that was adopted in the final Steering Committee and seminar is as follows (see Figure 10.1);

Figure 10.1 Declaration on Vietnamese Craft Sector Promotion

- Vietnam's traditional crafts are deeply rooted in Vietnamese culture, religion, economy, and environment, and constitute an important sector that sustains the identity and originality of Vietnamese society.
- Vietnamese crafts significantly contribute to income generation and poverty reduction in rural and mountainous areas. At the same time, their production areas (craft villages) are culturally rich communities that are an attraction for visitors. However, problems such as loss of traditional values, lack of traditional craft successors, lack of raw materials, etc. are becoming serious as modernization and the market economy progress.
- Competitiveness of Vietnamese crafts in the international market is getting stronger and exports are growing rapidly through organized production systems in large cities and suburban areas. While it is apparent that Vietnamese craft is contributing to economic growth, it is feared that traditional values are vanishing and there are no guarantees for their sustainability.
- The future of Vietnamese traditional crafts depends on how their competitiveness in domestic and international markets can be enhanced, while retaining their traditional values and originality as well as addressing major issues like increasing income of craft producers working in difficult areas, improvement of working conditions and environmental protection in production areas.
- Establishment of a collaborative mechanism among all parties concerned including central government, local authorities, village communes, craftspeople, private sector enterprises, donors, and NGOs is critical to a sustainable sector development. Also critical is a social commitment to "preserve tradition in a living environment" by integrating the use of traditional crafts into the new lifestyles of a changing society.

Appendix A: Seminars & Workshops Conducted

(1/2)

Seminar / Workshop	Agenda	Participating Institution (Number)	
NGO Meeting	Collect information on NGOs' activities in the fields of craft promotion and rural development. March 7, 2002, Hanoi	International NGOs (6), Local NGO (1)	
Consultation Meeting	Explain the outline of the Study Explain the outline of the Mapping Survey of Artisan Crafts and establish collaborative linkages with provinces March 15, 2002, Hanoi, March 22, 2002 Da Nang and April 5, 2002 HCMC	All provinces (61), MPI, MARD, and other institutions (120 persons)	
1 st Seminar and Craft Exhibition	Introduce Japan's experiences in promoting local industries and regional development Evaluate Vietnamese crafts collected from all over Vietnam Exhibit craft items from Japan and other Asian countries June 29, 30, 2002 HCMC and July 2, 3, 2002 Hanoi	Ministries, provincial governments, NGOs, enterprises, media, and others (93 persons in HCMC and 204 in Hanoi)	
Focus Group Discussions	Discuss the topics below, which were identified as crucial for craft promotion in Vietnam by reviewing the current situation; e.g., awareness on the Vietnam side, current institutional frameworks and capacities to implement pilot projects. "Traditional Value and Design Development of Crafts" "Manufacturing Process and Business Management" "Market Development and Distribution Management of Vietnam's Handicraft and Fine Art Products" "Some Perspectives on Developing and Promoting Crafts with Ethnic Minority Communities" "Craft Sector Development at the Provincial Level (Ha Tay)" September 4,6,9,11, 2002 Hanoi and September 13, 2002 Ha Tay	Institutions concerned with each topic, e.g. MOT, MOLISA and other government authorities, enterprises, educational institutions, and NGOs (86 persons)	
Workshop on Selecting Candidate Model Provinces	Report the outputs of the Mapping Survey and exchange opinions on candidate pilot projects as well as the selection process of candidate model provinces. September 30, HCMC 2002 and October 1, Hanoi	50 provinces (30 from the North and 20 from the South)	
Workshops of Pilot Projects	PP1	• Internet training course (4 days in February 2003 at MARD)	Officials of 4 model provinces
	PP2	• Workshops after diagnosis of enterprises (3 times from November 2002 to May 2003 at DOI/ DARD)	DOI/ DARD, enterprises
	PP3	• Photo training workshop (1 day in November 2002 and one day in December 2002 at villages) • Exhibitions in villages (1 week in August 2003) • Exhibition at Vietnam Museum of Ethnology (1 month in September 2003)	Craft persons in village, DOI/ DARD
	PP4	• Workshop to discuss design promotion system (1 day in February 2003 at Industrial Arts University) • Seminars to introduce Design Guidebook (1 day in July 2003 at Industrial Arts University in Hanoi and at HCMC PC)	Designers, students, enterprises

(2/2)

Seminar / Workshop		Agenda	Participating Institution (Number)
Workshops of Pilot Projects	PP5	<ul style="list-style-type: none"> Exhibition of prototype products and seminar (1 day in September 2003 at La Thanh Hotel) 	Master Artisans, designers, retailers, artists
	PP6	<ul style="list-style-type: none"> Working group meetings (3 times from June to September 2003 at village) Workshops (1 day in September 2003 at village) 	DOI, DONE, DOTourism, Village PC
	PP7	<ul style="list-style-type: none"> Orientation workshop (3 days in December 2002 at communes) Training courses in management, design and literacy (from December 2002 to August 2003 at villages) Study tour (4 days in Hanoi in November 2002 for An Giang group, 4 days in Sapa, Lao Cai in April 2003 for Lai Chau group) Business plan training workshop and study tour in Hanoi (4 days in May 2003) Business and marketing workshop (1 day in July 2003 at villages) Provincial seminars (1 day in November 2003 at provincial centers) 	Ethnic minority groups, commune WU, NGOs, VCCI, DOI/ DARD
	PP8	<ul style="list-style-type: none"> Working group selection workshop (1 day in November 2002 at village) PRA training and situation assessment (10 days in November 2002 in Ha Tay and in June in Ninh Binh at village) Village meeting (1 day in May in Ha Tay and June 2003 in Ninh Binh at village) Provincial seminar (1 day in June 2003 in Ha Tay and in September 2003 in Ninh Binh at village) Hanoi seminar (1 day in September 2003 at MARD) 	Working group in village, villagers, village/ commune/ district PC, WU, Farmers' Union, enterprises, DARD, NGOs, donors
1 st Pilot Project Workshop	Among task force members related to each pilot project, discuss interim findings and significant problems, and identify possible improvements in implementing pilot projects. 24 February 2003, Hanoi	Task managers and members of 8 PPs, 7 provincial officers	
2 nd Pilot Project Workshop	Discuss next steps for and lessons learned from each pilot project and recommendations that should be included in the Craft Development Master Plan. July 9, 2003, Hanoi	Task managers and members of 8 PPs, 7 provincial officers, central governmental officers	
3 rd Pilot Project Workshop	Present the entire process of the activities, results of the assessment, lessons learned and recommendations, which will be reflected in finalizing the Master Plan. 26 September 2003, Hanoi	Task managers and members of 8 PPs, 7 provincial officials, central governmental officials (70)	
Model Provincial Workshops	Report on the progress of the Study, and discuss the current situation of provinces and the Draft Provincial Master Plan of 4 model provinces. October 24, 2003 in Ha Tay, November 7, 2003 in Quang Nam, November 11, 2003 in An Giang, and November 13, 2003 in Lai Chau	MARD, MOI, provincial governments (30-50 from each province)	

Appendix B: Members Involved in the Study

Steering Committee	Mr. Bach Quoc Khang	Director General, DAFPPSI of MARD
	Mr. Bui Xuan Trinh	Director of Agricultural Department, Governmental Office
	Mr. Vuong Xuan Chinh	Deputy Director, Dept. of Agriculture and Rural Development, MPI
	Mr. Do Minh Cuong	Director General, Dept. of Vocational Training, MOLISA
	Mr. Nguyen Doanh Chau	Director, Dept. of Local Industry, MOI
	Mr. Nguyen Bao	Vice Director, Dept. of Trade Promotion, MoTrade
	Mr. Hoang Duc Toan	Director, Dept. of Fine Art, MOCI
	Mr. Dang Van Bai	Director, Dept. of National Cultural Heritage, MOCI
	Mr. Nguyen Van Ngu	Vice Director, Dept. of Finance & Planning, MOET
	Mr. Phung Van Nghe	Expert, Dept. of Registration and Statistics, MONE
	Mr. Vu Hy Chuong	Director, Dept. of Scientific Management, MOST
	Mrs. Dao Thi Loc	Expert, Dept. of International Cooperation of MARD
	Mr. Trang Hieu Dung	Director, Dept. of Planning of MARD
	Mr. Xuan The Thu	Officer, Dept. of Policies of MARD
Mr. Le Van Ban	Vice director, Dept. of Science and Technology of MARD	
MARD	Mr. Bach Quoc Khang	Director of DAFPPSI, MARD
	Mr. Nguyen Duc Xuyen	Deputy Director of DAFPPSI, MARD
	Mr. Ha Son	DAFPPSI, MARD
	Ms. Thanh Thi Ngoc Son	DAFPPSI, MARD
	Mr. Nguyen Manh Dung	DAFPPSI, MARD
	Mr. Nguyen Thanh Dung	DAFPPSI, MARD
	Mr. Ton Gia Hoa	DAFPPSI, MARD
Mr. Nguyen Ngoc Khanh	Former Director of DAFPPRI, MARD	
Central Government	Mr. Vuong Xuan Chinh	Deputy Director, Dept. of Agriculture and Rural Development, MPI
	Mr. Nguyen Doanh Chau	Director, Dept. of Local Industry, MOI
	Mr. Nguyen Thang Long	Deputy Director General, Dept. of Local Industry, MOI
	Mr. Pham Thanh Tung	Head, Cottage Industry Division, Dept. of Local Industry, MOI
	Mr. Hoang Duc Toan	Director, Dept. of Fine Art, MOCI
	Mr. Dang Van Bai	Director, Dept. of National Cultural Heritage, MOCI
	Mr. Nguyen Bao	Vice-head of Dept. of Trade Promotion, MoTrade
	Mr. Do Minh Cuong	Director General, Dept. of Vocational Training, MOLISA
	Mr. Nguyen Van Ngu	Vice Director, Dept. of Finance & Planning, MOET
	Mr. Phung Van Nghe	Expert, Dept. of Registration and Statistics, MONE
	Mr. Vu Hy Chuong	Director, Dept. of Scientific Management, MOST
Mr. Chu Tien Quang	Director, Rural Economic Policy Dep., CIEM	
Provincial Governments	Mr. Nguyen Xuan Chinh	Director, DOI of Ha Tay
	Mr. Tran Van Vien	DOI of Ha Tay
	Mr. Tran Thanh Diep	DARD of Quang Nam
	Mr. Pham Duc Hien	Vice Director, DARD of Lai Chau
	Mr. Ho Chi Viet	Vice Director, DOI of An Giang
	Mr. Vu Thanh Xuan	Vice Director, DOI of Thai Binh
Mr. Nguyen Kim Bang	DARD of Ninh Binh	
JICA Study Team	Dr. Shizuo IWATA	Team Leader
	Mr. Noriyoshi NAGAMATSU	Deputy Team Leader
	Mr. Fumio SHIMIZU	Marketing, PP5
	Ms. Claire Loren BURKERT	Marketing, PP3 & PP7
	Dr. Takeshi MAEDA	Marketing
	Mr. Kazunori HORIGUCHI	Industrial Development Strategy, PP2
	Mr. Kazuteru KURODA	Improvement of Management Skills, PP2
	Mr. Takeshi FUJITA	Improvement of Production Process, PP2
	Ms. Elizabeth MANN	Rural development, PP8
	Mr. Hisaya SHIMIZU	Design promotion, PP4
Ms. Ayako WATANABE	Gender & Project Evaluation, PP8	
Mr. Nobuaki YOSHIDA	Silk industry, PP2	

	Mr. Hidenari ASAI Mr. Kazuo YODA Mr. David LEES Mr. Isamu KOIKE Mr. Naoshi OKAMURA Mr. Edwin ROGUEL Ms. Tomoko ABE	Silk inspection system, PP2 Silk inspection system, PP2 Environmental improvement, PP6 Project Evaluation System engineering, PP1 Web designer, PP1 Project coordinator
JICA HQ	Mr. Syuhei UENO Mr. Kiyotaka MIYAZAKI	Mining and Industrial Development Study Department, JICA HQ Mining and Industrial Development Study Department, JICA HQ
JICA Vietnam	Mr. Kunihiro NAKASONE	Deputy Resident Representative, JICA Vietnam
JICA Mission	Prof. Kiyoshi MIYAZAKI Ms. Ruri NOGUCHI Mr. Takayuki MARUOKA Ms. Yuko YOKOYAMA Ms. Kazu WATANABE Ms. Teruko MITARAI Prof. Hiroyuki AOKI Assoc. Prof. Tetsuo KIDOKORO Mr. Haruaki MATSUYAMA Prof. Ichiro MIZUNO Mr. Yasuhiro SHINOMIYA Mr. Koichi YASUI Ms. Aya NAKAYAMA Mr. Junya KITAGAWARA Ms. Emi KIMATA	Dean, Dept. of Engineering, Chiba University Design expert, GK Design Craft expert Craft expert, Jomonsya Marketing expert Marketing expert, Tea Pot Inc. Professor, Dept. of Engineering, Chiba University Associate Professor, Dept. of Urban Engineering, Tokyo University Design expert, Design Center Ishikawa Professor, Division of Architecture, Kanazawa Institute of Technology Traditional Master Craftsperson of Suruga bamboo ware Design expert Craft and jewelry designer, Studio Aya Inc. Market expert, Art Resource Inc. Market expert, Studio Deco Inc.
Local Consultant Team	Mr. Trinh Ngoc Vinh Mr. Dinh Van Khoi Mr. Vu Hy Thieu	Local consultant Local consultant Local consultant, VCA
Task Force of PP1	Mr. Ha Son Mr. Nguyen Minh Duc Mr. Vu Thanh Trung Ms. Duong Huong Lien	DAFPPSI, MARD (Task Manager) System engineer Surveyor Surveyor
Task Force of PP2	Mr. Dinh Van Khoi Mr. Nguyen Xuan Chinh Mr. Vuong Dang Hoa Mr. Nguyen Thanh Quang Mr. Tran Thanh Diep Mr. Le Diem Ms. Chu Thanh Hang Ms. Ha Thanh Hai	Local consultant (Task Manager) Director, DOI of Ha Tay DOI of Ha Tay DARD of Quang Nam DARD of Quang Nam VARISME CREO Trade Inc. (Task Manager) DOI of Thai Binh
Task Force of PP3	Dr. Nguyen Van Huy Ms. Vo Mai Phuong Mr. Pham Minh Phuc Mr. Le Anh Hoa Mr. Vu Hong Thuat Mr. Doan Bao Chau Mr. Frank Proshan	Director, Vietnam Museum of Ethnology (Task Manager) Researcher, Vietnam Museum of Ethnology Researcher, Vietnam Museum of Ethnology Researcher, Vietnam Museum of Ethnology Researcher, Vietnam Museum of Ethnology Photographer Anthropologist
Task Force of PP4	Mr. Le Huy Van Mr. Dinh Manh Hung Mr. Vu Nham Dr. Ho Hoang Hoa Mr. Nguyen Loi Mr. Le Thanh Binh	Hanoi Industrial Arts University (Task Manager) Deputy Manager, SMEPC, VCCI Head of Applied Art Department, Hanoi Fine Arts College Japanese Studies Institute, NCSSH Ceramic Producer Designer, Tre Viet Company

Task Force of PP5	<p>Mr. Pham Van Hoa Ms. Tran Thi Minh Hong Ms. Pham Hai Ha Mr. Vu Hoa Long Ms. Nguyen Kim Thanh Mr. Tran Ngoc Huy Mr. Do Dinh Lang Mr. Nguyen Minh Phu Mr. Nguyen Van Chuong Mr. Duong Ba Dung</p>	<p>Hanoi Industrial Arts University (Task Manager) BPSC Hanoi Industrial Arts University Hanoi Industrial Arts University Hanoi Industrial Arts University Craftsperson of lacquerware Craftsperson of lacquerware Craftsperson of stone carving Craftsperson of woodcarving Craftsperson of bronze casting</p>
Task Force of PP6	<p>Dr. Phung Chi Sy Mr. Kieu Cao Con Mr. Dao Thi Anh Diep Mr. Nguyen Van Binh Mr. Nguyen Manh Hung</p>	<p>ENTEC (Task Manager) DOI of Ha Tay DOSTE of Ha Tay PC of Ha Dong Town PC of Van Phuc Village</p>
Task Force of PP7	<p>Ms. Tran Thi Thu Huong Ms. Le Thi Ngoc Tram Ms. Nguyen Hong Anh Ms. Vuong Thai Nga Mr. Pham Van Ai Mr. Nguyen Dang Cuong Mrs. Nguyen Thuy Hong Mrs. Giang Thi May Mrs. Bui Thi Dung Mrs. Le Kim Kha</p>	<p>Project officer, Craft Link Development (Task Manager) Project officer, Craft Link Development Designer, Craft Link Development Administrator, Craft Link Development DARD of Lai Chau DARD of Lai Chau Tua Chua dist. WU, Lai Chau Group leader of Ta La Cao Hmong Embroidery Group, Lai Chau DOI of An Giang WU of Van Giao commune, An Giang</p>
Task Force of PP8	<p>Ms. Nguyen Thi Thanh Tam Ms. Nguyen Thi Thu Que Mr. Bui Dinh Toai Mr. Do Quoc Hung Mr. Ha Chieu Mr. Pham Minh Cuong</p>	<p>BBI (Task Manager) Adviser PRA Trainer Working group, PC Chairman of Duyen Thai commune, Ha Tay Local coordinator of Ha Thai Lacquer Association, Ha Tay Working group, PC Chairman of An Hoa commune, Ninh Binh</p>
Task Force of Vietnam Artisan Craft Competition	<p>Mr. Hoang Duc Toan Mr. Le Huy Van Mr. Vu Hy Thieu Ms. Ninh Thi Den Mr. Nguyen Bao Ms. Tran Thi Mai Huong Ms. Nguyen Thi Quy Linh</p>	<p>Director of Dept. of Fine Art, MOCI Vice-headmaster of Industrial Arts University Vice-head of Cooperative Economic Institute, VCA Painter, sculptor, lecturer of Industrial Arts University Market expert, Vice-head of Dept. of Trade Promotion, MOT Market expert, BAROTEX Rattan-Bamboo Export Company Secretary of Craft Competition</p>
Local Support	<p>Mr. Le Ba Ngoc Ms. Do Minh Thu Ms. Luong Huong Giang Dr. Phan Le Binh Mr. Nguyen Quoc Khanh Ms. Nguyen Duc Hanh Ms. Tran Thi Thanh Tam</p>	<p>HRPC Secretary of MARD-JICA Project Office Secretary, ALMEC Corporation Consultant, ALMEC Corporation Translator, ALMEC Corporation Translator, ALMEC Corporation Office assistant, ALMEC Corporation</p>

Appendix C: Outputs of the Study

Category	Outputs	Type of outputs
Study	Final report of the Study on Artisan Craft Development Plan for Rural Industrialization in Vietnam	Report
	Model Provincial Master Plan (Ha Tay, Quang Nam, An Giang, Lai Chau)	Report
	Summary report of the Study	Report
	Video of the Study on Artisan Craft Development Plan for Rural Industrialization in Vietnam	Video
	CD-ROM of the Final Report	CD-ROM
PP1	1) MARD Craft Website	Website
	2) Website training manual	Manual
PP2	1) Consultant Manual	Manual
	2) Handbook for skill improvement (Bamboo & Rattan)	Text
	3) Handbook for skill improvement (Woodcarving)	Text
	4) Cluster development final report	Report
	5) Management improvement report	Report
	6) Manual on boiling yellow silkworms and reeling processes	Manual
	7) Bamboo, rattan and wood crafts made by trainees	Craft
	8) Inspected silk yarn and fabrics	Craft
PP3	1) Methodology Report of the Photovoice project on preservation of traditional values of crafts	Manual
	2) Report on bronze casting in Dai Bai village	Report
	3) Report on textile crafts in Na Sang 2 village	Report
	4) Photovoice Panels	Panel
PP4	1) Design Guidebook	Text
	2) Report on design system	Report
PP5	1) Coordinators' Manual for Competitive Craft Product Development	Manual
	2) Final report on development of competitive products for the international market	Report
	3) Craft 2003 - Developing competitive craft products	Brochure
	4) Competitive Craft Items	Craft
PP6	1) Manuals on clean water supply and environmental sanitation in Van Phuc village	Manual
	2) Report on environmental improvement of Van Phuc village in Ha Tay province	Report
PP7	1) Handicraft Training with Ethnic Minority Groups in Vietnam Part 1	Manual
	2) Handicraft Training with Ethnic Minority Groups in Vietnam Part 2	Manual
	3) Final report on strengthening the management capacity of ethnic minority craft villages	Report
	4) Woven textiles and embroidered craft products made by ethnic minorities	Craft
PP8	1) Guidebook on participatory methodology for situation assessment and formulation of development strategy of craft villages	Manual
	2) Strategy for sustainable development of Ha Thai craft village until 2010	Report
	3) Strategy for sustainable development until 2010 of Village # 8 in An Hoa commune, Ninh Binh province	Report
PP9	1) Vietnam Artisan Craft Competition Catalog	Brochure
Others	Craft Village Calendar 2004	Calendar