

**Socialist Republic of Vietnam
Quang Ninh Provincial People' s Committee**

**Socialist Republic of Vietnam
Project for Green Growth Promotion
in Halong Bay Area, Quang Ninh Province
(2nd Phase- Implementation Phase)**

Project Completion Report

January 2020

Japan International Cooperation Agency (JICA)

Nippon Koei Co., Ltd.

International Lake Environment Committee

Foundation (ILEC)

International Development Center of Japan Inc. (IDCJ)

GE
JR
20-005

Exchange Rates

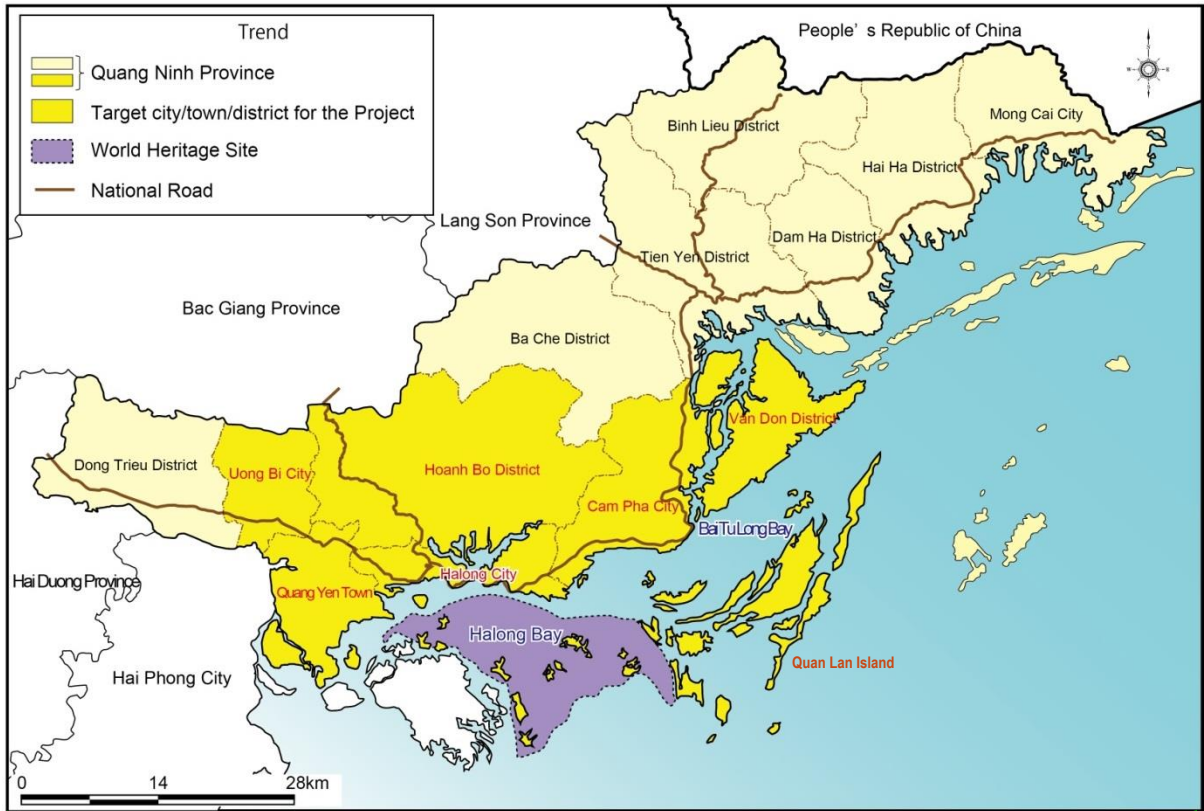
JPY 1 = VND 213.37 ¹

USD 1 = VND 23,175

(as of 6 December 2019)

Source: The State Bank of Vietnam

¹ Cross rate for tax evaluation purpose



Location Map

THE PROJECT FOR GREEN GROWTH PROMOTION IN HALONG BAY AREA, QUANG NINH PROVINCE (2ND PHASE - IMPLEMENTATION PHASE)

Project Completion Report

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List of Abbreviation

ASEAN	Association of Southeast Asian Nations
B2B	Business to Business
B2C	Business to Customer
BRVT	Ba Ria – Vung Tau
BSC	Blue Sail Certificate
C/P	Counterpart
CBET	Community-based Ecotourism
CD	Capacity Development
CGC	Credit Guarantee Cooperation
CONREM	Center of Natural Resources and Environment Monitoring
DARD	Department of Agriculture and Rural Development
DEU	Designated Energy User
DIC	Department of Information and Culture
DIcR	Draft Inception Report
DMA	Destination Marketing Agency
DOC	Department of Construction
DOF	Department of Finance
DOIT	Department of Industry and Trade
DONRE	Department of Natural Resources and Environment
DOST	Department of Science and Technology
DOT	Department of Transportation
DPCR	Draft Project Completion Report
DPI	Department of Planning and Investment
DT	Department of Tourism
EE	Energy Efficiency
EN	English
EPF	Environmental Protection Fund
ESCO	Energy Service Company
EZMB	Economic Zone Management Board
FAM	Familiarization
FIT	Foreign Independent Tour
GGGI	Global Green Growth Institute
GLT	Green Lotus Certification Scheme for Tourist Accommodation Establishments
GSTC	Global Sustainable Tourism Council
HBMD	Halong Bay Management Department
HCMC	Ho Chi Minh City
HLBA	Halong Bay Area
ICR	Inception Report
IDCJ	International Development Center of Japan Inc.
ILEC	The International Lake Environment Committee Foundation
IPA	Investment Promotion Agency
JET	JICA Expert Team
JICA	Japan International Cooperation Agency
JP	Japanese
JPC	Japan Finance Corporation
JPY	Japanese Yen
JSC	Joint Stock Company
KPI	Key Performance Indicator
MARD	Ministry of Agriculture and Rural development
MICE	Meetings, Incentives, Conferences and Exhibitions

MOC	Ministry of Construction
MOIT	Ministry of Industry and Trade
MONRE	Ministry of Natural Resources and Environment
MOU	Memorandum of Understanding
MPI	Ministry of Planning and Investment
MS	Monitoring Sheet
NGO	Non-governmental Organization
OCOP	One Commune One Product
PA	Pilot Activity
PC	People's Committee
PCR	Project Completion Report
PDCA	Plan Do Check Action
PDM	Project Design Matrix
PMU	Project Management Unit
PO	Plan of Operation
PPC	Provincial People's Committee
PPP	Public Private Partnership
PR	Progress Report
PR	Public Relation
PV	Photovoltaic
QCVN	Technical Specifications of Vietnam
QL	Quan Lan
QN	Quang Ninh
R/D	Record of Discussions
SEDP	Socio-economic Development Master Plan
SME	Small and Medium Enterprise
SNS	Social Networking Service
StC	Steering Committee
STF	Science and Technology Fund
TCVN	National Standards of Vietnam
TF	Task Force
TIPC	Tourism Information and Promotion Center
TOC	Table of Contents
TOR	Terms of Reference
VAAS	Vietnamese Academy of Agricultural Sciences
VEEIE	Vietnam Energy Efficiency for Industrial Enterprises
VINACOMIN	Vietnam National Coal-Mineral Industries Holding Corporation Limited
VITM	Vietnam International Tourism Fair
VN	Vietnam
VNAT	Viet Nam National Administration of Tourism
VND	Vietnamese Dong
VNEEP	Vietnam National Energy Efficiency Program
VTOS-TBS	Vietnam National Tourism Occupational Standards - Tourist Boat Services
WB	White Book
WG	Working Group
WS	Workshop
WWTP	Waste Water Treatment Plant

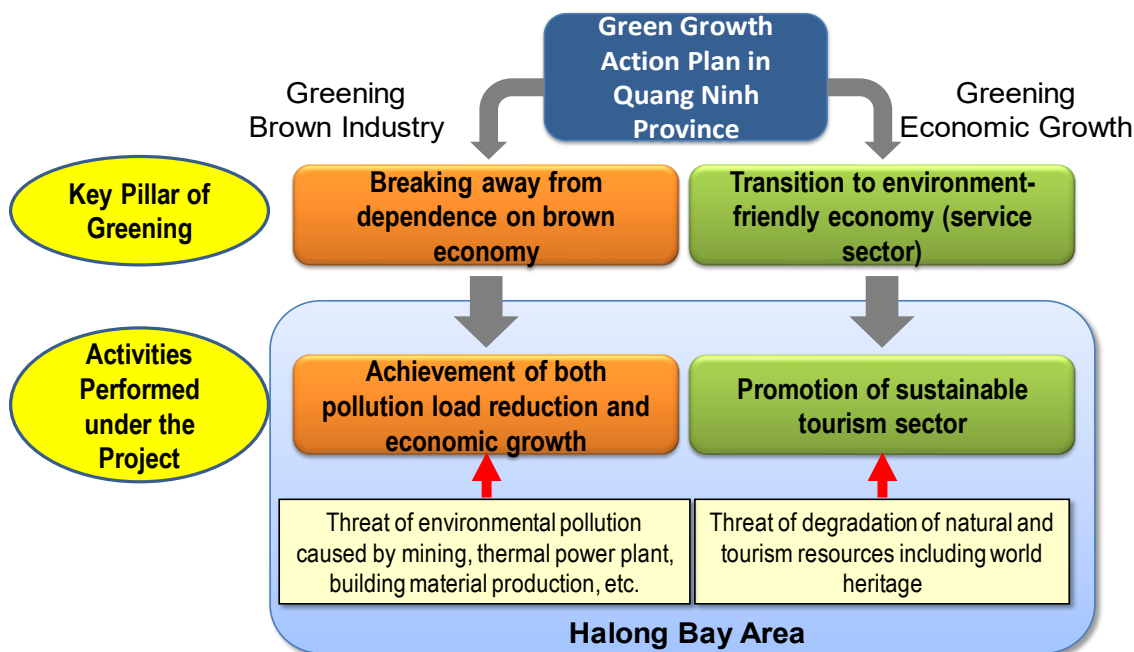
1 Introduction

1.1 Background and Objectives of the Project

Environmental degradation in Quang Ninh Province, located in northern Vietnam, has become a crisis due to increasing pollution load of domestic and industrial wastewater. It has been induced by the rapid socio-economic growth in the coastal area, under present circumstances of insufficient prevention and abatement of water pollution. Quang Ninh Province also recognizes that overemphasizing dependence on the world heritage Halong Bay as the major resource for such growth is going to reach unacceptable levels. In order to overcome the issue, Quang Ninh Province proposes the green growth policy to promote economic growth with reduced pollution load, through consolidating environmental consideration in implementing development policies especially in tourism sector. The Green Growth Action Plan of Quang Ninh Province was approved in November 2015, in accordance with the National Green Growth Strategy of Vietnam. However, to achieve the goals defined in the provincial action plan, various issues need to be tackled such as prioritization of actions and measures, concretization of specific actions/measures, and institutional development or improvement to put actions/measures into practice, among others.

The Government of Vietnam requested the technical cooperation project to the Government of Japan, in order to strengthen the policy and institutional mechanism for implementing the Green Growth Action Plan of Quang Ninh Province. Upon the request, Quang Ninh Provincial People's Committee (QN PPC) and Japan International Cooperation Agency (JICA) signed the Record of Discussions (original R/D) on 12 June 2015, on the Project for Green Growth Promotion in Halong Bay Area, in Quang Ninh Province (hereinafter referred to as "the Project"). The Project was designed for two phases, namely i) the 1st phase - Detailed Planning Phase (hereinafter referred to as "the 1st phase") and ii) the 2nd phase - Implementation Phase (hereinafter referred to as "the 2nd phase").

The 1st phase was implemented from October 2015 to September 2016 in order to formulate technical assistance for overcoming the issues, according to the original R/D signed in June 2015. The 1st phase confirmed the principal concept of green growth under the Project as defined in the figure below, based on technical cooperation request from the province, the original R/D, and socio-economic development master plan of the province. The point is that green growth orientations in the province should be made for two pillars, namely greening of brown industries and greening of economic growth structure. In addition, the necessity of the institutionalization of regulations and improvement or development of organizations essential for realizing green growth in the province was identified as the findings and outcomes of the 1st phase. Thus, it was decided that the Project aimed to strengthen the capacity of the counterparts on institutional mechanism development and awareness raising necessary for promoting green growth in Halong Bay area through conducting pilot activities contributing 1) to achieving both pollution load reduction and economic growth as "breaking away from the dependence on brown economy", and 2) to stimulating sustainable tourism sector growth by utilizing natural resources in Halong Bay area as "transition to green economy".



Source: JICA Expert Team (JET)

Figure 1.1-1 Green Growth Concept under the Project

Upon these situations, JICA dispatched a mission team to Quang Ninh Province in July 2016 and discussed the design of the Project in implementation phase (2nd phase). The mission team and the Quang Ninh Province signed the Minute of Meeting for preparation of the 2nd phase on 13th July 2016. Based on the minutes, Quang Ninh Province issued the letter to JICA Vietnam office on 29th July 2016, to notify the readiness of implementation of the 2nd phase. The Minutes of Meeting for 1st amendment of R/D was signed between Quang Ninh Province and JICA Vietnam office on 7 September 2016 to reflect the conclusion of the 1st phase to the design of the project implementation.

1.2 Basic Information of the Project

The basic information of the Project in the 2nd phase is described according to Project Design Matrix (PDM) as follows.

(1) Country

Socialist Republic of Vietnam

(2) Title of the Project

Project for Green Growth Promotion in Halong Bay Area, Quang Ninh Province (Implementation Phase)

(3) Duration of the Project

Nov. 2016 – Dec. 2019 (3 years)

(4) Overall Goal and Project Purpose

Overall goal: Green growth is promoted in Quang Ninh Province through transition from brown to green economy.

Project purpose: Green Growth is promoted in Halong Bay Area through the implementation of environmentally sustainable policies in the key industrial sectors and implementation of development policies in tourism sector.

(5) Outputs

Output 1: Awareness raising activities on the outputs 2 and 3 are implemented and the recommendations for post-project phase is prepared to promote green growth through the lessons learnt from the project activities.

Output 2: Environmentally and financially sustainable policies for the selected key industrial sectors are developed and implemented as pilot activities.

Output 3: Measures to stimulate sustainable growth of tourism sector are implemented as pilot activities.

(6) Target Area

Halong Bay: Halong City, Cam Pha City, Van Don District, Hoanh Bo District, Quang Yen Town, Uong Bi City in Quang Ninh Province

(7) Implementing Agencies

Department of Planning and Investment (DPI), Department of Natural Resources and Environment (DONRE), Department of Industry and Trade (DOIT), Department of Tourism (DT), Department of Science and Technology (DOST), Department of Agriculture and Rural Development (DARD), Department of Construction (DOC), Department of Transportation (DOT), six local authorities in Halong Bay Area (Halong City, Cam Pha City, Van Don District, Hoanh Bo District, Quang Yen Town and Uong Bi City), Halong Bay Management Department (HBMD), Tourism Association, Halong Association for Environmental Education and Awareness, and other related organizations as required

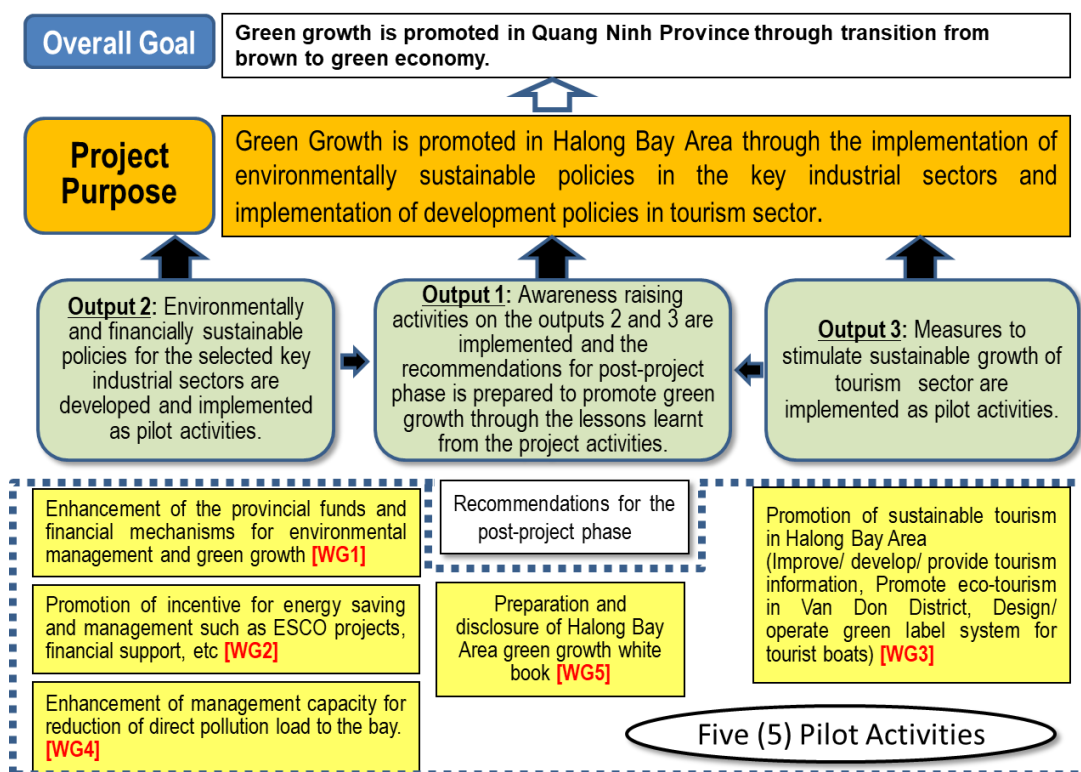
(8) Overall Structure of the Project

The overall structure of the Project in the 2nd phase is shown in the figure below. The three outputs under the project purpose are to be generated through i) conducting the following five pilot activities which was designed in the 1st phase, ii) developing recommendations for the post-project phases.

- Enhancement of the provincial funds and financial mechanisms for environmental management and green growth
- Promotion of incentive for energy saving and management such as Energy Service Company (ESCO) projects, financial support, etc.
- Promotion of sustainable tourism in Halong Bay Area by improving, developing, and providing tourism information, by promoting eco-tourism in Van Don District, and by designing and operating green label system for tourist boats
- Enhancement of management capacity for reduction of direct pollution load to the bay.

- Preparation and disclosure of Halong Bay Area Green Growth White Book

Working Group (WG) is established for each pilot activity in order to demonstrate the institutional mechanism for green growth implementation.



Source: Project Completion Report (Detailed Planning Phase), September 2016, revised by JET

Figure 1.2-1 Overall Structure of the Project

1.3 History of PDM Modifications

The original PDM and Plan of Operation (PO) were prepared before the commencement of the 1st phase and agreed in the R/D signed in June 2015 between JICA and Quang Ninh Province. The 1st amendment of PDM and PO were made at the end of the 1st phase to reflect the findings and conclusions of that phase, and were authorized in September 2016 by signing of both sides to launch the 2nd phase of the Project. In the course of 2nd phase of the Project, both sides reached a consensus on further revisions of the PDM and PO (the 2nd and 3rd revisions) related to the following changes:

- The pilot site for ecotourism promotion as one of the activities under Output 3 (WG3) was changed from Quang Yen Town to Van Don District. It was because the fast progress of industrial development in Quang Yen Town would interfere with proper implementation of ecotourism activity due to dusts caused by construction work and community's interest in labor for industrial development. After the concern arose in March 2017, PMU and WG3 reexamined the pilot site for ecotourism with the support of JET. They compared the candidates of alternative site in the project area with clarifying the criteria and concluded that Van Don District is most appropriate as a pilot site for ecotourism promotion in terms of consistency of tourism development policy

and master plan as well as acceptability of ecotourism. The relocation of pilot site was proposed to Steering Committee (StC) at 1st StC meeting and approved.

- Two items of equipment to be procured for implementing the pilot activity under Output 2 (WG4) were identified specifically, and the list of equipment to be procured was prepared in the official document for tax exemption procedure for importing.

The 2nd and 3rd revisions of PDM and PO were agreed by both sides on 27 October 2017 and 31 July 2018, respectively. The Minutes on 2nd and 3rd Amendment of R/D are shown in the attachment. The revised parts of PDM and PO are shown in tables below.

Table 1.3-1 2nd Revision of PDM and PO

1st revision on 7 September 2016	2nd revision on 27 October 2017	Reason
PDM		
(1) Objectively Verifiable Indicators of Project Purpose - Regulation and organization for promoting eco-tourism in <u>Quang Yen town</u> .	(1) Objectively Verifiable Indicators of Project Purpose - Regulation and organization for promoting eco-tourism in <u>Van Don District</u> .	Eco-tourism pilot site was changed from Quang Yen Town to Van Don District because it was found that Quang Yen Town became unsuitable for ecotourism promotion due to rapid industrial development.
(2) Objectively Verifiable Indicators of Output 3 - Two (2) or more of eco-tour programs are developed and provided in <u>Quang Yen Town, and 5,000 or more tourists visit</u> in the final year of the Project. - Regulations and organizations on delivering and updating tourist information as well as marketing, eco-tourism promotion in <u>Quang Yen town</u> , and the green label for tourist boats (Blue Sail Certificate) are developed and documented.	(2) Objectively Verifiable Indicators of Output 3 - Two (2) or more of eco-tour programs are developed and provided in <u>Van Don District, in which 500 or more tourists participate</u> in the final year of the Project. - Regulations and organizations on delivering and updating tourist information as well as marketing, eco-tourism promotion in <u>Van Don District</u> , and the green label for tourist boats (Blue Sail Certificate) are developed and documented.	Same as (1).
(3) Means of Verification of Output 3 - Administrative documents on delivering and updating tourist information as well as marketing, eco-tourism promotion in <u>Quang Yen town</u> , and the green label for tourist boats (Blue Sail Certificate).	(3) Means of Verification of Output 3 - Administrative documents on delivering and updating tourist information as well as marketing, eco-tourism promotion in <u>Van Don District</u> , and the green label for tourist boats (Blue Sail Certificate).	Same as (1).
(4) Activities of Output 3 - Promote eco-tourism in <u>Quang Yen Town</u> through providing the training and technical transfer for capacity development.	(4) Activities of Output 3 - Promote eco-tourism in <u>Van Don District</u> through providing the training and technical transfer for capacity development.	Same as (1)
(5) Equipment - <u>Equipment necessary for implementing the pilot activity on energy efficiency measures in Halong Bay Area.</u> - <u>Equipment necessary for implementing the pilot activity on enhancement of water environment management capacity by reducing direct pollution load to the bay.</u>	(5) Equipment - <u>Following one item of equipment necessary for implementing the pilot activity on enhancement of water environment management capacity by reducing direct pollution load to the bay:</u> 1) <u>Composting toilet (BIO LUX or equivalent) for tourist boat: Quantity 3.</u>	One item of equipment was identified for enhancement of water environment management capacity by reducing direct pollution load to the bay.

(6) Technical cooperation products of Output 3 - Administrative documents covering (1) delivered and updated tourist information as well as marketing, (2) eco-tourism promotion in <u>Quang Yen town</u> , and (3) green label for tourist boats (Blue Sail Certificate).	(6) Technical cooperation products of Output 3 - Administrative documents covering (1) delivered and updated tourist information as well as marketing, (2) eco-tourism promotion in <u>Van Don District</u> , and (3) green label for tourist boats (Blue Sail Certificate).	Same as (1)
PO		
(1) Activities of Output 3 - Promote eco-tourism in <u>Quang Yen Town</u> through providing the training and technical transfer for capacity development.	(1) Activities of Output 3 - Promote eco-tourism in <u>Van Don District</u> through providing the training and technical transfer for capacity development.	Eco-tourism pilot site was changed from Quang Yen Town to Van Don District because it was found that Quang Yen Town became unsuitable for ecotourism promotion due to rapid industrial development.

Source: JET

Table 1.3-2 3rd Revision of PDM and PO

2nd revision on 27 October 2017	3rd revision on 31 July 2018	Reason
PDM		
(5) Equipment - Following <u>one item</u> of equipment necessary for implementing the pilot activity on enhancement of water environment management capacity by reducing direct pollution load to the bay; 1) Composting toilet (BIO LUX or equivalent) for tourist boat: Quantity 3.	(5) Equipment - Following <u>two items</u> of equipment necessary for implementing the pilot activity on enhancement of water environment management capacity by reducing direct pollution load to the bay; 1) Composting toilet (BIO LUX or equivalent) for tourist boat: Quantity 3. 2) <u>Composting plant with accessories for organic waste composting: Quantity 1.</u>	Another item of equipment was identified for enhancement of water environment management capacity by reducing direct pollution load to the bay.
PO		
No changes.		

Source: JET

1.4 Design of Pilot Activity

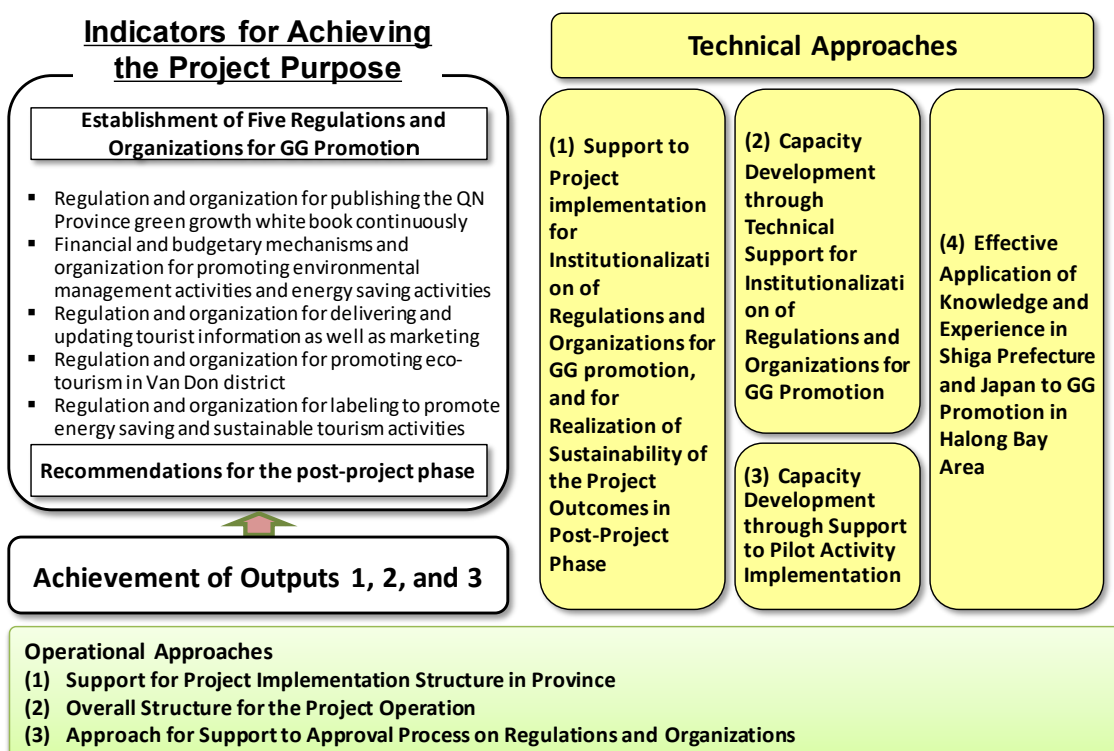
The pilot activities in the 2nd phase of the Project was designed in the 1st phase to realize the prioritized regulations and organizational setup to promote green growth in Halong Bay area and Quang Ninh Province. Firstly, in the 1st phase, all concerned departments and local authorities assessed current status and environmental performance of key industrial sectors in Quang Ninh Province. They also discussed and shared issues to be addressed to promote green growth in the province. Based on the result of examination, total 29 priority actions for green growth implementation for priority key sectors were prepared, according to Social and Economic Development Plan (SEDP) and provincial Green Growth Action Plan and referring to Japanese approaches for wise use of natural resources and regional development, called as “Lake Biwa Model”. The actions prepared were screened by criteria of appropriateness, priority, effectiveness and feasibility. Thus seven priority actions were selected, namely: (i) Enhancement of provincial funding mechanism for environmental management, (ii) Enhancement of environmental management capacity in industrial zone and economic zone, (iii) Promotion of incentive mechanism such as ESCO project for energy saving and management, (iv) Promotion of ecotourism using cultural/historical assets, (v)

Improvement of tourist information, (vi) Promotion of recycling agriculture waste and resource circulation in household-/small- scale activities, and (vii) Regular publication of environmental monitoring report (White Book).

The final decision to select pilot activities was made at StC of the 1st phase to combine (i) and (ii) activities, combine (iv) and (v) activities, and replacement of (vi) with another activity of “enhancement of capacity on controlling direct pollution load discharged to the bay”. Then five pilot activities to be implemented in the 2nd phase were finally listed. In addition, the draft implementation plans were formulated for each of the pilot activities selected, which included the necessary organizational arrangement for conducting the pilot activities. The WGs for five pilot activities were formulated based on the draft organizational structure proposed by implementation plans.

1.5 Approaches to the Project Implementation and Operation

Overall approaches to the project implementation and operation were devised as shown in the figure below, in order to support the implementing agencies to accomplish the outputs and achieve the project purpose. The details of technical approaches and operational approaches are described below.



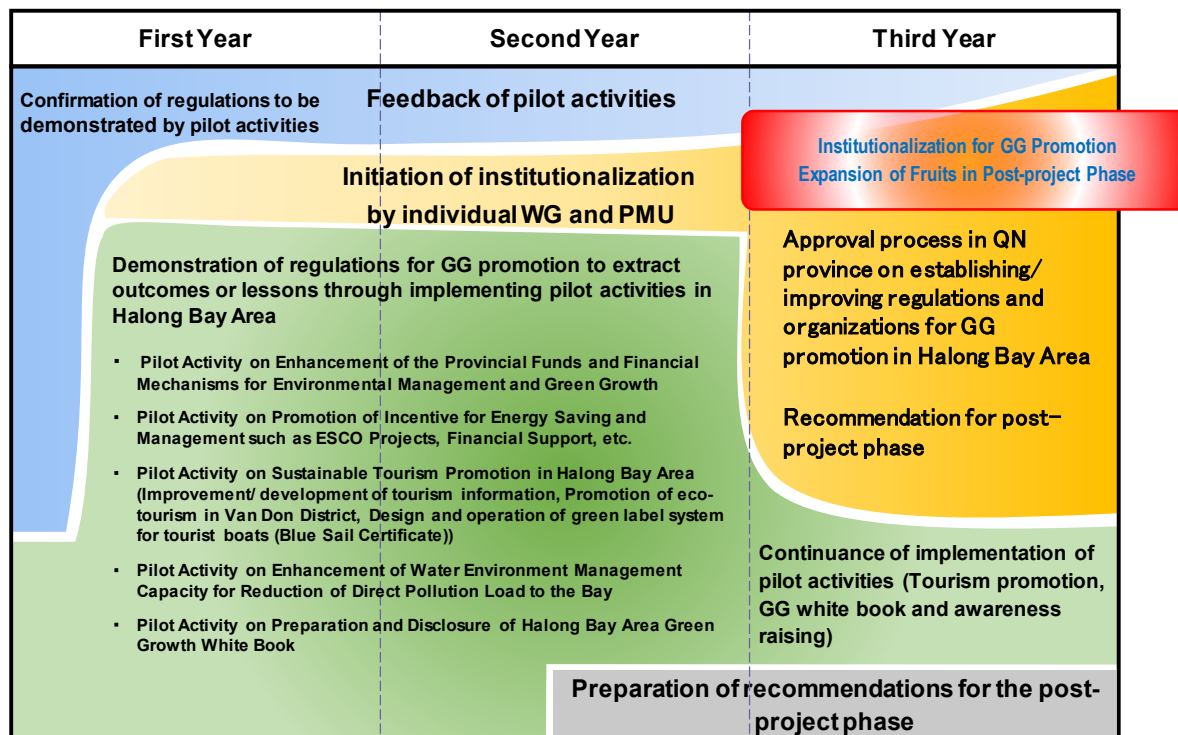
Source: JET

Figure 1.5-1 Approaches of Project Implementation

1.5.1 Technical Approaches

(1) Support for Mechanism Institutionalization for Green Growth Promotion

The overall roadmap of the Project for three years is depicted in the figure below.



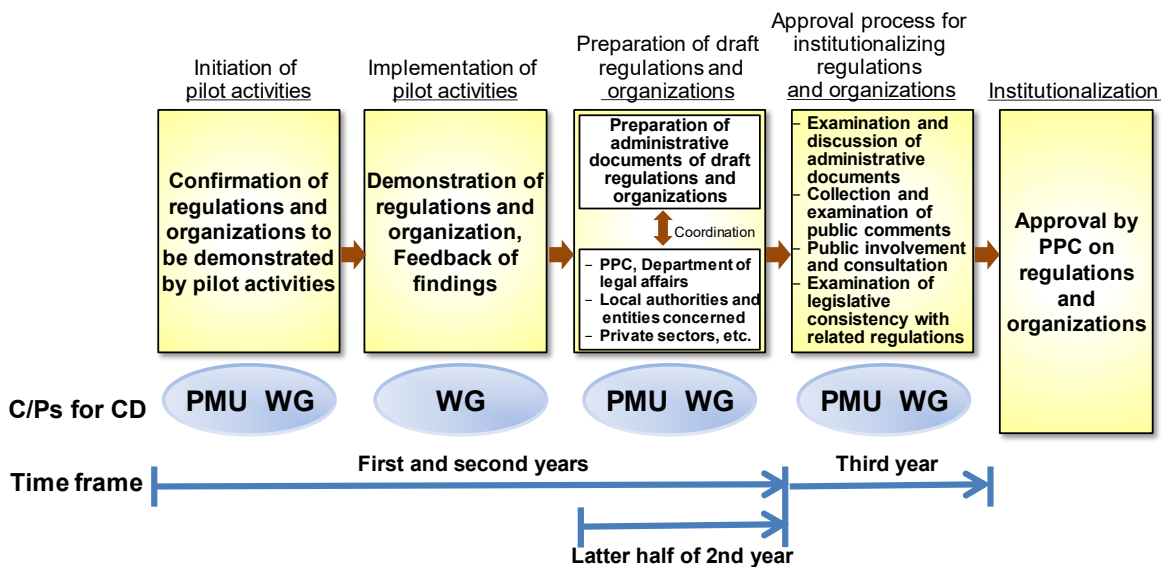
Source: JET

Figure 1.5-2 Roadmap of the Project for Three Years

The five pilot activities started from the early stage of the first year so that each WG can get feedback on findings and lessons learned from each pilot activity to improve or institutionalize the mechanisms for green growth promotion. The Project Management Unit (PMU) and WGs proposed the mechanisms to be institutionalized as soon as they obtained outcomes from the pilot activities with support of JET. The approval process in Quang Ninh Province on establishing or improving regulations and organizations for green growth promotion started in the 3rd year in parallel with continuing the pilot activities. Recommendations for the post-project phase were developed at the end of the Project.

(2) Support for Capacity Development

Capacity development (CD) was included as one of the primary purposes of the Project, to be realized in the course of the institutionalization of green growth promotion mechanisms under the pilot activities of the five WGs. The CD in this context for green growth promotion was realized through the approach shown in the figure below.



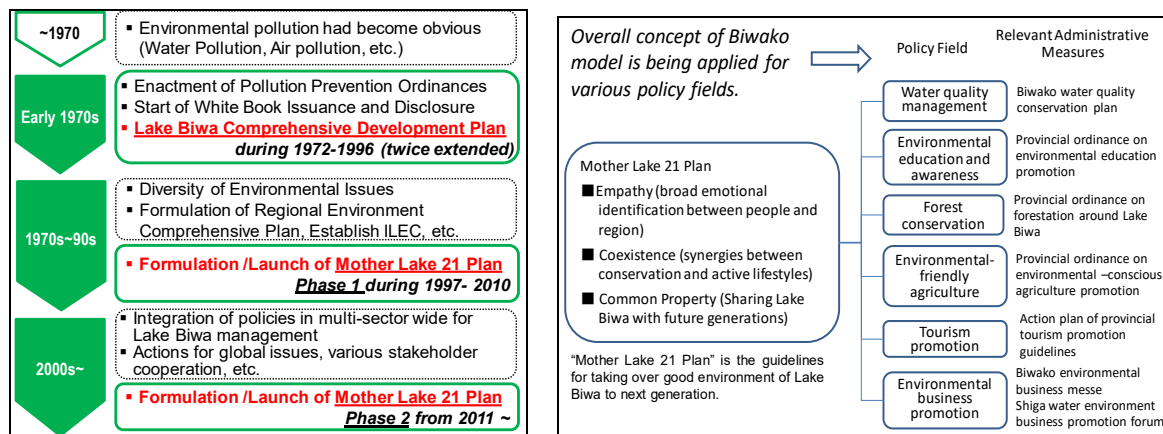
Source: JET

Figure 1.5-3 Approach of CD for green growth Promotion in the Project

(3) Tailored Application of Knowledge in Shiga Prefecture to the Halong Bay Area

The Project is designed to find application from experiences of Shiga Prefecture in Japan and Lake Biwa Model developed by Shiga Prefecture. The history and experiences of Biwa Lake and Shiga Prefecture are shown in the figure below. The figure indicates that Shiga Prefecture containing Biwa Lake has been expanding the concept of water body management to multisector policy implementation in the prefectural region, namely, “Mother Lake 21 (Lake Biwa Model)”. It has done this by overcoming the environmental pollution through collaboration among local authorities, private sector, academia, and the public. Such unified concept cutting across the various policies and measures related to water body is suggested to be tailored to be applied for the Halong Bay area.

The technical transfer for green growth promotion from Shiga Prefecture was performed by Shiga advisory mission and several opportunities of technical seminars etc. in the course of the Project. In addition, the collaboration between Quang Ninh Province and Shiga Prefecture was facilitated to provide momentum of continuity and expansion of cooperative relationship in the medium and long terms between these two parties in the post-project phase.



Source: JET

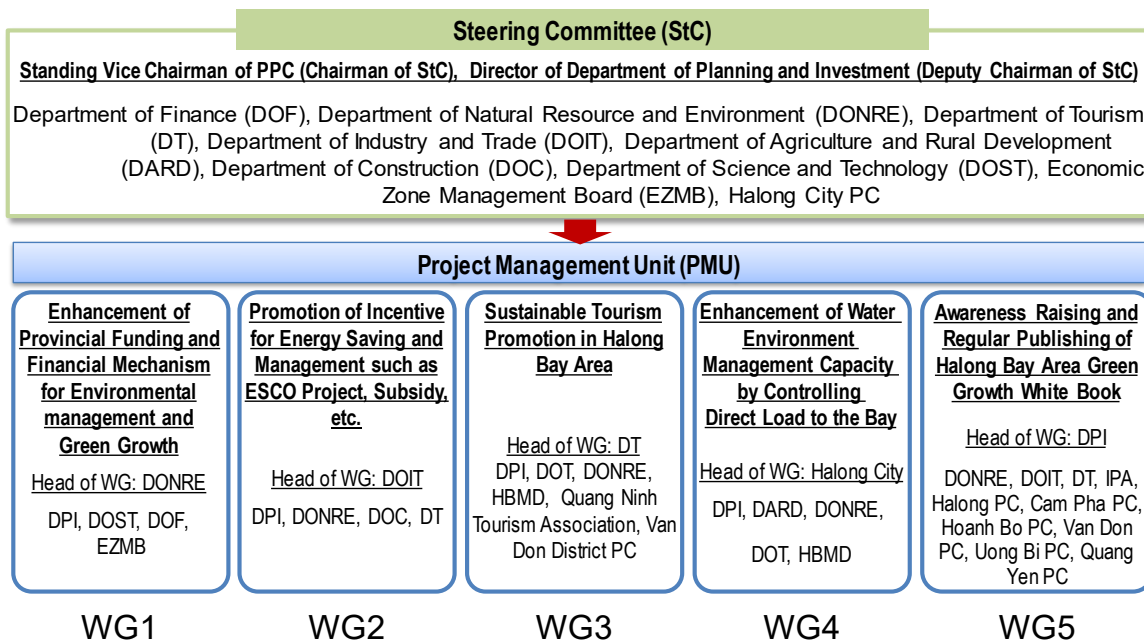
Figure 1.5-4 Lake Biwa Model (Shiga Prefecture)

1.5.2 Operational Approaches

(1) Project Implementation Structure in Quang Ninh Province

Quang Ninh Province established a StC and PMU under PPC at the beginning of the 1st phase of the Project. StC was established as navigating and administrating organizations for the overall project activities. Members of StC are listed in the figure below. PMU was established in the Department of Planning and Investment (DPI) as the responsible department for the policy implementation of green growth.

At the commencement of the 2nd phase of the Project, based on the PPC Decision No. 4304 dated 22 December 2016, WGs were established by QN PPC for each pilot activity in order to: i) demonstrate the institutional mechanism and ii) make a process necessary for the approval of institutional mechanism by PPC, as shown below. In the decision, head, focal staff (focal point) and members of WG were also assigned. Title of WGs excepting WG5 are same as the title of pilot activity which was finalized in the 1st phase. Detailed action and schedule of WG activities were planned by WG in consultation with PMU based on PO as well as implementation plan of pilot activity drafted in the 1st Phase.

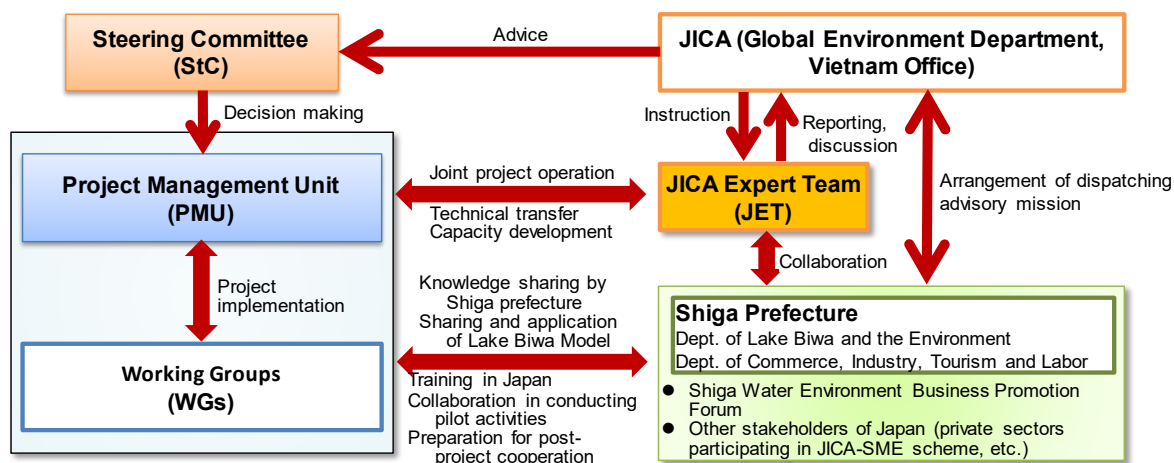


Note: HBMD: Halong Bay Management Department, IPA: Investment Promotion Agency of Quang Ninh Province
 Source: JET

Figure 1.5-5 Project Implementation Structure of Quang Ninh Province

(2) Overall Structure for the Project Operation

The overall structure for the project operation was arranged as shown in the figure below, in order to facilitate: i) effective CD and technical transfer for green growth promotion, ii) collaboration of Shiga Prefecture for the Project, and iii) enhancement of cooperation and communication with the related state authorities and private sector.

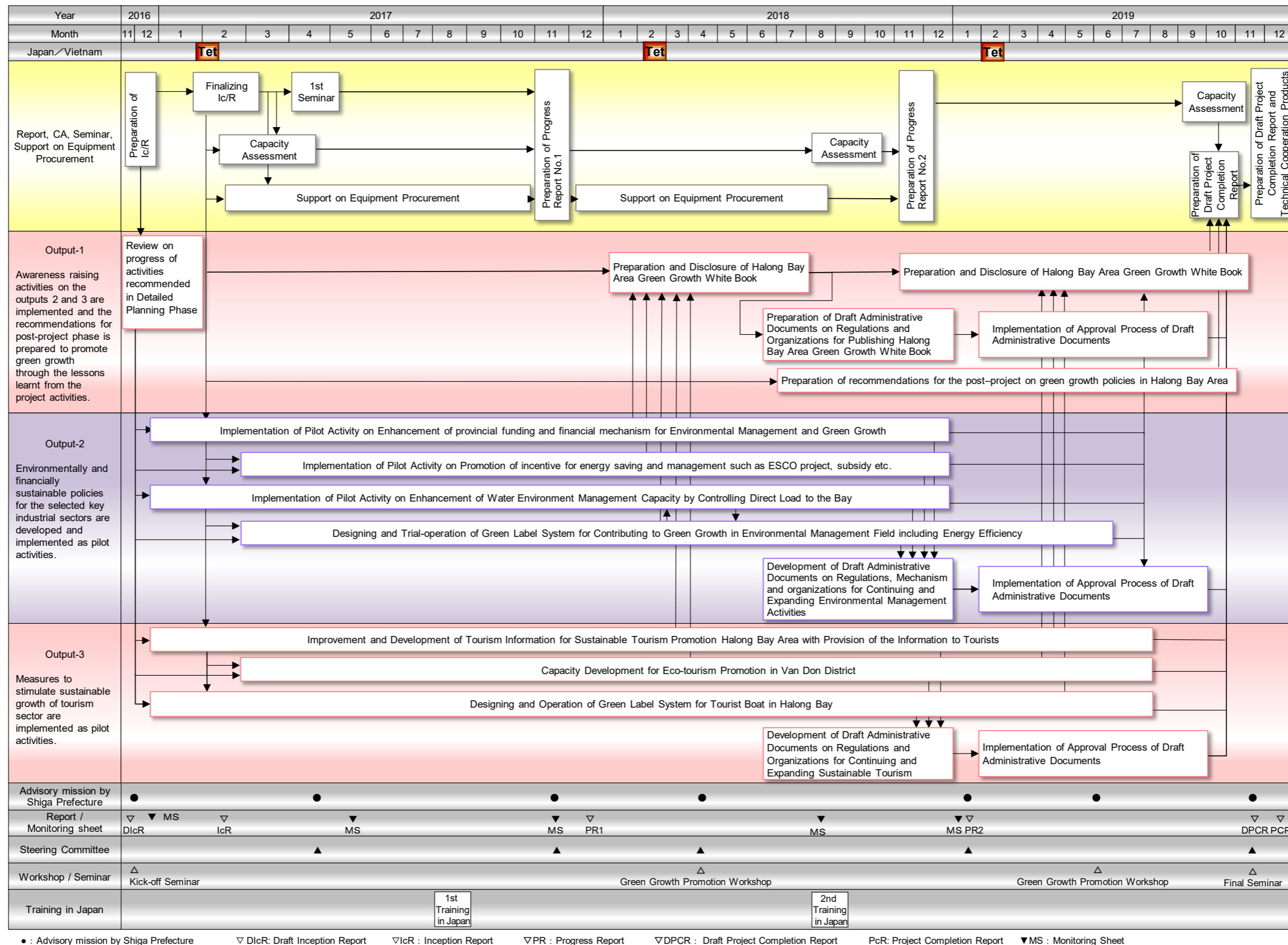


Source: JET

Figure 1.5-6 Overall Structure for the Project Operation

1.6 Work Flow of the Project

The work flow of the Project (2nd phase), is shown in the figure below.



Source: JET

Figure 1.6-1 Work Flow of the Project (2nd Phase)

2 Results of the Project

2.1 Input for the Project

2.1.1 Assignment of Counterpart Personnel

[Planned]

The PDM specifies the following input: assignment of counterpart(C/P) personnel in DPI, DONRE, DOIT, DT, DOST, DARD, DOC, DOT, six local authorities in Halong Bay Area, HBMD, Tourism Association, Halong Association for Environmental Education and Awareness, and other related organizations as required.

[Actual]

Project members of Vietnamese side were appointed for supervising and implementing the Project. List of StC members, list of PMU, and WGs members are shown in tables below.

Table 2.1-1 List of StC Members

No.	Name	Position in StC	Organization	
1	Mr. Dang Huy Hau	Head	Vice-chairman	QN PPC
2	Mr. Tran Van Hung	Deputy head	Director	DPI
3	Mr. Pham Van Tieu	Member	Vice-director	DOF
4	Mr. Pham Quang Thai	Member	Vice-director	DOIT
5	Mr. Nguyen Manh Tuan	Member	Vice-director	DOC
6	Mr. Hoang Trung Kien	Member	Deputy head	Economic Zone Management Board
7	Mr. Hoang Vinh Khuyen	Member	Vice-director	DOST
8	Mr. Le Minh Tan	Member	Vice-director	Department of Tourism
9	Mr. Nguyen Van Cong	Member	Vice-director	DARD
10	Mr. Pham Van Cuong	Member	Vice-director	DONRE
11	Mr. Nguyen Ngoc Son	Member	Vice-chairman	Halong City PC

Note: Mr. Tran Van Hung replaces Mr. Nguyen Van Minh – former Director of DPI from 30 Mar. 2018. Mr. Nguyen Ngoc Son replaces Mr. Ho Quang Huy – Vice-chairman of Halong City PC from 1 Feb. 2019

Source: QN PPC

Table 2.1-2 List of PMU Members

No.	Name	Position in PMU	Organization	
1	Mr. Pham Hong Bien	Head	Deputy Director	DPI
2	Mr. Tran Thanh Phong	Member	Head of Division	Foreign Economic Relations Division, DPI
3	Ms. Tran Thi Thanh Tam	Focal point member	Deputy head of Division	Foreign Economic Relations Division, DPI
4	Ms. Tran Thi Thanh Nga	Member	Expert	Foreign Economic Relations Division, DPI
5	Ms. Truong Thi Bich Hang	Member	Accountant	Administrative Office of DPI
6	Ms. Hoang Thi Dam	-	Contract staff	-

Note: Mr. Pham Hong Bien replaces Dr. Hoang Danh Son from 1 Oct. 2018.

Source: QN PPC

Table 2.1-3 List of WG Members

No.	Name	Position in WG	Organization	
WG1				
1	Mr. Pham Van Cuong	WG leader	Deputy director	DONRE
2	Ms. Phan Thi Duyen	Focal point staff	Deputy Manager - Environmental Protection Fund.	DONRE
3	Ms. Doan Hai Ly	Member		DOST
4	Mr. Vu Van Dinh	Member	Expert of Investment Financing Section	DOF
5	Mr. Hoang Trong Hoa	Member	Expert of Generals and Planning Management Division	DPI
6	Mr. Bui Hong Long	Member	Deputy head of Natural Resources and Environment Division	Quang Ninh Economic Zones Management Board
WG1/Taskforce				
1	Mr. Tran Thanh Phong	PMU	Head of Foreign Economic Relations Division	DPI
2	Mr. Ha Van Thieu	Member	Head of Business Registration Division	DPI
3	Ms. Tran Thi Thanh Tam	Member	Deputy head of Foreign Economic Relations Division	DPI
4	Ms. Nguyen Thi Mai Hien	Member	Deputy chief of Department Inspectorate	DPI
5	Mr. Nguyen Manh Ha	Member	Deputy head of Science, Education, Culture and Social Affairs Division	DPI
6	Mr. Vu Minh Tam	Member	Deputy head of Investment Supervision and Appraisal Division	DPI
7	Mr. Luu Dinh Thinh	Member	Deputy head of Economic Sector Division	DPI
8	Ms. Pham Quynh Ngan	Member	Expert of Generals and Planning Management Division	DPI
9	Mr. Hoang Trong Hoa	Member	Expert of Generals and Planning Management Division	DPI
WG2				
1	Mr. Pham Quang Thai	WG leader	Deputy director	DOIT
2	Mr. Pham Duc De	Focal point staff	Deputy head of Energy Management Section	DOIT
3	Ms. Pham Thi Lien	Member	Expert of Sector Economics Section	DPI
4	Mr. Do Van Ninh	Member	Deputy Head of Urban Development and Technical Infrastructures	DOC
5	Ms. Tran Thu Ha	Member	Deputy Head of Water, Mineral Resources and Climate Changes	DONRE
WG3				
1	Mr. Le Minh Tan	WG leader	Deputy director	DT
2	Mr. Nguyen Duc Quynh	Focal point staff	Head of Planning and Tourism Resources Development Section.	DT
3	Mr. Nguyen The Hue	Member	Vice-chairman and Secretary of Tourism Association	Tourism Association
4	Ms. Nguyen Thi Thu Trang	Member	Second head of Science, Education, Culture and Society Division	DPI

No.	Name	Position in WG	Organization	
5	Ms. Phan Thi Hoang Hao	Member	Expert. Division for Management and Conservation of Bio-diversity, Sub-dept. of Env. Protection	DONRE
6	Mr. Vu The Anh	Member	Expert of Division for Management of Transportation and Means	DOT
7	Ms. Nguyen Thi Tam	Member	Expert. Division of Research Professional.	HBMD
8	Ms. Tran Thi Quynh Van	Member	Expert of Planning and Tourism Resources Development Section	DT
9	Ms. Nguyen Thi Thuy	Member	Expert of Cultural and Information Division	Van Don district PC
10	Mr. Hoang Vinh Ha	Member	Second head of Urban Management Division	Ha Long City PC
WG4				
1	Mr. Nguyen Ngoc Son	WG leader	Vice-chairman	Halong City PC
2	Mr. Dang Quoc Hung	Focal point staff	Deputy head of DONRE	Halong City PC
3	Mr. Vu Minh Tam	Member	Second head of Division for Investment Appraisal and Supervision	DPI
4	Mr. Nguyen Thanh Minh	Member	Expert of Planning - Finance Division	DARD
5	Mr. Nguyen Manh Tung	Member	Expert of Transportation and Vehicle Management Section	DOT
6	Mr. Vu Nam Phong	Member	Deputy head of Sea&Island Sub-dept.	DONRE
7	Mr. Le Lam Tuan	Member	Head of Division for Environmental Management	HBMD
8	Mr. Vu Phong Quang	Member	Member of the association's standing board, head of economic section	Halong Association of Environmental Protection and Education
9	Mr. Nguyen Ngoc Son	WG leader	Vice-chairman	Halong City PC
10	Mr. Nguyen Vu Hai	Focal point staff	Head of DONRE	Halong City PC
WG5				
1	Mr. Pham Hong Bien	WG leader	Deputy Director of DPI	DPI
2	Ms. Dao Thi Thanh Huyen	Focal point member	Second head of Foreign Economic Relation Division	DPI
3	Ms. Nguyen Doan Mai Anh	Member	Expert of Foreign Economic Relation Division	DPI
4	Ms. Do Thi Ngoc Quy	Member	Expert of Admin. Office	DOIT
5	Ms. Dang Thi Hai Yen	Member	Head of Division for Biodiversity Management, EP Sub-dept.	DONRE
6	Ms. Ha Thi Minh Phuong	Member	CONREM	DONRE
7	Mr. Vu Quang Hop	Member	Expert of Planning - Tourism Resources Development Division	Dept. of Tourism
8	Ms. Nguyen Lan Anh	Member	Expert of DONRE Office	Cam Pha City PC
9	Ms. Trieu Thi Hong Hanh		Expert of Environment and Natural Resources Division	Hoanh Bo District PC
10	Ms. Do Thi Thanh	Member	Expert of Culture and Information Division	Halong City PC
11	Ms. Nguyen Cam Ha	Member	Deputy head of Investment Promotion Division	IPA
12	Mr. Do Van Diep	Member	Vice Chairman	Halong Association of Environmental Protection and Education
13	Ms. Luu Thi Lam	Member	Expert of DONRE Office	Van Don District PC
14	Mr. Bui Tuan Dung	Member	Expert of DONRE Office	Uong Bi City PC

No.	Name	Position in WG	Organization
15	Ms. Vu Thi Ha	Member	Expert of Culture and information division Quang Yen Town PC

Note for WG3:

Mr. Vu The Anh replaces Mr. Chu Tuan Anh from 11 Jan. 2019.

Note for WG4:

Mr. Nguyen Ngoc Son replaces Mr. Ho Quang Huy from 11 Feb. 2019

Mr. Vu Nam Phong replaces Mr. Bui Ngoc Hieu from 1 Jan. 2019

Mr. Dang Quoc Hung replaces Mr. Nguyen Vu Hai from 15 Oct. 2019

Source: QN PPC

In addition, a Community-based Ecotourism (CBET) Board of Quan Lan island was established by Van Don District PC for conducting ecotourism promotion in Quan Lan island as a local working group at the pilot site of Output 3 as shown in the table below.

Table 2.1-4 Members of Community-based Ecotourism Board in Quan Lan Island

No.	Name	Position and Organization	Role of CBET Board
Initial Members by the Decision of 20 June 2017			
1	Mr. To Van Hai,	Vice Chairman of Van Don District PC	Head of the Board
2	Mr. Nguyen Van Dong	Head of Culture and Information Division, Van Don District	Deputy Head of the Board
3	Mr. Do Minh Hoan	Leader of Quan Lan Commune	Deputy Head of the Board
4	Mr. Bui Van Liem	Leader of Minh Chau Commune	Deputy Head of the Board
5	Mr. Pham Hai Quynh	Chairman of Van Don Tourism Sub-Association (Replaced by the Van Don Tourism Sub-Association)	Deputy Head of the Board
6	Mr. Nguyen Thanh Son	Second Head of DONRE, Van Don District	Member
7	Mr. Luu Van Dat	Second Head of Economic Infrastructure Division, Van Don District (Replaced in the Decision of 06 Jun 2019)	Member
8	Ms. Luu Thi Su	Chairwoman of Women Union in Minh Chau Commune	Member
9	Ms. Vu Thi Khanh	Chairwoman of Women Union in Quan Lan Commune	Member
10	Mr. Bui Hoang Hiep	Chairman of Farmers Association in Minh Chau Commune	Member
11	Mr. Pham Thi Kim Ly	Chairman of Farmers Association in Quan Lan Commune	Member
12	Mr. Nguyen Thanh Luan	Secretary of Youth Union in Minh Chau Commune	Member
13	Mr. Hoang Van Khuong	Secretary of Youth Union in Quan Lan Commune	Member
14	Mr. Ly Van Ngoc	Director of Van Hai Viglacera	Member
15	Mr. Hoang Dinh Anh	Manager of Minh Chau Beach	Member
16	Mr. Bui Duy Dong	Vice Chairman of Van Don Tourism Sub-association	Member
17	Mr. Nguyen Van Huu	Owner of Viet Hung Hotel in Minh Chau	Member
18	Mr. Hoang Van Duc	Member of Van Don Tourism Sub-Association	Member
19	Mr. Nguyen Duc Ket	Hoang Vi Boat company	Member
18	Ms. Nguyen Thi Thuy	Expert of Culture and Information Division, Van Don District	Member
20	Mr. Hoang Van Sam	Cultural Official of Quan Lan Commune	Member
21	Mr. Pham Van Lam	Cultural Official of Minh Chau Commune	Member
22	Mr. Le Minh Tan	Leader of Department of Tourism, Quang Ninh Province	Member (invited)
23	Mr. Nguyen Duc Quynh	Expert of Department of Tourism, Quang Ninh Province	Member (invited)
24	Mr. Pham Van Nghi	Deputy Director of Bai Tu Long Park	Member (invited)
25	Mr. Tran Van Hien	Director of Bai Tu Long Bay Conservation Centre	Member
26	Mr. Pham Quoc Viet	Former Cultural Official of Quan Lan Commune	Cultural and Historical Advisor
Revised Members by the Decision of 06 June 2019 and 08 August 2019			
1	Mr. Dao Van Vu	Vice Chairman of Van Don District PC	Head of the Board
2	Ms. Phan Thi Le Giang	Head of Culture and Information Division, Van Don District	Deputy Head of the Board
3	Mr. Do Minh Hoan	Leader of Quan Lan Commune	Deputy Head of the Board
4	Mr. Bui Van Liem	Leader of Minh Chau Commune	Deputy Head of the

No.	Name	Position and Organization	Role of CBET Board
			Board
5	Mr. Bui Duy Dong	Chairman of Van Don Tourism Sub-Association	Deputy Head of the Board
6	Mr. Nguyen Thanh Son	Second Head of DONRE, Van Don District	Member
7	Mr. Nguyen Ngoc Linh	Second Head of Economic Infrastructure Division, Van Don District	Member
8	Ms. Luu Thi Su	Chairwoman of Women Union in Minh Chau Commune	Member
9	Ms. Vu Thi Khanh	Chairwoman of Women Union in Quan Lan Commune	Member
10	Mr. Bui Hoang Hiep	Chairman of Farmers Association in Minh Chau Commune	Member
11	Ms. Pham Thi Kim Ly	Chairman of Farmers Association in Quan Lan Commune	Member
12	Mr. Nguyen Thanh Luan	Secretary of Youth Union in Minh Chau Commune	Member
13	Mr. Nguyen Quoc Dai	Secretary of Youth Union in Quan Lan Commune	Member
14	Mr. Ly Van Luc	Chief of Police Station of Quan Lan commune	Member
15	Mr. Nguyen Van Ha	Vice Principal of Quan Lan High School	Member
16	Mr. Ly Van Ngoc	Director of Van Hai Viglacera	Member
17	Mr. Pham Hai Quynh	Vice Chairman of Van Don Tourism Sub-association	Member
18	Ms. Nguyen Thi Thuy	Expert of Culture and Information Division, Van Don District	Member
19	Mr. Hoang Van Khuong	Cultural Official of Quan Lan Commune	Member
20	Mr. Pham Van Lam	Cultural Official of Minh Chau Commune	Member
21	Mr. Hoang Van Duc	Tourism business	Member
22	Mr. Le Minh Tan	Leader of Department of Tourism, Quang Ninh Province	Member (invited)
23	Mr. Nguyen Duc Quynh	Head of Department of Tourism, Quang Ninh Province	Member (invited)
24	Mr. Pham Van Nghi	Leader of Forest Protection Department of Bai Tu Long Park	Member (invited)

Source: CBET Board of Quan Lan Island

2.1.2 Input of JICA Expert Team

Input of the JICA Expert Team is shown in the table below.

Table 2.1-5 Input of the JICA Experts

No.	Name	Position	Total MM	
			Planned*	Actual
1	Mr. Norihiko INOUE	Chief advisor/ Green growth (1)	6.87	7.93
2	Ms. Junko MASAKI	Deputy chief advisor/ Green growth (2)/ Public awareness (1)	11.32	12.75
3	Mr. Kengo NAGANUMA	Environmental management for industry (1)	4.50	2.83
4	Ms. Tomoe TAKEDA	Environmental management for industry (2)	9.50	10.77
5	Mr. Tetsuo ISONO	Tourism promotion	6.47	6.47
6	Mr. Shinichiro SUGIMOTO	Ecotourism	12.53	-
6'	Mr. Shinichiro SUGIMOTO/ Mr. Shingo SATO	Ecotourism	-	12.53
7	Mr. Tomoo AOKI	Financial mechanism	3.57	4.87
8	Mr. Tetsuya MAEKAWA	Energy saving/ Energy management (1)	2.83	-
8'	Mr. Tetsuya MAEKAWA/ Mr. Masaru ISHIKAWA/ Mr. Fumiya HAYASHI	Energy saving/ Energy management (1)	-	4.86
9	Mr. Hiroki NADOYAMA	Energy saving/ Energy management (2)	6.00	2.30
10	Mr. Toshiaki KAGATSUME	Environmental policy/ Water environmental management	4.70	5.13
11	Mr. Yukinori KAWASHIMA	Pollution source control and treatment	2.00	1.87
12	Mr. Keiichi MAEDA	Public awareness (2)/ Coordinator	3.23	3.70
13	Mr. Shunichi OKAHISA	Coordinator (2)	2.00**	2.00**
Total			73.53	76.01

Note*: Total MM planned in Inception Report.

** : MM of the Coordinator (2) is not included in the total, since the Coordinator (2) was assigned as OJT without using the JICA's budget.

Source: JET

2.1.3 Input of National Expert of JICA Expert Team

Input of the National Expert of JICA Expert Team is shown in the table below.

Table 2.1-6 Input of the National Expert of JICA Expert Team

No.	Name	Title	Contract Period
1	Ms. Duong Thi Nhuan	Interpreter/ Coordinator	Nov. 2016 –Nov. 2019
2	Ms. Tran Thi Mai Lan	Interpreter/ Translator/Assistant Administrator	Nov. 2016 –Nov. 2019
3	Ms. Nguyen Tran Nghia	Interpreter	Intermittent
4	Ms. Tran Thi Van Anh	Interpreter	Intermittent
5	Mr. Nguyen Tuan Anh	Expert on activity planning and support for incentive promotion of ESCO and subsidies on energy saving and management (1)	Intermittent
6	Mr. Vu Tien Dat	Expert on activity planning and support for incentive promotion of ESCO and subsidies on energy saving and management (2)	Intermittent
7	Ms. Nguyen Thanh Mai	Expert on activity planning and support for incentive promotion of ESCO and subsidies on energy saving and management (3)	Intermittent
8	Mr. Nguyen Hoai Nam	Expert on activity planning and support for incentive promotion of ESCO and subsidies on energy saving and management (4)	Intermittent
9	Mr. Nguyen Tuan Anh	Incentive promotion of ESCO and subsidies regarding energy saving and management/Selection, measuring, monitoring of equipment (1)	Intermittent

10	Mr. Vu Tien Dat	Incentive promotion of ESCO and subsidies regarding energy saving and management/Selection, measuring, monitoring of equipment (2)	Intermittent
11	Mr. Nguyen Duc Hoa Cuong	Sustainable tourism / Support for blue sail system	Intermittent
12	Ms. Akiko Nagata	Sustainable tourism / Instruction of tourism promotion tool	Intermittent
13	Mr. Le Duy Khuong	Editorial expert for Green Growth White Book	Intermittent
14	Mr. Nguyen Minh	Editorial expert for Green Growth White Book	Intermittent
15	Ms. Nguyen Thi Van	Sustainable Tourism Promotion / Tourism Information Improvement/ Ecotourism development and support (1)	Mar. 2017 – Apr. 2019
16	Ms. Nguyen Thi Thao Hien	Sustainable Tourism Promotion / Tourism Information Improvement/ Support for Ecotourism (2)	Nov. 2016 –Apr. 2019
17	Mr. Ho The Trung	Expert for provincial funding and financial mechanism (1) / Expert for water environmental management for controlling pollution load to the Bay (1)	Mar. 2017 – Apr. 2019
18	Ms. Pham Thi Hien	Support Work for Preparation of Halong Bay Area Green Growth White Book (Designer)	Mar. 2018 – Apr. 2018
19	Mr. Le Dinh Tuan	Support Work for Preparation of Halong Bay Area Green Growth White Book (Editor)	Jan. 2018-Feb.2018

Source: JET

2.1.4 Sub-contracted Works

Planned and actual sub-contracted works under the Project are respectively shown in tables below.

[Planned]

Table 2.1-7 List of Sub-contracted Works (Planned)

Name of Activity	Scope of Work
Subcontract for Pilot Activity for Green Growth White Book	<ul style="list-style-type: none"> - Support of collection of data and information for Green Growth White Book (40-50 pages), and support of designing of the Book. Print of 50 copies in English and 300 copies in Vietnamese. - Support of educational activities utilizing White Book that are small scale workshop or meeting for approximately 5 times and 20-50 participants per each time. - Preparation of guidelines for designing of White Book.
Subcontract for Pilot Activity on Enhancement of Provincial Funding and Financial Mechanism for Environmental Management and green growth	<ul style="list-style-type: none"> - Support of collection of data/information for validity evaluation of the options of environmental management activity in a small trial area, and support of estimation of cost for the selected activity. - Support of selection of the target factories (approx. 10) in the small trial area, and support of the above-mentioned action
Pilot Activity on Sustainable Tourism Promotion (Tourist Information)	Development of web application, improvement of tourism website of Quang Ninh Province.
Pilot Activity on Sustainable Tourism Promotion (Ecotourism)	Support for promotion of “One Community, One Product (OCOP)” implementation and other promotion measures.

Source: JET, Inception Report of the Project

[Actual]

The planned subcontract work for pilot activity on enhancement of provincial funding and financial mechanism for environmental management and green growth was canceled due to change of pilot

activity's approach for selecting pilot area for examination of development of financial policy on green growth implementation (see details in 3.2.1(1)1(h)). The following two subcontract works were added: 1) support for the development of organic waste recycling system by composting plant and 2) maintenance and awareness raising of bio-toilet of tourism boat for sustainable tourism promotion, in order to support the pilot activities of WG4.

Table 2.1-8 List of Sub-contracted Works (Actual)

Name of Activity	Scope of Work	Period of work	Output
Publishing of the Halong Bay area Green Growth White Book	(1) Assistance on designing the Green Growth White Book (2) Printing the White Book (3) Assistance on awareness raising activity (4) Preparation of guidance for designing White Book and relevant awareness raising activity	Jun. 2017 - Dec. 2018	1. Work Plan 2. Halong Bay Area Green Growth White Book 3. Activity record of awareness raising activity 4. Guidance for publishing White Book and awareness raising activity
Support for the development of organic waste recycling system by composting plant	(1) Preparation of implementation structure (2) Planning of operation and application of the composting plant (3) Management of utilization of the composting plant (4) Procurement of materials for operation of the composting plant	October 2018 – August 2019	1. Implementation structure 2. Plan of operation and application of composting plant 3. Draft proposal on utilization and promotion of composting plant 4. Revised operation manual of composting plant 5. Proposal on utilization and promotion of composting plant 6. Draft final report 7. Final report
Maintenance and awareness raising of bio-toilet of tourism boat for sustainable tourism promotion	(1) Maintenance of bio-toilet (2) Evaluate and analysis of bio-toilet (3) Awareness raising and public relations activity	April 2018 – September 2019	1. General check report 2. Maintenance report 3. Laboratory analysis report 4. Report on awareness raising and PR activity 5. Draft Final Report 6. Final Report
Improvement of Quang Ninh Tourism Website and marketing through SNS	(1) Preparation (2) Improvement of Quang Ninh Tourism Website (3) Identification and establishment of SNS (4) Training and workshop and Web/SNS marketing	January 2018 - April 2019	1. Recommendations on improvement for Quang Ninh Tourism Website and SNS at the preparation stage 2. Improved pages of Quang Ninh Tourism Website 3. Title pages of established SNS 4. Records of training sessions and workshops including dates, topics, lectures, participants, and major contents/texts

Source: JET

2.1.5 Procurement of Equipment

[Planned]

The PDM, signed on 7 September 2016, specified to procure the following equipment related to WG2 and WG4:

- Equipment necessary for implementing the pilot activity on energy efficiency measures in the Halong Bay area

- Equipment necessary for implementing the pilot activity on enhancement of water environment management capacity by reducing direct pollution load to the bay

[Actual]

After the launch of the 2nd phase of the Project, WG2 and WG4 had examined the candidate equipment necessary for the pilot activities under the two WGs. As a result of the discussions, the following two items of equipment were selected to be procured, while the equipment for WG2 was cancelled:

- Composting toilet (BIO LUX or equivalent) for tourist boat: 3 units
- Composting plant with accessories (BUIK System or equivalent) for organic waste composting: 1 unit

The selection of composting toilet for tourist boat was reflected in the 2nd revised PDM signed on 27 October 2017 whereas the selection of composting plant was reflected in the 3rd revised PDM signed on 31 July 2018.

The equipment procured in the Project are shown in table below. All equipment was handed over to PMU by October 2018. When all pilot activities ended in August 2019, PMU, WG4, and JET confirmed that all equipment served as designed for WG4 pilot activities and would be continuously utilized at the end users' facilities.

Table 2.1-9 List of Equipment Procured in the Project

Item	Composing Toilet for Tourist Boat	Composting Plant for Organic Waste Composting with Accessories
Model Name	Bio-Lux, SW-43	BUIK System - BUIK-100
Quantity	3 units	1 unit
Manufacturer	Seiwa Denko Co., Ltd.	Shudensha Co., Ltd.
Distributor	Chodai Co., Ltd.	Shudensha Co., Ltd.
Installed Place (Date of Handover)	Tourist boats - QN 4337 (2 March 2018) - QN 6668 (12 May 2018) - QN 8299 (4 July 2018)	Thien Truong Food Processing Co., Ltd, slaughter-house for Cattle and Poultry of Hai Phong Ward, Halong City (4 October 2018)
End user	Boat owners - Cong Nghia Tourism Company (QN 4337) - Minh Hang Tourism Company (QN 6668) - VIT Tourism Company (QN 8299)	Hoang Lam Co., Ltd.
Total Price (JPY)	4,457,826	9,432,738

Source: JET

At the time when WG4 activities completed, the user right of equipment was handed over to each end-user according to minutes of handing-over of equipment after the completion of the Project with the following conditions to make sure that the equipment will be used and maintained properly in the post-project phase.

- The end-user is responsible for appropriate and sustainable usage of the equipment.
- When any changes to conditions of the equipment, such as relocation, modification, or demolition of the equipment, or change of end-user need to occur, the end-user should make a preliminary consultation with DPI of Quang Ninh PPC, through Ha Long City People's Committee. The end-user should comply with an instruction to be given by DPI, according to provincial regulations applied to assets management of Provincial People's Committee's equipment for those changes.

2.1.6 Training in Japan

[Planned]

The PDM specifies the following input: training in Japan, third country or Vietnam (Vietnamese side). The plan of training program was elaborated in the Inception Report of the Project as shown in the table below.

Table 2.1-10 List of Training in Japan (Planned)

No.	Period	Key Contents of Training	Number of Participants
1	August in 2017	- Policy of Shiga Prefecture based on the Lake Biwa model - Preparation and utilization of White Book and activities of ecotourism in Shiga Prefecture	10
2	July in 2018	- Policy of water environment management and energy efficiency in Shiga Prefecture - Institution and technology for promoting environment management policy	10

Source: JET

[Actual]

Two trainings in Japan were held in 2017 and 2018 and total 25 officials in total from StC, PMU, each WG and PPC participated. The contents of training are shown in table below. The detailed programs, participants and achievement are presented in 3.5.

Table 2.1-11 List of Training in Japan (Actual)

No.	Period	Key Contents of Training	Number of Participants
1	23 Aug. 2017 – 31 Aug. 2017	- Environment policy and tourism policy in Shiga - Operation of the administration authority and enterprise for environment management - Environmental business development and environment management policy in enterprise and industrial zone - Tourism development and environment management policy by private sector in tourism. - Activities for environmental conservation in closed water body	15
2	25 Aug. 2018 – 2 Sep. 2018	- Environment policy and tourism policy in Shiga - Environmental business development and environment management policy in enterprise and industrial zone - Activities for environmental conservation in closed water body - Implementation of environment management policy involving community	10

Source: JET

2.1.7 Others

[Planned]

Additionally, the PDM specifies the following input:

- Office Space
- Budget allocation for salary and other expenditure for counterpart personnel during the project period.
- Budget allocation for running cost of equipment procured under the Project (in case that the

ownership of the equipment comes under QN PPC.).

[Actual]

- Office space: An office room for JET was prepared in Inter-agencies Building No.2 by QN PPC.
- Budget allocation for counterpart personnel: Counterpart budget was allocated for expenditure of counterpart personnel for project activities during the project period.
- Budget allocation for running cost of equipment procured under the Project: The running cost of composting toilet was borne by end-users of equipment because the user right was handed over to end-users. The running cost of composting plant during the pilot activity period from October 2018 to March 2019 was borne by subcontract work because it was trial operation period of end-user. However, the running cost of composting plant after April 2019 was borne by end-user of composting plant because the user right was handed over to the end-user.

2.2 Achievements of the Project based on the PDM

2.2.1 Achievement of Outputs

(1) Output 1

The Output 1 defined by PDM are shown below together with the verifiable indicators.

Output 1:

The awareness raising activities on the Outputs 2 and 3 are implemented and the recommendations for post-project phase are prepared to promote green growth through the lessons learned from the project activities.

Indicators for Output 1:

- (1) The Halong Bay Area Green Growth White Book, describing initial activities of policy implementation and the awareness raising activities on green growth, is prepared and published once a year.
- (2) The regulation and organization for preparing the Quang Ninh Province Green Growth White Book are developed and documented.
- (3) The recommendations for the post-project phase on promotion of green growth are prepared.

It is evaluated that the Output 1 has been achieved by comparison with verifiable indicators set in PDM.

[Indicator of Output 1-(1)]

Quang Ninh Province published the Green Growth White Book twice during the project implementation, namely, “White Book Version 2017” was published in August 2018, and “White Book Version 2018” was published in November 2019 respectively. And a series of awareness activities using the Green Growth White Book has been conducted for government officials, students, local people, and so on.

[Indicator of Output 1-(2)]

Decision for continuously publishing the Green Growth White Book in Quang Ninh Province was documented and approved by QN PPC on 2nd August 2019 (Decision No. 3231/QD-UBND)

[Indicator of Output 1-(3)]

The recommendations for the post project phase were prepared for Quang Ninh Province in November 2019.

(2) Output 2

The Output 2 defined by PDM are shown below together with the verifiable indicators.

Output 2:

Environmentally and financially sustainable policies for the selected key industrial sectors are developed and implemented as pilot activities.

Indicators for Output 2:

- (1) Five or more cases of the environmental management activities (enhancement of provincial fund and financial mechanism, energy saving and management, and reduction of direct pollution load to the bay) are implemented in the selected key industrial sectors.
- (2) Regulations and organizations for promoting environmental management and energy saving for the selected key industrial sectors are developed and documented.

It is evaluated that the Output 2 has been achieved by comparison with verifiable indicators set in PDM.

[Indicator of Output 2-(1)]

Nine cases of the environmental management activities were implemented through the various pilot activities under WG1, WG2 and WG4, as shown in the table below.

Table 2.2-1 Cases of Activities Implemented under Output 2

No. & WG	Description of Case of Activities
Case 1, WG1	Enhancement of the provincial EPF (Environmental Protection Fund)’s operation: <ul style="list-style-type: none"> - DONRE succeeds to provide EPF loan with preferential interest to two projects in the project period. - WG1 improved conditions of EPF based on findings of pilot activity.
Case 2, WG1/ taskforce	Activity to develop a financial mechanism for green growth promotion: <ul style="list-style-type: none"> - Taskforce under WG1 examined necessary measures of financial mechanism for green growth promotion. - Financial mechanism for green growth implementation*1 was developed in the way to integrate the green-growth-oriented incentives to agricultural sector’s resolution based on the output of WG4.
Case 3, WG2	Information on enhancement of energy efficiency was collected, compiled and uploaded on Quang Ninh provincial website, under the Scheme A*2 “Provision of Energy Efficiency Information”.
Case 4, WG2	On-site walk-through energy checking was carried out for two non-Designated Energy Users (DEUs), under the Scheme B*2 “Energy Checking”.
Case 5, WG2	ESCO studies were implemented for five potential owners through identifications of applicable technologies and financial attractiveness, and three ESCO proposals were prepared, under the Scheme C*2 “ESCO Proposals”.
Case 6, WG2	The evaluation of energy saving effectiveness of DEUs was carried out and Energy Efficiency Certificate was awarded to six DEUs, under the Scheme D*2 “Energy Efficiency Certificate (Energy Labeling)”.
Case 7, WG2	Lecture targeting public servants in Quang Ninh was held as a capacity development activity on energy saving and renewable energy, under the Scheme E*2 “Capacity Building”.
Case 8, WG4	Activity for reduction of pollution load from tourist boats to the Halong Bay: <ul style="list-style-type: none"> - The environmentally-friendly technology for the tourism sector in the bay was introduced. Three units of composting toilet were installed to tourist boats and have been operated. - Introducing environmental-friendly technology was promoted by Blue Sail Certificate (BSC) scheme under WG3
Case 9, WG4	Activity for food waste recycling and sustainable agriculture: <ul style="list-style-type: none"> - The composting plant has been operated to treat the food waste and produce high-value products to be utilized for sustainable agriculture. - The local recycling network for food waste recycling and agricultural production has been arranged. The expansion of organic waste recycling model was proposed.

Note:

*1: Resolution No. 194/2019/NQ-HDND on promulgating policies to encourage investment and linkage in production, processing and consumption of agricultural products in Quang Ninh province

*2: The following five schemes are proposed as energy saving schemes by WG2;

Scheme A (Provision of Energy Efficiency Information): To provide information on energy saving periodically to all energy users.

Scheme B (Energy Checking): To conduct the on-site walk-through energy checking on several selected non-DEUs every year with certified energy auditors

Scheme C (ESCO Proposals): Based on the mandatory energy audit reports submitted by the DEUs, DOIT consigns selected local ESCOs to make ESCO proposal reports and arrange meetings with DEUs and ESCOs for promotion of ESCO project.

Scheme D (Energy Efficiency Certificate (Energy Labeling): To award Energy Efficiency Certification to DEUs in Quang Ninh which have implemented measures for energy saving based on the application from DEUs.

Scheme E (Capacity Building): To organize events such as seminar and workshop for capacity building regarding energy saving and management,

Source: JET

[Indicator of Output 2-(2)]

Through institutionalization and policy-making efforts, C/Ps obtained knowledge and experiences related to green growth promotion. The following regulations and mechanisms for promoting environmental management and energy saving for the selected key industrial sectors were developed and documented.

[WG1]: Decision on amendment of charter of organization and operation of Environmental Protection Fund (EPF), which will increase a maximum loan amount and period, allocate additional charter

capital of fund, and create conditions of financial support as advance payment capital to environment protection tasks under local government.

[WG1/taskforce and WG4]: Resolution for promulgating policies to encourage investment and associated linkage in production, processing and consumption of agricultural products in Quang Ninh Province, which will financially support organic fertilizer production projects, contribute to limiting towards not using chemical fertilizers to protect environment and human health.

[WG2]: Operation manuals for Schemes A-E, which will be integrated into the operation of the new provincial decision under the Decision No. 208/ QD-TTg by Prime Minister dated 13th March 2019.

[WG4]: An initial proposal to expand the organic waste recycling model in Halong City is under preparation and will be proposed to Halong City PC, after the composting product is certificated for commercial circulation (as of October 2019).

(3) Output 3

The Output 3 defined by PDM is shown below together with verifiable indicators.

<p><u>Output 3:</u> Measures to stimulate sustainable growth of tourism sector are implemented as pilot activities.</p>

Indicators for Output 3:

- (1) Six or more of tourism information materials or tourism promotion tools are developed and utilized by tourists through the tourism information center and the tourism websites.
 - (2) Two or more of eco-tour programs are developed and provided in Van Don District, in which 500 or more tourists participate in the final year of the Project.
 - (3) Ten or more of tourist boats are certified by the green label for tourist boats (Blue Sail Certificate).
 - (4) Regulations and organizations on delivering and updating tourist information as well as marketing, eco-tourism promotion in Van Don District, and the green label for tourist boats (Blue Sail Certificate) are developed and documented.
-

It is evaluated that the Output 3 has been achieved by comparison with verifiable indicators set in PDM.

[Indicator of Output 3-(1)]

Six kinds of tourist information materials and promotion tools have been developed. These tools include the Halong Bay area tourist map, three kinds of SNS for tourism promotion, website and so on, which are available in TIPC. TIPC advertised the tools to the tourists visiting Halong Bay area, and distributed the tools in international conferences.

[Indicator of Output 3-(2)]

Two discovery trails for promoting ecotourism in Quan Lan island in Van Don District have been developed, namely, i) Discovery Trail 1; Great history and culture of Quan Lan island, and ii) Discovery Trail 2; A day as a fisherman of Quan Lan island. The associated materials and tools have been also developed such as leaflet of discovery trail map, on-site signage, and so on for promoting the ecotour in the island. The number of participants in April and May 2019 reached at 676 persons.

[Indicator of Output 3-(3)]

“Blue Sail Certificate (BSC)” is a new labeling scheme of green growth criteria for tourism boat. In the tourism boat of Halong Bay, BSC focuses on preventing and reducing noise and air pollution, cutting waste and wastewater discharge, and protecting biodiversity. 36 tourist boats have obtained the BSC under the concept of green labeling in Halong Bay area. Two tourist boats have been awarded under BSC mechanism in September 2018, and the remaining 34 boats have been awarded in December 2018, during the project implementation.

[Indicator of Output 3-(4)]

Regulations and organizations on delivering and updating tourist information as well as marketing, ecotourism in Van Don District, and the green label for tourist boats (Blue Sail Certificate) have been finalized. The list of regulations and mechanisms institutionalized during the project implementation are listed in the achievement of the Project Purpose.

2.2.2 Achievement of Project Purpose

The Project Purpose and its verifiable indicators are defined in the project design as follows. Three outputs of the Project are also summarized. The verifiable indicators for three outputs are enumerated in the subsequent chapter.

Project Purpose:

green growth is promoted in Halong Bay area through the implementation of environmentally sustainable policies in the key industrial sectors and implementation of development policies in tourism sector.

Indicators for Project Purpose:

- (1) The following regulations and organizations to promote green growth are approved by Quang Ninh province.
 - [(1)-A] Regulation and organization for publishing the Quang Ninh Province green growth white book continuously.
 - [(1)-B] Financial and budgetary mechanisms and organization for promoting environmental management activities and energy saving activities.
 - [(1)-C] Regulation and organization for delivering and updating tourist information as well as marketing.
 - [(1)-D] Regulation and organization for promoting eco-tourism in Van Don District.
 - [(1)-E] Regulation and organization for labeling to promote energy saving and sustainable tourism activities.
- (2) The recommendations for the post-project phase are submitted to Quang Ninh province

Outputs of Project

- Output 1: Awareness raising activities on the outputs 2 and 3 are implemented and the recommendations for post-project phase is prepared to promote green growth through the lessons learnt from the project activities.
- Output 2: Environmentally and financially sustainable policies for the selected key industrial sectors are developed and implemented as pilot activities.
- Output 3: Measures to stimulate sustainable growth of tourism sector are implemented as pilot activities.

[Indicator of Project Purpose-(1)]

It is evaluated that the Project Purpose has been achieved based on the verifiable indicators set in PDM. The mechanisms for green growth promotion have been developed and approved by QN PPC in the course of the project implementation, as shown in the table below. The list of all the documents and mechanisms approved by QN PPC are shown in the Attachment.

Table 2.2-2 Institutionalized Mechanism and Approved Legal Documents under the Project (Related to the Project Purpose)

No. of Indicator	Field	Mechanism	Title of Institutionalized Document
[(1)-A]	Awareness Raising on green growth	Publishing the Quang Ninh Province Green Growth White Book	Decision No.3231 on 2nd August 2019
[(1)-B]	Enhancement of the provincial funds and financial mechanisms for green growth	Amendment of charter of organization and operation of EPF	Decision No.114/QD-UBND on 11th January 2019
[(1)-B]		Policies to encourage investment and linkage in production, processing and consumption of agricultural products	Resolution No. 194/2019/NQ-HDND on promulgating in Quang Ninh province on 30th July 2019
[(1)-B]	Promoting energy efficiency	Implementation plan of 2020 with application for budget allocation	Document No. 1114/SCT-QLNL in May 2019
[(1)-B] [(1)-E]		Provincial action plan under Prime Minister Decision 280/QD-TTg on approval of the National Energy Efficiency Programme (VNEEP) for the period of 2019-2030	Draft Decision on Approving Program of Economical and Efficient Use of Energy in Quang Ninh Province toward 2030 <i>To be institutionalized in post-project phase</i>
[(1)-C]	Dissemination and update of tourism information and marketing	Approval of the establishment of Destination Marketing Agency (DMA)	Decision 65/QD-UBND on 28th June 2019 Decision No.384/ QD-SDL on TIPC Function on 10th September 2019
[(1)-D]	Promotion of ecotourism in Quan Lan island	Deciding on the roles, responsibilities and activities of CBET-board	Decision No.2019/QD-UBND on 6th June 2019
			Decision No. 3043/QD-UBND on 6th June 2019
			Decision No.2324/ QD-UBND on 1st July 2019
[(1)-E]	Development of provincial green labeling system of the tourism boats	Establishment of BSC	Decision No, 74/QD-UBND on QN PPC on amendment of the BSC criteria, assessment procedures and Council, in August 2019

Source: JET

[Indicator of Project Purpose-(2)]

The recommendations for the post-project phase were prepared for Quang Ninh Province in November 2019.

[Industrial Sector: Achievement]

It is evaluated that the project purpose has been accomplished entirely. For the industrial sector, the Environmental Protection Fund (EPF), which is a direct financial supporting mechanism for the enterprises, was improved as a sustainable environmental policy. Not only the increase of the total amounts of the fund, it became possible for the public sector to apply the fund in addition to create a better loan mechanism for each enterprise including increase of their maximum loan amount and a longer repayment period. Also, the potential environmental investment by the enterprises has been explored through the PR (open letter) activity on EPF. The development of mechanisms on every energy saving and energy management, which is efficient use of energy, for private enterprises has been progressed. It is expected that sustainable environmental activities in the industrial sector will be promoted by enhancing industrial pollution prevention measures and energy saving business by the enterprises in the Halong Bay area as it results of the outputs stated above. Furthermore, it will lead

the environmental improvement in Halong Bay and contribute to realizing the green growth in the Halong Bay area.

[Industrial Sector: Issues and Challenges]

The development of financial mechanism, which aims to implement the green growth policy, was limited to some sectors for implementation, but has not been accomplished. Since the implementation of the provincial governmental policies with sector-wise so far, it shows difficulty in developing the cross-sectoral mechanism and it is an essential characteristic on the green growth concept.

EPF is a mechanism for financial supporting environmental measures for the enterprises. On the other hand, actions which facilitate to comply with environmental regulations and pollution prevention legislations need to be implemented in parallel to promote sustainable actions on environmental aspects for enterprises. However, activity for strengthening linkage between the compliance of the environmental regulation and investment was limited under the Project.

The mechanism for promoting energy saving, which was developed under the Project, mainly targets industrial sector. During the Project, there were some discussions on the other sectors such as energy saving for fishing boat in fishery sector, improvement of road lighting in transport sector, and roof solar panel in renewable energy sector. In addition, governmental decision by the prime minister aims at energy saving and efficient energy use in all the sectors. Under the Project, promotion to the other sectors was limited apart from the industrial sector.

[Tourism Sector: Achievement]

It is evaluated that the project purpose has been accomplished entirely. The development and improvement of the tourism information tools for TIPC to domestically and internationally disseminate have been progressed to improve tourism branding in the Halong Bay area through the Project. In addition, DMA function was clearly attached and institutionalized to TIPC to centralize the tourism development and promotion in the Halong Bay area. Due to the statement above, it is expected that TIPC will be given right to implement the policy to further develop the tourism industry and allocated necessary provincial budget.

It was expected to grow out of conventional tourism which strongly depends on the Halong Bay as world heritage. Under the situation, ecotourism development in Quan Lan Island of Van Dong District was conducted under the Project to diversify tourism through utilizing the other sustainable environmental resources. Through the ecotourism development activity, institution, and organization to operate the ecotourism were developed and established in the Van Dong District and Quang Ninh Province. The ecotourism activity is expected to continue further in Quan Lan Island.

Blue Sail Certificate (BSC), an environmental labeling system for the tourism boat, was developed as a part of measuring for the green growth policy. During the project period, the 6% of the tourism boats, which operate in Halong Bay, got the certification of the BSC and are conducting environmental conservation and improvement activities in Halong Bay. As a result, the green growth policy on tourism sector has been promoted in the Halong Bay area.

[Tourism Sector: Issues and Challenges]

To display DMA function of the TIPC, various actors on tourism sector are required to be involved in addition to provide rights and budget allocation as mentioned above. Through the open workshop in the Project, collaborative relationship between TIPC and each actor was enhanced. However, such linkage has just begun and it is not enough to display DMA function yet. Tourists have increased in Quan Lan Island due to the ecotourism development under the Project. Because of it, capacity of the existing facilities to receive the tourists is about to exceed. Also, some issues on conservation and maintenance of the tourism resources gradually face some issues such as solid waste from the tourists. Though the BSC system, which was developed under the Project, makes differentiation in environmental and operational aspects of the tourism boat, it is necessary to monitor if the boat owners continuously apply and renew for the BSC with their positive motivation as well as newly apply for the BSC by the boat owners who do not have the BSC before.

[Promotion and Dissemination of Green Growth: Achievement]

It is evaluated that the Project purpose has been accomplished entirely. The Green Growth White Book was published twice during the project period. In the second issue in 2018, the Green Growth White Book was published under the budget of Quang Ninh Province. Its experience led to establish a mechanism to continuously publish the Green Growth White Book. Quang Ninh Province actively conducted publicity, dissemination, and public awareness activities by utilizing the Green Growth White Book. The Green Growth White Book contributes to widely inform of the green growth policy, measures, and implementation status under Quang Ninh Province, including implementation of environmental management in industrial sector and various economic growth aspects, mainly in tourism sector. In addition, the awareness raising activity to educational sector, such as school and collaboration among main industries in the province such as mining industry, were attempted through disseminating activities by using the Green Growth White Book. In the preparation process and utilization of the Green Growth White Book, experiences of Shiga Prefecture in Japan with long history have been well referred. Furthermore, it is expected that the Green Growth White Book be utilized to establish the “Halong Bay Model in Quang Ninh Province”, succeeding the “Biwa Lake model in Shiga Prefecture” in the environmental management. Institution for sustainable publication of the Green Growth White Book includes not only annual necessary budget arrangement, but also allocation of responsibilities among relevant department under the PPC and cooperation with each municipality in the Halong Bay area. Further, it is expected that the Green Growth White Book contribute to expand environmental activities in industrial and tourism sections based on green growth concept and contribute to enhance environmental awareness and motivations for main actors in those sectors such as private enterprises.

[Promotion and Dissemination of Green Growth: Issues and Challenges]

While the Green Growth White Book was completed as a publicity tool, some aspects were not satisfactorily implemented such as strengthening of message from Quang Ning Provincial government and utilization of communication tool with industrial sector and citizens. Interactive communication with educational sector has been advanced by active promotion to the schools. On the other hand, regarding the collaboration with industrial sector, only the introduction and sharing of information on implemented actions have been conducted so far. It is not the yet phase for the industrial sector to be fully involved to the green growth concept in Quang Ninh Provincial government. In addition,

collaboration with the research institute was only the introduction of trial activities, including the dialogue between the Shiga Prefectural Government and Halong University.

2.2.3 Perspective of Achievement to Overall Goal of the Project

The overall goal of the Project defined by PDM is shown below together with verifiable indicators.

Overall Goal:

Green growth is promoted in Quang Ninh Province through transition from brown to green economy.

Indicators for Overall Goal:

- (1) Quang Ninh Province Green Growth White Book (GG White Book) is continuously being published.
- (2) Ten (10) or more activities concerning provincial fund/financial mechanisms, energy saving, reduction of direct pollution load to the bay are conducted through the environmental management regulations, and organizations developed by the Project for the selected key industrial sectors in Quang Ninh Province.
- (3) Two (2) or more eco-tour programs and their tourism information are developed and provided through the regulations, mechanisms, and organizations developed by the Project for the tourism sector in Quang Ninh Province.

The overall goal is expected to be achieved within several years if all the following conditions to be satisfied:

[Indicator of Overall Goal-(1)]

Green Growth White Book will continuously be published because the mechanism has been developed in the Project as the provincial decision. The decision will contribute to proving the fixation of the necessary tasks for the preparation of Green Growth White Book on the daily duties of the related organizations as well as to secure the necessary budget. The decision guarantees future Green Growth White Book publishing both in terms of work and budget continually.

[Indicator of Overall Goal-(2)]

More activities on environmental management will be conducted in the key industrial sectors in Quang Ninh Province through the following efforts in the post-project phase.

- DONRE will promote continuously the provincial EPF, which will lead the increment of the case on applications from the enterprises in the province.
- QN PPC, DPI and the related departments will continue to study the mechanism of preferential measures to support green-growth-oriented activity and investment in the province.
- DOIT will operate the new provincial decision under the national Decision No.208 on efficient energy management, through collaboration with the related departments in the province. DOIT will also promote the ESCO projects and energy efficient certificate for DEUs or other companies.
- QN PPC will study the preferential measure for supporting the organic waste recycling activity for sustainable agriculture in the province. In addition, QN PPC will encourage the reduction of direct pollution to the bay not only for tourist boats but also for other pollution sources.

[Indicator of Overall Goal-(3)]

More ecotour programs and tourism information will be developed under the conditions of continuous efforts of TIPC and DT of QN PPC, through expansion of fruits of the Project such as eco-tour

programs in Quan Lan island, related on-site information, marketing and promotion tools which were in place in TIPC, and so on.

The prospects of achievement to overall goal are depicted below, in terms of i) industrial sector, ii) tourism sector, and iii) promotion and dissemination of green growth.

[Prospect of Industrial Sector]

Through the Project, EPF has become more utilized for the industrial sector in their environmental management activities compared with before the project. In further stage, it is expected that EPF be widely publicized and continue its steady operation. As a result, it would make the green growth promotion in the industrial sector. In addition, further effect will be expected by advancing the activities with enforcement of environmental regulation to the industrial sector.

Approval of provincial decision which aligns with the central government Decision No.280 is a prerequisite to achieve the higher objective mentioned in the decision in the energy saving and energy management. Since the draft provincial decision which was prepared during the Project reflected the results of the pilot activities and align with the policy of central government, the objective can be achieved as long as measures are implemented based on the provincial decision. In addition, communication and instruction by DOIT to the industrial sector would be indispensable for the implementation of the measures, not only collaboration among the relevant department within Quang Ninh Provincial government.

To utilize the Halong Bay sustainably as regional resource for social and economic development, reduction of pollution load to the bay is required. It is expected that some activities to reduce the pollution load from tourism boats and agriculture in pilot activity areas under the Project will be continued and expanded to the Halong Bay area, even to the other sectors such as industrial sector. It seems difficult to newly establish a financial mechanism specific to the green growth policy promotion. However, importance of financial incentives such as interest subsidy and provincial subsidy has gradually been recognized among the QN PPC through the Project to promote the green growth policy with involving the private enterprises. Though provincial policy on financial mechanism, which be prepared and/or improved at sector-base, be maintained, it is considered that the green growth in Quang Ninh Province will be promoted further by which the green growth concept be integrated into each financial mechanism.

[Prospect of Tourism Sector]

Through the Project, tourism advertisement methods have become possible by introducing the ecotourism and strengthening of DMA function of TIPC. Continuation of such outputs will be important for the moment after the Project, including the BSC. It is necessary to operate the mechanism and accumulate practices at the site, mainly by DT of QN PPC, together with Van Don District and TIPC, for several years after the Project.

[Prospect of Promotion and Dissemination of green growth]

Green Growth White Book was published for two consecutive years during the project period and a system for continuous publication has been established by the decision of Quang Ninh province.

The first year Green Growth White Book was prepared with full back-up from JET. Based on the experience of preparation of the first year Green Growth White Book, WG members, mainly DPI, prepared the second year Green Growth White Book by themselves. The second book was well prepared with collaboration of relevant departments.

The QN PPC promised to continue to maintain the annual Green Growth White Book publication of the province. The content of the Green Growth White Book should be briefer and clearer for easy understandable. Through the Green Growth White Book preparation, the annual environmental information and data will be accumulated and it will be used to observe a change over time of the environmental status of the Halong Bay area. From 2020-2021, the publishing of supplemental booklets of Green Growth White Book for different target groups such as enterprises, school students, tourists, etc. is recommended.

3 Principal Activities of the Project

3.1 Project Administration and Operation Activities

Overall project activities are summarized below. The 2nd phase of the Project started with Kickoff Seminar in November 2016. During the Project, in total five StC-meetings were organized to confirm the project progress and make necessary decisions to solve major issues raised in the project activities. The daily operations for overall project activities were managed at regular meeting between PMU and JET while pilot activities are mainly managed in WG meetings. Besides, green growth promotion workshops were held in 2018 and 2019 to disseminate outputs and achievements of the Project not only to concerned parties including private enterprises in Quang Ninh Province but also to other parties outside of the province such as central ministries and other provinces. The final seminar held in November 2019 presented overall achievements of the Project and announced orientations for promotion of green growth policy in the province. The agenda and results of these activities are described below. The detailed content of pilot activities is presented in 3.2.

3.1.1 Kickoff Seminar

The kickoff seminar chaired by the PPC Standing Vice Chairman, Head of StC was held on 30 November 2016 to confirm the objectives of 2nd phase of the Project and required actions for implementation. The participants discussed and confirmed the role and tasks of department/personal to be assigned for WG as well as necessary preparation to launch WG activities.

Table 3.1-1 Summary of Kickoff Seminar

Item	Contents
Date	30 November 2016
Venue	Conference center of Quang Ninh Province
Objectives	<ul style="list-style-type: none"> • To share the objectives and targets of the 2nd phase of the Project with the concerned stakeholders of the Project, • To share the activities implemented in the 1st phase of the Project with the concerned stakeholders of the Project, • To share the experiences of Shiga Prefecture on joint activities of administrative officers, local residents, and enterprises for environmental management and green growth, and • To discuss the required actions for implementing the Project.
Program	<ol style="list-style-type: none"> 1. Opening remarks by Standing Vice-chairman of Quang Ninh PPC 2. Special remarks by JICA Headquarters 3. Special remarks by Shiga Prefecture 4. Introduction of experiences of Shiga prefecture on joint activities by administrative officers, local residents and enterprises for environmental management and green growth in Cat Ba island by Shiga Prefecture 5. Report on progress of preparation activities (1st Phase) by Quang Ninh province, and expected actions by the concerned stakeholders by DPI 6. Introduction of the objectives, targets, and expected outcomes of the Project (2nd Phase) by JET 7. Discussion 8. Conclusion and closing remarks by Standing Vice-chairman of Quang Ninh PPC
Participants	PPC, DPI, DOF, DOIT, DT, DONRE, DOC, EZMB, Halong City PC, Van Don District, Uong Bi City, Hoanh Bo District, Quang Yen Town, HBMD, Halong Association of Environmental Protection and Education, Hai Phong DONRE, Ba Ria-Vung Tau DONRE, Ba Ria-Vung Tau DPI, Vietnamese

Item	Contents
	Academy of Science and Technology (VAST), Shiga Prefecture, Osaka Prefecture University, JICA Headquarters, JET, mass media
Major Comments	<p>Comments by Mr. Le Minh Tan, Deputy Director of DT</p> <ul style="list-style-type: none"> It is necessary to review the current tourism activities in Halong Bay in order to control/restrict the number of tourists visiting to specific destination and number of boats operating in the bay. Current information center of DT does not meet the demand of tourism information. DMA is expected to help to provide information to tourist directory. <p>Comments by Mr. Nguyen Van Minh, Director of DPI</p> <ul style="list-style-type: none"> DPI will proceed the necessary arrangement for setup of WG to launch the project activities. Relevant stakeholders are required to be serious about implementing the project as representative of his/her department when he/she is assigned to join the project. All stakeholders need to carefully review the draft of task assignments of WGs to make sure they match with their functions and tasks. <p>Comment by Mr. Dang Huy Hau, Vice Chairman of Quang Ninh PPC</p> <ul style="list-style-type: none"> It is suggested to establish Halong Bay research center from the beginning of the project period. Quang Ninh Province also request for sharing of experiences from Biwa Lake model.
Key Conclusions	<ul style="list-style-type: none"> The participants agreed all contents that will be implemented in the 2nd phase of the Project. The participants confirmed the project objectives and tasks of each department and local authority for carrying out the Project. They also confirmed the leader of WGs to be assigned from each department/organization. DPI and JET are requested to make yearly and monthly detailed implementation plans to avoid work delay.

Source: JET

3.1.2 Steering Committee Meeting

The agenda and conclusions of 1st – 5th StC meetings are summarized in tables below. In StC meetings, WGs reported the latest progress of pilot activities and plan in the next period. JET shared key challenges and suggestions necessary for achieving the project purpose. Advisory mission team from Shiga Prefecture provided advise on effective measures to maintain sound water environment with efforts of government and private sector, based on their experience of Lake Biwa Modal. The StC meetings also made decisions to give directions to pilot activities and other project-related activities, such as relocation of pilot site for ecotourism promotion from Quang Yen to Van Don, selection of equipment to be procured for WG4 pilot activities, grant of BSC to tourist boats and publication of Green Growth White Book.

In the final StC, WG leaders and JET reported results and achievements of overall project activities. As conclusion, Mr. Dang Huy Hau, who is Head of the Steering Committee and Standing Vice Chairman of Quang Ninh PPC, committed further promotion of green growth in Quang Ninh Province in the future.

Table 3.1-2 Summary of 1st StC Meeting

Item	Contents
Date	25 April 2017
Venue	PPC meeting room
Objectives	<ul style="list-style-type: none"> To share the overall progress and achievements of the pilot activities by each WG, To inform the annual work plan in 2017 by each WG, and To provide conclusion and opinions to outstanding issues by the Steering Committee.
Program	1. Opening remarks by Head of StC

Item	Contents
	<ol style="list-style-type: none"> 2. Special remarks by JICA Vietnam office 3. Presentation on overall project design and overview of progress and next schedule for each pilot activity by JET 4. Presentation on achievement in each pilot Activity by PMU 5. Discussion 6. Comments from JICA Vietnam and Shiga Prefecture 7. Special remarks by QN PPC Chairman 8. Conclusion and closing remarks by Head of StC
Participants	StC members, PMU members, leaders, and focal points from each of the five WGs, representatives of local authorities, advisory mission team from Shiga Prefecture, and JICA Vietnam Office
Major Items Reported and Discussed	<ul style="list-style-type: none"> • WG1: The basic concept and financial resource of new fund for green growth promotion need to be examined. • WG2: The StC confirmed the selected target sites and progress of energy audit for energy saving pilot activity. • WG3: WG3 proposed the relocation of pilot site for ecotourism promotion activities from Quang Yen to Van Don. StC requires convinced explanation including the reasons why the Quang Yen was selected in the 1st phase, why the site need to be re-considered, how Van Don was newly identified, and so forth. • WG4: The bio-toilet for tourist boat was selected for the equipment to be installed for WG-4. The suitable places for the bio-composting plant will be sought for targeting the other interested enterprises and business investors in the entire project area. • WG5: The StC confirmed the Table of Content of White Book.
Key Conclusions	<ul style="list-style-type: none"> • The StC requested WG-3, 1) to work with JET to prepare and submit the technical note for verification of change of pilot site from Quang Yen to Van Don, to StC for its final decision. • The StC confirmed that the PMU will work with Halong PC, WG1, DOF, and other relevant WGs or departments to have an official meeting to discuss the establishment of fund mechanism for green growth promotion. PMU will report the recommendations to StC. • The StC agreed with the installation of bio-toilets for tourism boat for WG-4 activity. As for the bio-composting plant, on the other hand, the StC confirmed that a seminar will be held by WG-4 to introduce more details of equipment to potential business investors and enterprises etc. in the other districts rather than Ha Long City.

Note: The conclusions are summarized based on official letter from Quang Ninh Province to the JICA Vietnam office (No. 3162/ UBND-MT, 2017).

Source: JET

Table 3.1-3 Summary of 2nd StC Meeting

Item	Contents
Date	21 November 2017
Venue	PPC meeting room
Objectives	<ul style="list-style-type: none"> • To share the overall progress and achievements of the pilot activities by each WG and overall project implementation, • To inform the future action based on the Memorandum of Understanding (MOU) signed between Quang Ninh Province and Shiga Prefecture, and • To provide conclusion and opinions to outstanding issues by the Steering Committee.
Program	<ol style="list-style-type: none"> 1. Opening remarks by Head of StC 2. Special remarks by JICA Vietnam office 3. Presentation on overall project design and overview of progress and next schedule for each pilot activity by JET 4. Presentation on achievement in each pilot activity by leaders of each WG and leader of CBET Board of Quan Lan island 5. Discussion 6. Comments from WG leaders

Item	Contents
	<p>7. Comments from other participants</p> <p>8. Presentation on future action based on MOU between Quang Ninh Province and Shiga Prefecture by Shiga Prefecture</p> <p>9. Comments from JICA and Shiga Prefecture</p> <p>10. Conclusion and closing remarks by Head of StC</p>
Participants	StC members, PMU members, leaders and focal points from each of the WGs, representatives of local authorities, Advisory Mission Team from Shiga Prefecture, JICA Headquarters, and JICA Vietnam Office
Major Items Reported and Discussed	<ul style="list-style-type: none"> • WG1: WG1 reported their plan to propose amendments of EPF's regulations to PPC. • WG2: Measures for energy saving were offered to four selected companies and DOIT proposed ESCO application to two companies. • WG3: CBET proposed two discovery trails for ecotourism promotion activities in Quang Lan island. The Blue Sail label should be granted soon with clarifying the criteria of certificate. • WG4: WG4 proposed the composting toilet and composting plant as equipment procured for WG4 pilot activity as well as tentative installation plan of equipment. • WG5: StC confirmed the progress of preparation of White Book and plan of seminars to disseminate White Book. The contents and illustration of White Book should be simple for readers such as local people and students to understand easily. • All WGs: All WG members should reconfirm that the project purpose is to institutionalize necessary regulation and organization to be proposed as outputs of pilot activities at 2019 taking post project phase into account. • Cooperation with Shiga Prefecture: Shiga Prefecture expressed their intention for cooperation to provide their experiences to improve the environment of Halong Bay and for Quang Ninh Province to implement the green growth promotion project.
Key Conclusions	<ul style="list-style-type: none"> • WG1: The StC does not consider the proposal on EPF loans for environmental investment projects without mortgage assets • WG4: DPI, DOF and related units urgently and actively carry out tax exemptions procedures for importing of equipment serving the Project's operations. • WG5: The White Book should be promptly published in the first quarter of 2018. • WG3: It is suggested to develop and operate the two discovery trails with ecotourism, put into the provincial tourism program and make official procedures for announcing of tours to serve the domestic and international tourists by the end of the first quarter 2018. • Cooperation with Shiga Prefecture: Halong University, where Halong bay Research Center is established, is assigned to coordinate with relevant stakeholders for operation of Halong bay Research Center. • The StC requested Shiga Prefecture to support in providing experiences, techniques to develop the Center by referring the Biwa Lake Research Center of Shiga Prefecture

Note: The conclusions are summarized based on Notification on Conclusions of Mr. Dang Huy Hau, Standing Vice-chairman of Quang Ninh PPC at the 2nd StC Meeting (No. 333/TB-UBND, 2017).

Source: JET

Table 3.1-4 Summary of 3rd StC Meeting

Item	Contents
Date	19 April 2018
Venue	PPC meeting room
Objectives	<ul style="list-style-type: none"> • To share the mid-term progress and achievement, and further activities of the Project, • To share the advices from Shiga Prefecture at the timing of the mid-term of the Project, and • To discuss and confirm the milestones and outputs to be generated during the latter half of the project period
Program	<ol style="list-style-type: none"> 1. Opening remarks by Head of StC 2. Special remarks by JICA Headquarters 3. Presentation on achievement in each pilot activity by five WGs 4. Presentation on key notes and next milestone of the Project by JET

Item	Contents
	<p>5. Discussion</p> <p>6. Advices for the Project Comments from Shiga Prefecture</p> <p>7. Comments from JICA Headquarters</p> <p>8. Conclusion and closing remarks by Head of StC</p>
Participants	StC members, PMU members, leaders, and focal points from each of the five WGs, representatives of local authorities, Halong University, advisory mission team from Shiga Prefecture, JICA Headquarters, JICA Vietnam Office, JET, Mass Media
Major Items Reported and Discussed	<ul style="list-style-type: none"> • WG1: WG1 proposed that the revision of EPF include the amendment that will make the local market eligible for borrower of EPF loan. However, WG-1 is suggested to consider how feasible the local market can pay back the fund. • Taskforce under WG1: WG1 reported the establishment of taskforce for examination of new financial mechanism for green growth promotion. The taskforce will summarize and report an outline of necessary new financial mechanism by late June 2018 • WG2: WG2 reported the preparation of ESCO promotion scheme, local energy labelling scheme for non-residential equipment and capacity building scheme for local government officers. • DARD is assigned to take lead in pilot implementation of changing LED lights for three fishing boats for energy saving. • WG3: WG3 raised the following recommendations: The management system of CBET should be developed in cooperation with public/private sector and community in Quan Lan island. The training and seminar on marketing and promotion need to be conducted for tourism information improvement. The pilot BSC council should be established. • WG4: Incentive mechanisms to be proposed from WG4 should be integrated into incentive mechanisms of BSC. • WG5: The content and data in White Book should be carefully validated.
Key Conclusions	<ul style="list-style-type: none"> • PPC agreed with the contents of reports presented by DPI, JET and 5 WGs concerning progress, achievement and plan for activities in 2018 and 2019. • WG1 is instructed to quickly develop outlines, draft of provincial financial mechanism for provisions of supports for implementation of green growth tasks and activities in the Province, which should be completed within 2nd quarter of 2018. • WG2 is instructed to quickly implement pilot activities on energy saving and management, proposing good models on energy saving for propaganda, dissemination to the public, companies that are expected to contribute to energy saving. • WG3 is instructed to quickly finalize the Blue Sail criteria and appraisal procedures to arrange awarding of eco label to eligible tourist boats in June 2018. • WG3 is additionally instructed to finalize two discovery trails on Quan Lan island, Van Don district for promotion in tourism season of 2018. • WG4: Halong City PC is instructed to quickly arrange installation of bio-toilets in tourist boats under the framework of the Project as per current regulations to evaluate the effectiveness of application of Japanese advanced technology for environment treatment concerning wastes from tourist boats. • WG5: DPI is instructed to proactively finalize the draft White Book, updating with environment information provided by relevant departments, sectors and districts to aim the publication in May 2018. • Cooperation with Shiga prefecture: Shiga prefecture is requested to support Halong University in terms of providing human resources, materials and experience.

Note: The conclusions are summarized based on Notification on Conclusions of Mr. Dang Huy Hau, Standing Vice-chairman of Quang Ninh PPC at the 3rd StC Meeting (No. 97/TB-UBND, 2018).

Source: JET

Table 3.1-5 Summary of 4th StC Meeting

Item	Contents
Date	17 January 2019
Venue	PPC meeting room

Item	Contents
Objectives	<ul style="list-style-type: none"> • To share progress and achievements of the Project; to consult StC members for direction and procedures to institutionalize the mechanisms until the project completion (October 2019); to propose further activities of WGs after the project completion; • To discuss priority topics for cooperation implementation in the MOU between Quang Ninh Province and Shiga Prefecture, and • To share the advices and perspective from Shiga Prefecture.
Program	<ol style="list-style-type: none"> 1. Speech from Head of StC 2. Speech from the representative of JICA Headquarters <p>Part I. Report on progress and achievements of the Project and further activities of WGs</p> <ol style="list-style-type: none"> 1. Report on the achievements of energy saving and efficient management activities by WG2 2. Report on the following activities: strengthening functions of DMA; promotion of ecotourism in Quan Lan island; granting of BSC for tourist boats by WG3 3. Report on the activities of strengthening the reduction of direct pollution load from tourist boats and sustainable green agriculture following new resolutions in the agriculture field by WG4 4. Report on the yearly preparation and publication of Green Growth White Book by WG5 5. Report on the proposed financial mechanisms for green growth expected to integrate with green growth criteria and policies for supporting green growth projects in the resolutions which are under development in the fields of agriculture, industry and tourism by PMU and taskforce of WG1 6. Speech from JET <p>Part II. Priority topics for cooperation implementation between Quang Ninh Province and Shiga Prefecture</p> <ol style="list-style-type: none"> 1. Report on the results of the technical meeting on cooperation between Shiga Prefecture and Quang Ninh Province (Morning of 17/1/2019) by PMU 2. Report on the implementation status of Halong Bay Research Center by Halong University 3. Discussion 4. Speech from Shiga Prefecture 5. Comments from JICA Headquarters 6. Conclusions and closing by Head of StC
Participants	StC members, PMU members, leaders, and focal points from each of the five WGs, representatives of local authorities, CBET, representatives of Halong University, advisory mission team from Shiga Prefecture, JICA Headquarters, JICA Vietnam Office, JET, Mass Media
Major Items Reported and Discussed	<ul style="list-style-type: none"> • WG1: WG1 finalized the contents of improvement of Quang Ninh EPF and reported to PPC. Taskforce conducted documents review and study tour for development of financial mechanisms for green growth promotion. DPI submitted the proposal on integration of provincial financial mechanisms to support the implementation of the green growth tasks and activities. • WG2: WG2 finalized a proposal on criteria of energy efficiency label in Quang Ninh Province and proposal on mechanisms building in contribution to green growth promotion activities. • WG3: WG3 reported the ecotourism training and other activities conducted in Quan Lan inland. WG3 finalized a criteria and procedures for appraising BSC. WG3 handed over tourist information maps and organized workshop on sustainable tourism development in Quang Ninh Province. • WG4: The installation of procured equipment for pilot activity was completed. • WG5: The White Book 2017 was published. A series of seminars on White Book dissemination were held. • JET reminded key milestones and recommended actions to achieve the project purpose. • Representative of Shiga Prefecture shared their advice on the green growth project of Quang Ninh Province
Key Conclusions	<ul style="list-style-type: none"> • WG1: It is not yet possible to develop a separate financial policy and mechanism for green growth activities of the Province. However, it can be settled in the following way: the provincial budget of Quang Ninh is allocated annually through the policy, mechanism of each relevant sector such as agriculture, science and technology, environment, etc. by integrating into existing policies, programs, etc. and put into the annual budget plan for expenditures of the regular operations.

Item	Contents
	<ul style="list-style-type: none"> • WG2: JET and WG-2 should cooperate closely to propose policies for encouraging enterprises to invest in applying energy saving equipment. • WG3-ecotourism in Quan Lan island: Related to two new tourism trails, the Van Don District PC needs to proactively arrange the local budget to invest in equipment and infrastructure to serve the project's activities in addition to the work items funded by JICA. • WG3- BSC: The granting of the Blue Sail Logo label is the first case of practice in Vietnam that the boats apply by meeting with environmental protection criteria according to the international standards. The Halong City PC is assigned to develop a roadmap for vessels operating in the Bay can be labeled, cooperating with the Tourism Department and HBMD to study the incentive policies such as extension of operating duration and priority on PR for the tourist boats which will encourage other boats to register for labeling. • WG4: Currently, it is still difficult for bio-toilet to adjust with people's habit for use. It takes time to improve the bio-toilet to be more user-friendly (rotating system, design, etc.). • WG5: StC agrees on policy direction of publishing White Book annually and hiring consultants of main editor. The concerned departments, sectors and localities are suggested to coordinate in providing and confirming information as basis for contents of the White Book. It is suggested to add information on Shiga Prefecture and cooperation between Shiga Prefecture and Quang Ninh Province in the White Book. • Cooperation with Shiga Prefecture: Halong University continues to implement the tasks in accordance with tasks and functions of the Ha Long Bay Research Center to contribute to environment improvement as well as biodiversity and ecosystems conservation of Halong Bay. • Shiga Prefecture is proposed to continue coordination and support in terms of human resources, material resources and experiences to the Ha Long University during operation of the Ha Long Bay Research Center.

Source: JET

Table 3.1-6 Summary of Final (5th) StC Meeting

Item	Contents
Date	6th November 2019
Venue	PPC meeting room
Objectives	<ul style="list-style-type: none"> • To have evaluation, agreement on achievements of the project • To have agreement on recommendations that need to be implemented for the post-project • To obtain instructions from the St/C and the PPC on necessary actions in the post-project
Program	<ol style="list-style-type: none"> 1. Speech from Head of StC 2. Speech from JICA Vietnam office 3. Achievement and evaluation, of the whole project, recommendations for post-project phase by JET 4. Report on the achievements and pilot activities under the project by five WGs 5. Discussion on the direction of green growth promotion in Quang Ninh Province in post-project phase 6. Comments from JICA Headquarters 7. Declaration of commitments, instruction, and conclusions by Head of StC
Participants	StC members, PMU members, leaders, and focal points from each of the five WGs, representatives of local authorities, CBET, representatives of Halong University, advisory mission team from Shiga Prefecture, JICA Headquarters, JICA Vietnam Office, JET, Mass Media
Major Items Reported and Discussed	<ul style="list-style-type: none"> • All WGs reported results and StC confirmed the achievement of pilot activities including the institutionalized mechanisms for green growth promotion in each WG. • JET also summarized the achievements of the Project. JET presented valuable lessons for expanding green growth promotion in Quang Ninh Province and recommendations for post-project phase.
Key Conclusions	<ul style="list-style-type: none"> • PPC will continue to direct the implementation of the achieved results of the Project and consider replicating the achieved models for applying in the other localities in the province. • PPC will continue to deploy and promote communication, education and raising awareness for people about environmental protection and green growth of the province. • StC will review and advise the PPC to integrate the content of green growth in the documents serving the 15th Party Congress of the Quang Ninh Provincial Party Committee.

Item	Contents
	<ul style="list-style-type: none"> • It is suggested to draft a plan of Quang Ninh Province to continue implementing the green growth promotion project in Ha Long Bay area, in the period of 2020 – 2025. On that basis by setting an annual implementation plan. Based on the approved plan, DPI proposes the allocation of annual provincial budget to implement the tasks set in the plan. • StC suggests concerned departments and local authorities to continue to take necessary actions for green growth promotion in the forthcoming target period from 2020-2021. • JICA is requested to encourage the Japanese enterprises to support and assist enterprises of Quang Ninh province to develop the agriculture sector or call for the Japanese enterprises to invest directly in the agriculture sector in Quang Ninh Province. • StC proposes to request JICA and Shiga prefecture to continue to introduce and bring the Japanese technology for environmental protection to test application and operation in Quang Ninh province. • StC proposes to request Shiga Prefecture to continue supporting in management and environmental protection for the Halong Bay – the World Natural Heritage.

Source: JET

3.1.3 Green Growth Promotion Workshop

The agenda and contents of discussion in green growth promotion workshops are summarized in the tables below. The 1st workshop, which was titled as “1st Workshop for Green Growth Dissemination and Promotion”, introduced the outline and first progress of the Project and cooperation between Quang Ninh Province and Shiga Prefecture of Japan, to various stakeholders of green growth promotion. The representative from Ministry of Planning and Investment (MPI) presented the orientation of green growth promotion at the national level to guide future measures at the provincial level. Another workshop was held as “2nd Green Growth Promotion Workshop” in May 2019. It presented further progress of project activities, especially focusing on improvement Quang Ninh EPF, trial pilot activities of energy saving and management, and operation of ecotourism in Quan Lan island. All stakeholders shared and exchanged opinions on actions that Quang Ninh Province should take for green growth promotion.

Table 3.1-7 Summary of 1st Workshop for Green Growth Dissemination and Promotion

Item	Contents
Date	18 April 2018
Venue	Meeting Hall B, Provincial Conference Center
Objectives	<ul style="list-style-type: none"> • To share the green growth policy of Quang Ninh Province, • To share the JICA technical cooperation project for green growth promotion in the Halong Bay area including mid-term achievements and final outputs expected, • To have advices on tailored application of the Biwa Lake Model to the Halong Bay area, • To introduce the collaboration between Quang Ninh Province and Shiga Prefecture, • To introduce the progress of green growth activity at the national level, and • To share and discuss the above among the concerned stakeholders of the Project.
Program	<ol style="list-style-type: none"> 1. Opening remarks by PMU 2. Introduction of green growth Policy of Quang Ninh Province and JICA cooperation project for green growth promotion in the Halong Bay area by PMU 3. Mid-term Achievements of the JICA cooperation project and final outputs to be expected by the end of the Project by JET 4. Tailor-made application of Biwa Lake Model to the Halong Bay area and collaboration between Quang Ninh Province and Shiga Prefecture by Shiga Prefecture 5. Existing progress of green growth activities at the national level by MPI 6. Opinion exchange 7. Special remarks by JICA Headquarters

Item	Contents
	8. Conclusion and closing remarks by PMU
Participants	StC members, PMU members, leaders, and focal points from each of the five WGs, representatives of local authorities, CBET, representatives of Halong University, Ministry of Planning and Investment, advisory mission team from Shiga Prefecture, JICA Headquarters, JICA Vietnam Office, JET, Mass Media
Major comments	<p>Comments from Mr. Ho Quang Huy-Vice chairman of Halong City PC:</p> <ul style="list-style-type: none"> The progress of bio-toilet installation is slower than planned due to the time-consuming procedure of Vietnam Register Quality and Safety Management System Certification Center. On Jan 2017, management of tourist boats on Ha Long Bay was transferred to Ha Long City PC from DT. Concerning BSC, it is necessary to add a member from Ha Long PC to WG-3. Ha Long PC already sent an official letter to PMU proposing to add Mr. Hoang Vinh Ha, Division of Urban Management to WG3 list. <p>Comments from Ms. Nguyen Thi Minh Hien, MPI:</p> <ul style="list-style-type: none"> She showed her high appreciation if green growth project team can cooperate with other provinces aiming to promote the new concept of green growth in Vietnam. MPI will try their best to technically and financially support with green growth and climate change adaptation. <p>Comments from Mr. Pham Quang Thai-Deputy Director of DOIT:</p> <ul style="list-style-type: none"> He shared some of his concerns about treatment solution for wastewater to Ha Long Bay. It would be highly appreciated if the green growth project team can support with approach solutions to Green Climate Fund which is a potential financial source for WG2.

Source: JET

Table 3.1-8 Summary of 2nd green growth Promotion Workshop

Item	Contents
Date	30 May 2019
Venue	Halong Plaza Hotel
Objectives	<ul style="list-style-type: none"> To share the results of the JICA technical cooperation project for green growth promotion in the Halong Bay area and the implementation plan for the post-project activities, To share the experiences of green growth projects funded by international agencies in Vietnam, and To share collaboration activities between Quang Ninh Province and Shiga Prefecture under the framework of MOU, and the future plan for continuing collaboration.
Program	<p>1. Introduction of Participants/ Invitees by PMU</p> <p>2. Opening remarks by Standing Vice-chairman of Quang Ninh PPC</p> <p>Part I. Green growth activities at the central level, Quang Ninh Province and localities</p> <ol style="list-style-type: none"> To share the results of JICA technical cooperation project for green growth promotion in Halong Bay area by JET Results of pilot activities conducted under the framework of the project for green growth promotion in Halong Bay area funded by JICA <ol style="list-style-type: none"> WG1 shares information about improvement of Quang Ninh Environment Protection Fund by DONRE WG2 shares information about their activities of 2019 to conduct trials of 6 schemes A-F designed during the 2nd year of the Project on energy saving and management by DOIT CBET board share information about operation of the two discovery trails in Quan Lan island which were designed during pilot activities of WG3 on Sustainable tourism/ Ecotourism by Van Don District, Head of CBET in Quan Lan island GCCI's partnership with the Government to scale up green growth in Viet Nam by Global Green Growth Institute, Vietnam Sharing experience on green growth activity from ministries and provinces <ol style="list-style-type: none"> Green growth activities at central level in Vietnam by MPI Action plan for green growth and responding with climate change of the Ministry of Transport for the period 2016-2020 by Ministry of Transport

Item	Contents
	<p>4.3. Sharing green growth activities at Ba Ria – Vung Tau Province through Economic Development project based on the potential and advantages of the province sponsored by JICA, by BRVT DONRE</p> <p>4.4. Comment from representative of MOC</p> <p>4.5. Acknowledge comments and summary by PMU</p> <p>Part II. Economic and Environmental Cooperation between Quang Ninh Province and Shiga prefecture, Japan</p> <ol style="list-style-type: none"> 1. Collaboration activity between Quang Ninh Province and Shiga Prefecture in the Project and share plan for future collaboration activities by Shiga Prefecture 2. Comment from JICA Vietnam 3. Opinion Exchange 4. Conclusion and closing remarks by Standing Vice-chairman of Quang Ninh PPC
Participants	StC members, PMU members, leaders, and focal points from each of the five WGs, representatives of local authorities, CBET, representatives of Halong University, representative from MPI, MT, GGGI, Ba Ria-Vung Tau DPI, Ba Ria- Vung Tau DONRE, Japan Desk, Vietnam- Japan University, advisory mission team from Shiga Prefecture, JICA Headquarters, JICA Vietnam Office, JET, Mass Media
Major comments	<p>Comment by Mr. Dang Huy Hau, Vice Chairman of Quang Ninh PPC</p> <ul style="list-style-type: none"> • The emphasis is that communication and awareness raising are very important elements. • Although Quang Ninh has not developed separate mechanisms for green growth, but green growth has been put in as an item of provincial budget allocation for this project with a big amount of money for implementation. • After completion of the Project, it will be continued and extended widely in Quang Ninh Province. However, we need assistance from the Japanese experts, until we are strong enough. • For ministries, he asks for recommendations to the Government to have stronger policies on green growth. • Halong Bay Environment Research Center is expected to grow its function and resources to aim to be Halong Bay Environment Research Institute as in in Shiga Prefecture. The technology transfer from Shiga prefecture to Halong Bay Environment Research Center is requested. <p>Comment by M.r Murooka Naomichi, the senior representative of JICA Vietnam,</p> <ul style="list-style-type: none"> • He appreciated Quang Ninh Province for commitment to continue publishing the Green Growth White Book, which provided an overview of environmental quality and green growth activities in the province.

Source: JET



Source: JET

Figure 3.1-1 Photos of Green Growth Promotion Workshops

3.1.4 Final Seminar

The final seminar was held in November 2019 to share experiences and final achievements of the Project, and to announce orientations for further promotion of green growth policy in Quang Ninh, inviting broader stakeholders such as various departments and local authorities in Quang Ninh, MPI, Halong University, DPI and DONRE of the other provinces, private sector, JICA, and Shiga Prefecture of Japan. The contents of final seminar are summarized in the table below. The participants confirmed the significance of results of the Project and importance of green growth promotion as a foundation for realizing a sustainable society, aiming to achieve both economic growth and environmental conservation. As conclusion, Mr. Dang Huy Hau, standing vice-chairman of QN PPC and head of StC, emphasized that the green growth policy should be implemented in post-project phase with reflecting the recommendations by the Project. He also suggested that green growth principle should be integrated into the “Provincial Plan for 2021-2030, and Vision to 2045 of QN PPC”, which was under the preparation by QN PPC as of November 2019. Moreover, Quang Ninh PPC rewarded representatives of PMU, leaders of WGs, and JET to appreciate their efforts for the Project. The seminar ended with a ceremony for continuous cooperation between Quang Ninh Province and Shiga Prefecture in the field of green growth in the post-project phase.

Table 3.1-9 Summary of Final Seminar

Item	Contents
Date	8 November 2019
Venue	Muong Thanh Hotel
Objectives	<ul style="list-style-type: none"> • To share experiences and achievements of the project, • To announce orientations for promotion of green growth policy in Quang Ninh Province, • To introduce the future collaboration activity between Quang Ninh Province and Shiga Prefecture
Program	<ol style="list-style-type: none"> 1. Opening Announcement by PMU 2. Opening Remarks by Standing Vice-chairman of Quang Ninh PPC 3. Achievement of the project and recommendations for the post-project phase by JET 4. Special Topic <ol style="list-style-type: none"> 1) MPI, 2) Blue Sail Certificate, and 3) EE Certificate 5. Opinion Exchange 6. Comments by JICA Headquarters 7. Orientations for the post-project phase by Standing Vice-chairman of Quang Ninh PPC 8. Achievement and future collaboration activity between Quang Ninh Province and Shiga prefecture by Shiga Prefecture 9. Introduction of the latest technologies for contributing to green growth achievement by Shiga Prefecture 10. Special remarks by JICA Vietnam 11. Conclusion and closing remarks and rewarding by Standing Vice-chairman of Quang Ninh PPC 12. Ceremony between Quang Ninh Province and Shiga Prefecture for the collaboration
Participants	StC members; PMU members, leaders; focal points from each of the five WGs; representatives of local authorities, CBET, Halong University, MPI, MONRE, VN EPF, Ba Ria-Vung Tau DPI, Vietnam- Japan University, Hanoi University; advisory mission team from Shiga Prefecture, JICA Headquarters, JICA Vietnam Office, JET, Mass Media

Item	Contents
Major comments	<p><u>Comments from Mr. Nguyen Tuan Anh, Dept. of Science, Education, Natural Resources and Environment, MPI:</u></p> <ul style="list-style-type: none"> - The presentations reported achievements made by the Project with institutionalization of six policies approved by the Quang Ninh PPC. These are very important and significant achievements. - From the side of MPI, he commits to support and be together with Quang Ninh DPI and other relevant agencies and units, to integrate and bring the recommendations by the Project into the practice. - In the coming periods, MPI will continue to update the achieved results from green growth activities of provinces as well as make amendments and supplementations to the national green growth strategy for implementation in the 2021 – 2030 period. After approval by the Prime Minister, the national government will request PPCs to implement. - He agrees with the recommendations provided by the Project. He recommended the leaders of Quang Ninh Province to pay attention to green growth, integrate the targets on green growth, climate change etc. into the socio-economic development planning of the province. - The Government commits to coordinate, support and accompany the Quang Ninh DPI in the next program of actions. <p><u>Comments from Ms. Nguyen Thi Trang, Dept. of Climate Change, MONRE</u></p> <ul style="list-style-type: none"> - The project achievements especially related to energy efficiency will be also contributed to tackle with issues of climate change. - For Quang Ninh Province, the PPC issued socio – economic development master planning with economic structure development of higher proportions for tourism-services sectors. These policies will help Vietnam to implement reduction of greenhouse gas emission. - The results that achieved by the Project are to be referred by the QN PPC and central ministries and sectors to make institutions and policies on climate change for the provinces for the 2021 – 2025 period. <p><u>Comments from VNEPF</u></p> <ul style="list-style-type: none"> - The four achievements gained by WG1 are very good, - Especially, the successful achievement on mechanism by WG-1 is giving EPF support to the public sector projects. The state budget for EPF support projects, which was sometimes not available when needed, will be allocated under yearly plan. The VNEPF will study this achieved mechanism and learn from this good lesson. - Another good achievement is in the issuance of PPC Decision No. 114/QD-UBND for EPF. - WG-1 also improved promotion for images of EPF by organizing seminars including a seminar for VINACOMIN. <p><u>Comments from Mr. Hai, Deputy Director of BRVT DONRE.</u></p> <ul style="list-style-type: none"> - BRVT Province has been preparing a project proposal for JICA support of green growth promotion project. If proceeding is going smoothly, the project proposal will be approved by the Japanese Government by March 2020 and BRVT province will start implementation of the project, similar to the green growth project of Quang Ninh Province. - In preparing the project proposal, they already learnt experiences from Quang Ninh Province. - This project has achieved important results which are premise for Quang Ninh to implement the next steps of green growth for the provincial economic development as well as for Vietnam. - It could be good if the Project conducted an environmental status assessment before the Project started, so that when the Project finished, we can compare. For example, it can be compared for water quality or pollution control, before and after the Project.

Source: JET



Source: JET

Figure 3.1-2 Photos of Final Seminar

3.1.5 Regular Meeting

PMU and JET held regular meetings for the daily operation of the Project since the beginning of the Project. PMU and JET mutually shared progress of each WG activity, key milestones, issues and necessary actions to solve them. The main regular meetings are shown in the table below.

Table 3.1-10 List of Regular Meetings with PMU

No.	Date	Main Agenda	No.	Date	Main Agenda
1	23 Feb. 2017	Future plan of each WG, submission of inception report	20	8 Nov. 2017	2nd St/C Meeting; Possible involvement of IPA in the Project
2	6 March 2017	Progress by each WG, introduction of new staff of JET	21	18 Jan. 2018	Preparation of Detailed Work Plan 2018 for each WG; Procurement of bio-toilet
3	13 March 2017	Schedule of StC and JICA mission	22	29 Jan. 2018	Enhancement of communication between Quang Ninh and Shiga based on MOU; RD for amendment of PDM and PO; 1st Workshop for green growth dissemination and promotion; 3rd St/C Meeting
4	20 March 2017	Presentation of StC and schedule of capacity assessment	23	9 Feb. 2018	WG-specific topics
5	27 March 2017	Key milestone by each WG and Shiga advisory committee	24	29 Mar. 2018	Plan of 4th Advisory Mission from Shiga Pref.; Agenda of 3rd St/C Meeting
6	4 April 2017	Key milestone by each WG	25	11 June 2018	Institutionalization of green growth promotion under each WG/pilot activity; Training in Japan; WG-specific topics
7	11 April 2017	Key milestone by each WG	26	18 June 2018	Institutionalization of green growth promotion; Confirmation of overall structure; Milestones in June and July; WG-specific topics
8	17 April 2017	Key milestone by each WG and presentation of StC	27	6 Aug. 2018	Taskforce for institutionalization of green growth promotion; Training in Japan; Milestones by December 2018
9	24 April 2017	Key milestones of WG1, WG4 and WG5	28	3 Oct. 2018	Resolution preparation; WG/taskforce-specific topics; St/C meeting for the Project (originally planned in November)
10	30 May 2017	Tender of WG5 sub-contractor, Technical note for ecotourism location for WG3, Training in Japan	29	26 Oct. 2018	Integration of the proposed mechanism to the existing resolutions/regulations; Possible ideas

No.	Date	Main Agenda	No.	Date	Main Agenda
11	5 June 2017	Target energy audit for WG2 Meeting with Van Don District for WG3	30	19 Nov. 2018	4 th St/C meeting; Advisory Mission from Shiga Pref.; Institutionalization of mechanisms for green growth promotion; Advisory note for institutionalization of mechanisms for green growth promotion
12	13 June 2017	Kickoff meeting in Quan Lan island for WG3, Workplan by sub-contractor for WG5	31	21 Jan. 2019	Conclusion of the 4th StC meeting; 2nd green growth WS and Shiga Mission; Draft Progress Report (2); Institutionalization of mechanisms for green growth promotion; WG/taskforce-specific topics
13	19 June 2017	Tentative schedule for WG1 and WG4; Detailed plan of training in Japan	32	8 April 2019	2nd green growth workshop and Shiga Mission; Draft Progress Report (2); Institutionalization of mechanisms for green growth promotion; WG/taskforce-specific topics
14	26 June 2017	Activities in Quan Lan island for WG3	33	3 June 2019	2nd green growth workshop and Shiga Mission; 5th StC meeting; JICA's support for post-project institutionalization of mechanisms for green growth promotion; WG/taskforce-specific topics
15	3 July 2017	Key milestones for WG1, WG3, WG4 and WG5	34	10 June 2019	5th StC meeting and Final Seminar; Preparation of Final Reports; JICA's support for post-project
16	29 July 2017	Weekly progress of each WG	35	9 Oct. 2019	7th Advisory Mission from JICA Headquarters and Shiga Prefecture; Preparation of reports of the Project Recommendation Report for post-project phase Reflection of the project outcome into Quang Ninh provincial M/P
17	5 Aug 2017	Weekly progress of each WG	36	4 Nov. 2019	Final StC and Final Seminar Technical opinion exchange between Quang Ninh and Shiga Opinion exchange on future cooperation in the field of waste water treatment Handover of equipment
18	12 Aug 2017	Weekly progress of each WG	37	11 Nov. 2019	Final StC and Final Seminar Reports Handover of equipment of JET office Minutes of Handover of Composting Plant
19	18 Sept. 2017	Invitation from Shiga Pref. on Biwa Lake Business Messe, Presentation of StC and Shiga Advisory Mission	-	-	-

Source: JET

3.1.6 WG Meetings and Activities

The pilot activities are managed and implemented by each WG. List of all WG meetings and activities are shown in the table below. The dates of the meetings, major topics, and participants of WG meeting including CBET workshop are shown in the Attachment.

Table 3.1-11 List of WG Meetings and Activities

WG	Activity	Major Subject	Number of Activity
WG1	WG1 meeting	Overall topics related to WG1 pilot activity	11 meetings
	Taskforce meeting	Overall topics related to pilot activity of taskforce	8 meetings

WG	Activity	Major Subject	Number of Activity
	Meeting with MPI	National strategies or MPI's suggestion of financial mechanism for promotion of green growth etc.	1 meeting
	Study trip to southern part of Vietnam	- Meeting with Dong Nai DPI and Binh Duong DPI - Site visit to Nhon Trach water purification plant in Dong Nai Province	1 meeting
WG2	WG2 meeting	Overall topics related to WG2 pilot activity	16 meetings
	WG2 events under pilot schemes	- Scheme E: Lecture for capacity building of public officers - Scheme D: Awarding ceremony of EE Certificate	2 events
WG3	WG3 meeting	Overall topics related to WG3 pilot activity	32 meetings
	WG3 Training Programs and PPP Workshops	- SNS Marketing Training - PPP Workshop	8 programs/workshops
	WG3 Promotion Activities	Events, FAM trip, media tours, etc.	5 activities
	CBET Workshops	Development and promotion of ecotourism in Quan Lan island	28 workshops
	Training Programs	- On-site tour guide, Tourism marketing - Communication skills and civilized behavior in tourism activities - English communication	4 programs
	FAM trip	FAM trip in Quan Lan island	1 time
	BSC awarding ceremony	BSC awarding ceremony	2 times
WG4	WG4 meeting	Overall topics related to WG4 pilot activity	24 meetings
	Workshop	Dissemination of the model of organic waste recycling and safe food production	1 workshop
WG5	WG5 meeting	Overall topics related to WG5 pilot activity	20 meetings
	Awareness Raising Activity	Awareness-raising activity for local resident, school students, government officials and VINACOMIN is conducted by the Green Growth White Book	7 meetings

Source: JET

3.2 Pilot Activities and Achievements

3.2.1 WG1: Fund and Financial Mechanism

(1) Overall Activities of Output 2 (Activities 2.1, 2.5 and 2.6)

The PDM defines Output 2 and its activities as follows:

Environmentally and financially sustainable policies for the selected key industrial sectors are developed and implemented as pilot activities.

WG1 for fund and financial mechanism is related to Activities 2.1, 2.5 and 2.6 under Output 2 as follows:

- 2.1 Implement and monitor the pilot activities on enhancement of the provincial funds and financial mechanisms for environmental management and green growth.
- 2.5 Summarize outputs and progress of Activities 2-1 to 2-4 annually and incorporate the information in the Halong Bay Area Green Growth White Book to be prepared in Output 1.
- 2.6 Based on outputs and progress of Activities 2-1 to 2-4, develop and document regulations, mechanisms and organizations to continue and expand environmental management activities in the selected key industrial sectors and start the approval process by Quang Ninh Province.

The activities are reported in line with each sub-activity according to the PO as follows:

1) Activity 2.1: Implement and monitor the pilot activities on enhancement of the provincial funds and financial mechanisms for environmental management and green growth.

In order to promote green growth, it is crucial to strengthen the financial mechanism to be utilized for green growth, especially aiming to expand the necessary financial support by the province. For this purpose, WG1 focused on two components of the pilot activity, namely: 1) improvement of provincial funds and 2) development of financial mechanism for green growth promotion. The first component activity was led by DONRE under WG1, while the second component activity was led by a taskforce, which was established under WG1. The result of the activities is described as follows:

(a) Activity 2.1.1: Institutional and financial readiness for the pilot project

The WG1 members were assigned in February 2017. The C/P fund had been allocated and available for WG1 activities.

(b) Activity 2.1.2: Select facilities participating in the activity for funding mechanism enhancement

Regarding the examination for the enhancement of the existing funding system, two possible candidate funds, namely, provincial Environmental Protection Fund (EPF) and Science and Technology Fund (STF), were taken into consideration. Since it was confirmed that the STF had been applied to some projects and enough to meet the needs of borrower enterprise, WG1 decided to implement the following two activities focusing on the EPF to apply the fund more actively to the projects that require financial support for the improvement of environmental performance of enterprises:

- To apply the EPF loan with preferential interest rate to a possible applicant with identifying any issues or challenges of existing EPF scheme, and
- To promote the EPF application by disseminating the open letter to all candidate enterprises in Quang Ninh Province to attract new proposals from enterprises.

At first, candidate facilities for new funding of the EPF were selected, considering the necessity of improvement, importance of sectors, intention of business owners to apply for funds and improve their environmental management, contribution to awareness raising for other local enterprise to follow, and so forth. Based on the experience of studying the feasibility of application for the EPF loan, WG1 identified the following issues and challenges of the existing EPF:

- An enterprise that does not have enough mortgage asset for guarantee of the EPF loan cannot apply for the EPF. Such enterprise needs to find any financial institution who provides guarantee or to apply for public credit guarantee, but those supporting mechanisms were not available in the province.
- Local public markets were listed in the candidate applicants, since some markets have insufficient drainage and wastewater treatment system and their sanitation system needs to be improved. Nevertheless, it was stipulated that the EPF loan is not applicable for such public facilities managed under district-level government and it is difficult for them to get a state budget for such

improvement. There is lack of available financial resource for environmental improvement of local markets.

Meanwhile, WG1 continued to work for promoting the provincial EPF in order to find more candidate applicants. WG1 prepared and distributed “Open Letters” for EPF promotion to around 1,000 enterprises in the province and attracted more than ten potential applicants resulting in receiving two applications of the EPF loan with preferable interest rate in 2018. EPF succeeded to give two financings: procurement of watering trucks in coal mining sites (see the figure below) and a construction project of solid waste treatment plant located in the area of Mong Cai City and Hai Ha District of Quang Ninh Province.



Source: QN PPC DONRE

Figure 3.2-1 Photos of Watering Trucks Purchased by Applying for EPF Loan with Preferable Interest Rate

(c) Activity 2.1.3: Assist target facilities for preparing documents for applying existing fund with DONRE, etc.

WG1 and DONRE provided a guidance and instruction to target enterprises for the preparation of application dossier.

(d) Activity 2.1.4: Introduce advanced technologies for better management of enterprises with Japanese experiences

A technical seminar for introducing Japanese technologies by private companies related to Shiga Prefecture in Japan was held on 21 November 2017. Four Japanese companies, namely: Chodai Co., Ltd., Kobelco Eco-Solutions Co., Ltd., Sekisui Chemical Co., Ltd. and Vantech Cooperation, presented their services and/or products emphasizing their possible contribution to conservation of water environment in Halong Bay. Total of 28 officials participated in the seminar, from relevant departments, divisions and local government of Quang Ninh Province as well as Halong University.

(e) Activity 2.1.5: Provide Japanese administrative policy on financial and funding mechanism for better management of selected industries

In order to examine the possible financial and funding mechanism for the identified challenges on EPF and green growth promotion, the following Japanese administrative policies and measures

including Shiga Prefecture’s experience for conservation of Lake Biwa were introduced in the WG meeting:

- National environmental conservation funding schemes such as Environment and Energy Measures Loans by the Japan Finance Corporation;
- Public credit guarantee scheme in which a third party, the guarantor, pledges to repay some or the entire loan amount to the lender in case of borrower default; and
- Prefectural environmental funding scheme and other financing scheme introduced by Shiga Prefecture such as prefectural forest tax and request of donation to climbers of Mt. Ibuki of Shiga Prefecture.

Detailed information is provided in the table below.

Table 3.2-1 Example of Financial and Funding System in Japan

Name	Provider or Manager of Finance	Summary
Environment and Energy Measures Loans	Japan Finance Corporation	<ul style="list-style-type: none"> - Eligibility: Companies planning to install energy conservation equipment or designated pollution control equipment. - Max. amount for loans: JPY 720 million - Max. loan period: 20 years for facility funds / 7 years for operating funds - Interest rate: 0.56% (5 years loan) – 0.95% (20 years loan)
Fund Financing System for Small Business Facility Modernization	The Small and Medium Enterprise Agency	<ul style="list-style-type: none"> - Eligibility: Companies planning to install pollution control facility - Max. amount for loans: JPY 40 million - Max. loan period: 12 years - Interest rate: Free of interest
Credit Guarantee System	Credit Guarantee Cooperation (CGC)	<ul style="list-style-type: none"> - This system supports small and medium enterprises (SMEs) by serving as guarantors to make it easier for SMEs to borrow the funds necessary. - This system in Japan is characterized by two functions: <ol style="list-style-type: none"> (1) “Credit Guarantee” function that enables CGC to guarantee financial institution against risks associated with loans to SMEs and micro-enterprises, and (2) “Credit Insurance” function in which Japan Finance Corporation (JFC) funded by public fund reinsures these credit guarantees.
Environmental Financial System in Shiga Prefecture	Shiga Prefecture	<ul style="list-style-type: none"> - Financing system for construction of pollution control facility (1977 – 1999) - Financing system for construction of wastewater treatment facility of SMEs (1994-1997) - Ohmi Environmental Conservation Foundation (2000-2007)
Prefectural Tax Share	Shiga Prefecture	<ul style="list-style-type: none"> - Prefectural tax for forest conservation and cultivation (2006-) - Tax charge to be collected: JPY 800 for a resident of prefecture, JPY 2,200 – 88,000 for an enterprise
Entrance Fee to Mt. Ibuki	Shiga Prefecture	<ul style="list-style-type: none"> - Mt. Ibuki is rich in biodiversity and designated as a national natural treasure. However, it suffers damages from increased number of climbers, feeding of Japanese deer and heavy rains recently. The entrance fee has been collected on voluntary basis and used for the construction of protection fence of vegetation, mountain trail and public toilet at Mt. Ibuki since 2014.

Source: JET and Credit Guarantee Cooperation (Credit Guarantee System in Japan, 2015)



Source: JET

Figure 3.2-2 Photos of Technical Seminar for Introduction of Japanese Technology

(f) Activity 2.1.6: Conduct funding approval process

Providing the EPF loan with preferable interest rate for two projects was approved in the period of the pilot activity in 2017 and 2018, as mentioned above. More than five enterprises have been preparing new application of EPF loan as of the end of the Project.

(g) Activity 2.1.7: Examine required measures for enhancement of existing funding system

WG1 identified several challenges to expand the utilization of EPF and considered possible measures as shown in the table below. These measures were taken into consideration in the following sub-activity “Activity 2.1.11: Prepare a proposal on enhancement of existing funding system”.

Table 3.2-2 Required Measures for Enhancement of Existing EPF

Identified Issues or Challenges of Existing EPF	Possible Measures to be Examined	Result of Examination
The EPF is not widely used by enterprise.	<ul style="list-style-type: none"> - Dissemination of EPF information to potential applicants - Exploration of potential applicants of EPF based on inspection results, existing pollution source database, effluent monitoring and so on in DONRE 	<ul style="list-style-type: none"> - DONRE disseminated 1,000 copies of open letters for EPF promotion to all enterprises in Quang Ninh in order to attract new proposals for applying the EPF loan in 2017 and 2018.
The maximum loan amount is not enough for the demand of borrower.	<ul style="list-style-type: none"> - More applications and actual loan amount offered in order to convince PPC that the increase in the EPF capital is required 	<ul style="list-style-type: none"> - WG1 prepared the proposal document to increase the EPF loan capital.
SME has difficulties in offering assets of mortgage.	<ul style="list-style-type: none"> - Flexible requirements for mortgage in applying loans - Development of public credit guarantee system 	<ul style="list-style-type: none"> - There is no available scheme in Vietnam such as a public credit guarantee system. The legal basis for development of such system is necessary. - WG1 examined whether such flexible requirements for mortgage can be integrated to the new financial mechanisms to be developed by the taskforce.
Local markets lack budget for improvement of wastewater treatment but not supposed to be a borrower of EPF	<ul style="list-style-type: none"> - No possible measures to finance the construction cost of wastewater treatment facility can be found under the existing legal basis. The district/town level government could be eligible to apply for EPF loan only if the regulation could be amended. 	<ul style="list-style-type: none"> - WG1 considered whether the financial supporting system applicable for district/town level government can be integrated to the new financial mechanisms to be developed by the taskforce or improvement of EPF.

Source: JET

(h) Activity 2.1.8: Select pilot area for examination of development of financial policy on green growth implementation

Considering how WG1 could proceed to develop a financial policy for green growth including selection of pilot area, they found that this examination required to involve various concerned departments in a cross-sectoral manner and built their consensus under the purpose of development of new financial mechanism for green growth promotion. In this respect, this task needed a special initiative of DPI since DPI is a leading responsible department to achieve the Quang Ninh Province Green Growth Action Plan (Plan No. 6970/KH-UBND dated 16 November 2015 on the Implementation of National Strategy on Green Growth in Quang Ninh Province, period 2016-2020). WG1 decided to set a new specific-purpose working group under WG1 for this challenging task in March 2018, which is called “taskforce” and several DPI officials were assigned. The examination by the taskforce started with the review of existing financial mechanism and needs analysis of financial scheme followed by assessment of appropriateness of funds to the green growth. The taskforce activity at this stage also included a meeting with MPI and a study trip to southern part of Vietnam to get suggestions and good practice from central ministry and other leading provinces.

Based on the examination, WG1 confirmed that provincial EPF can basically support all green growth activities/ projects through provision of capital, financing, and preferential loans. Furthermore, a big advantage of EPF is that it has been stably operated. Thus, the first approach to the development of financial mechanism for green growth is to expand the applicability and accessibility of the provincial EPF to meet the demand. Secondly, since environmental protection is just one content of the green growth concept, WG1 also confirmed that the taskforce should develop new financial mechanisms, which should not overlap with the existing mechanisms or policies of EPF and other funds. Here, one of the remarkable suggestions oriented by MPI should be highlighted: most of the investment for green growth needs to be mobilized from the private sector with the encouragement and promotion of participation of domestic and foreign private sector’s investment, since the possible amount of public investment for green growth is limited and does not meet the demand of localities. From this viewpoint, the taskforce focused on mechanisms attracting a green-growth-oriented private investment mainly according to the Law on Investment, whose mechanisms would be elaborated in the following sections. The third approach is securing state budget in the province. It was obvious that green growth activities that would be implemented by new mechanisms to be institutionalized by other WGs will require the budgetary allocation for enforcement.

Originally, this Activity 2.1.8 intended to select the pilot site from specific physical area such as an industrial zone where the environmental management system needs to be improved. However, under the taskforce activity, they decided to select three sectoral areas, namely: agricultural field, industrial and construction field, and tourism service field, which required the new or updated financial policy on green growth implementation, corresponding to sectors of WG2, WG3, and WG4 pilot activities of the Project.

(i) Activity 2.1.9: Identify required measures on the improvement of better management system in the pilot area

Under the task of drafting financial mechanisms to support the implementation of green growth activities in the province, the taskforce reviewed existing resolutions and decisions promulgated by the Provincial People's Council and PPC to support projects to promote development of sectors investment. They have also conducted a series of meetings with relevant departments such as DONRE, DOT, DOIT, DARD, DT, and EZMB.

While several preferential policies to encourage development of sectors and fields including green growth factors had been promulgated in the province, their purpose generally focused on promoting and supporting sectors which should be prioritized for development of the province, not fully entailing the green growth factors. Taskforce confirmed that there should be specific regulation(s) on the financial mechanism to attract financial resources from outside of the state budget for green growth-oriented projects. Therefore, the taskforce proposed to issue provincial mechanisms and policies on the promotion of green growth through preferential policies and support for green growth programs and projects in the province, which should be prioritized for development ensuring the green growth tasks.

(j) Activity 2.1.10: Examine incentive mechanism on investment for better management system

Based on the examination of Activity 2.1.8, the taskforce developed three pillars of incentive mechanisms on investment for better environmental management system as follows:

- 1) Mobilization of financial sources from the provincial fund
- 2) Task assignment to departments, sectors, localities in the management and operations of green growth promotion projects in the Halong Bay area in the post-project period
- 3) Mobilization of financial sources from the state budget: the development investment capital or annual regular expenditures

Among them, the second mechanism aimed to develop or update provincial resolutions and provide an incentive and support for investments in the province which contributed to the implementation of green growth activities. The initial ideas of incentives and support included exemption of fees for use of land for green-growth-related activities, financial support for construction of environmental treatment facility and support of cost for energy saving, targeting private investment by enterprise and private-public investment for agricultural field, industrial/construction field as well as tourism service field. It should be noted that this incentive mechanism was presented by the taskforce and raised to PPC as an original proposal outline, but it encountered several revisions and updates to reflect all the necessary consideration and suggestions provided by PPC and relevant parties in the subsequent examinations as described later.

(k) Activity 2.1.11: Prepare a proposal on the enhancement of the existing funding system

WG1 prepared a final proposal document on the amendment of existing EPF scheme, which is named as, “Decision on Issuing charter of organization and operation of Quang Ninh Environmental Protection Fund” in April 2018. It was drafted based on the required measures for enhancement of existing EPF identified by Activity 2.1.7 as well as opinions collected from relevant parties such as DOF, DPI, Quang Ninh Branch of State Bank of Vietnam, and so forth after receiving their comments on the first and second draft proposals.

The final proposal is summarized as follows:

- To increase the maximum loan amount from VND 5 billion/ tasks and projects to VND 10 billion/ tasks and projects
- To increase the maximum loan period for one project from 5 years to 7 years
- Additional allocation of charter capital of the fund, requesting VND 50 billion to be allocated by the state budget until 2020
- To enable to provide the financial support by EPF to specific tasks under the local government in advance to meet their urgent demand, if the project is assigned by the state but the budget allocation is not timely at that time

(l) Activity 2.1.12: Prepare articles for White Book prepared under Output 1

WG1 prepared articles of WG1-related activities on the improvement of the EPF and development of financial mechanism for green growth promotion for the White Book.

(m) Activity 2.1.13: Prepare proposal on financial policy on green growth implementation with incentive mechanism

The initial idea of incentive mechanism examined in Activity 2.1.10 was presented and submitted to PPC by Document No. 2733/KHDT-KTDN dated 31/8/2018 of the DPI, Report to PPC for Resolutions outlines. However, in a reply letter from PPC at Official Paper No. 8064/UBND-MT dated 31/10/2018, PPC instructed DPI to develop such financial mechanism by integrating to and supplementing existing resolutions not by issuing the new resolutions. Receiving this guideline, the taskforce held another series of discussions to coordinate with relevant departments and agencies to find the applicable existing resolutions and way to integrate green growth components, deriving the next proposal report to PPC.

(n) Activity 2.1.14: Prepare administrative documents on the prepared proposal

WG1 set a direction to develop or upgrade the fund and financial mechanisms effective for green growth promotion including the improvement of provincial EPF. The direction was presented to PPC through a report on integrating financial mechanisms of the province to support implementation of tasks and activities for green growth in the province (No. 3880/KHDT-KTDN, 3 December 2018) to ask PPC’s acknowledgment again. The summary of report is shown in the table below. Taskforce found that most of the existing related resolutions would be expired until 2020 and each responsible

department had worked to develop the forthcoming regulations to be replaced. In line with the latest conditions and tasks of those departments, they identified target regulations to which the green growth criteria could/need to be integrated.

Table 3.2-3 Proposed Direction to Develop or Upgrade the Fund and Financial Mechanisms for green growth Promotion

Subject	Basic Approach	Legal or Procedural Basis	Proposal Summary in Draft
EPF	Integration of green growth concept into EPF	Decision No. 1784/QD-UBND dated 24/6/2015 of PPC	<ul style="list-style-type: none"> - Add some green growth criteria - Increase preferential rate for some green growth projects - Provide preferable procedures and conditions for project that meets the green growth criteria
Financial mechanisms to support the implementation of green growth tasks and activities	Integration of green growth concept into agricultural sector	DARD was assigned by PPC to draft a Provincial People's Council Resolution guiding implementation of the Decree No. 57/2018/ND-CP dated 17/4/2018 of the Government on mechanisms and policies to encourage enterprises to invest in agriculture and rural areas	<ul style="list-style-type: none"> - Put the green growth criteria and support levels for the green growth projects - The criteria will be updated based on the original proposal in Document No. 2733/KHDT-KTDN dated 31/8/2018 of the DPI.
	Integration of green growth concept to industrial sector	<ol style="list-style-type: none"> 1) Economic Zones Management Board (EZMB) was assigned to draft a resolution to replace the Resolution No. 89/2013/NQ-HDND dated 19/7/2013 of the Provincial People's Council on promulgation of policy for providing supports and priorities in investing in industrial parks and economic zones in Quang Ninh Province (supporting investors in industrial zones to construct the road in/outside the IZ and infrastructures in IZ). 2) DOIT intends to be assigned to draft a resolution on promulgating policies to assist the removal of polluting and/or inappropriate urban planning facilities from the residential areas. 	
	Integration of green growth concept to tourism sector	DT plans to propose a new resolution on supporting the development of agriculture-integrated tourism in the province.	
Allocation of annual state budget for green growth activities	Assignment of tasks of green growth activities to responsible departments	The specific tasks should be officially assigned to departments, sectors and localities by PPC so that they can apply for necessary state budget for implementation to be allocated and continue or enhance green growth promotion activities.	<ul style="list-style-type: none"> - Assign tasks to departments, sectors, localities, after the project to continue activities to promote green growth in the Halong Bay area and expand to the whole province. Based on assigned tasks associating with functions, tasks and cost norms for each activity, the departments, sectors and localities annually prepare additional cost estimation to their budget estimates and submit them to the competent authority levels for approval according to regulations.

Source: JET

2) Activity 2.5: Summarize outputs and progress of Activities 2-1 to 2-4 annually and incorporate the information in the Halong Bay Area Green Growth White Book to be prepared in Output 1.

WG1 cooperated to prepare articles for the White Book for WG5.

3) Activity 2.6: Based on outputs and progress of Activities 2-1 to 2-4, develop and document regulations, mechanisms and organizations to continue and expand environmental management activities in the selected key industrial sectors and start the approval process by Quang Ninh Province.

WG1 proposed to amend the EPF regulation to PPC as examined in Activity 2.1. Finally, the amendment of the charter of the organization and operation of EPF was officially approved by Decision No.114/QD-UBND on 11 January 2019.

Secondly, related to budgetary allocation, notice on the conclusions at 4th StC on 22 January 2019 (Ref. No.18/TB-UBND) was issued so that the allocation of annual state budget for green growth activities that would be undertaken by each responsible department, was secured.

Thirdly, investment support to private and PPP sectors that meet the green growth criteria was institutionalized or settled as follows:

- Related to Resolution on promulgating policies to encourage investment and linkage in production, processing and consumption of agricultural products in Quang Ninh Province, DARD submitted the final draft resolution to PPC on 29 June 2019 for review by all the departments. Although the green growth criteria were not directly reflected, the necessary supporting mechanism for organic agriculture was integrated into the resolution based on the pilot activity of WG4. The resolution was approved as No.194/2019/NQ-HDND. The detailed content of the resolution is described in WG4 activity.
- The other ideas of drafting provincial resolution by EZMB and DT were not realized in the Project because of necessity of ensuring consistency with other provincial polities and PPC's instruction.

(2) Facilitation and Support to WG1 by JET

JET facilitated WG1 activities by planning, supporting implementation and monitoring activities, as well as encouraging WG and PMU to proceed with institutionalization. The technical inputs to overall activities were also provided during the Project especially for the following items.

- Discuss with potential EPF applicants to promote Quang Ninh EPF and find challenges for EPF application.
- Introduce advanced technologies for better environmental management by a technical seminar
- Introduce Japanese administrative policies and measures including Shiga Prefecture's experience for conservation of Lake Biwa, to examine the possible financial and funding mechanism for the identified challenges on EPF and green growth promotion
- Guide the taskforce to examine required measures on the improvement of financial mechanisms
- Discuss with DARD and other departments to find how to integrate green growth component to new provincial resolution.

(3) Achievement of WG1 Activities

The improvement of provincial fund was achieved by the decision on amendment of charter of organization and operation of EPF to improve the provincial EPF (Ref. No.114/QD-UBND). The financial mechanisms for green growth implementation were enhanced by i) the notice on conclusions at 4th StC on 22 January 2019 (Ref. No.18/TB-UBND) which will secure allocation of annual state budget for green growth activities that will be undertaken by each responsible department, and ii) resolution on promulgating policies to encourage investment and linkage in production, processing and consumption of agricultural products in Quang Ninh Province (Ref. No.194/2019/NQ-HDND) to support private and PPP investments in the agricultural sector.

(4) Overall Appraisal of the WG1 Performance

All WG members fostered better understanding of green growth through the implementation of pilot activities. Specifically, the EPF division of DONRE took strong initiatives to make EPF more user-friendly and effective during the course of the Project. On the other hand, the development of new financial mechanism for green growth promotion was a big challenge because it needs to cover multiple sectors. The pilot activity made significant progress especially after the establishment of the taskforce, where the taskforce members reviewed all the existing financial mechanisms and came up with concrete proposals of future mechanisms. The taskforce and PMU strengthened their roles and the capacity of DPI for leading green growth promotion which required cross-sectoral cooperation in various sectors and field.

3.2.2 WG2: Energy Saving and Efficient Management

(1) Overall Activities of Output 2

The PDM defines Output 2 and its activities as follows:

Environmentally and financially sustainable policies for the selected key industrial sectors are developed and implemented as pilot activities.

WG2 for energy saving and management is related to Activities 2.2, 2.4, 2.5 and 2.6 under Output 2 as follows:

-
- | | |
|-----|---|
| 2.2 | Implement and monitor the pilot activities on promotion of incentive for energy saving and management such as ESCO projects, financial support, etc. |
| 2.4 | Design a provincial green label system contributing to energy saving and management in the selected key industrial sectors and initiate implementation of the system through Activities 2-1 to 2-3. |
| 2.5 | Summarize outputs and progress of Activities 2-1 to 2-4 annually and incorporate the information in the Halong Bay Area Green Growth White Book to be prepared in Output 1. |
| 2.6 | Based on the outputs and progress of Activities 2-1 to 2-4, develop and document regulations, mechanisms and organizations to continue and expand environmental management activities in the selected key industrial sectors and start the approval process by Quang Ninh Province. |
-

1) Activity 2.2 Implement and monitor the pilot activities on the promotion of incentive for energy saving and management such as ESCO projects, financial support, etc.

For promotion of green growth of Quang Ninh Province, in terms of energy saving and management, WG2 led by DOIT carried out energy audit and ESCO proposal as the 1st pilot activities in 2017. Since WG2 confirmed the feasibility as a result of the pilot activities, WG2 developed six pilot schemes in 2018 and carried out trial implementation of Schemes A-F as the 2nd pilot activities in 2019. The six schemes developed to promote energy saving and management are listed in the following table.

Table 3.2-4 Overview of Developed Schemes

Scheme	Title	Target	Contents
A	Provision of Energy Efficiency Information	All of non-residential sites energy user	DOIT provides information on energy saving, called as Energy Efficiency Information, periodically to all the non-residential energy user.
B	Energy Checking	Selected non-DEUs	DOIT conducts the on-site walk-through energy checking on several selected non-DEUs every year. Local certified energy auditors shall take part in this new scheme.
C	ESCO Proposals	Selected DEUs	Based on the mandatory energy audit reports from the DEUs, DOIT consigns selected local ESCOs to make ESCO proposal reports and to arrange meetings with DEUs and ESCOs for promotion of ESCO projects. This scheme is carried out on the basis of ESCO contracts between the selected DEUs and ESCOs.
D	Energy Efficiency Certificate	Selected DEUs	Based on the application from DEUs, DOIT evaluates the activities for energy saving of DEUs and awards Energy Efficiency Certificate to DEUs in Quang Ninh, with good performance.
E	Capacity Building	All of Quang Ninh public officials	For awareness of public officials, DOIT provides updated information including: - current energy situation of Vietnam - regulations and legal framework related to enhancement of energy efficiency and conservation - the basic concepts of energy management in the industrial sector - the schemes developed in Quang Ninh such as energy checking, ESCO, and Energy Efficiency Certificate.
F	Overall Management	---	All of Schemes A to E are implemented with the support of external consultant.

Note: *DEU: Designated Energy User (123 sites in Quang Ninh are being designated as DEU)

Condition of designation as DEU:

Factories with power consumption of more than 1,000-ton oil equivalent/ year

Buildings with power consumption of more than 500-ton oil equivalent/ year

Source: JET

(a) Activity 2.2.1: Confirmation of institutional and financial readiness of the pilot activities

The WG2 members were assigned in February 2017. Also, the C/P fund was allocated and available for activities by WG2.

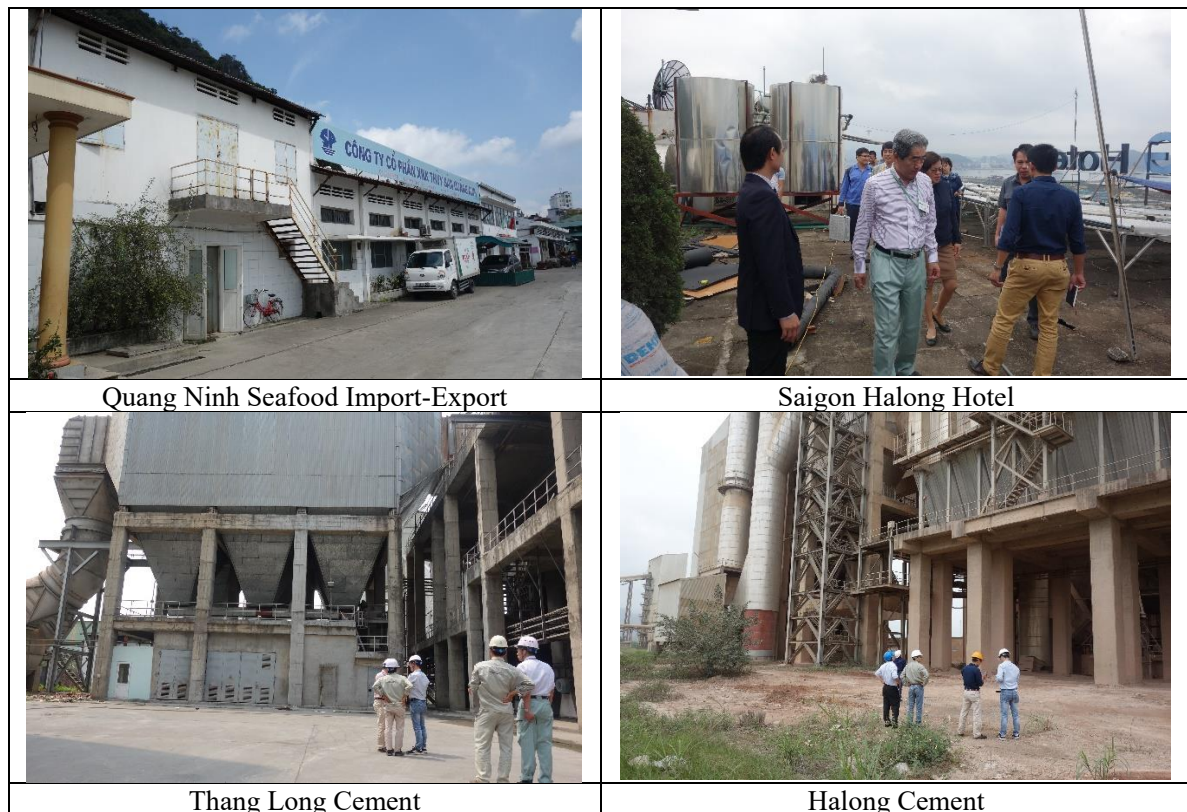
(b) Activity 2.2.2: Finalization of selection of site for the pilot project

Site visits were made in February 2017 at Saigon Halong Hotel, Seafood Import-Export, Au Lac, Halong Cement, and Thang Long Cement in Quang Ninh Province. It was found that these sites had big potential for energy saving and were selected as the sites for the 1st pilot activities.

Table 3.2-5 On-site Discussion and Site Survey for Pilot Activity

Sites	Date	Participant	Main Agenda
Quang Ninh Seafood Import-Export	17 Apr 2017	Person in charge of each site, JET, national expert, etc.	Site survey for energy audit
Saigon Halong Hotel	19 Apr 2017		
Au Lac company	7 Jun 2017		
Thang Long Cement	13 Jun 2017		Discussion about the possibility of energy saving
Halong Cement	14 Jun 2017		

Source: JET



Source: JET

Figure 3.2-3 Energy Audit Survey at the Site

(c) Activity 2.2.3: Financial arrangements for the pilot activities

WG2 estimated the annual budget for the implementation of the pilot schemes as the 2nd pilot activities with support of JET. Estimated cost of each scheme is shown in the table below.

Table 3.2-6 Budget Estimation of Pilot Schemes

Scheme		VND in Million		Site per year	VND in Million per year
A	EE Information	0	-	-	0
B	Energy Checking	20	per site	1	20
C	ESCO Proposals	92	per site	1	92
D	Energy Efficiency Certificate	464	per year	-	464
E	Capacity Building				
F	Overall Management				
Total					576

Source: JET summarized the document prepared by WG2

(d) Activity 2.2.4: Set up a pilot-activities working group and

WG2 meetings for implementation of the 1st pilot activities were held four times between April and June 2018 with DOIT, DPI and other departments. ESCO and energy audit were proposed and discussed. Also, four meetings for the 2nd pilot activities (Schemes A-E) were carried out between June and August 2018 with DOIT, DPI and other departments and each developed scheme was explained.

(e) Activity 2.2.5: Preparation of a detailed plan and specifications for pilot components

For the 1st pilot activities of WG2, detailed plan and specifications were prepared. Energy audits and ESCO proposals for three sites were conducted and finished by JET with NIRAS (external consultant) and VietESCO (local ESCO company).

For the 2nd pilot activities, before commencement of the pilots, JET prepared implementation manuals for each scheme. WG2 carried out their activities in accordance with the manuals with support by JET.

(f) Activity 2.2.6: Target setting and formulation of a monitoring plan

Target monitoring was decided as follows based on the Project Monitoring Sheet II revised on 9 May 2017:

- Extraction of lessons learned from WG2 activities
- Preparation of article on EE in the draft Green Growth White Book

(g) Activity 2.2.7: Procurement and implementation of pilot projects

For the 1st pilot activities, energy audits for five sites and ESCO proposal for three sites have been completed by September 2017. Energy audit report and ESCO proposal were explained to each site. The tables below show the dates and participants of the meetings.

Table 3.2-7 Presentation of Energy Audit Report

Sites	Date	Participant	Main Agenda
Quang Ninh Seafood Import-Export	8 June 2017	Person in charge of each site, JET, national expert, etc.	Discussion about the possibility of energy saving based on the report
Saigon Halong Hotel	9 June 2017		
Au Lac company	4 Aug. 2017		
Thang Long Cement	8 June 2017		
Halong Cement	9 June 2017		

Source: JET

Table 3.2-8 Presentation of ESCO Proposals

Sites	Date	Participant	Main Agenda
Quang Ninh Seafood Import-Export	8 Sept 2017	DOIT, DPI, person in charge of each site, JET, ESCO company, etc.	Proposing ESCO proposals and discussion of next step
Saigon Halong Hotel	7 Sept 2017		
Au Lac company	7 Sept 2017		

Source: JET

As the 2nd pilot activities, six pilot schemes developed by WG2 were implemented. Table below describes how the pilot schemes were carried out.

Table 3.2-9 Implementation of Pilot Schemes

Item	Contents
Scheme A: Provision of Energy Efficiency Information	- On 1 June 2019, the first article regarding energy saving and management was uploaded on the website of Quang Ninh Province; after that, multiple articles have been published on the website.
Scheme B: Energy Checking	- DOIT and WG2 made the list of Certified Energy Auditors in Quang Ninh supported by JET. - DOIT selected the target site (non-DEU) for pilot. - WG2 selected one Certified Energy Auditor to conduct Energy Checking for the selected target site (non-DEU) supported by JET. - Selected Certified Energy Auditor carried out Energy Checking for Tung Lam Joint Stock Co. and Legacy Yen Tu (Hotel).
Scheme C: ESCO Proposals	- WG2 made the list of active ESCOs in Vietnam supported by JET. - WG2 selected BKE Vietnam as ESCO. - DOIT selected a garage facility for installation of PV system with ESCO but then this site is cancelled since it is under a future renovation plan of the PPC. DOIT then selected a replacement site in the Government Office Building No. 4 and the project installing PV system of 10 kWp capacity was additionally proposed and successfully Implemented. Right after such success of the first pilot installation, further cooperation was made between the owner and the ESCO, BKE Vietnam, with two more proposals for PV installation: (1) at the same building for a capacity of 50 kWp and (2) at Quang Ninh Gate Complex in Dong Trieu District for a capacity of 200 kWp.
Scheme D: Energy Efficiency Certificate	- WG2 informed DEUs about the certificate scheme supported by JET. - Application and evaluation formats and procedures were properly prepared based on the discussion with DOIT supported by JET. Implementation approval was issued by QN PPC through Decision 2581/QD-UBND dated 27 June 2019 and WG2 started the call for application for the certificate. - During the period of two months, 21 DEUs applied for the certificate. - For proper evaluation, appraisal council was developed - As a result of the evaluation and appraisal, six DEUs received the certificate with one DEU getting a two-star certificate and five DEUs getting a one-star certificate. - Awarding ceremony was held in Quang Ninh Government Building No. 4. on 15 October 2019.
Scheme E:	- On 26 August 2019, the lecture was conducted in Quang Ninh Government Building No. 4 and provincial officials from several departments participated.

Item	Contents
Capacity Building	- Dr Hoang Anh from Hanoi University of Science and Technology was invited as the lecturer, - Textbook and agenda of the lecture were prepared by WG2 with the support of JET and the lecturer.
Scheme F: Overall Management	- DOIT implemented the management for all proposed schemes supported by JET.

Source: JET

(h) Activity 2.2.8: Monitoring, extraction of lessons learned, preparation of EE portion of draft White Book

Lesson learned from the pilot projects are listed in the table below.

Table 3.2-10 Lessons Learned from Pilot Projects

Pilot Projects	Lesson Learned
1st pilot projects (Energy Audit and ESCO Proposal)	Through the pilot, it was found that local auditor and ESCO company had enough capacities to carry out energy audit and ESCO proposal properly. However, installation of energy saving equipment depends on timing of replacement with existing equipment. As a result, in Scheme C below, replacement of equipment was not targeted and ESCO company proposed additional equipment such as PV system
2nd pilot projects (Pilot of Developed Schemes)	<p><u>Scheme B: Energy Checking</u> Through the pilot, it was confirmed that not only DEUs but non-DEUs consumed energy for their operation and had potential to save energy. Continuing this scheme could promote Non-DEUs to adopt activities for energy saving and management.</p> <p><u>Scheme C: ESCO Proposals</u> Although only one company of Quang Ninh Province made a contract with ESCO and installed PV system to Government Office Building No.4, the other companies, who received proposals in this trial, did not accept ESCO project. One of the reasons of this is considered to be lack of understandings of financial advantages of ESCO scheme. Thus, activities for further awareness raising and consideration of additional incentives are required for dissemination of Scheme C.</p> <p><u>Scheme D: Energy Efficiency Certificate</u> 21 out of 123 DEUs in the province participated in the certificate system. To make more DEUs apply for the certificate, more attractive incentives including financial support are required. In addition, in order to implement more detailed and fair evaluation, evaluation criteria for different sector need to be developed.</p> <p><u>Scheme E: Capacity Building</u> Around 30 public officials from several departments participated in the lecture held by WG2. Participants positively asked questions and gave their comments during the Q&A session. As new decision following Prime Minister Decision 280 is related to multiple departments, capacity building for officials is essential to achieve provincial energy-saving target.</p>

Source: JET

Also, WG2 prepared articles including outputs and progress of their activities annually and the articles are published on the Green Growth White Book prepared by WG5.

2) Activity 2.4: Design a provincial green label system contributing to energy saving and management in the selected key industrial sectors and initiate implementation of the system through Activities 2-1 to 2-3

WG2 designed and tried out the Energy Efficiency Certificate (EE Certificate) targeting DEUs in Quang Ninh Province as Scheme D.

Before the implementation of the trial, WG2 prepared guideline to carry out the certificate system including evaluation criteria and incentives to be provided to certified companies. Pilot implementation of the certificate system was launched in June 2019 and 21 DEUs applied during the two-month period. Overall schedule of the trial is shown in the table below.

Table 3.2-11 Schedule on Pilot Implementation of Energy Efficiency Certificate

Time	Contents
July 2019	<ul style="list-style-type: none"> - Proposal for pilot implementation of EE Certificate was submitted to PPC and PPC approved it. - Guideline for implementation was established. - DOIT started the call for applicants.
September 2019	<ul style="list-style-type: none"> - 21 DEUs applied for the certificate system. - Application documents were evaluated by DOIT and external consultant. - Appraisal committee was developed. - Appraisal meeting was held on 30 September 2019 and certified companies were decided.
October 2019	<ul style="list-style-type: none"> - Certified DEUs were published on various websites including MOIT’s Cong Thuong (Industry – Trade) Newspaper, DOIT’s official website, Quang Ninh Province’s official portal, Quang Ninh newspaper. - Awarding ceremony for certified DEUs was held by WG2 on 15 October 2019.

Source: JET



Source: JET

Figure 3.2-4 Awarding Ceremony of EE Certification for Certified DEUs



Source: JET

Figure 3.2-5 EE Certification (Awarded 2 stars)

As a result of evaluation and appraisal, six companies received the certificate. Among them, one company received two stars, and the others received one star. The certified DEUs are listed in the table below.

Table 3.2-12 List of Certified DEUs

No.	Name of Certified DEUs
[Awarded two stars]	
1	Ha Tu Coal Joint Stock Company – VINACOMIN
[Awarded one star]	
2	Dong Bac Coal Processing and Transport Joint Stock Company
3	Cai Lan Oils and Fats Industries Company
4	Viglacera Halong 1 Joint Stock Company
5	Dien Vong Water Treatment Plant – Quang Ninh Clean Water Joint Stock Company
6	Vinmec Halong International General Hospital

Source: JET

3) Activity 2.5: Summarize outputs and progress of Activities 2.1 to 2.4 annually and incorporate the information in the Halong Bay Area Green Growth White Book to be prepared in Output 1.

WG2 prepared articles including outputs and progress of their activities and the articles were published in the Green Growth White Book prepared by WG5.

4) Activity 2.6: Based on the outputs and progress of Activities 2.1 to 2.4, develop and document regulations, mechanisms and organizations to continue and expand environmental management activities in the selected key industrial sectors and start the approval process by Quang Ninh Province

In the beginning of 2019, WG2 started examination for revision and renewal of existing Decision 708/QN-UBND of Quang Ninh Province on the approval of Energy Efficiency and Saving Program in Quang Ninh Province, period 2016-2020, with support by JET. However, since Prime Minister Decision 280/QD-TTg on the approval of the National Energy Efficiency Program (VNEEP) for the period of 2019-2030 was published on 13 March 2019, the WG2 has been required not to revise the existing decision but to develop new Provincial Decision following Prime Minister Decision 280.

Development of new decision started with the evaluation of activities under Decision 708. Then, examination of Prime Minister Decision 280 and meeting with related departments were carried out with the support of JET and external consultant. As a result of the discussion between WG2 and JET, it was decided to integrate all of the Schemes A-F developed in the Project into the new decision. In fact, the 2020 implementation plan under VNEEP (Document No.1114/SCT-QLNL), submitted from DOIT to MOIT via QN PPC in May 2019, mentions the implementation of the six schemes and requests budget allocation for the implementation of the schemes in 2020.

Although the part of the decision, which DOIT is responsible for, was drafted by October 2019, other parts have not been done by the end of the Project. This is because, as a process, when local decision following Prime Minister Decision is developed, national ministries related to the Prime Minister Decision need to instruct the way to write provisions to local government's department under their immediate control, individually (MOIT to DOITs, MONRE to DONREs, etc.). In the case of the Prime Minister Decision 280, multiple ministries need to do this process for local departments, but not all

related ministries have finished this process during the project period. Related departments of Quang Ninh Province such as DONRE could not commence to draft their responsible part of the decision (since MOIT instruction has been carried out earlier, DOIT could start to draft their part in August 2019).

On the other hand, the national government of Vietnam is ordering local governments to develop new decision following Prime Minister Decision 280 by the end of 2019. Thus, once the process mentioned above has been done, the draft decision of Quang Ninh Province would smoothly be finalized.

(2) Facilitation and Support to WG2 by JET

JET facilitated overall WG2 activities and led their planning and implementation of pilot activities especially by the following support, which contributed to the achievement of WG2.

- Draft and propose Schemes A – F
- Prepare implementation manuals for each scheme for WG2 to carry out their activities not only to conduct pilot activities, but also to enhance those schemes in the post-project period
- Provide technical advices on evaluation of application documents of Energy Efficiency Certificate submitted by DEUs
- Support to hold the awarding ceremony of Energy Efficiency Certification for Certified DEUs (Scheme D) and lecture for capacity building (Scheme E) to provincial government officials

(3) Achievement of WG2 Activities

The biggest achievement of WG2 is that they drafted new decision following Prime Minister Decision 280. The new decision includes six schemes developed and piloted in the Project and is more practical than the existing Provincial Decision 708 on energy efficiency program in Quang Ninh Province for 2016-2020. In addition, DOIT has already submitted implementation plan with budget allocation request for 2020 (Document No. 1114/SCT-QLNL) to MOIT via QN PPC. Therefore, in terms of financial aspect, the new decision is likely to be operated properly. Under the new decision, more activities for energy saving would be carried out in the province, which will lead to green growth.

(4) Overall Appraisal of the WG2 Performance

WG2 members fostered better understanding of energy saving and management for green growth through pilot implementation of the designed schemes. Moreover, to draft new provincial decision following Prime Minister Decision 280, WG2 actively carried out information collection, participation in national seminars and evaluation of Decision 708 under the advices from JET. This attitude led to the development of the draft decision.

However, they do not have sufficient experiences and technical knowledges yet to operate new decision by themselves at this moment. Thus, it would be necessary that they cosign external consultant for proper operation of the decision and learn more about energy saving and management and operation of the decision.

3.2.3 WG3: Sustainable Tourism Promotion

(1) Overall Activities of Output 3 (Activities 3.1 - 3.5)

The PDM defines Output 3 and its activities as follows:

Measures to stimulate sustainable growth of the tourism sector are implemented as pilot activities.

-
- 3.1 Improve or develop tourism information contributing to sustainable tourism development in Halong Bay area, and provide the information to tourists.
 - 3.2 Promote ecotourism in Van Don District through providing the training and technical transfer for capacity development.
 - 3.3 Design and operate green label system for tourist boats in Halong Bay (Blue Sail Certificate).
 - 3.4 Summarize outputs and progress of Activities 3-1 to 3-3 annually and incorporate the information in the Halong Bay Area Green Growth White Book to be prepared in Output 1.
 - 3.5 Based on the outputs and progress of Activities 3-1 to 3-4, develop and document the regulations and organizations to continue and expand sustainable tourism activities and start the approval process by Quang Ninh Province.
-

The main activities conducted in the project period are reported in line with each sub-activity according to the PO as follows:

(2) Activities Conducted during the Project Period

1) Activity 3.1: Improve or develop tourism information contributing to sustainable tourism development in the Halong Bay area, and provide the information to tourists

(a) Activity 3.1.1: Set up a working group

A working group was established for directing and monitoring the activities under Output 3.

(b) Activity 3.1.2: Prepare an action plan and guidelines

An action plan and guidelines for WG 3 were prepared in the form of Annual Work Plan by March 2017, based on the Implementation Plan formulated in the 1st phase, so that all WG3 members could have a common understanding when and what action they needed to take.

Then, a baseline survey was conducted for two weeks at the end of December 2016 to obtain the baseline value of indicators to measure the extent of effect/benefit to be brought by the improvement of tourist information and its delivery. The outlines of the baseline survey were described below.

- The survey period was chosen because of the Christmas and end-of-year holidays so that the opinions of the tourists of diverse nationalities could be expected.
- The responses were obtained based on the questionnaire from the tourists in Halong Bay through 3- to 4-star hotels and tourist boats.
- The questionnaire was prepared in both Vietnamese and English languages.
- The number of effective respondents was 297.

The result related to the value of the indicators was as follows. It is expected that the improvement of tourist information can increase the value of indicators.

- 77% of the respondents visited Halong Bay for the first time, meaning only 23% were repeaters.
- Only 20% of the respondents stayed in Halong Bay for more than 3 days.
- 80% of the respondents were satisfied with Halong Bay, but only 60% said “Excellent”.

- Only 41% of the respondents had a chance to eat in the town.
- Only 33% of the respondents purchased a souvenir in Halong Bay.

Some useful information for implementing this sub-component was also obtained by the baseline survey.

- Nearly half of the respondents collect tourist information through the internet including SNS.
- 25% of the respondents still obtain information from travel agencies.
- Popular souvenir items purchased by the respondents included pearls, squid cakes, seafood products, brocade scarfs, dried squid, oyster, etc. OCOP products were still unknown among the respondents.

For promoting other tourist sites and products in the Halong Bay area, it was suggested that SNS should be more utilized; the information should be provided through the travel agencies, and information of local products should be more exposed in the promotion materials or media.

(c) Activity 3.1.3: Make a branding of the Halong Bay area

Through the baseline survey targeted for the visitors in December 2016, some perception of tourists and their needs were obtained. They were the opinions of the demand side. On the other hand, it is important to understand the opinions of local residents in order to properly promote sustainable tourism in the Halong Bay area. A series of focus group interviews targeted for various local stakeholders was planned to obtain opinions of the supply side.

Hypothesis for Focus Group Interviews:

- The current tourism in the Halong Bay area extremely relies on the bay cruise. Once the Hanoi-Halong highway is completed, fewer visitors are anticipated to stay overnight. It is absolutely necessary to expand tourism products and attractions to keep the important contribution of tourism in the local economy.

Purpose of focus group interviews:

- Purpose of the Focus Group Interview was to obtain views and ideas among the stakeholders and residents in the Halong Bay area in terms of the following aspects:
 - (1) Perception of tourism in the Halong Bay area
 - (2) Ideal future tourism development in the Halong Bay area
 - (3) Proudest themes, stories, activities or products apart from Halong Bay cruise

Target Groups:

A series of focus group interviews were held by targeting the following groups:

- Stakeholders in the tourism sector (basically targeted for the managers):
 - Hotels (members of tourism association)
 - Travel agencies (members of tourism association)
 - Tourist boat companies including Tuan Chau marine station (members of tourism association)

- Souvenir shops and restaurants whose customers include tourists (individuals)
- Freelance tourist guides, etc. (individuals)
- Civil society (active members):
 - Women’s union at six local authorities
 - Youth union at six local authorities
 - Labors’ union at 6 six local authorities
 - Tourism association, chamber of commerce, etc. at six local authorities
- Administrative agencies (managers):
 - OCOP
 - IPA
 - HBMD
 - Tourism Information and Promotion Center
 - DIC at six local authorities, etc.

Table 3.2-13 Focus Group Interviews

No.	Date	Interviewees	Place
1	07 Jul 2017	Hotels and Travel Agencies in Halong	DT’s meeting room
2	14 Jul 2017	Tourist Boat Companies	DT’s meeting room
3	20 July 2017	Related Administrative Agencies	DT’s meeting room
4	28 Jul 2017	DIC, Halong University, and Civil Societies	DT’s meeting room
5	02 Aug 2017	DIC, Education and Training Division, Uong Bi High School and Civil Societies (Women’s Union, Youth Union)	Uong Bi PC
6	09 Aug 2017	DIC, Education and Training Division, Bach Dang High School and Civil Societies (Women’s Union, Youth Union)	Quang Yen PC
7	16 Aug 2017	DIC, Education and Training Division, Cam Pha High School and Civil Societies (Women’s Union, Youth Union)	Cam Pha PC
8	17 Aug 2017	DIC, Education and Training Division, Hai Dao High School and Civil Societies (Women’s Union, Youth Union)	Van Don DPC
9	23 Aug 2017	DIC, Education and Training Division, Hoanh Bo High School and Civil Societies (Women’s Union, Youth Union)	Hoanh Bo DPC
10	27 Jul – 18 Aug 2017	Freelance tour guides, restaurants and souvenir shops in Halong City	Halong City

Source: JET

Overview of the interviewees:

- Total number of interviewees: 84 interviewees (69 interviewees in focus group interviews and 15 individual interviewees) from:
 - Private sector in Halong (hotels, travel agencies, tourist boat companies, restaurants, souvenir shops, freelance tour guides).
 - Administrative agencies in Halong (HBMD, OCOP, IPA, DIC, and Tourist Information Promotion Center).
 - DIC, Education and Training Division, Civil societies (Women’s Union, Youth’s Union), Halong University, high schools at six localities.

- Position of interviewees:
 - Most interviewees from private sector play the position of managers or owners.
 - The majority of interviewees from administrative agencies and social societies are leaders.
 - The interviewees from Halong University and high schools at five localities are teachers and students.

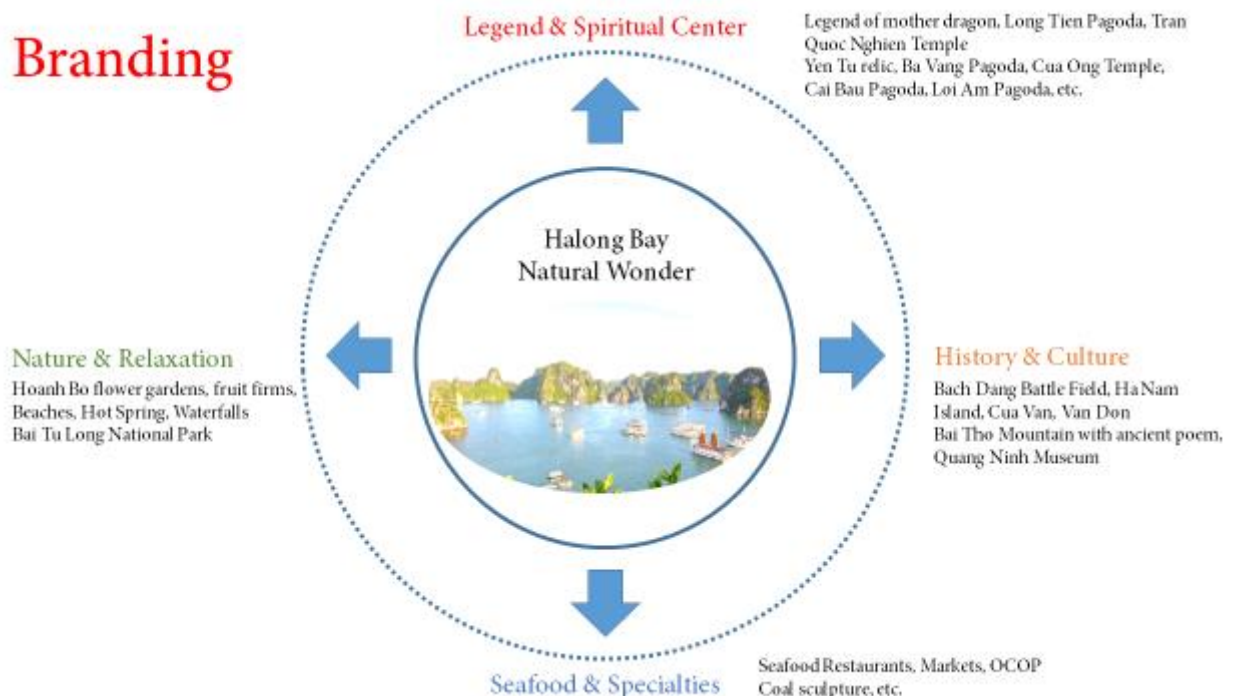
- Age of interviewees:

Below 18	18 - 25	26 – 40	41 - 55	Above 55
2%	12%	41%	31%	14%

Source: JET

- Hometown of interviewees:
 - 77% of interviewees come from the localities in Quang Ninh Province
 - 21% of interviewees come from the neighboring provinces, such as Hai Phong, Hai Duong, and Hanoi.
 - One interviewee comes from Lam Dong Province (in the South of Vietnam) and one tour guide was born in New Caledonia.

Based on the perception of both tourists and local residents that was revealed by focus group interviews, four themes for expanded branding of the Halong Bay area were proposed and discussed during WG3 meeting. They are “Legend and Spiritual Center”, “History and Culture”, “Nature and Relaxation”, and “Seafood and Specialties”.



Source: WG 3 and JET

Figure 3.2-6 Proposed Four Themes for Expanded Branding of the Halong Bay Area

The tourist information materials and promotion activities were made by focusing on the four themes in order to attract potential tourists and to prepare local residents and stakeholders for receiving the tourists.

(d) Activity 3.1.4: Prepare a list of resource persons/organizations

The Department of Tourism, Quang Ninh Province was responsible for collecting information and pictures necessary for the compilation of tourist information. In addition, through the focus group interviews, communication channels with the Department of Information and Culture (DIC) at each locality, Halong University, and civil societies were established.

(e) Activity 3.1.5: Provide tourist information materials and tools (website, brochures, maps, event calendar, video, etc.)

In 2017, the following tourist information materials and tools were chosen based on the result of the baseline survey, focus group interviews, and discussion on priority themes.

Table 3.2-14 Selected Tourist Information Materials and Tools

Type of Materials and Tools		Print	Online	Actions Taken
Website			✓	<i>halongtourism.com.vn</i> - Making searchable by major engines. - Separate pages for B2C and B2B are to be provided. - Including more detailed information especially for B2B. - Linking with Social Networking Services (SNS). - Providing downloadable online materials, etc.
Social Networking Service (SNS)	Facebook		✓	<i>facebook.com/HalongTourismInformation/</i> - Created English Fan page. - Frequently maintained by TIPC and its tourist information officers in cooperation with the private sector.
	Instagram		✓	<i>instagram.com/halongtourism.information</i> - Posted eye-catching pictures for potential tourists - Posted unknown site pictures for raising awareness
	YouTube		✓	<i>youtube.com/channel/UChax7RisiMcMUf7cDeGj_3Q</i> - Posted short video clips of recommended sites. - Posted short video clips recommended by tourists, etc.
Brochure (B2B)		✓	✓	- Included useful information for travel agencies (recommended routes and sites with a list of local tourism businesses, etc.). - Included information on ecotourism, eco-tourism, incentive tours, and MICE*, etc.
Tourist Map		✓	✓	- Included practical guide with classified and prioritized tourist attractions, sites and products according to the four themes of expanded branding of the Halong Bay area. - The map was provided in English and Vietnamese.

Note: * MICE stands for Meetings, Incentives (/Incentive Travel), Conferences (/Convention) and Exhibitions (/Event), which bring large groups to destination.

Source: JET

By the end of the project period, all the materials and tools were developed and handed over to the Tourism Information and Promotion Center (TIPC) managed under the Department of Tourism (DT) of QN PPC.



Source: JET

Figure 3.2-7 Halong Bay Area Tourist Map

Three Social Networking Service (SNS) were also established and started tourism promotion of the Halong Bay area.



Source: JET

Figure 3.2-8 Examples of Established Tourism Promotion SNS (Facebook)

In addition to the above activities, Blue Sail Certificate activities were introduced in the in-flight magazine of Vietnam Airlines in October 2018.



Source: JET

Figure 3.2-9 Introductory Article of Blue Sail Certificate Activity

(f) **Activity 3.1.6: Train the concerned parties on tourist information management and delivery, etc.**

WG3 and JET organized the following training programs and workshops during the project period. The SNS marketing training was conducted four times and the PPP workshops were also conducted four times. The latter targeted wider range of local stakeholders aiming at sustainable tourism promotion in the Halong Bay area.

Table 3.2-15 Organized Training Programs and PPP Workshops

Date	Topic	Participants	Contents
SNS Marketing Training			
14 Jun 2018	Facebook	WG3, TIPC, 6 local authorities, JET	<ul style="list-style-type: none"> - Roles and significance of SNS in tourism marketing - Theoretical and practical training in dealing with Facebook (group, fan page, personal page) - How to run an advertisement with Facebook
08 Aug 2018	YouTube	WG3, TIPC, 6 local authorities, JET	<ul style="list-style-type: none"> - How to work with YouTube - How to create an attractive advertisement with YouTube
07 Sep 2018	Instagram	WG3, TIPC, 6 local authorities, JET	<ul style="list-style-type: none"> - How to work with Instagram - How to create an advertisement with Instagram
10 Oct 2018	Improved Quang Ninh Tourism Website	WG3, TIPC, 6 local authorities, JET	<ul style="list-style-type: none"> - How to work with the improved pages of the website - Practical website management methods
PPP Workshop			
29 Jun 2018	<ul style="list-style-type: none"> - Roles and contribution of tourism - Sustainable tourism development in Quang Ninh Province (Dr Pham Hong Long, Dean 	WG3, TIPC, Tourism Association, private sector, JET (50 in total)	<ul style="list-style-type: none"> - Importance of roles and contribution of tourism in building the future - Sustainable tourism development in Quang Ninh Province in the context of integration - Discussion

Date	Topic	Participants	Contents
	of Tourism Faculty, University of Social Science and Humanities)		
14 Sep 2018	<ul style="list-style-type: none"> - Japanese culture (Dr Pham Hong Long, Dean of Tourism Faculty, University of Social Science and Humanities) - Japanese tourists in Halong Bay (Mr. Kitagawa, Director of APEX Vietnam Travel Corporation) 	WG3, TIPC, Tourism Association, private sector, JET (60 in total)	<ul style="list-style-type: none"> - Japanese culture and some notes for serving Japanese tourists - Trends of Japanese tourists in the Halong Bay area - Discussion
25 Jan 2019	<ul style="list-style-type: none"> - Overview of the European tourist market in the Halong Bay area (Mr. Vu Nam, VNAT) 	WG3, TIPC, Tourism Association, private sector, JET (60 in total)	<ul style="list-style-type: none"> - Overview of the world tourism situation, Vietnam tourism and European tourist market in the Halong Bay area. - Psychological features and consumption trends of some European markets (UK, France, Germany, and Russia). - Tourism promotion to attract European tourists. - Discussion
18 Apr 2019	<ul style="list-style-type: none"> - Integration of Halong tourism and Quang Ninh tourism (Dr Pham Hong Long) - Orientation of tourism development policy (Dr Pham Hong Long) 	WG3, TIPC, Tourism Association, private sector, JET (50 in total)	<ul style="list-style-type: none"> - Halong tourism and Quang Ninh tourism in the context of integration. - Special tourist products in Quang Ninh Province should be focused on. - Suggestions on the orientation of tourism development in Quang Ninh Province with cooperation between the public and private sectors - Discussion

Source: JET



Source: JET

Figure 3.2-10 Organization of PPP Workshops

(g) Activity 3.1.7: Organize promotion activities (events, FAM trip, media tours, etc.)

The following promotional activities were conducted by the end of the Project:

Table 3.2-16 Organized Promotion Activities

Date	Promotion Activity	Target Market	Remarks
14-18 Jan 2019	ASEAN Tourism Forum 2019 (Tourism exhibition at Quang Ninh Province booth)	<ul style="list-style-type: none"> - Travel industries in the ASEAN countries - General public interested in Halong and Quang Ninh tourism 	<ul style="list-style-type: none"> - Organized by ASEAN and VNAT - Held in Halong City
28 Mar-2 Apr 2018	Vietnam International Tourism Fair (VITM)	<ul style="list-style-type: none"> - International travel agencies - Local tour operators and agencies 	<ul style="list-style-type: none"> - The travel fair was held in Hanoi.
7-9 Sep 2018	ITE-HCMC Tourism Fair 2018	<ul style="list-style-type: none"> - International travel agencies - Local tour operators and agencies 	<ul style="list-style-type: none"> - The travel fair was held in Ho Chi Minh City.
11-12 Apr 2019	FAM Trip (Familiarization Trip) in Quan Lan island	<ul style="list-style-type: none"> - Tour operators and agencies based in Hanoi - Tour operators based in Halong - Local media 	<ul style="list-style-type: none"> - 20 participants from tour operators and agencies in total - 11 participants from local media (partly invited by Van Don District)
6-15 Sep 2019	Vietnam Tourism Introduction in Japan	<ul style="list-style-type: none"> - Japanese market (Tokyo, Yokohama, and Sapporo) 	<ul style="list-style-type: none"> - The introductory seminars were organized in cooperation with VNAT, Japan-ASEAN Center, etc. - Tourist map and sales manual developed by the Project were distributed to the participants.

Source: JET

(h) Activity 3.1.8: Update periodically based on the feedback from tourists

After the developed tourism promotion materials and tools were handed over to Quang Ninh Province, TIPC started to distribute them through the tourist information center and local tourism industries as well.

In addition, TIPC keeps updating the SNS, particularly its Facebook Page, as well as its improved tourism website.

(i) Activity 3.1.9: Monitor outputs and impacts of the pilot activity

The following Table below shows the increased numbers of followers of SNS maintained by TIPC Quang Ninh Province.

Table 3.2-17 Increased Numbers of SNS Followers

SNS	Apr 2018	Apr 2019	Remarks
Facebook	54 Likes	540 Likes	Some articles reached
Instagram	30 Posts	47 Posts	The number of followers as of Apr 2019 reached 67.
YouTube	4 video clips	10 video clips	New video clips are regularly uploaded.

Source: JET

As an example, an article titled “Legend and Spiritual” on Facebook reached 173,000 people in the world and obtained 34,500 “Likes” in November 2018.

2) Activity 3.2: Promote ecotourism in Van Don District by providing the training and technical transfer for capacity development

(a) Activity 3.2.1: Set up a local working group

A Community-based Ecotourism (CBET) Board of Quan Lan island was officially established under Decision (No. 2929/QĐ-UBND dated 20 June 2017) by Van Don District PC for conducting ecotourism promotion in Quan Lan island as a local working group at the pilot site of Output 3 through the kickoff meeting on 9 June 2017 in Quan Lan island. 26 members of CBET Board were assigned under Decision (No. 3531/QĐ-BQLDSLSTCĐ dated 28 July 2017) by Van Don District PC. The members of CBET Board were restructured under Decision (No. 2020/QĐ-UBND dated 6 June 2019) and Decision (No. 3043/QĐ-UBND dated 8 August 2019 by Van Don District PC) as listed in Table above in 2.1.1. After the establishment of the CBET Board of Quan Lan island, the CBET workshops were held 28 times. The dates of kickoff meeting and CBET workshops, major topics, and participants are shown in the Attachment.

(b) Activity 3.2.2: Develop discovery routes for promotion of ecotourism

Two model discovery trails were identified through the study and discussion of CBET workshops. The interpretation contents of each discovery trail were developed by CBET Board members. Then, the operating and management system of the discovery trails were discussed in the CBET workshops in order to start selling them officially.

Table 3.2-18 Developed Two Model Discovery Trails

Title	Theme and Message	Target	Itinerary
Discovery Trail 1: Great history and culture of Quan Lan island	Theme: Learning the great history and traditional culture of the Quan Lan island Message: This great history was unfolded on the characteristic nature of Quan Lan island. Through learning and experience, it will be expected to contribute to conserve and inherit the history and culture of Quan Lan island in the future.	Target: Students, pupils, family, and Foreign Independent Tour (FIT) interested in history	Approximately 2-3 hours Meeting place (introduction 5') → (1) Communal House (interpretation and experience 25') →(2) Linh Quang Pagoda (interpretation 10') →(3) Three generals Temple (interpretation 10') →(4) Tran Khanh Du Temple (move 5', interpretation 10') →(5) Con Quy Port (move 15', interpretation 10') →(6) Mang River (experience 30') → (7) Back to the meeting place or move to the next destination (move 10')
Discovery Trail 2: A day as a fisherman in the Quan Lan island	Theme: Experiencing the traditional daily life of fishermen in Quan Lan island Message: The traditional and typical livelihood of Quan Lan island is fishery and aquaculture. The livelihood is sustainable for the beautiful nature of the Quan Lan island. Through having the experience, visitors can find importance of the livelihood.	Target: Students, pupils, family, and FIT interested in traditional daily life	Approximately 3-4 hours Meeting place (5') → (1) Fisherman's house *1 (move 10', preparation 10') → (2) Fishing ground (move 10', instruction 10') → (3) Fishing experience (experience 1h) → (4) Fisherman's house (move 10') → (5) Enjoy cooking and tasting the traditional food (cooking 1h, tasting 1h) → (6) Back to the meeting place or next direction (move 10'-15')

Source: JET



Figure 3.2-11 Photos of Model Discovery Trails

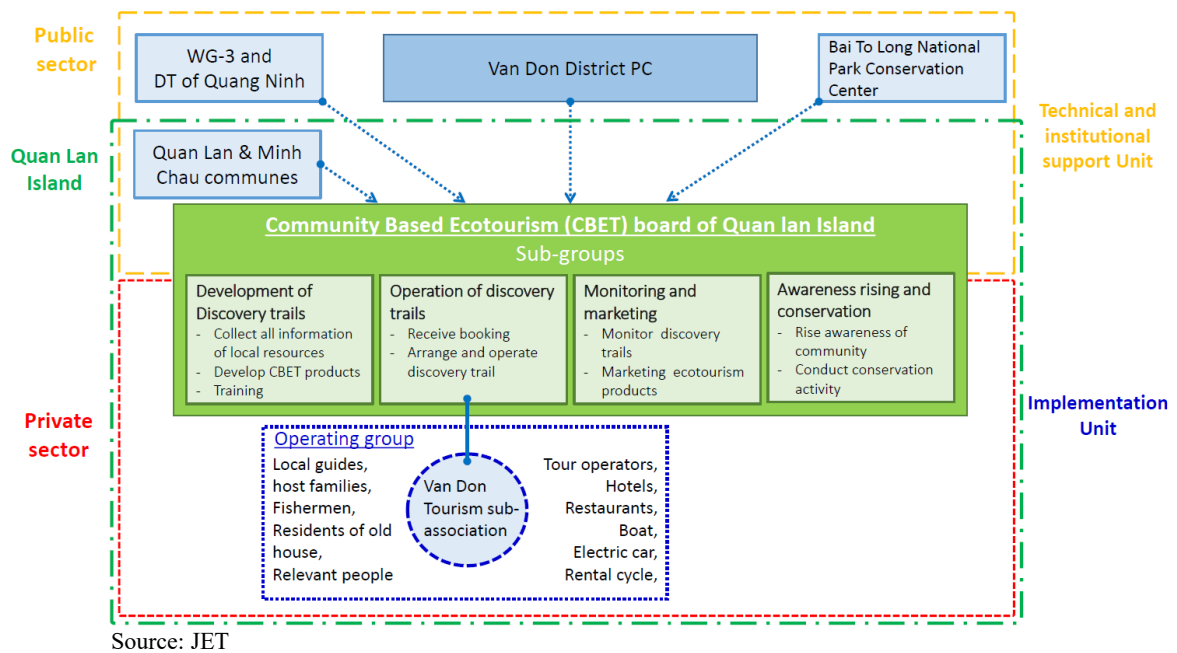


Figure 3.2-12 Draft Diagram of Management System of CBET in Quan Lan Island

Table 3.2-19 Operating Systems of Discovery Trails

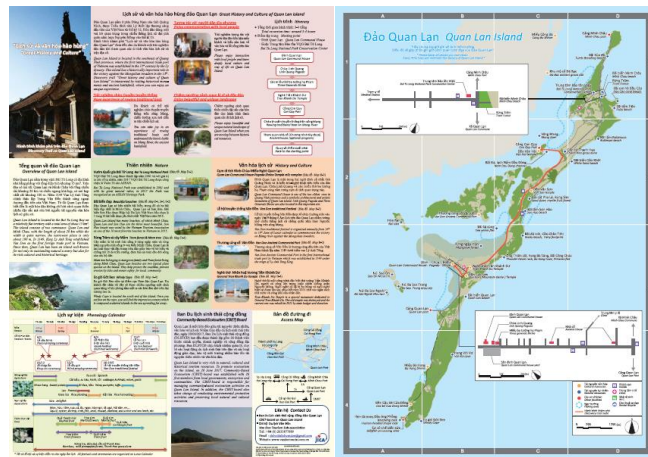
Operating Step	Necessary Function	Group/Person in charge	Activities
Marketing & Promotion	<ul style="list-style-type: none"> - Preparation - Marketing and promotion of discovery trail 	<ul style="list-style-type: none"> - CBET-board - Van Don Tourism Sub-association 	<ul style="list-style-type: none"> - Secure the quality of discovery trail - Fix the price of discovery trail - CBET-board entrust the promotion activities to the tourism sub-association - CBET-board and tourism sub-association conduct the promotion activities and distribute promotional materials such as discovery trail maps and others and provide information through social networking system (SNS) and website
Reception	<ul style="list-style-type: none"> - Reply to inquiry - Reservation 	<ul style="list-style-type: none"> - CBET-board & Van Don Tourism Sub-association - Van Don Tourism Sub-association 	<ul style="list-style-type: none"> - Receive contacts and inquiries from visitors and potential visitors and reply to these inquiries - CBET-board entrust the reservation of discovery trail to the tourism sub-association - Tourism sub-association receives booking of visitors through the internet and telephone and explain the condition of discovery trails - Log the reservation sheet
Preparation	<ul style="list-style-type: none"> - Coordinate relevant people - Preparation of necessary items 	<ul style="list-style-type: none"> - Tourism sub-association (coordinator) - Local guide, relevant people 	<ul style="list-style-type: none"> - Assign suitable local guide based on the list of the local guide prepared by CBET-board - Encounter the relevant people, fishermen, and residents of the old house according to the discovery trail - Arrange the electric car for transportation - Necessary items are prepared by the local guide and relevant people - The local guide confirms the whole schedule and process of the discovery trail
Operation	<ul style="list-style-type: none"> - Operating the discovery trail 	<ul style="list-style-type: none"> - Local guide - Transportation - Fishermen's family - Relevant people 	<ul style="list-style-type: none"> - Welcome visitors, giving the introduction, and conduct the discovery trail - The arranged electric car waits for visitors and take them to the discovery trail according to the guide's instruction - Fishing and fisherman's daily life experience should be conducted according to the fisherman's instruction - Traditional boat rowing experience should be conducted by relevant people - Conclude the discovery trail
After operating	<ul style="list-style-type: none"> - Accounting - Monitoring discovery trail 	<ul style="list-style-type: none"> - CBET board - Accountant - Coordinator - Representatives of CBET board (subgroup) 	<ul style="list-style-type: none"> - CBET board assigns an accountant to manage income and expense concerning discovery trails - Receive payments and distribute the decided payment to relevant people and record in the accounting book - Coordinator gathers monitoring sheets and tourists' feedback through the use of questionnaires - CBET board monitors the discovery trails - CBET board analyzes tourists' feedback and evaluate the current discovery trails through monitoring and tourists' feedback
Preparation for the next promotion	<ul style="list-style-type: none"> - Marketing and promotion - Quality control - Management of community fund 	<ul style="list-style-type: none"> - CBET board and Tourism sub-association - Accountant - CBET board 	<ul style="list-style-type: none"> - Conduct new promotional activities according to the evaluation - Check and control the quality of discovery trails according to the monitoring and evaluation - Keep the community fund - Discuss how to use the fund for community-related purpose and conduct it - Manage the community activity for awareness rising, natural and cultural conservation, and training for the CBET promotion

Source: JET

(c) Activity 3.2.3: Provide tourist information materials and tools (mainly brochures and maps)

The leaflet of the discovery trail maps was prepared as a model of tourist information materials for ecotourism in Quan Lan island based on the result of the discussion in the CBET workshop. The design and contents of the leaflet were confirmed in the CBET workshop and approved for printing by StC.

The two leaflets developed for the discovery trails were printed in December 2018.

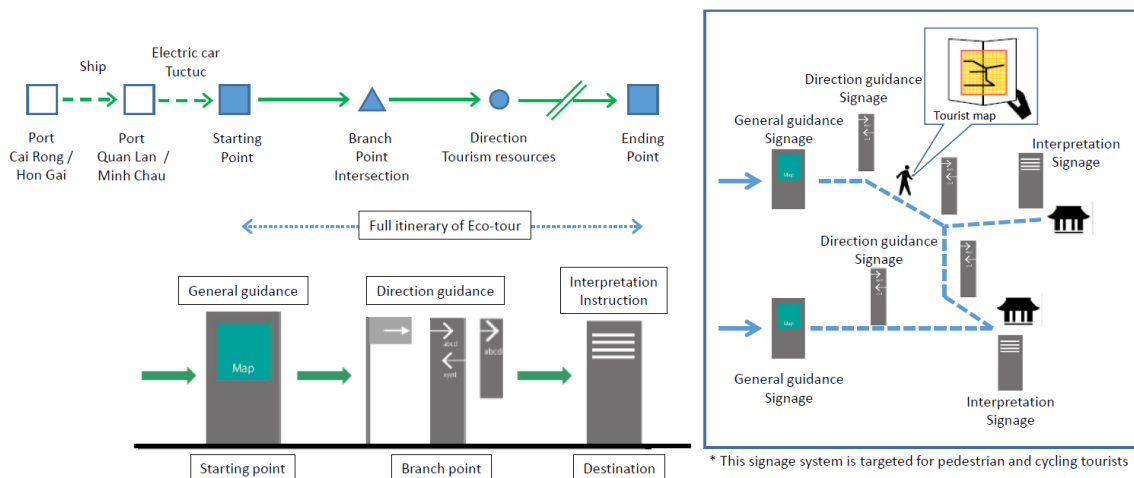


Source: JET

Figure 3.2-13 Leaflet Design of Discovery Trail Maps

(d) Activity 3.2.4: Install on-site signage and interpretation

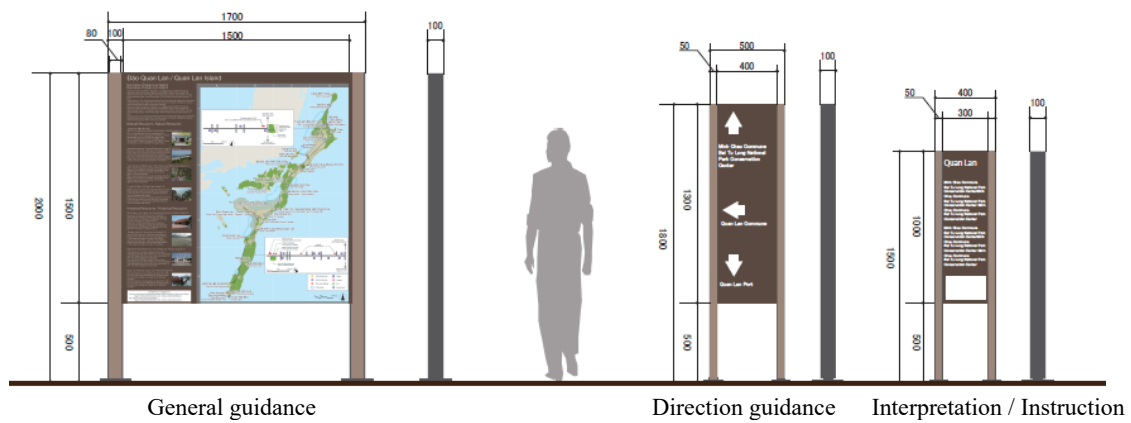
The on-site signage system was discussed in the CBET workshops. During the project period, there are five on-site signage, two general guidance signage, two instruction signage, and an interpretation signage that were installed in March 2019, as the model signage, according to the on-site signage system. The design and contents of the five model signages were developed in the discussion of CBET workshops and it was approved by StC. The StC has issued the Decision No. 117/QĐ-UBND dated 25 December 2018 which approves the contents and technical specifications of the on-site signage and two discovery trails proposed by the CBET of Quan Lan island.



* This signage system is targeted for pedestrian and cycling tourists

Source: JET

Figure 3.2-14 Diagram of Signage System of CBET in Quan Lan Island



Source: JET

Figure 3.2-15 Basic Design of On-site Signage



Type of on-site signage	Quantity
■ General Guidance Signage	2
▲ Direction Guidance Signage	12
● Interpretation with instruction	5
● Interpretation Signage	5
● Instruction Signage	7

Source: JET

Figure 3.2-16 Layout Plan of On-site Signage in Quan Lan Island

(e) Activity 3.2.5: Train local guides, tourist business, services, and communities

WG3 and JET organized the following training programs for the people who are relevant to the ecotourism activities in Quan Lan island, as requested by the CBET Board. The following four training programs were conducted by the Halong University lecturers.

Table 3.2-20 Organized Training Programs from October 2018 to November 2018

Training Programs	Period	Total Trainees	Certificate Recipient	Contents
On-site tour guide	24-26 Oct 2018 (2.5 days)	32	32	Basic theory and practical training for tour guiding, especially for the two discovery trails
Tourism marketing	27-28 Oct 2018 (2 days)	25	18	Overview of Vietnam tourism and tourism marketing, marketing strategy, online marketing, and responsible tourism
Communication skills and civilized behavior in tourism activities	29-30 Oct 2018 (2 days)	21	21	Communication skills, listening and problem-solving skills, customer care, and code of conduct in tourism for local community
English communication	16-19,21-27 Nov 2018 (10 days)	32	23	Communication skills in English for the various scenes in ecotourism activities of Quan Lan island

Source: JET

(f) Activity 3.2.6: Organize promotion activities (events, FAM trip, media tours, etc.)

A FAM trip (Familiarization trip) was organized on 11–12 April 2019 by TIPC Quang Ninh Province and CBET Board in Quan Lan island in order to introduce the newly developed discovery trails in Quan Lan island.

The FAM trip received 20 participants from tour operators and agencies in Hanoi and Quang Ninh Province and 11 participants from local media invited by Van Don District. The main program of the FAM trips is shown in the table below.

Table 3.2-21 Program of Organized FAM Trip in Quan Lan Island

Day and Time	Program
Day1 (11/4/2019)	
6:00 – 6:30	Pick up the participants from travel agencies in Hanoi
6:30 – 9:30	Depart from Hanoi to Halong by 45-seat car (by highway)
9:30 – 9:45	Pick up the participants from travel agencies in Quang Ninh Province, JET, WG3, PMU, Quang Ninh Tourism Association, media agencies in Halong (at Nam Dat Hotel and Provincial Conference Hall)
9:45 – 11:10	Depart from Halong to Cai Rong Port
11:10 – 12:00	Depart from Cai Rong Port to Quan Lan island by chartered high-speed boat
12:00 – 13:30	Get picked up by electric cars to Ann Hotel; check-in hotel; lunch at Ann Hotel. Distribute two discovery trail maps to participants for prior understanding about these trails.
13:30 – 14:00	Rest at the hotel
14: 30 – 17:30	Get picked up by electric cars; have the experience of Discovery Trail 1 “Great History and Culture of Quan Lan Island” (visiting Quan Lan Communal House, Linh Quang Pagoda, the three Generals Pham Shrine and Tran Khanh Du Temple; rowing traditional boat on the Mang River)
17:30 – 18:30	Go back to the hotel and rest
18:30 – 22:30	Have a BBQ dinner and a business meeting between local businesses and travel agencies. Enjoy the cultural activities by the campfire at Quan Lan Beach
Day 2 (12/4/2019)	
6:15 – 6:50	Have breakfast at the hotel
7:00 – 10:00	Get picked up by electric cars; have the experience of Discovery Trail 2 “A day of fisherman in Quan Lan Island”. Main activities include traditional fishing and interacting with the local people.
10:00 – 11:00	Go back to Ann Hotel; change clothes, check-out, and move to Ngan Ha Hotel for the wrap-up meeting

Day and Time	Program
11:00 – 12:00	Wrap-up meeting at Ngan Ha Hotel; distribute and collect questionnaires to get the feedback on the Discovery Trails from participants and free discussion.
12:00 – 13:10	Have lunch at Ngan Ha Hotel
13:10 – 13:30	Get picked up by electric cars and travel to Quan Lan Port
13:30 – 14:30	Head back from Quan Lan island to Cai Rong port by chartered high-speed boat
14:30 – 18:00	Depart from Cai Rong Port to Halong and Hanoi by 45-seat car

Source: JET

(g) Activity 3.2.7: Update periodically based on the feedback from tourists

After conducting FAM trip, TIPC in Quang Ninh Province compiled results of questionnaires and comments from participants who experienced the two discovery trails and advice for operating discovery trails from JET. Then, the TIPC gives their feedback to the CBET Board in order to, officially, start the operation of the discovery trails. Then CBET Board discusses the challenges and measures experienced in conducting the discovery trails and decide how to operate the two discovery trails. A questionnaire was prepared through the CBET Board workshop in order to get feedback from tourists who would participate in the discovery trails.

(h) Activity 3.2.8: Monitor outputs and impacts of the pilot activity

CBET Board has continuously monitored the result of the pilot activities for promotion of ecotourism in Quan Lan island. As of May 2019, the number of tourists who participated in discovery trails reached 676 persons.

3) Activity 3.3: Design and operate Green Label System for tourist boats in Halong Bay (Blue Sail Certificate)

The following activities were made for designing and operating the green label system for tourist boats in Halong Bay:

(a) Activity 3.3.1: Examining e criteria and incentives for the Blue Sail Certificate

WG3 and JET reviewed the documents on the boat standards and certification scheme in Quang Ninh Province, Vietnam, and overseas.

The documents included the following:

- QD 1069/2016: Amended temporary regulation of Quang Ninh PPC on the management of cruise boat operation in Halong Bay and Bai Tu Long Bay
- QD 716/2011: Regulation of Quang Ninh PPC on the management of day-trip and overnight cruise boat operation in Halong Bay
- QCVN17 / 2011: Technical Specifications of Vietnam on Pollution Prevention caused by Inland Waterway Vessels
- QC72 / 2013: Technical Specifications of Vietnam on Classifying and Building Inland Waterway Vessels
- TCVN 9372: 2012: National Standards of Vietnam on Tourist Cruise Boat-ranking

- VTOS-TBS: The Vietnam National Tourism Occupational Standards - tourist boat services
- GLT: Green Lotus Certification Scheme for Tourist Accommodation Establishments
- GSTC's criteria: Global Sustainable Tourism Council's Industry Criteria for Hotels and Tour Operators
- Travelife's criteria: Travelife, an international ecolabel certification organization, criteria for hotels and tour operators

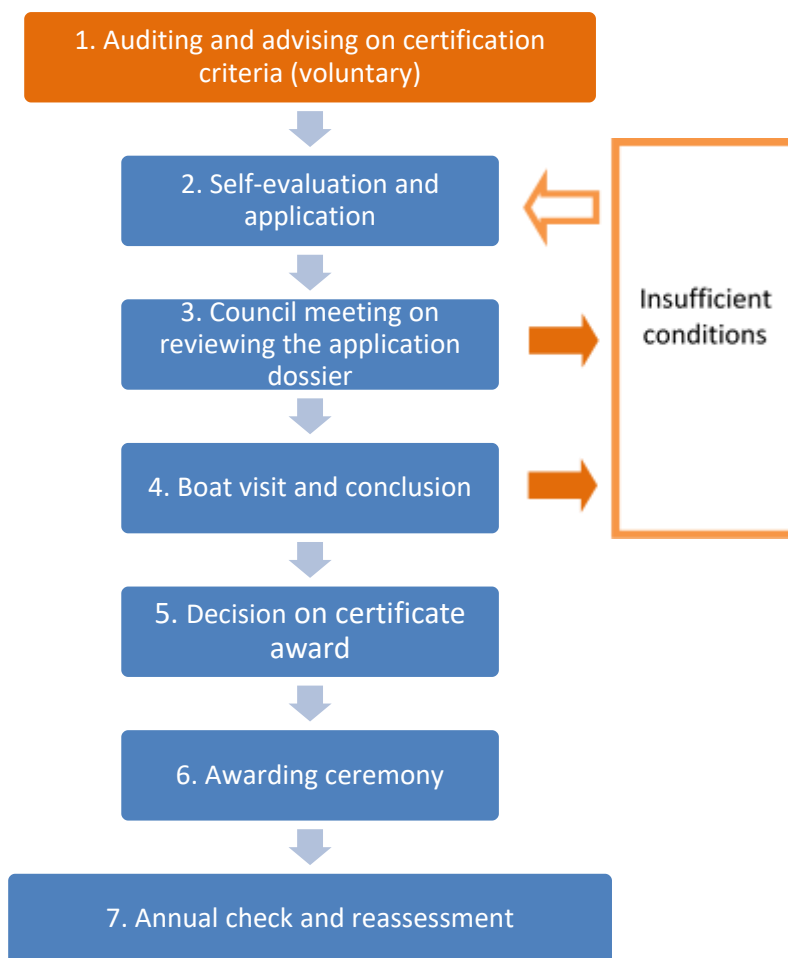
The first version of the BSC criteria was drafted in June 2017, providing 98 criteria in four categories, namely, Sustainable Corporate Management, Economic Sustainability, Social and Cultural Sustainability, and Natural Environmental Sustainability.

After drafting the first version of the BSC criteria, a survey and consultation were conducted with the boat operators and governmental agencies related to the tourist boats' criteria, procedure, and incentives for BSC. Based on the survey and consultation, conclusions made on incentives were summarized as follows:

- Incentive measures, under groups of Permission and Procedure Issuance, that got great interests by tourist boat companies include i) permission to diversify services on the bay, and ii) extending time for required check of business conditions. If the proposed incentive proved to be suitable and accepted by various stakeholders, the proposal can be prepared for further consideration for decision by authorized level.
- Most of the financial incentives are feasible and have received great interests from companies such as i) favorable interest loan, ii) refund of appraisal registration fee, and iii) collection of lower cruise fee.

PMU, and WG3 agreed to assign WG3 to take the lead in establishment of BSC appraisal and awarding Council to conduct management of appraisal and awarding BSC during the pilot period. The head office of the Council was placed in the DT, and two experts of the DT were assigned to be in charge for the receipt of applications, appraisal arrangement, and label awarded. Other agencies joined the activities on the concurrent position mechanism, to receive applications on a time basis, to award certificates to tourism boat companies, and to participate in periodical activities of the Council as required.

A model procedure for appraisal and awarding of the BSC was proposed as follows:



Source: JET

Figure 3.2-17 Blue Sail Ecolabel Awarding Procedure

(b) Activity 3.3.2: Get official approval of criteria

As requested by the PMU in November 2017, the WG3 had been undergoing the following main activities with JET’s support, in order to get the approval by the StC.

Table 3.2-22 Activities to Get Official Approval of BSC

No.	Activities	Date
1	Prepare the BSC proposal and circulate it for comments from various government agencies	Nov 2017 – Mar 2018
2	Assist WG3 to respond to PMU's questions and government agencies' comments	May – Jul 2018
3	Prepare, attend, and follow up WG3 meetings and StC meeting	Nov 2017 – Mar 2018
4	Prepare a communication plan and carry out communication activities	Apr – Jun 2018
5	Draft an implementation plan and detail the BSC implementation budget	May 2018
6	Decide on the approval of the BSC criteria by Quang Ninh PPC	June 2018
7	Decide on the establishment of the pilot BC Council by Quang Ninh DOT	August 2018

Source: JET

(c) Activity 3.3.3: Launch the Blue Sail Certificate

WG3 discussed with the related authorities and boat companies, which were interested in BSC as follows. There are 36 boats which prepared the necessary application for BSC and awarded BSC with support by JET and WG3.

Table 3.2-23 Activities for BSC

No.	Activities	Date
1	Met Bien Ngoc and Bhaya companies discuss the pilot activities (the 1st batch)	May 2018
2	Coached Bien Ngoc and Bhaya companies prepare the BSC checking documents	Jun 2018
3	Check the application of Bien Ngoc and Bhaya Cruise companies	Jul 2018
4	Prepare the PPT presentation for the meeting with boat companies (the 2nd batch)	Sep 2018
5	Attend the meeting with boat companies, prepared the implementation plan	Sep 2018
6	Supported boat companies to prepare the application documents (34 boats from Paradise, Syrena, Bien Ngoc, Athena, Princess, and Bhaya Cruise Companies)	Nov 2018
7	Plan and conduct two auditing missions to boat companies	Jun, Jul, Oct, Nov 2018

Source: JET

(d) Activity 3.3.4: Examine application and give awards

As the first BSC, two (2) companies were awarded by PPC in September 2018. Subsequently, the other 34 boats participated in the second round of BSC application and got awarded BSC by December 2018.

Table 3.2-24 Activities for Application and Giving Awards of BSC

No.	Activities	Date
1	Prepare and attend the BSC Council's first working session to assess applications of Bien Ngoc and Bhaya companies	Jul 2018
2	Prepare the boat assessment program, assessment form, and conduct the boat assessment mission by the Council; report and follow up	Aug 2018
3	Redesign the BSC logo. Give support to designing the backdrop and certificate and the decision of BSC Council	Aug 2018
4	Write a speech to be delivered in the awarding ceremony. Give support in organizing the BSC awarding ceremony (invitation, agenda, materials, presentation, and pictures to be shown in the BSC awarding ceremony)	Sep 2018
5	Conduct the first BSC awarding ceremony and share the news with press agencies	Sep 2018
6	Prepare and attend second meeting with boat companies, report	Oct 2018
7	Prepare and participate in the second BSC meeting of applications assessment. Assess applications and reporting the final results	Nov 2018
8	Conduct the second BSC awarding ceremony and share the news with the press agencies	Dec 2018

Source: JET

(e) Activity 3.3.5: Monitor outputs and impacts of the pilot activity

Based on the experiences stated above in 2018, WG3 finalized BSC criteria and institutionalized the mechanism for BSC including incentive scheme.

Table 3.2-25 Activities for Monitoring Outputs and Impacts of the Pilot Activity

No.	Activities	Date
1	Attend the WG3 and StC meeting and report on outcomes, and plan the next activities	Mar, Jun, Aug, Oct 2018, Jan 2019
2	Update the communication plan and carry out communication activities	Jul – Dec 2018
3	Prepare the technical report on BSC management experiences	Jan 2019
4	Conduct the surveys on influential factors for BSC application and certification (including incentives for BSC awarded boats) and roles/ participation in the BSC Council	April 2019
5	Review and finalize the BSC criteria and assessment procedures	May 2019
6	Draft an institutionalized mechanism for BSC, including proposal letters to the PMU and the PPC of Quang Ninh	Jun 2018
7	Update the institutional documents according to comments from different parties (i.e., DPI, DOT, Halong City PC, HLBMD, etc.)	July 2019
8	Submit the proposal letter to PPC for approval of BSC institutional mechanism (including the BSC criteria, assessment procedures, and the Management Council) and the draft decision of the PPC by the DPI	August 2019
9	Obtain the decision of Quang Ninh PPC on amendment of the BSC criteria, assessment procedures and Council (keep unchanged)	August 2019

Source: JET

4) Activity 3.4: Summarize outputs and progress of the Activities 3.1 to 3.3 annually and incorporate the information in the Halong Bay Area Green Growth White Book to be prepared in Output 1

The outputs and progress of the Activities 3.1 to 3.3 were summarized and incorporated into the Green Growth White Book 2018.

5) Activity 3.5: Based on the outputs and progress of the Activities 3.1 to 3.4, develop and document the regulations and organizations to continue and expand sustainable tourism activities and start the approval process by Quang Ninh Province

(a) Tourism Promotion through Established DMA

- Proposal was finalized by WG3 for adding DMA function to Tourism Information Promotion Center which is under DT. The proposal was sent by DT to PMU on 4 May 2019 (Ref.No.664/SDL- KH), in order to ask PMU to review and submit it to StC for approval. PMU sent back to DT a letter dated 9 May 2019 (Ref.No1350/ KHDT- BQLDATTX), by asking DT to submit this proposal to the Quang Ninh Department of Home Affairs as DMA establishment, was not within the framework of green growth promotion project in the Halong Bay area.
- DT sent back to PMU, a letter dated 22 May 2019 (Ref.No.804/SDL-KH) by asking PMU to consider again the submission of this proposal to StC because this proposal was one output of the WG3 activities (DT provided the minutes signed by JICA and Quang Ninh PPC and Detailed Plan of Sustainable Tourism Promotion in 2017, both of these documents mentioned the establishment of a DMA as one output of WG3).
- StC approved the proposal submitted from PMU on 28 June 2019, by the Decision 65/QD-UBND “Regarding the Approval of the Output of the Establishment of DMA within the Framework of the green growth Promotion Funded by JICA.”
- Based on the Decision stated above of StC, DT prepared a Decision that stipulates the roles of DMA. DT and TIPC jointly drafted the Decision between July and August 2019. The Decision was finally authorized on 10 September 2019 (Decision No. 384/QD-SDL dated 10 Sept. 2019).

(b) Ecotourism in Van Don District

- The draft Decision of the CBET Board and the Regulation regarding CBET activities was finalized by the CBET Board. DT sent a letter dated 26 April 2019 (Ref.No.646/SDL-KH) to the PMU by asking PMU to check and submit it to PMU for approval. After studying this letter, the PMU sent back to DT a letter dated 10 May 2019 (Ref.No.1392/ KHDT- BQLDATTX) by asking DT to request the Van Don District to officially issue the stated Decision and Regulation.
- Based on the opinion of the PMU, on 22 May 2019, DT sent a letter (Ref.No.801/ SDL-KH) to the Van Don District by asking the district to promulgate the stated Decision and Regulation.
- The Decision on roles and responsibilities of the CBET Board (No.2019 / QD-UBND) was officially issued by the Van Don District and the decision on restructuring of the CBET Board (No. 2020/QD-UBND) was also issued on 6 June 2019. Also, the Decision on the regulation of CBET activities (No.2324/ QD-UBND) was issued by the Van Don District on 1 July 2019.
- Based on the Decision on the regulation of CBET activities stated, the CBET Board prepared a regulation of CBET-fund receiving technical advice from DT and relevant section of the Van Don District.
- After the FAM Trip in April 2019, the head of Tourism sub-association and deputy head of the CBET Board conducted Discovery Trail 2 including optional activities as a trial discovery trail and got 349 visitors in April, 327 visitors in May (until 22 May), and the additional information after the period stated was confirmed.

(c) Blue Sail Certificate

- A draft revision of the BSC criteria and assessment procedures to be conducted by relevant government agencies and tourist boat association was completed and sent to related departments and certified cruise boat companies in May 2019. Halong City, DONRE, DPI, DOLISA, and HBMD officially replied to DT/WG3.
- On 11 July 2019, DPI received a letter from Halong City PC to decline the chairing role of BSC Council.
- PMU, DT, and JET were trying to solve the problem of chairmanship of the BSC Council. This issue is now settled by the conclusions of Steering Committee in Announcement No. 231 dated 13th November 2019 at the Final StC Meeting which was held in Quang Ninh PPC Office. In the announcement, PPC assign Halong City, Halong Bay Management Board to take lead, with cooperation from other relevant stakeholders, in studying and proposing solutions to encourage all tourist boats operating in Halong Bay to apply for BSC as well as apply incentives, supports and create favorable conditions to the awarded boats including supported advertisements, running period, etc.
- Related to Decisions on BSC Council and awarding procedure, following administration documents were finally approved by QN PPC or Quang Ninh DT.
 - Decision No. 70/QD-UBND dated 20th June 2018 on approval of BSC criteria by Quang Ninh PPC
 - Decision No. 297/QD-SDL dated 6th August 2018 on establishment of the pilot BSC Council by Quang Ninh DT
 - Decision No. 346/QD-SDL dated 5th September 2018 on issuance of Blue Sail Certificates

- to tourist boats operating on Halong Bay. (for 1st batch of BSC awarding to 2 boats)
- Decisions from No.554/QD-SDL to No. 583/QD-SDL dated 21st December 2018 on issuance of Blue Sail Certificates to tourist boats operating on Halong Bay (34 decisions for second batch of BSC awarding for 34 boats).
 - Decision No. 74/QD-UBND dated 19th August 2019 on of Quang Ninh PPC on amendment of the BSC criteria, assessment procedures and Council, August 2019
 - Announcement No. 231 dated 13 November 2019 on Conclusions by Mr. Dang Huy Hau, Standing Vice Chairman of Quang Ninh PPC at the Final StC meeting for the GGP in the Halong Bay area, Quang Ninh Province, Funded by JICA.

(3) Facilitation and Support to WG3 by JET

JET facilitated each WG3 activity and provided the following technical support.

Tourism promotion

- Support to conduct the baseline survey and focus group interview for improvement of tourist information
- Prepare tourist information materials and tools for tourism promotion
- Organize SNS marketing training and PPP workshops

Ecotourism promotion in Van Don

- Support to develop discovery trails
- Prepare discovery trail maps and on-site signage in Quan Lan island
- Provide training programs for the people who are relevant to the ecotourism activities in Quan Lan island
- Support to organize FAM trip

BSC

- Draft BSC criteria and assessment procedures
- Support to check the application documents for BSC awarding

3.2.4 WG4: Control of Direct Pollution Load to the Bay

(1) Overall Activities of Output 2 (Activities 2.3 - 2.6)

The PDM defines the Output 2 and its activities as follows:

Environmentally and financially sustainable policies for the selected key industrial sectors are developed and implemented as pilot activities.

WG4 for Direct Pollution Load Control is related to Activities 2.3, 2.5 and 2.6 under Output 2 as follows.

- | | |
|-----|--|
| 2.3 | Implement and monitor the pilot activities on enhancement of management capacity for reduction of direct pollution load to the bay. |
| 2.5 | Summarize outputs and progress of the Activities 2.1 to 2.4 annually and incorporate the information in the Halong Bay Area Green Growth White Book to be prepared in Output 1. |
| 2.6 | Based on outputs and progress of the Activities 2.1 to 2.4, develop and document regulations, mechanisms and organizations to continue and expand environmental management activities in the selected key industrial sectors, and start the approval process by Quang Ninh Province. |

The activities are reported in line with each sub-activity according to the PO as follows.

1) Activity 2.3: Implement and monitor the pilot activities on enhancement of management capacity for reduction of direct pollution load to the bay.

This pilot activity supports WG4 to consider incentive mechanisms on promotion of advanced technology contributing to the sound management of water environment in Halong Bay.

(a) Activity 2.3.1: Institutional and financial readiness for pilot project

WG4 members were assigned in February 2017. The C/P fund was allocated and available for WG4 activities.

(b) Activity 2.3.2: Select cooperative enterprises

JET introduced the candidate equipment of possible cooperative enterprises to WG: composing toilet for tourist boats (produced by Seiwa Denko Co., Ltd.) and composting plant for organic waste (produced by Shudensha Co., Ltd.). The WG4 confirmed the qualification of these advanced technologies to be applied in the pilot activity under WG4, considering the following criteria:

- Relevance: Contributive in developing the green growth mechanism
- Feasibility: Substantiated technology and acceptable to users/target parties in Vietnam
- Effectiveness: Effective in reducing the pollution load to the Halong Bay

After the consideration in the first StC meeting held on 25 April 2017, the StC agreed that three units of composing toilet and a unit of composting plant would be procured by the Project.

(c) Activity 2.3.3: Support design work for introducing advanced technologies for reducing direct pollution load to the bay

WG4 checked the required specification and developed appropriate design for the selected equipment to be used in the pilot activities. The designed pilot activities including the installation site, institutional arrangement for operation, and maintenance of equipment are summarized in the table below.

Table 3.2-26 Outline of Designed Pilot Activity under WG4

Item	Composing Toilet for Tourist Boat	Composting plant with accessories for organic waste composting
Selected target facility(ies) for installation	The three tourist boats owned by following companies were selected for installation of the composting toilet: <ul style="list-style-type: none"> - Minh Hang Company - Cong Nghia Company - VIT Company 	<ul style="list-style-type: none"> - Implementation unit: Hoang Lam Science and Technology Application and Transfer Co. Ltd. - Site for installation of the composting plant: slaughter-house for cattle and poultry of Ha Phong Ward
Institutional arrangement for operation and maintenance	<ul style="list-style-type: none"> - Managing unit: WG4 - End user of equipment: Boat companies - Maintenance service provider: Local agency in Halong 	<ul style="list-style-type: none"> - Managing unit: WG4 - End user of equipment: Hoang Lam Science and Technology Application and Transfer Co. Ltd.

Item	Composing Toilet for Tourist Boat	Composting plant with accessories for organic waste composting
	- Unit for collection of sawdust from composting toilet: Local agency	- Cooperative farmers for usage of composting product: i) Farmers in Ha Phong Ward for vegetables, ii) Farmer in Quang Yen district for vegetables, and iii) Shrimp farm in Halong City - Expected maintenance service provider: Local distributor designated by the manufacture

Source: JET

(d) Activity 2.3.4: Procure and install advanced technologies for reducing pollution load to the bay

The equipment was delivered and installed as mentioned in Section 2.1.5.

(e) Activity 2.3.5: Operate equipment of advanced technologies for reducing pollution load to the bay

- Activity of composting toilet

A total of three sets of composting toilets were installed to toilet rooms for boat staff or tourists of the tourist boats: QN-4337, QN-6668, and QN-8299, which are owned by different boat companies. The maintenance service of these toilets was provided by a sub-contractor procured by the JICA Expert Team. The work included a periodical general checking, maintenance work, replacement of media of composting toilets, and sampling and analysis of used media. Although there were several technical issues such as stop of electricity connection, unexpected cutoff of toilet heater by boat staff, and necessity of another training to boat staff, those issues were solved, and the equipment had been operated in the appropriate way.

Table 3.2-27 Operation Status of Composing Toilet for Tourist Boat

Boat No.	QN-4337	QN-6668	QN-8299
Operation type of boat	Overnight boat	Day-tour boat	Overnight boat
Main user of composting toilet	Tourists	Boat staff	Boat staff
Month/Year for beginning of operation of composting toilet	January 2019*	May 2018	July 2018
Number of usage composting toilet	220 times by July 2019 (for six months)	1,156 times by July 2019 (for 14 months)	4,068 times by July 2019 (for 11 months)

Note: * A commencement of operation for QN-4337 was delayed because the boat started to be served for tourists after other registration procedures necessary for operation were completed.

Source: JET



Tourist Boat Equipped with Composting Toilet



Composting Toilet Installed

Source: JET

Figure 3.2-18 Photos of Composting Toilet for Tourist Boat

- Activity of composting plant with accessories for organic waste composting

The composting plant started its operation since early October 2018. This composting plant can treat the organic waste with the function of specific bacteria for a short period and produce the high-value-added products, which is called live-bacteria product and that can be an organic fertilizer or feed additive. The cooperative farmers used the live-bacteria product in each agricultural field and to explore an appropriate way of fertilization supported by technical guidance of a sub-contractor.

Table 3.2-28 Operation of Composting Plant and Utilization of Products

Component	Status
Operation of composting plant	The composting plant was installed and handed-over in early October 2018. The machine produced approximately 2800 kg of live-bacteria product from a total of 80 operations until April 2018. The main raw materials are fishery waste such as head, bone, tail, and residual parts of squid after processing provided by the fish processing company.
Utilization of live-bacteria product in agricultural fields (vegetable field)	The live-bacteria product was provided to the following farmers by March 2019: <ul style="list-style-type: none"> - 240 kg to vegetable farm company in Quang Yen town - 970 kg to individual farmers in Ha Phong Ward, Halong City
Utilization of live-bacteria product in aquaculture fields (shrimp farm)	A total of 90 kg of live-bacteria product was provided to an aquaculture farmer in Halong City in early 2019. <ul style="list-style-type: none"> - A total of 4.997 kg of shrimp was harvested from the experiment pond by pilot test cultivation, while a total of 3.992 kg of shrimp was harvested from the control pond.

Source: JET



Composting Plant Installed



Composting Products



Harvested Shrimps

Source: JET

Figure 3.2-19 Photos of the Composting Plant Activity

(f) Activity 2.3.6: Examine green label system for introducing advanced technologies

A concept of green label system was examined for the pilot activity for composting toilet. Since WG3 had worked for establishing a new green label for the tourist boat in the Halong Bay, called as Blue Sail Certificate (BSC), WG4 decided to put together the incentive mechanism derived by WG4 with this BSC.

(g) Activity 2.3.7: Evaluate secondary benefits by contributing to clean food products

The activities of composting toilet and organic waste composting contributed to the enhancement of clean food productions, by recycle of organic waste into organic fertilizer or feed additives.

- Activity of composting toilet

The used media (sawdust) was taken every three months and composted in farm land in the Quang Yen District. The composted media was used in agricultural farmers and served for enhancement of organic agriculture.

- Activity of composting plant with accessories for organic waste composting

The activity established an organic waste recycling model among waste source of fish processing and agricultural farmers. More than 2000 kg of composting products were distributed to cooperative farmers and served for vegetables, shrimps, and poultry farming by March 2019. They confirmed higher harvest in each model and the effect of water treatment in shrimp aquaculture.

(h) Activity 2.3.8: Monitor activities and obtain lessons

As for the activity of composting toilet, the interview survey was conducted in early November 2018 targeting 1) 13 boat staff of tourist boats equipped with composting toilets to get their experience and opinion for use of composting toilets, and 2) 100 tourists (40 of Vietnamese and 60 of foreigners) in Tuan Chau Port to confirm how this composting toilet was understood and accepted. The survey confirmed that the composting toilet was accepted by users who had high awareness for environmental conservation when the toilet was under enough support of maintenance. On the other hand, several interviewees suggested improving the design and usability of equipment. They prefer flushing toilet, smaller seat, more aesthetic outlook, and a closed toilet tank.



Interview with Boat Company

Source: JET



Interview with Tourists

Figure 3.2-20 Photos of Interview Survey for Composting Toilet

On the other hand, the pilot activity of composting plant was monitored by the Vietnamese Academy of Agricultural Sciences (VAAS) expert. The result showed that utilization of composting products brought higher yield for vegetable and shrimp cultivation as summarized in the table below.

Table 3.2-29 Summary of Monitoring Result of Composting Pilot Activity

Target	Description
Vegetable	The result of application of composting products showed the better quality and higher yield compared with the control plot in terms of plant height, rood length, plant weight, and yield for cultivation of lettuce and choy sum (leaf vegetable) at two vegetable farmers in two crop seasons. <ul style="list-style-type: none"> - Latus vegetable: The yield increased by 83%. - Choy sum: The yield increased by 20 - 50%.
Shrimp	The yield of experiment pond with application of composting products was higher than the control pond*: <ul style="list-style-type: none"> - Total average of weight per shrimp increased by 30%.

Note: * The composting product was also put to the control pond for water treatment purpose, but the amount of input was much less than experiment pond where the composting product was feed as feed additives.

Source: JET

The result of the composting plant was reported in the workshop for disseminating organic waste recycling and safe food production activities held in May 2019. The participants including concerned sub-departments of DARD as well as other district and town PCs, representatives of companies and farmers associations related to aquaculture, livestock industries and vegetable cultivation, confirmed remarkable results of each farm testing: the usage of composting product brought better harvest and other benefits. The farmers addressed the challenges of safe food production in the province, requesting more support from the local government. WG4 presented the draft proposal idea as explained in the section of Activity 2.3.11. The workshop also confirmed that WG4 would continue to study the WG4 proposal examining how to support the expansion of organic waste recycling model.



Source: JET

Figure 3.2-21 Photo Workshop for Organic Waste Recycling System

The lessons learned from these pilot activities are summarized below.

- The pilot activities indicated that it takes long time and several trial-runs to fix the evaluation of newly installed technology. Even though the technology was already demonstrated and proved in the other area or target, it is difficult at the time of introduction of new technology to verify qualifications of new technology for utilization in Halong Bay area or under specific conditions. Because, performance and evaluation of new technology could vary depending on conditions of installed place and end-users. Therefore, the lessons learnt here shows that it is advisable to give preferential support to technology which is generally categorized by groups, not specifying exact name of proposed technology, with regard to development of incentive mechanism for contributing to the sound management of water environment in the Halong Bay.

- There were some concerns raised during pilot implementation related to safety for boat operation and health management in animal breeding and aquaculture in the use of equipment. The pilot activities also indicated there are possibilities that newly introduced technology could encounter issues on sanitary and safety protection. It is obvious that a project proponent is obliged to comply with regulations and standards for sanitary and safety, especially if the technology is related to treatment of waste or food consumption. Therefore, the lessons learnt here is that PPC can consider supporting policies and mechanisms promoting new technology provided that the proposed technology/product is verified by authority and accepted by the market.

Based on the experiences from the pilot activities, the incentive mechanism was going to be developed by WG4 with the following considerations:

- The existing financial support in Quang Ninh Province such as provincial EPF and provincial Fund for Science and Technology are available. In addition, it is likely that a new incentive policy for supporting sustainable agriculture could be developed in cooperation with DARD.
- The composting plant model can be further expanded provided that the MARD license is obtained for pilot product. It will be a good example to show that in the future, local government can consider supporting such advanced technology certified by authority.

(i) Activity 2.3.9: Prepare articles for White Book prepared under Output 1

WG4 cooperated to prepare articles of the White Book for WG5.

(j) Activity 2.3.10: Prepare a proposal on green label system

The green label system to be applied to tourist boats was proposed as BSC in WG3, as mentioned in the Activity 2.3.6.

(k) Activity 2.3.11: Prepare administrative documents on prepared proposal

Based on the outputs and experiences from the pilot activities, WG4 prepared a report on a proposed mechanism and policies for green growth activities (No.5397 / UBND dated 9 July 2018) after reviewing related policies and collecting ideas in Halong City PC departments. The report addressed list of ideas of 1) proposal mechanisms for production, trading, and use of sustainable agricultural products, which was derived from the pilot activity of composting plant and 2) proposal mechanisms for the installation and use of environmental friendly and sustainable equipment/technology for waste management of tourism activities in Halong Bay, which was derived from another pilot activity of composting toilet.

After examination with the PMU, the incentive mechanism for the installation and use of environmentally-friendly and sustainable technology for waste management of tourist boat was considered to be integrated to BSC-related mechanism developed by WG3. Another incentive mechanism for production, trading, and use of sustainable agricultural products was going to be covered by Provincial People's Council Resolution guiding implementation of the Decree No. 57/2018/ND-CP dated 17 April 2018 of the government on mechanisms and policies to encourage

enterprises to invest in agriculture and rural areas, which was approved in July 2019 to be mentioned later.

2) Activity 2.5: Summarize outputs and progress of the Activities 2.1 to 2.4 annually and incorporate the information in the Halong Bay Area Green Growth White Book to be prepared in Output 1.

WG4 cooperated to prepare articles for the first year's White Book with WG5.

3) Activity 2.6: Based on outputs and progress of the Activities 2.1 to 2.4, develop and document regulations, mechanisms and organizations to continue and expand environmental management activities in the selected key industrial sectors and start the approval process by Quang Ninh Province.

Under the direction by PMU, WG4 prepared an updated proposal document summarizing the incentive mechanisms and policies for green growth activities applicable to production of microbial fertilizer and feed additives using composting plant, cooperating with DARD. WG4 and PMU actively worked to suggest DARD to make a part of WG4 proposal be built in the resolution on promulgating policies to encourage investment and linkage in production, processing, and consumption of agricultural products in Quang Ninh Province, which was under preparation by DARD.

As a conclusion, the resolution was approved as No.194/2019/NQ-HDND on July 2019, which included the policy to encourage organic agricultural development as specified below.

- Support 70% of budget for purchasing materials for organic fertilizer production projects, bio-products, and plants protection drugs of biological origin. The support level does not exceed VND 200 million/ project.

The enterprise and farmer including a unit who installs the composting plant will be encouraged to produce organic fertilizer and be supported by this resolution.

On the other hand, a proposal to expand the organic waste recycling model in Halong City is under preparation as of September 2019 by Economic Division of Halong City PC and will be proposed to Halong City PC, after the composting product is certificated for commercial circulation. This proposed mechanism is expected to bring financial support for 50% cost of implementation for expanding the utilization of composting products in shrimp and fish aquaculture to more farmers in the Halong City area.

(2) Facilitation and Support by JET

JET provided the following support and technical inputs to WG4 activities to drive forward to develop WG4 proposal for institutionalization.

- Design the pilot activity for utilization of equipment procured by the Project
- Provide instruction on operation and utilization of equipment with advanced technology
- Support to monitor the pilot activities including conducting interview survey for composting plant

- Support to organize the WS for organic waste recycling system
- Facilitate WG4 to prepare the proposal on incentive mechanisms, cooperating with other related departments such as DARD and related division such as Economic Division under Halong City PC

(3) Achievement of WG4 Activities

The incentive mechanisms to promote organic waste recycling for fertilizer/feed additives/probiotics to reduce direct pollution load from agricultural sector was developed as preferential financial support to agricultural investors by Resolution No. 194/2019/NQ-HDHD.

On the other hand, Halong City PC is preparing a proposal for the project of expanding model of organic waste recycling system which will be approved and implemented by Halong City PC after the composting product acquires the product certification from MARD.

(4) Overall Appraisal of the WG4 Performance

WG4 leader and members had high commitment to implementing the WG activities, which motivated external cooperators of the Project, such as tourist boat owners for pilot activity using composting toilet and the equipment operator for pilot activity using composting plant. The achievement of WG4 output was made by the continuous initiative of Halong City and cooperation of other related departments; especially DARD as a managing department of agricultural sector, involving a lot of cooperative farmers in the field of aquaculture, crops, and livestock.

However, WG4 struggled with proposing the incentive mechanisms because the expected mechanism was not elaborated when the Project was designed, and it was to be examined during the pilot activity. Furthermore, Halong City PC had difficulties in developing policies for WG4 because a city-level government did not have an authority for policy making. Even under such an adverse condition, Halong City PC examined possible mechanisms to be proposed to PPC coordinating with DARD and presented several ideas in the draft proposal from WG4. The effort resulted in the integration of output of the WG4 pilot activity into the new resolution which had been proposed by DARD. In that regard, WG4 activity also had significance as a good practice for making a necessary linkage of specific sector's measures between provincial level and locality level for green growth promotion.

3.2.5 WG5: Green Growth White Book

(1) Overall Activities of Output 1 (Activity 1.1 - 1.4)

The PDM defines the Output 1 and its activities as follows:

Awareness raising activities on the Outputs 2 and 3 are implemented and the recommendations for post-project phase are prepared to promote green growth through the lessons learned from the project activities.

1.1	Review progress of activities based on the recommendations prepared in the detail planning phase of the Project.
1.2	Prepare the Halong Bay Area Green Growth White Book referring to experience and history of the Environmental White Book in Shiga Prefecture, based on the activities in Output 2 and Output 3, and disclose the white book to the concerned stakeholders through workshops and to the public.
1.3	Based on the output and progress of the Activity 1.2, develop and document the regulation and organization to continue and expand publishing the Quang Ninh Province Green Growth White Book and start the approval process by Quang Ninh Province.
1.4	Prepare recommendations for the post-project phase (such as proposal of the Halong Bay Environmental Science and Research Center, community involvement program, formulation of Halong Forum, and promotion of BDF) on green growth policies in the Halong Bay area referring to the Lake Biwa Model.

The main activities conducted from November 2017 until November 2019 is reported in line with each sub-activity according to the PO as follows:

1) Activity 1.1: Review progress of activities based on the recommendations prepared in the detail planning phase of the Project

JET and WG5 member reviewed the recommendations prepared in the detailed planning phase of the Project.

2) Activity 1.2: Prepare the Halong Bay Area Green Growth White Book referring to experience and history of the environmental white book in Shiga Prefecture, based on the activities in Output 2, Output 3 etc., and disclose the white book to the concerned stakeholders through workshops and to the public.

(a) Activity 1.2.1: Institutional and financial readiness for pilot project

Japanese side prepared budget for printing White Book and related public awareness program in the 1st year. Vietnamese side arranged the printing cost in their project budget for the 2nd years Green Growth White Book.

WG5 decided to prepare all articles by themselves as reference of Shiga Prefecture experience. JET supported to the preparation work through editing check by editorial expert.

(b) Activity 1.2.2: Prepare a plan for publishing White Book and awareness rising activity

In 2017, TOC of the 1st year White Book and person in charge of each article as writer were finalized by discussion of WG members and JET experts. Based on the experience, in 2018, The WG5 leader and the focal person designated the appropriate articles to each person in charge.

Table 3.2-30 TOC of 1st Years White Book and Person in Charge for Each Chapter

Chapter	Detailed Content	Person in charge
Preface		DPI
Chapter -1 Profile of Halong Bay Area (HLBA)	1. Location	Halong Environmental and Education Association (HLEEA)
	2. Value of Halong Bay Area	DPI, 6 local governments (Halong City, Cam Pha City, Uong Bi City, Van Don District, Hoanh Bo District, and Quang Yen Town), and DT
	3. Effort of Quang Ninh Province	IPA
	1. Current environmental Issues in HLBA	DONRE, DOIT and CONREM

Chapter	Detailed Content	Person in charge
Chapter-2 Existing Environmental Issues and Expected Actions in HLBA	2. Expected actions for improving environmental condition	DONRE, DOIT and CONREM
Chapter-3 Principals of green growth Promotion and Expected Actions in HLBA	1. Background environmental protection in Quang Ninh Province	DPI
	2. Introduction of green growth action plan in Quang Ninh Province	DPI
	3. Policies to promote tourism in HLBA in green growth action plan	DT
	4. Expected roles for sustainable development towards green growth in HLBA	HLEEA
Chapter-4 On-going Actions for Promoting green growth in HLBA	1. Introduction of progress of pilot activities in the Project	DONRE, DOIT, DT and Halong City
	2. Introduction of relevant activities for promoting green growth in HLBA	6 local governments
Chapter-5 Aiming green growth Society in HLBA	-	DPI

Source: JET

Moreover, WG5 developed an awareness raising activity plan of 2018 as shown in the table below. The sub-contractor supported the implementation of these activities.

Table 3.2-31 Plan of Awareness Raising Activity 2018

Target	Responsible Organization	Planned Actions
Local administration	DPI	WS (1 time, 30 people)
Local enterprise discharging organic pollution load and required energy saving	DONRE, DOIT	WS (1 time, 50 people)
Tourism association and tourist sector enterprises	Department of Tourism	WS (1 time, 50 people)
Local residents	Local administration bodies, Halong Association of Education and Environmental Protection	Small meetings (5 districts, 20 people)
High school student	Halong Association of Education and Environmental Protection	Small Meetings (3 high school class)

Source: JET

(c) Activity 1.2.3: Provide Japanese experience on preparing White Book

JET introduced Japanese experience related to green growth action to WG5 in the 3rd and 4th WG meetings. Guidelines for writing articles of the White Book were presented in the 4th WG meeting.

Table 3.2-32 Introduction of Japanese Experience in WG5 Meetings

No.	Presenter	Contents
1st (24 Feb 2017)	Mr. Toshiaki Kagatsume	<ul style="list-style-type: none"> ➤ Introduction of history and significance of White Book in Shiga Prefecture ➤ How to prepare white book in Shiga prefecture
3rd (4 Apr 2017)	Mr. Shunichi Okahisa	<ul style="list-style-type: none"> ➤ Introduction approach for low carbon society using white book in Kagawa prefecture ➤ How to implement activities in corroboration with government official and NGOs related to green growth
4th (21 Apr 2017)	Mr. Keiichi Maeda	<ul style="list-style-type: none"> ➤ Main concept of writing the article in white book ➤ Necessary information to be collected for each chapter ➤ Note and attention for preparation of article

Source: JET

(d) Activity 1.2.4: Collect information from concerned organizations, Outputs 2 and 3

WG5 collected data from their belonging section for preparation of their responsible article in White Book. Based on the collected data, WG members prepared all article under their responsibility with instruction by editorial expert.

(e) Activity 1.2.5: Compile collected information with visualization

For the first year Green Growth White Book, editorial secretary of JET reviewed all the articles and checked reliable evidence. The editorial expert finalized the draft article in collaboration with the editorial secretary. The sub-contractor compiled and designed the draft version of Green Growth White Book using prepared articles in July 2018.

For the second year in White Book, the draft TOC which was prepared by WG5 was submitted to PPC in May 2018. PPC reviewed the draft TOC and gave an official approval in November 2018. WG5 members started to collect necessary information belonging to their own authorities. In addition, based on the first year Green Growth White Book, leader of WG5 decided to employ the editor who had rich experience in green growth promotion area and the designer who had good skill of official publications.

The head of the Tourism Department, Hanoi University was employed by DPI as head of the editor because he had enough experience of green growth promotion in Quang Ninh Province. He and his staff received the draft articles prepared by WG5 members and completed the article by repeating several reviews and editing works.

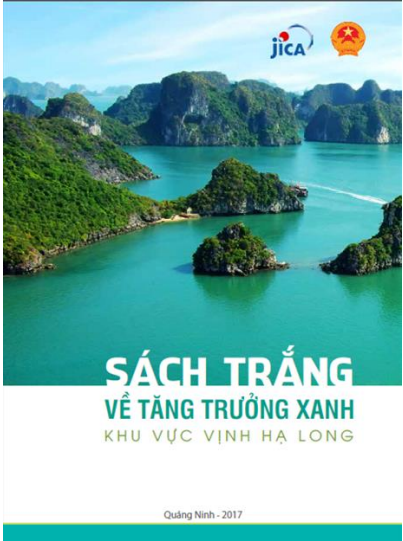
(f) Activity 1.2.6: Publish White Book to target enterprise and local residents

From the beginning of 2018, the first year Green Growth White Book manuscripts were brushed up through reviews and comments by PPC and related organizations. All WG5 members actively worked on the completion of the proofreading of sentences and correction of data under the guidance of editor and leader/focal person of WG5.

Through these efforts, the first year Green Growth White Book was published in July (Vietnamese version) and August (English version) 2018. The first year Green Growth White Book was printed with 500 copies of the Vietnamese version and 50 copies of the English version. The first year Green Growth White Book was distributed to related authorities of Quang Ninh Province, MPI, MONRE, Hai Phong City, Ba Ria - Vung Tau Province, and residents who joined public awareness activities.

The Green Growth White Book introduced the i) overview and the Halong Bay area, ii) limitation and challenges in natural resources and environmental of the Halong Bay area, iii) green growth implementation in the Halong Bay area, iv) project for green growth promotion in the Halong Bay area, sponsored by JICA, and v) introduction of some green growth activities in local authorities in the project area, comprehensively.


Table 3.2-33 Outline of 1st Year Green Growth White Book

<p>Chapter 1: Overview about the Halong Bay Area</p> <p>1.1. General Information</p> <p>1.2. Halong Bay - World Natural Heritage</p> <p>1.2.1. Geological - Geomorphological Landscape Value</p> <p>1.2.2. Biodiversity Value</p> <p>1.2.3. Culture - History Value</p> <p>1.3. Outstanding Tourism Value of the Halong Bay Area</p> <p>Chapter 2: Limitation and Challenges in Natural Resources and Environment of the Halong Bay Area</p> <p>2.1. Environmental Issues of the Halong Bay Area</p> <p>2.2. Challenges to Climate Change</p> <p>Chapter 3: green growth Implementation in the Halong Bay Area</p> <p>3.1. General Orientation</p> <p>3.2. Action Plan to Promote green growth in Quang Ninh Province</p> <p>3.3. Roles of the State Management Agencies, Enterprises and People</p> <p>Chapter 4: Project for green growth Promotion in the Halong Area, Sponsored by JICA</p> <p>4.1. General Information about the Project</p> <p>4.2. Activities of the Project</p> <p>Chapter 5: Introduction of Some green growth Activities in Localities in the Project Area</p>	 <p>Cover page</p>
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Source: JET

Based on the first year’s experience and comments by participants in the public awareness activities, WG5 prepared TOC for the second year Green Growth White Book from January to March 2018. WG5 submitted a draft of TOC to PPC for official approval in May 2018 and PPC approved the TOC in November 2018. Second year Green Growth White Book was published in 7 November 2019.

Table 3.2-34 Outline of 2nd Year Green Growth White Book

<p>Chapter 1: Achievements of Implementing green growth Action Plan of Quang Ninh Province in 2018</p> <p>Chapter 2: Current Status of Energy Use by Localities in Project Site of the green growth Promotion Project in the Halong Bay Area, Quang Ninh Province</p> <p>Chapter 3: Efficient Use of Energy and Enhancement of Quality of the Natural Environment in the Sectors of Quang Ninh Province</p> <p>Chapter 4: International Cooperation with Japan on green growth Promotion in the Halong Bay Area</p> <p>Chapter 5: Conclusions, Orientation of green growth Development, and Recommendations in the Future</p>	 <p>Cover page</p>
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Source: JET

(g) Activity 1.2.7: Implement awareness activity

After printing the first year Green Growth White Book, based on the awareness activity plan prepared in 2017, WG5 member implemented awareness-raising activities for local resident, school students,

and government officials as shown in the following table. A total of 289 people joined the activities from August to September 2018. Through the public awareness activities, WG5 collected opinions and comments from participants for the improvement of Green Growth White Book's contents.

In addition, Vietnam Coal and Minerals Corporation (VINACOMIN) requested to DPI to implement special seminar of green growth promotion for workers in their mining site. In response to this request, DPI and JET implemented a seminar using the Green Growth White Book in March 2019 in VINACOMIN.

Table 3.2-35 Implementation Status of Awareness Raising Activity (In 2018)

Date	Target/Location	Main content	No. of Participants
28 Aug 2018	High school students in Halong City	Small meeting about green growth and action of each student for contribution to environmental protection of Quang Ninh Province	42
29 Aug 2018	High school students in Cam Pha City	Small meeting about green growth and action of each student for contribution to environmental protection of Quang Ninh Province	110
5 Sep. 2018	Governmental officers in Halong City	Seminar on propaganda and dissemination of 2017 White Book on green growth in Halong Bay area	37
6 Sep. 2018	Enterprises in the province with organic pollution load and required energy saving in Halong City	Seminar on Green Growth White Book in the Halong Bay Area and roles of the enterprises for the sustainable development	30
12 Sep.2018	Residents in Hong Hai Ward, Halong City	Small meeting about green growth and roles of the residents for the sustainable development of Quang Ninh Province	29
13 Sep.2018	Residents in Quang Trung Ward, Uong Bi City	Small meeting about green growth and roles of the residents for sustainable development of Quang Ninh Province	41
1 Mar 2019	Vietnam Coal and Minerals Corporation (VINACOMIN)	Actions of VINACOMIN responding to the goals of green growth of Quang Ninh Province	Approximately 80
Total			289

Source: JET



Source: JET

Figure 3.2-22 Photos of Awareness Raising Activity (In 2018)

(h) Activity 1.2.8: Monitor activity and obtained lessons

Although the first Green Growth White Book needed much time to be published, the content was good level, and had earned a good reputation from related organizations.

(i) Activity 1.2.9: Prepare a proposal on contents of White Book, publication plan and awareness raising activity in post-project phase

For progressing green growth action plan with reducing pollution load and promotion of tourism sector development in Quang Ninh Province, various stakeholders needed to cooperate together, based on the accurate understandings on i) information on progress and effectiveness of administrative measures for pollution reduction and tourism sector promotion and ii) current status of regional environment as tourism resources.

The regular publishing of Green Growth White Book is one of the important activities of the green growth action plan implementation. Therefore, the activity shall be controlled under a provincial decision level.

For the proposal of the provincial decision on the publishing of Green Growth White Book, the following points were discussed and clarified upon the WG5 meetings:

- Organization of taskforce for regular publishing of Green Growth White Book as the responsible party
- Assignment of members from relevant authority and appointment of a person in charge
- Decision process of TOC of Green Growth White Book in each year
- Identification of general yearly schedule of the preparation of Green Growth White Book
- Finalization process of design, editing, and printing of yearly Green Growth White Book by outsourcing work
- Clarification of approval internal/external process to publish the Green Growth White Book
- Effective distribution of the Green Growth White Book and implementation of public awareness activity using the Green Growth White Book

(j) Activity 1.2.10: Prepare administrative documents on prepared proposal

WG5 prepared a draft decision for the regular publishing of Green Growth White Book in July 2019.

The decision for publishing the Quang Ninh Province green growth (No.3231) was approved by Quang Ninh Province on 2 August 2019.

3) Activity 1.3: Based on the output and progress of the Activity 1.2, develop and document the regulation and organization to continue and expand publishing the Quang Ninh Province Green Growth White Book and start the approval process by Quang Ninh Province

Through preparation work of the first Green Growth White Book, leader and focal person of WG5 prepared the necessary rules and organizations for the publication of Green Growth White Book by Quang Ninh Province.

WG5 proposed ‘Organization of Green Growth White Book preparation’ to publish Green Growth White Book smoothly and regularly. Image of the organization is shown below.

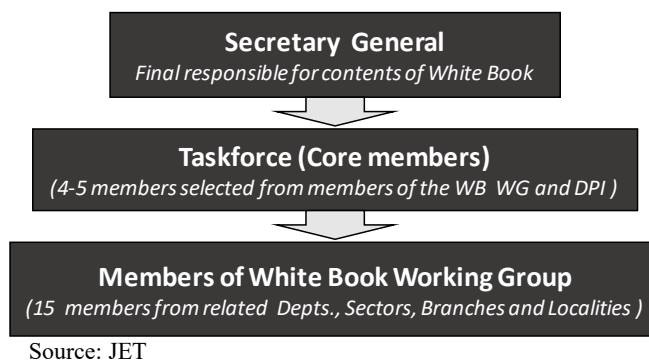


Figure 3.2-23 Organization for Green Growth White Book Preparation

4) Activity 1.4: Prepare recommendations for the post–project phase on green growth policies in the Halong Bay Area referring to the Lake Biwa Model

The PMU and the JET have derived the recommendations for the whole of the Project as follows, according to the result of pilot activity, achievements, and evaluations of the Project.

- Recommendations for sustainable promotion of the outcomes generated through the project implementation.
- Recommendations for Cooperation between Quang Ninh Province and Shiga Prefecture based on MOU
- Action program proposed for post-project phase for realizing the above recommendations.

Each WG prepared recommendations for the individual WG through the achievement of their activities separately. In addition, Shiga Prefecture prepared recommendations for future cooperation between Quang Ninh Province and Shiga Prefecture based on MOU. The recommendations were distributed and introduced to PPC in the final StC on 6th November 2019.

(2) Facilitation and Support by JET

JET’s support to WG5 activities mainly focused on preparation and dissemination of the Green Growth White Book. The following technical support provided by JET led to proactive and independent activities of WG5 in the second year.

- Introduce the concept and contents of white book, and instruct how to prepare the white book in Shiga Prefecture of Japan
- Edit the article of Green Growth White Book prepared by WG5 members
- Design and compile the first year Green Growth White Book
- Prepare the awareness raising activity of Green Growth White Book

(3) Achievement of WG5 Activities

WG5/Quang Ninh Province published two Green Growth White Books during the project period, referring to the experience of Shiga Prefecture, etc. In addition, a broader range of public awareness activities was implemented using them. The purpose of the Green Growth White Book is not to be published only. Through the Green Growth White Books, information on green growth is disclosed to

the general public, private companies, etc. These disclosures encourage all stakeholders in Quang Ninh Province to understand their role in green growth promotion in Quang Ninh Province. To continue these activities in the post-project phase, the decision for continuously publishing the Green Growth White Book in Quang Ninh Province was documented and approved by QN PPC on 2nd August 2019 as Decision No.3231/QD-UBND.

(4) Overall Appraisal of the WG5 Performance

The leader and focal person of WG5 led the work for publishing Green Growth White Book with a strong initiative from the beginning of the pilot activity. Every WG member joined the preparation of the first year of the Green Growth White Book by themselves. Through the pilot activity of the first year, not only WG members but also non-members, especially students, had been highly interested in the green growth promotion through public awareness activities.

Based on the activities from the first year, WG5 carried out the following activities in the second year:

- In the early stage of preparation of the second Green Growth White Book, due to reducing unnecessary rework, the draft of TOC of the book was submitted to the PPC to be granted official permission.
- External experts were hired at the DPI budget and the manuscripts prepared by WG5 members have been carefully and repeatedly reviewed to be finalized.
- The WG5 member requested Shiga Prefecture to contribute an article to the second year of Green Growth White Book by an official letter. Shiga Prefecture contributed an article introducing Shiga Prefecture, Biwa Lake, and activity of green growth promotion.

3.3 Common and Advisory Activities

3.3.1 Proposed Institutionalization for Green Growth Promotion (Proposal of New Resolution) by Taskforce under WG1

The taskforce was developed under WG1 and assigned to carry out the task of drafting financial mechanisms to support the implementation of green growth policy in the province in March 2018. The examination result of the taskforce was raised to PPC by DPI as Document No. 2733/KHDT-KTDN dated 31 August 2018 to ask for PPC's instruction. This document was prepared based on the proposal mechanisms submitted by each WG, indicating an outline of proposed financial mechanisms of the Project to support green growth programs and projects in the province and to materialize WG's proposed mechanisms by the following three pillars:

- 1) Mobilization of financial sources from the provincial fund;
- 2) Mobilization of financial sources from the state budget: the development investment capital or annual regular expenditures; and
- 3) Task assignment to departments, sectors, localities in management, and operations of green growth promotion projects in the Halong Bay area in the post-project period.

The first item represented the proposal of provincial EPF amendment (see the detailed description in in Section 3.2.1 (1) 1) (i)). The second item aimed to develop or update provincial resolutions to provide an incentive and support for investments in the province which contribute to the implementation of the green growth policy (see the details in Section 3.2.1 (1) 1) (h)). The third item intended to secure the operational budget of each department, sector, and locality by assigning their tasks to continue to implement green growth policy to be driven from WGs' developed mechanisms.

Since then, the taskforce received the reply letter from PPC (Official Paper No. 8064/UBND-MT dated 31 October 2018) directing the integration of existing resolutions (see the details in Section 3.2.1 (1) 1) (k)). They continued their examination and the output was given as the next DPI report on integrating financial mechanisms of the province to support implementation of tasks and activities for green growth in the province (No. 3880/KHDT-KTDN dated 3 December 2018), proposing the target resolutions in each sector as detailed in Section 3.2.1 (1) 3)).

3.3.2 Public Relations

Quang Ninh Province and PMU had been elaborating the public relations to disseminate the activities as well as the expected fruits of the Project. The portal site of the Project was developed originally at the first phase of the Project and had been maintained/ updated by PMU continuously during the 2nd phase. The portal site included not only the project outline but also the progress and milestone events, using the photos and videos, in order to easily understand the Project for the public.

The mass media from both provincial and central government levels had been also invited to the key events such as the 1st green growth Promotion Seminar in April 2018, the second, and third StC meetings in 2018, Blue Sail Awarding ceremony in September 2018, 4th and final (5th) StC meetings in 2019, and the final seminar in November 2019.

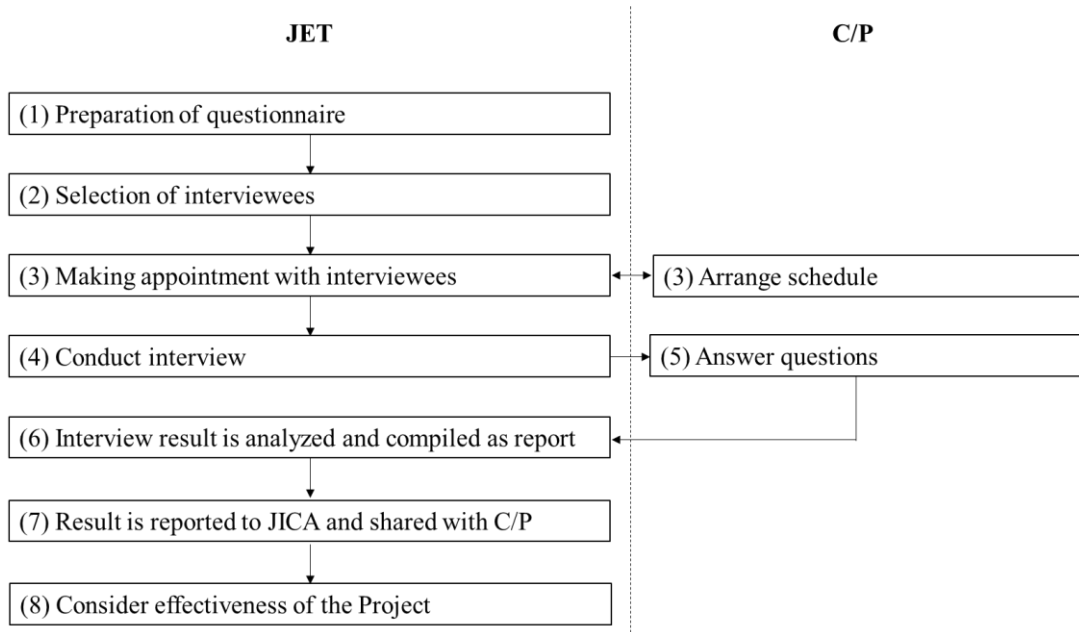
In addition, the first year of the Green Growth White Book was published in July 2018. WG implemented a series of the public awareness activities for various targets using the Green Growth White Book. Also, the Green Growth White Book was distributed to MPI, MONRE, and DPIs of the Hai Phong city and Ba Ria-Vung Tau Provinces.

3.3.3 Capacity Assessment

To analyze the strength and weakness of C/P capacity and to evaluate effectiveness and contribution of the Project, interview survey using questionnaire sheet was conducted. C/P, project executer, is WGs members for capacity assessment because the Project is mainly operated by five WGs.

(1) Method

Flow of implementation of capacity assessment is shown in table below.



Source: JET

Figure 3.3-1 Flow of Implementation of Capacity Assessment

Capacity assessment survey was conducted three times during the Project, in March and April 2017 as the beginning term of the Project, in September 2018 as mid-term of the Project, and in November 2019 as the end term of the Project.

Interviewee was selected one or two members from each WG who were mainly involved WG activity such as head of WG and focal point of WG. JET recognized them as representative of WG and their answer was analyzed as WG and C/P capacity.

Table 3.3-1 List of Interviewees

No.	Name	Department	WG	Interview Date
(1) The beginning term of the Project				
1	Mr. Pham Van Cuong	Vice Director of DONRE	Head of WG1	24 Mar 2017
2	Ms. Phan Thi Duyen	DONRE	Focal point of WG1	27 Mar 2017
3	Mr. Pham Duc De	DOIT	Focal point of WG2	28 Mar 2017
4	Mr. Nguyen Duc Quynh	DT	Focal point of WG3	28 Mar 2017
5	Mr. Ho Quang Huy	Vice Chairman of Halong PC	Head of WG4	29 Mar 2017
6	Mr. Nguyen Vu Hai	Head of DONRE in Halong PC	Focal point of WG4	29 Mar 2017
7	Ms. Dao Thi Thanh Huyen	DPI	Focal point of WG5	24 Mar 2017
8	Mr. Do Van Diep	Halong Association of Environment and Education	Member of WG5	10 Apr 2017
(2) The mid-term of the Project				
1	Ms. Phan Thi Duyen	DONRE	Focal point of WG1	22 Sep.2018
2	Mr. Pham Duc De	DOIT	Focal point of WG2	25 Sep.2018
3	Mr. Nguyen Duc Quynh	DT	Focal point of WG3	25 Sep.2018
4	Mr. Nguyen Vu Hai	Head of DONRE in Halong PC	Focal point of WG4	25 Sep.2018
5	Ms. Dao Thi Thanh Huyen	DPI	Focal point of WG5	21 Sep.2018
(3) The end term of the Project				
1	Mr. Pham Van Cuong	Vice Director of DONRE	Head of WG1	12 Nov. 2019
2	Mr. Pham Quang Thai	Vice Director of DOIT	Head of WG2	11 Nov. 2019
3	Mr. Le Minh Tan	Vice Director of DT	Head of WG3	8 Nov. 2019
4	Mr. Nguyen Vu Hai	Head of DONRE in Halong PC	Ex- Focal point of WG4	11 Nov. 2019
5	Ms. Dao Thi Thanh Huyen	DPI	Focal point of WG5	6 Nov. 2019

Source: JET

The point of capacity analysis is shown in the table below.

Table 3.3-2 Point of Capacity Analysis

Term	Point of capacity analysis
(1) The beginning term of the Project	Baselines of strength and weakness of technical skill and external environment, and implementation skill of policy and institution
(2) The mid-term of the Project	Developed capacity to implement the Project
(3) The end term of the Project	Developed capacity to continue the Project activity in the post-project phase

Source: JET

The prepared questionnaire is shown in the table below.

Table 3.3-3 Questionnaire of Interview Survey for Capacity Assessment in the Beginning Term of the Project

For leaders	For focal point members
Technical skill	
What activity has been done by your organization for Provincial green growth Action Plan?	How do you understand outline of Provincial green growth Action Plan?
How many staffs who understand tasks toward green growth are in your organization? How many staffs who can consider and suggest measures for tasks are in your organization?	Could you explain example of tasks toward green growth and can you consider and suggest measures for tasks?
How many staffs who know how to develop policy and procedure of approval of policy are in your organization?	Do you know how to develop policy and procedure of approval of policy?
Which existing legislations regarding your WG activity did your organization give comment to finalize it?	Could you explain example of existing legislation regarding your WG activity?
Does your organization have opinion to improve current legislation regarding your WG activity?	Do you have any opinion to improve current legislation regarding your WG activity?

For leaders	For focal point members
What is brown economy in Quang Ninh Province? What is negative impact of brown economy in Quang Ninh Province?	
What is green economy in Quang Ninh Province? What is key point of green economy in Quang Ninh Province?	
How can your organization contribute for budget allocation plan considering sustainability of your WG activity in the post-project phase?	Do you have any suggestion for budget allocation plan considering sustainability of your WG activity in the post-project phase?
How can your organization contribute for planning and implementation of your WG activity in the post-project phase?	Do you have any opinion for planning and implementation of your WG activity in the post-project phase?
Which international or national or local project regarding activity of your WG have your organization joined until now?	Do you know good example of information of past international or national or local project regarding your WG activity?
External environment	
What difficulties and limitation does your organization expect to face during the planning phase of your WG activity?	Are there any difficulties and limitation in external environment during the planning phase of your WG activity?
What difficulties and limitation does your organization expect to face during the implementation phase of your WG activity?	Could you expect any difficulties and limitation in external environment during the implementation phase of your WG activity?
What advantage does your organization expect to have during the planning phase of your WG activity?	Are there any advantages in external environment during the planning phase of your WG activity?
What advantage does your organization expect to have during the implementation phase of your WG activity?	Could you expect any advantages in external environment during the implementation phase of your WG activity?
Implementation skill of policy and institution	
What kind of matter is raised as difficult matter of IP or Annual Work Plan 2017 or To-do-list 2017, etc. in your organization and what measure can be considered?	What is the most difficult matter in IP or Annual Work Plan 2017 or To-do-list 2017, etc. and what measure can be considered?
How is the progress of above matter? What is the reason and lesson of the matter?	How do you think of the progress of the most difficult above matter? What is the reason and lesson of the matter?

Source: JET

Table 3.3-4 Questionnaire of Interview Survey for Capacity Assessment in the Mid-Term of the Project

No.	Question
1	We are currently in an intermediate stage of the project. Have you deepened your understanding of green growth through this project activity? Let us know the part that you have deepened about green growth activity.
2	Have your organization deepened the understanding of green growth through the project? What about the staffs who are not involved in the project? If these staff did not understand green growth promotion, what kind of activities do you think is necessary for them?
3	Do you think that the project affected the awareness of the interest and understanding of green growth by non-government people in the project area? What kind of activities do you think is necessary for getting their understanding? Let us know your suggestion if there is an idea about the input necessary for the more effective spread of green growth.
4	Through the project activity for the past year and a half, what kind of points do you think should be strengthened or want to be strengthened in green growth by the end of the project? (Both the individuals and organizations)
5	What do you think is necessary for JET's input to achieve project objectives?
6	What indicators do you want to achieve by the end of the project and what are the outcomes of the project do you anticipate?

Source: JET

Table 3.3-5 Questionnaire of Interview Survey for Capacity Assessment in the End Term of the Project

No.	Question
During Project implementation	
1	What was your motivation for WG activity?
2	What was your contribution to WG activity?
3	What was difficulties of WG activity and how did you overcome it?
4	If you evaluate your WG activity, what is the score? What is the reason you evaluate such as?
5	Is there any point which are not achieved during project however necessary to respond in post project phase?

No.	Question
In the post project phase	
6	How can you ensure budget for implementation of regulation which are institutionalized in WG activity?
7	Who/which department will be responsible to implement of regulation which are institutionalized in WG activity?

Source: JET

(2) Result and analysis of Capacity Assessment Survey

At the beginning term of the Project, strength and weakness of technical skill and external environment, and implementation skill of policy and institution were analyzed as each WG's capacity. Regarding technical skill and implementation skill, all WGs apparently had positive motivation to implement the Project and potential capacity. However, some of WGs were concerned about lack of experience and human resource to implement the Project because time was limited. In addition, they pointed out that the activity was not clear enough and not understood well. Regarding external environment, support and initiative of QN PPC to WGs were expected by some of WGs, which seemed one of key points to implement the Project.

Table 3.3-6 Interview Survey Result and Analysis in the Beginning Term of the Project

WG	<Technical skill>	<External Environment>	<Implementation skill of policy and institution>
WG1 (DONRE)	<u>Strength</u> - 50 people with expertise or work in field of environment management and financial management in DONRE. - Well known about fund. - Some point to be modified in EPF operation is already identified and pointed to MONRE.	<u>Strength</u> - Support from Quang Ninh PPC.	<u>Strength</u> (N.A.)
	<u>Weakness</u> - Not much enough experience to develop legislation.	<u>Weakness</u> - Limited source of capital of fund. - Limited financial capacity of the target. - Limited provincial budget.	<u>Weakness</u> - Time is limited. - Tasks of the WGs are not yet clear enough. - Plans are prepared by JET and there is non-consensus in idea or opinion between JET and counterparts in Vietnam. - Speed of progress of the project is slow because of another task in the department.
WG2 (DOIT)	<u>Strength</u> - Identifying some points to be modified in current legislation document.	<u>Strength</u> - Legislation system on energy efficiency (energy saving) is already established.	<u>Strength</u> (N.A.)
	<u>Weakness</u> (N.A.)	<u>Weakness</u> - Some enterprises do not pay attention about energy saving and energy usage efficiency. - Some facility does not have sufficient trained energy manager.	<u>Weakness</u> - Time is limited. - Some enterprises' interest in the Project is not strong enough.
WG3 (DT)	<u>Strength</u> - Understanding and well considering WG activity.	<u>Strength</u> (N.A.)	<u>Strength</u> - Tasks are identified.

WG	<Technical skill>	<External Environment>	<Implementation skill of policy and institution>
	<u>Weakness</u> - Not many enough similar examples of WG activity in Quang Ninh.	<u>Weakness</u> - It is difficult to get consensus among the parties. - It is difficult to get support from investor, donors, and authority.	<u>Weakness</u> - Difficult to focus on detailed action. - Difficult to establish cooperation mechanism.
WG4 (Halong City PC)	<u>Strength</u> - Understanding legislation regarding direct load control. - Understanding policy development. - Similar experience related to WG activity.	<u>Strength</u> - Province and city had shown their attention and their great efforts for the project. - Project goals are clear. - Support is enough from JET, authorities, central level. - WG of Halong PC has very high determination. - The project is suitable with current city development situation.	<u>Strength</u> - JET and WG can contact and send idea or information each other by e-mail and WG can take action immediately.
	<u>Weakness</u> - Not much enough information of budget allocation of the Project.	<u>Weakness</u> - To get consensus among the stakeholders.	<u>Weakness</u> - Not understanding yet how to choose suitable measures for tasks of WG activity and not identified core issue of the pilot activity.
WG5 (Halong Association of Environmental Protection and Education)	<u>Strength</u> - Around 70% staffs understand tasks of green growth	<u>Strength</u> - Quang Ninh PPC's guidance.	<u>Strength</u> - Experience of similar activity related to WG activity.
	<u>Weakness</u> - Limited human resource to implement activity.	<u>Weakness</u> (N.A.)	<u>Weakness</u> (N.A.)
WG5 (DPI)	<u>Strength</u> - Knowledge how to develop policy. - Experience and know-how of budget allocation related to WG activity.	<u>Strength</u> - Support from Quang Ninh PPC. - Much enough members in WG.	<u>Strength</u> - Understanding tasks and point of WG activity.
	<u>Weakness</u> (N.A.)	<u>Weakness</u> - Target for dissemination of White Book is large. - Coordination with other department is difficult without appropriate instruction from PPC.	<u>Weakness</u> - Difficult to collect and select information to be included in the white book.

N.A.: No Answer

Source: JET

At the mid-term of the Project, developed capacity to implement the Project was analyzed as each WG's capacity. According to the results of questionnaire, all WGs were aware of the importance and necessity of the awareness raising activity through the implementation of the Project. Most of them considered the awareness raising activity to be an effective method to achieve green growth of Quang Ninh Province and each of their WG goals, successfully.

Table 3.3-7 Interview Survey Result and Analysis in the Mid-Term of the Project

WG	Developed Capacity to implement the Project
WG1	<ul style="list-style-type: none"> - Awareness of importance and necessity of financial mechanism for environment protection. - Information sharing and opinion exchange system among DONRE's staffs (Not only WG members) - Understanding good practice of involvement of all people in the province to raise their awareness on the environment and consideration - Awareness of importance and necessity for dissemination of environmental information to public - Awareness of importance and necessity of establishment of financial mechanism for all WGs' activities in the post-project phase
WG2	<ul style="list-style-type: none"> - Issuance of DOIT monthly newsletter to share and disclose information of activity including the project. - Utilization of Green Growth White Book to understand green growth definition and the provincial policy on it - Understanding of effective use of Green Growth White Book to disclose the information to the public - Understanding of necessary action for sharing information with public to raise their awareness
WG3	<ul style="list-style-type: none"> - Understanding of importance of protection and sustainability of tourism resource - Understanding of necessary action to get information across to the public - Understanding of weakness of WG activity and its measures
WG4	<ul style="list-style-type: none"> - Understanding of importance and necessity of awareness raising activity - Understanding of necessity of mechanism to collect feedback of users of bio-toilet
WG5	<ul style="list-style-type: none"> - Understanding of importance and necessity of awareness raising activity - Analysis of weakness of implemented awareness raising activity and consideration of measures

Source: JET

At the end term of the Project, developed capacity to continue the project activity in the post-project phase was analyzed. According to the result of the interview survey, four kinds of capacity was recognized as developed capacity.

Table 3.3-8 Interview Survey Result and Analysis in the End Term of the Project

WG	Developed Capacity to continue the Project activity in the post-project phase
Importance and objective of the Project are interpreted from their own point of vision.	
WG1	The Project is able to improve awareness of community and change people's behavior in not only Halong City but also Quang Ninh Province.
WG2	It is important to preserve and protect Halong Bay, UNESCO world heritage, in Quang Ninh. Economic growth should not impact to the environment and harmonization of development and environment protection is important. WG activity, saving energy, can contribute to development and minimizing climate change.
WG3	Through the Project, sustainable tourism can be developed, and natural resource is also can be protected.
WG4	Through the Project, new science technology to reduce pollution/waste of Halong bay can be installed.
WG5	Through the Project, concept of green growth can be understood and expanded in Quang Ninh. White Book can be issued, and know-how of Shiga can be learned and utilized in Quang Ninh.
Significance of the Project is recognized.	
WG1	Limitation of EPF is improved with legal document. Several sectors are involvement, and collaboration with other Department can be implemented through WG activity.
WG2	Development of criteria of EE certificate can cover sector widely and evaluate fairly among different sector.
WG3	Eco-tourism involving residence can be developed.
WG4	Collaboration with other Department in WG activity.
WG5	Communication and awareness raising activity has been conducted with White Book.
Confidence of the Project output.	
WG1	Target of the WG activity was achieved.
WG2	EE certificate is the unique activity (especially development of criteria) and Quang Ninh Province is pioneer province to implement EE certificate in Vietnam.
WG3	Goal of activity was achieved.

WG	Developed Capacity to continue the Project activity in the post-project phase
WG4	Target of the WG activity was achieved with overcoming many difficulties through cooperation with WG members.
WG5	Good feedback from Shiga, JICA and others in Final StC. Institutionalization has been done.
Motivation to implement the activity related to WG activity in post-project phase.	
WG1	Implementer and related entities are concerned.
WG2	Challenge for post-project phase is recognized.
WG3	Challenge for post-project phase is recognized.
WG4	Comments from users are reviewed and improve it in the post-project phase.
WG5	Idea for improvement of White Book is considered and WG member including criteria of WG member is briefly considered and how to improve project management is also briefly considered for post-project phase. Budget and action plan are prepared by DPI.

Source: JET

(3) Contribution of the Project for Capacity Development of C/P

The Project surely contributed to develop capacity of C/P. Especially awareness of C/P as executor of the Project has been developed through implementation of the Project. They considered the objective of the project activity by their own and implemented the project activity with other departments/sectors to achieve green growth of Halong Bay area. They already recognized the point which were not achieved in the Project and started to consider how to improve it and implement next activity in the post-project phase. Institutionalized mechanism by the Project can support for their next action. The experience of WG activity such as institutionalization of mechanism including collaboration with other department/sector can contribute for next step in the post-project phase.

3.4 Collaboration with Shiga Prefecture

3.4.1 Background

Shiga Prefecture in Japan has been successful in balancing economic development and environmental conservation of Biwa Lake. The Quang Ninh Province has Halong Bay as a symbolic water area and faces deterioration of the environment because of the rapid development. Shiga also experienced the same history and the experience, and knowledge cultivated by Shiga Prefecture can be applied to the Halong Bay area. JET facilitates collaboration between Quang Ninh Province and Shiga Prefecture.

3.4.2 Advisory Mission to Quang Ninh Province

Shiga advisory mission has been dispatched to the Halong Bay area seven (7) times in order to provide advice for the project activity. The outline of Shiga advisory mission is shown in table below.

Table 3.4-1 Outline of Advisory Mission from Shiga Prefecture 2016-2019

No. and Time	Purpose/ Activity	Mission Member
1st Mission 29 Nov – 1 Dec. 2016	<ul style="list-style-type: none"> - Attendance to the kickoff seminar - Advices to the Project at the inception stage - Sharing experiences of the Cat Ba project and the discussion of further possible collaboration with the Project - Visit to the sites for pilot activities and the other project 	<ul style="list-style-type: none"> - Two officials from Commerce, Industry and Labor Dept of Shiga (Policy Section) - One prof. from Osaka Pref Univ.
2nd Mission 23 – 27 Apr. 2017	<ul style="list-style-type: none"> - Attendance to the first StC meeting - Monitoring of the Project activities and advices - Opinion exchange with PMU for future possible 	<ul style="list-style-type: none"> - Two officials from Biwa Lake Env. Dept of Shiga (Sewage Section, Environmental Policy Section)

No. and Time	Purpose/ Activity	Mission Member
	cooperation between two authorities - Visit to the sites for pilot activities and the other project	
3rd Mission 19 – 22 Nov. 2017	- Attendance to the second StC meeting - Monitoring of the project activities and advices - Opinion exchange with PMU for future possible cooperation between two authorities based on MOU	- Five officials from Shiga (Environmental Policy Division, Commerce and Industry Policies Division, Lake Biwa Environmental Research Institute, Biwalchi Promotion Office, Sewerage Division)
4th Mission 21 Apr. 2018	- Advise for activity and introduce experience of Shiga to each WG - Exchange opinion with Halong University for the establishment of Halong Bay Research Center - Awareness on the need of waste water treatment technology in the Halong Bay area and consider matching with the enterprise of Shiga - Attendance to the first green growth promotion workshop and making the presentation of the Biwa Lake Model	- Five officials from Shiga (Environmental Policy Division, Commerce and Industry Policies Division, Lake Biwa Environmental Research Institute, Biwalchi Promotion Office, Sewerage Division)
5th Mission 15 – 17 Jan.2019	- Exchange opinion with PMU for post-project - Site visit to Ha Khanh WWTP - Attendance to 4th StC meeting - Exchange opinion with Halong University about support for Halong Bay Research Center - Policy Dialogue with DPI and relevant authorities	- Five officials from Shiga (Environmental Policy Division, Commerce and Industry Policies Division, Sewerage Division, Lake Biwa Environmental Research Institute)
6th Mission 28 May – 1 Jun. 2019	- Exchange opinion with PMU for post-project - Site visit to Halong Bay and Quang Ninh Museum - Courtesy call to vice chairman of Quang Ninh PPC - Attendance to second WS on Halong green growth (Enterprise of Shiga also attended the WS) - Exchange opinion with Halong University about support for Halong Bay Research Center	- Five officials from Shiga (Environmental Policy Division, Commerce and Industry Policies Division, Biwalchi Promotion Office, Sewerage Division, Ohmi Environment Conservation Foundation)
7th Mission 6-8 Nov 2019	- Attendance to final StC meeting/ Final seminar - Exchange opinion with Halong University about support for Halong Bay Research Center - Policy Dialogue with DPI and relevant authorities - Technical opinion exchange with Private company about waste water management	- Seven officials from Shiga (Executive Director, Environmental Policy Division, Commerce and Industry Policies Division, Sewerage Division, Lake Biwa Environmental Research Institute, Ohmi Environment Conservation Foundation)

Source: JET

The advice from Shiga Prefecture was contributed to effective implementation of project activities as follows.

- Green Growth White Book was prepared referring to outline and utilization of environmental white book of Shiga Prefecture. In addition, based on advice from experience of environmental awareness raising activities in Shiga Prefecture, the Green Growth White Book in Quang Ninh Province also aimed to be utilized as wide-area information exchange communication tool for green growth promotion.
- Shiga Prefecture introduced prefectural environmental funding schemes such as prefectural forest tax and finance program for construction of wastewater treatment facility. WG1 studied these schemes to examine possible financial and funding mechanism for identified challenges on EPF and green growth promotion.
- Shiga Prefecture brought Japanese private enterprises and introduced their advanced technologies, that could be utilized to improvement of environmental in Halong Bay area. Concerned departments of QN PPC such as DONRE were motivated to apply such technologies to solve

environmental issues in Halong Bay. The momentum for cooperation between Quang Ninh province and private sector of Shiga prefecture were also fostered.

3.4.3 Biwako (Biwa Lake) Environmental Business Exhibition

The Biwako (Biwa Lake) Environmental Business Messe (Exhibition) was organized from 18 to 20 October 2017 and Shiga Prefecture invited the decision makers of Quang Ninh PPC and Halong City PC with the following agenda:

- Signing ceremony of the Memorandum of Understanding (MOU) between the two authorities on environmental and economic cooperation to gain the benefits of the both from now on.
- A presentation was made by Halong City PC to the private sector (membership companies of Shiga Water Environment Business Promotion Forum) to share the current status and issues of the Halong Bay area on water environment and challenge to tackle the issues.

3.4.4 Activities under MOU between Shiga Prefecture and Quang Ninh Province

The activities of the Shiga advisory missions included not only the advice for the Project but also cultivation of the MOU between Shiga and Quang Ninh Province. The activities under MOU are shown in the table below.

Table 3.4-2 Activities under MOU in the Shiga Advisory Mission

Date	Activity	Content
4th Mission		
17 Apr. 2018 / 20 Apr. 2018	Exchange of opinion with Halong University for the establishment of Halong Bay Research Center	(1) Discussion of the purpose and issue for establishment of Halong Bay Research Center and necessary support from Shiga. - Explain the necessity of the Halong Bay Research Center, direction of research, and goal of the activity (The head of Environment Department in Halong University) - Introduce the history, organization structure, and activity of the Lake Biwa Environmental Research Institute (Mr. Tanaka, Senior Manager, Lake Biwa Environmental Research Institute) (2) Discuss and clarify cooperation system between Shiga and Halong University - Explain the approval status for Halong Bay Research Center establishment and research implementation system (The head of Environment Department in Halong University) - Explain future schedule and discuss possibility of future cooperation - Discussion of possible pollution source in Halong Bay and necessary research
17 Apr. 2018	Awareness of the needs of waste water treatment technology in the Halong Bay area and discussion for matching with enterprise of Shiga	Explain the outline of VINACOMIN, environmental problem and measures, and relationship with foreign country - Confirm the intention of purchasing auto environment monitoring system and discuss waste water treatment technology - Discuss the possibility of matching between enterprise of Shiga and VINACOMIN and its subsidiary companies including opportunity of business convention
5th Mission		
15 Jan. 2019	Exchange of opinion with Halong University for the establishment of Halong Bay Research Center	- Discuss and clarify cooperation system between Shiga and Halong University
16 Jan. 2019	Quang Ninh Province - Shiga Prefecture	-Exchange opinions on future cooperation in the following themes based on the MOU on Environmental and Economic Cooperation.

Date	Activity	Content
	Policy Dialogue on Future Cooperation	
6th Mission		
30 May 2019	Meeting with PMU of Halong City Investment Construction to collect information Halong City Sewage Project	- Explain outline Halong City Sewage Project such as capacity of WWTP of Halong City and cost of project - Visit Ha Khanh WWTP
31 May 2019	Visit LICOGI-1 WWTP	Explain the specifications of WWTP such as capacity and waste water treatment system
7th Mission		
6 November 2019	Exchange of opinion with Halong University for the establishment of Halong Bay Research Center	- Discuss and clarify cooperation system between Shiga and Halong University
7 November 2019	Quang Ninh Province - Shiga Prefecture Policy Dialogue on Future Cooperation	-Exchange opinions on future cooperation in the following themes based on the MOU on Environmental and Economic Cooperation.
8 November 2019	Technical opinion exchange with Private company about waste water management	Introduction of Japanese technology by Private company in Shiga about waste water treatment

Source: JET

3.5 Training in Japan

3.5.1 Implementation of Training in Japan (2017 and 2018)

(1) Objectives

Two training courses in Japan were arranged and conducted in 2017 and 2018 to have opportunities for learning good practice of policy making and implementation of activities related to green growth in Japan. The purpose of the training in Japan was that key position officers leading the promotion of green growth policy in Quang Ninh Province obtained knowledge of comprehensive policy of Japan on regional resource management and regional development to contribute to the Project, by learning Lake Biwa Model in Shiga Prefecture.

(2) Outline of Program

The training in Japan consisted of six themes: i) understanding environment policy and tourism policy in Shiga, ii) understanding the current situation of operations of administration authority and enterprise for environment management, iii) understanding the current situation of the implementation of environmental business development and environment management policy in the enterprise and industrial zone, iv) understanding the current situation of implementation of tourism development and environment management policy by private sector in tourism, v) understanding activities for environmental protection in closed water body, and vi) understanding the implementation of environment management policy involving community. The themes and contents are tabulated below.

Table 3.5-1 Outline of Training in Japan (2017, 2018)

Theme	Title of Program (implemented year)	Contents of Program
i) Understanding the environment policy and tourism policy in Shiga	Orientation and Explanation of Shiga Prefecture (2017)	History and basic information of Biwa Lake and land use of Shiga was explained by ILEC.
	Lecture on environmental policy, environment white book, tourism administration, and agriculture specialized in environmental considerations (2017)	History of the environmental policy and statistical data, progress of achieving environment goal, future tasks, and way to make and use of white book were explained. Tourism site, food culture, and Biwaichi were introduced through video and attractive points of tourism were explained. Objectives, activity, technology of mitigation on environment impact, and PR activities of agriculture specialized in environmental considerations were explained.
	Introduction on environment policy including environment management, energy saving, and recycle in Shiga (2018)	History of environmental policy in Biwa Lake and current environment state and target and problem of environment management including energy saving and food waste recycling were explained.
	Tour of Southern Regional Sewerage Office (2018)	Sewage treatment facility was observed and introduced to understand the treatment flow and management of sewage.
ii) Understanding the current situation of the operation of the administration authority and enterprise for environment management	Exchange of opinions with officers of Shiga Prefecture (2018)	Hearing opinion for problem and its measures (policy) of project from officers of Shiga.
	Visiting Biwa Lake Environmental Research Institute (2017)	Analyzers and the working situation were observed, and analytical method of water quality in Biwa Lake and its results were explained.
	Lecture on the approach of Biwa Lake Floating School (2017)	Contents of class of Biwa Lake Floating School called Uminoko were explained.
iii) Understanding the current situation of the implementation of environmental business development and environment management policy in enterprise and industrial zone	Visiting of Lake Biwa Museum (2017)	Exhibition room (history of Lake Biwa, history of the relation of the people and Lake Biwa, current situation of Lake Biwa, and the aquarium) were observed.
	Joining the conference of Biwacom (2017)	Progress of activities in Mother Lake 21 was presented by some organizations in Shiga. Group discussion about “Education” and “Globalization” was conducted and opinions about environment conservation activities in Biwa Lake comparing current situation of Halong Bay was given by the training participants.
	Tour of the composting facility (2018)	Activities and system of food waste composing in Shiga were explained and composing facilities are observed.
iv) Understanding the current situation of implementation of tourism development and environment management policy by private sector in tourism.	Tour of factory for manufacturing refrigerator (2018)	Policy on manufacturing electric appliances in Panasonic including energy saving was explained and manufacturing of refrigerator flow was observed.
	Lecture on the history and approach of ecotourism in Japan (2017)	Definition of ecotourism, example, and economic effect of ecotourism of Japan was explained by Japan Ecotourism Society.
	Joining the culture experience ecotour in Fujinomiya City and Harie Shozu in Shiga Prefecture (2017)	Ecotourism (Wearing of kimono, worship in Sengen Taisha, Japanese traditional sweets cooking, and traditional tea ceremony) was experienced in Fujinomiya City. Japanese culture and aspect of business of ecotourism were explained by staff of Ecologic. Traditional townscape and lifestyle with Kabata (environmentally friendly water use system) were introduced in the ecotour in Harie Shozu.
	Lecture on the cooperation project with Fujinomiya City: Approach to attract site visitor by inbound in our city (2017)	Preparation (conducting workshop with citizens and making tourism map in English) for inbound tour in Fujinomiya City and contents of inbound tour was explained by staff of Ecologic.

Theme	Title of Program (implemented year)	Contents of Program
v) Understanding the activities for environmental conservation in closed water body	Introduction on the environment conservation policy in Seto Inland Sea (2018)	Environment conservation activities involving community including citizen, student and enterprise, and government were explained.
vi) Understating the implementation of environment management policy involving community	Visiting Biwa Lake Museum (2018)	Exhibition room (history of Biwa Lake, history of relation of people and Lake Biwa, current situation of Biwa Lake, aquarium) was observed.
	Exchanging of opinions with Cooperative Fisheries Association and visiting site (2018)	Environment conservation activities by Cooperative Fisheries Association were introduced to understand system of community involvement for the activity.
	Biwa Lake Cruise (2018)	Experience the cruise of Biwa Lake and understand how to make cruising attractive and observe facilities in tourism boat.
	Joining Conference of Biwacomi (2018)	Comparing environmental conservation activities between Halong and Shiga and exchange opinion with participants including citizens of Shiga.

Source: JET

(3) Participants from Quang Ninh Province

There are 25 officials in total from StC, PMU, and each WG participated in training in Japan as shown in table below.

Table 3.5-2 Participants of Training in Japan

No.	Name	Position
Participants in 2017		
1	Mr. Pham Van Tieu	Deputy Director of Dept. of Finance
2	Ms. Nguyen Thi Kim Phuong	Second Head of PPC Office
3	Mr. Vu Tat Bang	Head of General Division of PPC Office
4	Ms. Tran Thi Thanh Tam	Second Head of Foreign Relations Economic Division, DPI
5	Ms. Truong Thi Bich Hang	Accountant of DPI
6	Mr. Nguyen Duc Quynh	Head of Planning and Tourism Resources Development Division, Tourism Dept.
7	Ms. Nguyen Thi Thu Trang	Second Head of Culture-Social Division of DPI
8	Mr. To Van Hai	Vice-chairman of Van Don District PC
9	Mr. Tran Xuan Cuong	Deputy Head of DPI Office
10	Ms. Dao Thi Thanh Huyen	Second Head of Foreign Relations Economic Division, DPI
11	Mr. Hoang Tuan Linh	Staff of Sub-dept. for Environmental Protection, DONRE
12	Mr. Do Van Diep	Association of Environment Protection and Education of Halong City
13	Ms. Do Thi Thanh	Expert of Culture-Information Division of Halong City PC
14	Mr. Do Manh Hung	Vice-chairman of Quang Yen Town PC
15	Mr. Luong Van Luan	Chief of Inspector of DPI
Participants in 2018		
1	Mr. Le Van Lu	Chief of General Economics Division, Quang Ninh PPC
2	Mr. Nguyen Huu Duyen	Vice-Director of DPI
3	Ms. Pham Thi Hong Hanh	Head of General Division, Office of Provincial People's Council
4	Ms. Phan Thi Duyen	Deputy Head of Environment Protection Fund, DONRE
5	Mr. Ha Van Thieu	Head of Business Registration Division, DPI
6	Mr. Vu Van Dinh	Expert of Investment Division, DOF
7	Ms. Pham Quynh Ngan	Expert of Generals and Planning Management Division, DPI
8	Mr. Nguyen Duc Phong	Expert of General Division, Office of Provincial Party Committee
9	Mr. Nguyen Vu Hai	Head of Natural Resources and Environment Dept. of Halong City PC
10	Mr. Pham Duc De	Head of Energy Management Division of DOIT

Source: JET

(4) Schedule

Daily schedule and contents of the training in Japan are shown in the table below.

Table 3.5-3 Daily Schedule and Contents of Training in Japan

Date	Contents
Schedule in 2017	
23 Aug. (Wed)	Orientation and explanation about the training contents
24 Aug. (Thu)	Lecture on the history and approach of ecotourism in Japan
	Visiting the Fuji World Heritage Center
25 Aug. (Fri)	Joining the culture experience ecotour in Fujinomiya
	Lecture on cooperation with Fujinomiya City: Approach to attract site visitor by inbound in the city
26 Aug. (Sat)	Joining conference of Biwacomi
27 Aug. (Sun)	Visiting Kyoto City
28 Aug. (Mon)	Orientation and explanation of Shiga Prefecture
	Lecture on environmental policy of Shiga Prefecture, especially on making and utilization of environmental white book
	Lecture on tourism administration in Shiga Prefecture
	Lecture on agriculture specialized in environmental considerations in Shiga Prefecture
	Lecture on the evaluation by using environmental indicator and sharing diversity subject
	Visiting Biwa Lake Environmental Research Institute
29 Aug. (Tue)	Visiting Harie Shozu no Sato (local ecotourism)
	Boarding a sightseeing boat
	Visiting the agriculture products specialized in environmental considerations
30 Aug. (Wed)	Lecture on approach of Lake Biwa Floating School
	Lecture on approach of business operator in ecotourism
	Visiting of Lake Biwa Museum
	Wrap up of the training course
31 Aug. (Thu)	Return to Vietnam
Schedule in 2018	
25 Aug. (Sat)	Arrival at Japan
	Orientation and explanation about the training contents
26 Aug. (Sun)	Joining conference of Biwacomi
	Lake Biwa Cruise
27 Aug. (Mon)	Lecture: Environmental policy in Shiga
	Lecture: Food recycling system in Shiga
	Lecture: Policy on climate change in Shiga
	Lecture: Policy on energy saving of enterprise in Shiga
28 Aug. (Tue)	Lecture: SATOUMI
	Lecture: Environment conservation policy on Seto Inland Sea
29 Aug. (Wed)	Lecture: Sato-umi creation activities in Hinase
	Tour: Exchange of opinions with Cooperative Fisheries Association and visiting site
30 Aug. (Thu)	Tour: Composting facility
	Tour: Factory for manufacturing refrigerator
31 Aug. (Fri)	Tour: Southern Regional Sewerage Office
	Presentation on problems of the project and exchange of technology with enterprise
	Exchange of opinion with officer of Shiga
1 Sep. (Sat)	Tour: Lake Biwa Museum
2 Sep. (Sun)	Report on achievement of training course of Japan
	Return to Vietnam

Source: JET

(5) Key Activities of Training

Regarding ecotourism, participants had experience joining the ecotourism in Japan and understood how to use and show regional resource effectively, and how to develop it as business. Regarding environment conservation, participants learned knowledge and understood history of policy and good practice of activities implemented by Shige Prefecture. Participants had good opportunity to consider

how to tailor the experiences and know-how of Shiga Prefecture for applying to Quang Ninh Province. Some activities of training in Japan are shown in the figure below.

Training in Japan in 2017		
		
Lecture on ecotourism	Joining the ecotourism in Fujinomiya City	Site visit in Harie Shozu
		
Discussion of globalization in the Biwacomi conference	Studying the analysis data of Biwa Lake in Lake Biwa Environmental Research Institute	Closing ceremony
Training in Japan in 2018		
		
Tour of the factory for manufacturing refrigerators	Tour of the Southern Regional Sewerage Office	Exchange of opinion with the officer of Shiga
		
Tour of the Lake Biwa Museum	Discussion about the achievement of the training course of Japan	Closing ceremony

Source: JET

Figure 3.5-1 Activities of Training in Japan

3.5.2 Achievement of Training in Japan

Achievement of training in Japan is shown below.

Table 3.5-4 Achievement of Training in Japan of Each WG

WG	Obtained Knowledge	Contribution to the Project
WG1	Know-how on the operation of funds	Understanding of necessity formulation of financial program
WG2	Effectiveness of the energy saving in manufacturing factories	Examination of green label criteria applicable for business owners
WG3	Enhancement of partnership and cost/ benefit sharing among stakeholder related to ecotourism promotion	Establishment of collaborative framework among related authorities and communities necessary for promoting sustainable tourism
WG4	Importance of collaborating mechanism among authorities, citizens, and private sectors for realizing “Mother Lake 21” Policy	Examination of standard for introduction of advance technology
WG5	Effectiveness of publishing and disclosing the White Book of Shiga Prefecture, including the experiences and knowhow to prepare the book attractive to the readers	Enhancement of cooperation among relevant authorities for developing the White Book

Source: JET

4 Lessons for Expansion of Green Growth Promotion in Quang Ninh Province

This chapter describes the lessons obtained through conducting the project activities and operating the Project, which will contribute to expand the green growth promotion provincewide. The valuable experiences of the Project are illustrated in each lesson, followed by the conclusions of each of lessons.

(1) Commitment of Decision Makers to Develop and Implement Green Growth Policy

[Experiences of the Project]

The strong commitment and initiatives by the decision makers of the Province have been displayed and progressed in the course of the following opportunities and actions in the Project:

- StC chairperson, PMU and directors of key departments including WG leaders visited Japan and Shiga Prefecture during the 1st phase of the Project. And they gained the lessons, experiences, good practice, advanced technologies, etc., of Shiga Prefecture such as Lake Biwa Model.
- StC chairperson and PMU participated in the Project from the 1st phase as the project design stage. This opportunity was effective for identifying the needs and issues to be tackled by the project implementation, which contributed to advancing the ownership of decision makers.
- In a timely manner, the StC chairperson and PMU initiated WG meetings, joint meetings among several WGs, workshops, etc. This opportunity worked i) to display the navigation from decision makers for operating the Project, and ii) to mature the common understandings among the counterparts for smooth implementation of the Project.
- In a timely manner, WG leaders and focal points reported the progress of the project activities to decision makers, and communicated/ heard the advices and instructions. This experience also contributed to the enhancement of the cross-sectoral approach mentioned in the section (3) of this chapter.

The commitment and initiative above by the decision makers brought about and kept the motivation and accountability of counterparts throughout the project implementation. The above also contributed to smoothly instructing the provincial authorities (departments, etc.) to institutionalize the mechanism as well as to make inter-departmental linkage among different authorities.

[Conclusion]

In the Project, thanks to the strong commitment and initiatives of the chairperson of the StC, Vice Chairman of PPC and PMU, the pilot activities have been implemented successfully and some mechanisms for green growth policy promotion have been prepared.

The above experiences and lessons indicate that the decision makers of the province shall deepen their understandings of the importance and necessity of promoting green growth. And it is necessary for Quang Ninh Provincial Government to maintain and advance the strong commitment and initiatives for green growth promotion after the Project, in order to widely disseminate the outcomes of the Project.

(2) Approach for Mechanism Institutionalization

[Experiences of the Project]

Development of mechanism and its institutionalization for promotion of green growth have been attempted under the Project through the pilot activities of the WGs, which have been established for each subject. The pilot activities, from initiation towards institutionalization, were classified into two patterns, namely:

Pattern A: Introduction of new concept and measures for promoting the green growth policy.

Pattern B: Aligning current policies and measures with the promotion of green growth policy.

Pilot activities under Pattern A include the preparation of the Green Growth White Book by WG5, addition of DMA function to TIPC by WG3, promotion of ecotourism in Quan Lan island by WG3, introduction of advanced technology for reducing the direct pollution load to Halong Bay by WG4, and introduction of the Energy Efficiency Certificate system by WG2.

Pilot activities under Pattern B include the improvement of the Environmental Protection Fund (EPF) by WG1, examination of new financial mechanism for promotion of green growth policy by WG1 and Taskforce, promotion of energy saving by WG2, and promotion of the Blue Sail Certificate for tourist boats by WG3.

In both patterns, the Project served as an opportunity to experience a series of steps from designing stage of the pilot activities to mechanism institutionalization stage including: i) examination on the necessary mechanisms and institutions for green growth policy promotion based on the results of the pilot activities, ii) documentation of results of the examinations, and iii) institutionalization with approval of PPC.

In the case of Pattern A, mechanism and institution have been examined simultaneously together with implementing the pilot activities and deriving the results. Therefore, it was found that responsible organizations for the implementation of mechanism were changed in the course of conducting the pilot activities, and there were conflicts among the relevant organizations due to discrepancy of their jurisdiction and authority (example for WG3 and WG4). Such findings imply that the existing division and jurisdiction of duties are considered as a burden to develop a new measure to implement the provincial policy. Departmental jurisdiction sometime brings a conflict for developing a new mechanism. Thus, WGs together with PMU and JET facilitated the inter-departmental coordination to tackle such conflicts.

In the case of Pattern B, there was a case that it was difficult to change the current provincial policy and framework of institution (example for WG1/Taskforce). The taskforce had attempted institutionalization of a new financial mechanism (provincial resolution) oriented to green growth policy implementation as the first proposal to PPC. However, the taskforce was requested to re-consider the new mechanism within the current policies of the province, because of no justification in the national strategies or policies for initiating the new financial mechanism. Thus, the second proposal had been examined from the viewpoint of building the green growth concept into the existing financial mechanisms sector-wise of the province. Such findings imply i) the difficulty of mechanism development in the province without the superior instruction or directions, and ii) importance of cross-

sectoral approach for implementing comprehensive policies of the province. The EPF improvement under WG1 had been examined within the national fund framework, and its institutionalization was completed in PPC. This experience also shows the importance of aligning with the national directions when a mechanism is necessary to be developed/ renewed/ improved.

[Conclusion]

In order to implement the policies in the Green Growth Action Plan of Quang Ninh Province, the objective of the Project was not only to support the technical transfer but also to institutionalize necessary mechanisms for implementing the policies. The mechanisms were mainly developed in the provincial decisions (new ones or revised/renewed ones) which involve the clarification of mandates and roles for the related departments, assignment of personnel, and necessary budgetary measures. The process for institutionalizing the mechanisms was built in the project design from the beginning in order to make sure of the sustainability of the policy implementation in the post-project phase, from the viewpoints of securing the necessary budget, organizational improvement in administrative bodies, etc., in addition to accumulation of technical knowledge and experiences.

In addition to the strong commitment and initiatives of decision makers mentioned in the previous section, the lesson derived from the above experiences is important in developing the policy-making ability of the provincial authorities for getting the acknowledgment from the decision makers, when new mechanism institutionalization is required. The lessons and importance of inter-departmental and cross-sectoral approach are also found in the above experiences, and are depicted in detail in the next section.

(3) Inter-departmental and Cross-sectoral Approach

[Experiences of the Project]

The taskforce organized under WG1 with leadership of DPI aimed to develop a new financial mechanism to stimulate and support private investment which is contributing to green growth. Three representative sectors, namely: agricultural, construction, and tourism service sectors, were selected as main pillars for green growth investment. Taskforce proposed to develop one comprehensive policy preferable to investors of each sector at the beginning. It was an innovative proposal because the proposed policy could be enforced across sections and departments in the province for the implementation of green growth. Although the proposal was not accepted by PPC, DPI was instructed to integrate the essential idea of green growth financial mechanisms into policies undertaken under each sector. The consideration for such integration also requires DPI to have a lot of discussions with several departments in charge of relevant sectors such as DARD for the agricultural sector, EZMB for the industrial sector, DOC for the construction industry sector, DOIT for the energy saving measures in the industry, DT for the tourism sector, and DOF for the consideration of financial aspect. These activities enabled these departments to be aligned with each other to examine feasible measures for green growth.

The output of WG1/ taskforce was concluded with the approval of the resolution for investment support in the agricultural sector and securing of state budget for the implementation of green growth tasks and projects. On the other hand, there were several difficulties and challenges for the enhancement of green-growth-oriented measures in the inter-departmental and cross-sectoral

approach. The first proposal on the resolution of preferable support to investment for green growth activities was not realized apparently because the proposal would have to go through a long process for legal validation, alignment with existing policies and other relevant departments, as well as, debate at the PPC and the provincial council, which could be hardly achieved without a direction given by national government or higher-level authority. Such experience brought the first lesson: there was no other way but for the green growth financial mechanism in this Project to be built in each sectoral policy. The second lesson suggests the importance of strong leadership of DPI, as the department in charge of implementation of green growth. In the project, the task of the development of green growth financial mechanism was originally assigned to WG1, led by DONRE. While another task of WG1, i.e., improvement of EPF was expedited by DONRE, it was difficult for DONRE to lead and tackle the inter-departmental financial issues, even though WG1 members included key parties such as DPI and DOF. However, the WG1 made a breakthrough after the establishment of the taskforce, which was composed of DPI officials. Under the initiative of DPI, the taskforce activity also required engagement of relevant departments responsible for each sector such as DARD, EZMB, DOC, DOIT, DOT, DT, and DOF so that green-growth-oriented measures could be built into sector-specific measures to be developed under each department. In addition, from the viewpoint of cross-sectoral approach necessary for the province, the involvement of the mining and power plant sectors would also be challenging issues for the further enhancement of green growth in the future since these sectors were not targeted in the Project.

[Conclusion]

It is crucial to enforce cross-sectoral measures in the province to promote green growth. However, governmental departments usually have to work and focus on sector-specific measures which are assigned by PPC. It was remarkable that the taskforce of WG1 with leadership of DPI led and tried to develop cross-sectoral financial policies for green growth promotion targeting major industrial and agricultural sectors in the Project.

The above experiences have been obtained through the challenges of breaking the vertical division by departments and sectors. These experiences indicate that it is indispensable for the provincial authorities to jointly examine and execute the measures for policy implementation of green growth by breaking through the vertical division. For it, it is also important i) to have common understandings on the policy among the departments concerned, and ii) to build the mandates of policy implementation into the jurisdiction of the departments concerned.

(4) Involvement of and Collaboration with External Actors

[Experiences of the Project]

To promote the inter-departmental and cross-sectoral approach, it is useful to refer to the Lake Biwa Model of Shiga Prefecture in Japan, since the model has been developed through a participation with the ownership of actors (prefectural government, industrial sector, academics, and citizen). In the Lake Biwa Model, the development of regional economy has been advanced through the collaboration and responsibility allocation among the actors with consideration to the Biwa Lake as an important

regional resource, from the viewpoints of not only environmental conservation and management but also socioeconomic growth in the region.

The collaboration between the government sector and the private sector had been matured and aimed at not only promoting awareness of green growth but also involving various stakeholders in the green growth policy implementation. These lessons are derived from the model of the Biwa Lake in terms of participation with ownership for environmental conservation as well as regional socioeconomic growth.

In the beginning of the Project, in case of the Halong Bay area, the green growth policy had been declared by the provincial government as PPC decision, while the other stakeholders such as industrial sector had been carrying out their own activities for environmental protection or environment-friendly business. The linkage between the provincial green growth policy and the activities being conducted by the industrial sectors were insufficient, and the green growth policy implementation was ineffective.

The Project has been conducting the pilot activities in which some have aimed at involving the stakeholders in the green growth policy implementation to realize the linkage, such as:

- The potential of introducing ESCO, as one of the pilot activities for the green growth policy implementation, has been studied through the collaboration between WG2 (DOIT) and private companies such as factories and hotels. Although the ESCO was not realized, some of the private companies, which worked together in the ESCO trial with WG2, have applied for the Energy Efficiency Certificate system under the Project.
- An open letter was developed by WG1 (DONRE) for disseminating the EPF, which would facilitate the investment of the private sector for environmental management in their business. Through this communication by the open letter, some private companies acknowledged the EPF as good financial support for environmental protection measures in business activities, and the number of applicants for EPF has increased.
- BSC has been developed by WG3 (DT) as one of the green growth labeling systems. This system is acknowledged by the tourist boat owners since the benefit would come by attracting the tourists who are conscious in the conservation of Halong Bay. This system leads the boat owners to willingly invest in the environmental countermeasures and Green-Growth-contributing actions in their business.

[Conclusion]

As shown in the examples above, the collaboration between the government sector and the private sector had been matured. The above aimed at not only promoting awareness of green growth but also involving various stakeholders in the green growth policy implementation. These lessons are derived from the model of the Biwa Lake in terms of participation of the actors with ownership for environmental conservation as well as regional socioeconomic growth.

Besides, the experiences of Lake Biwa Model show the importance of inseparability between the “strengthening of enforcement of environmental and pollution regulations” and “incentive for pollution sources to introduce environmental countermeasures”. Improvement of EPF through the Project will contribute to the latter matter, while the former matter has not been experienced in the Project. However, the comprehensive operation of both the former and latter matters is essential to

promote the green growth policy implementation in the Halong Bay area in the post-project phase, with reference to the Lake Biwa Model.

(5) Information Disclosure of Green Growth Policy Implementation

[Experiences of the Project]

In Vietnam, information disclosure by governmental agencies is not sufficient. The information disclosure in Quang Ninh using the Green Growth White Book on provincial policy to the general public is an advanced initiative in Vietnam.

Through the Project, two Green Growth White Books were published in 2018 and 2019, respectively. The Green Growth White Book has been prepared by several inter-departmental writing teams related to green growth promotion. The significance and purpose of the Green Growth White Book are as follows:

- i) Aggregate various environmental and Green-Growth-related initiatives implemented by each provincial administrative agency of Quang Ninh. This action supports to enhance the relationship among organizations related to green growth promotion.
- ii) Publicly disclose information related to the environment and green growth managed by the province. The information disclosure will lead actors such as local residents and private companies in the Halong Bay area to be aware of the information and actively be involved in the environmental issues and green growth policy implementation.
- iii) Accumulate data and information related to the green growth policy implementation in the Halong Bay area over time. The current situation and trends can be grasped correctly, and the data accumulation can be used for appropriate policy making for green growth in the Halong Bay area.

The awareness activities using the Green Growth White Book have assisted to get public understanding of the necessity and importance of green growth promotion for sustainable development in Quang Ninh Province. The activities were conducted for a wide range of generations such as junior high school students, the public, and private companies. The activity was an effective means of spreading the base of public understanding of green growth promotion. In particular, the awareness activities for students were highly evaluated by the attending teachers and were requested to be continued in broader range.

On the other hand, the general residents who participated as village representatives did not show much interest. It was difficult for them to become the main actors in green growth promotion at the local level. Based on these experiences, in addition to students, active organizations with high awareness such as environmental NGOs, youth and women unions should be selected as the target organizations for public awareness activities. The activity for these organizations will serve as a gateway to foster the core organization for implementing green growth promotion in each region.

Through co-authoring of the Green Growth White Book and awareness activities, information related to green growth activities was exchanged between the province and local authorities, and among local

authorities. As a result, the mutual relationship among green growth promotion-related organizations is strengthened. It is expected that mutual understanding will be more fostered by continuously publishing Green Growth White Book in the future. In addition, awareness raising of green growth especially for students was succeeded by including information that evoked the motivation to revitalize green growth promotion.

[Conclusion]

The Green Growth White Book in the Project has been prepared through inter-departmental cooperation by more than ten related departments, including six local authorities in the Halong Bay area. The local governments targeted in the Project are also the ones that are socially active and economically powerful in Quang Ninh Province. Also, from the viewpoint of conservation of Halong Bay, which is a World Heritage site, these authorities were suitable targets as pilot activities of the Project.

However, green growth is originally a policy that is promoted by the whole Quang Ninh Province. Information disclosure related to the policy promotion should cover the whole Quang Ninh Province in the future. Unfortunately, the Project was not able to achieve information disclosure throughout the province yet.

With reference to the experiences obtained in the Project, information disclosure on environmental issues in each region and green growth corresponding to those issues should be promoted according to the situation in each region in the province.

(6) Sustainability and Expansion of Ecotourism

[Experiences of the Project]

Tourism in Halong Bay is mainly mass tourism that relies on the World Heritage site. The challenges of tourism promotion in Halong Bay are: i) how the number of repeaters is increased, and ii) how long-term-staying visitors are attracted. Tourism resources other than Halong Bay are also rich, but the capacity of local organizations related to tourism is not sufficient for such tourists. In response to the challenges, the Project focused on ecotourism. Ecotourism is an experiential type of tourism utilizing local organizations and tourism resources. Ecotourism is characterized by; i) responsibility sharing for the conservation of the natural environment and historical culture and ii) benefit sharing of tourism in the local region for conservation of tourism resources. This orientation will be important in the Halong Bay area for green growth promotion, and the prototype of ecotourism has been developed in Quan Lan island as a good practice.

Quang Yen Town had been initially selected as a pilot site for ecotourism promotion under WG3 in the Project. However, the site was judged to be not suitable as ecotourism site due to the impact of the surrounding industrial park and expressway development after starting the Project, and the pilot site had to be changed to Quan Lan island in Van Don District. From the experience, the lesson learned was that the suitability of the site for ecotourism development should be checked together with the higher-level regional plans including ones surrounding the localities from the viewpoint of conformity to the green growth concept.

As pilot activities in Quan Lan island, CBET was launched as a mechanism for the management and utilization of local tourism resources and allocating benefits to the region. CBET selected two ecotourism routes together with JET. The two routes were selected from multiple routes proposed by the local community and CBET. These two ecotourism routes were developed with due consideration to managing the tourism resources appropriately by the local community.

The Project has supported to develop a mechanism of ecotourism in Quan Lan island. However, the mechanism of ecotourism has just started its operation. The support period for this pilot activity is about two and a half years. The period of support is not sufficient because it usually takes more than five years to ensure the ecotourism operation at the local level after its establishment. It takes more time to ensure the sustainability of ecotourism as business and environmental protection by the new community to work.

[Conclusion]

In order to start full-scale ecotourism operation by CBET, it is necessary to allocate initial budgets from Quang Ninh Province and Van Don District, together with the constant institutional support to CBET.

Besides, along with the development of ecotourism in Quan Lan island, an increasing number of tourists cause waste problems in the island as a new issue. It will be difficult for CBET or the community in the island to tackle such issue by themselves. It is indispensable that Quang Ninh Province and Van Don District take part in the solid waste management in the course of developing ecotourism in the islands.

According to the above lessons, various actions are still essential to realize the sustainable operation of ecotourism in Quan Lan island. After stable operation becomes obvious, then the expansion of ecotourism development in the other islands of Van Don District can be put into practice by incorporating the lessons into such new development.

5 Recommendations

This chapter describes the recommendations from PMU and JET based on the outcomes of each WG and the achievements of the Project, including:

- Recommendations to the departments and organizations in Quang Ninh Province, for sustainable promotion of the outcomes generated through the Project implementation,
- Recommendations for cooperation between Quang Ninh Province and Shiga Prefecture based on MOU,
- Action program proposed for the departments and organizations in Quang Ninh Province for the post-project phase to realize the above recommendations, and
- Essential aspects to promote the green growth policy.

5.1 Recommendations for Sustainable Promotion of the Project Outcomes

(1) Introduction

Below are recommendations to each organization who is expected to take actions as main actors for actualizing green growth policy in Quang Ninh Province.

(2) Recommendations for sustainable promotion of the outcomes generated through the project implementation for each organization

1) Quang Ninh Province's People Committee (PPC)

- PPC is expected to reflect the institutional outcomes and recommendations prepared by the Project into a provincial M/P from 2021 to 2030 with vision toward 2045, of which the framework will be drafted by February 2020.

Currently, Quang Ninh Province is preparing a framework of a provincial M/P in accordance with the Planning Law No. 21/2017 / QH14 dated 24 November 2017. The M/P will include various sector such as industrial development, energy efficiency and renewable energy, transport system, tourism, agriculture, environmental management, and so on. The outcomes and recommendations from the Project shall be reflected to the provincial M/P to advance green growth policy in Quang Ninh Province.

2) Department of Planning and Investment (DPI)

- DPI is expected to continuously take the leading role for green growth policy implementation in Quang Ninh Province, including navigation to the relevant organizations and regular dialogue with central government.
- DPI is expected to take lead in continuous publication of Green Growth White Book as a tool for information disclosure to enhance the communication with various stakeholders of green growth policy implementation.

DPI is expected to take the leading role in the green growth policy implementation in Quang Ninh Province by conducting regular dialogues with the central government such as MPI and coordinating with relevant organizations and stakeholders. DPI will also take important role to develop separate mechanism and policy for green growth investment in different fields, depending on the new phase of national green growth strategy and provincial action plan.

Since the Green Growth White Book is published by QN PPC in principle it needs (i) to integrate messages from administrative body to the readers including general citizens, students, private companies, etc. and (ii) to be an information dissemination tool to the main actors who are related to the promotion of the green growth policy. Therefore, with reference to the activities in the Environmental White Book of Shiga Prefecture in Japan, the Green Growth White Book in Quang Ninh Province should be changed from the “one-way communication tool” to “interactive communication tool with main actors in the Halong Bay area” to enhance the participation of actors with ownership, similar to the case of Lake Biwa Model in Shiga Prefecture.

3) Department of Natural Resources and Environment (DONRE)

- DONRE is expected to promote active and effective usage of EPF for enhancing environmental management activities in parallel with enforcement of regulations for controlling pollution sources.

Regarding the EPF, in addition to further publicity activity, increase in the number of users of EPF is expected by strengthening the enforcement of environmental regulations and pollution prevention legislations to the enterprises. Because i) the enforcement of pollution prevention legislations to the enterprises will be driving force to make them decide the investment for pollution control in the business activities, and ii) the EPF is one of the attractive systems of financial support for the enterprises' investment. For capacity development mainly for DONRE, it is important to provide instruction for environmental improvement activities to enterprises.

4) Department of Industry and Trade (DOIT)

- DOIT is expected to lead provincial actions based on the new PM Decision No.280 for increasing energy efficiency by preparing and implementing the program on economical and efficient use of energy of Quang Ninh Province toward 2030 with integrating the six schemes proposed by the Project.

Regarding energy saving and energy management, based on the New Decision No.280 by the central government and its policy, it is important for DOIT to accumulate the experiences of implementing actions under the Project to the other sectors and fields. The schemes A to E, which have been developed in the Project as mentioned in 3.2.2 of the Chapter 3, shall be enhanced as the provincial actions. Among others, the following are essential as the provincial actions, namely, i) awareness

raising to DEUs on financial advantage of ESCO under the scheme C, and ii) financial incentives to DEUs for more participation to energy efficiency certificate under the scheme D.

5) Department of Tourism

- The Department of Tourism is expected to conduct actions for displaying the Destination Marketing Agency (DMA) function effectively, cooperating with TIPC and the Tourism Association of Quang Ninh Province.
- Department of Tourism is expected to operate BSC continuously, in parallel with discussion with Halong City PC for integrated operation of BSC and the other mechanisms of administrating tourist boats.

Necessary system for DMA function of TIPC, which includes human resources, authority, and budget, has been established under the Project. To facilitate the DMA function effectively in the post-project phase, the Department of Tourism needs to collaborate with important actors such as hotel, restaurant, tourism boat, and relevant business associations. Therefore, it is expected to continue to hold open workshop and regular meeting with each actor.

The new TIPC is to be managed and operated in accordance with the approved decision. The important tasks are to organize the forum for dialogue, cooperation, and coordination between the key public and private stakeholders, and build cooperative relations with popular media channels and local communities.

6) Van Don District

- Van Don District is expected to lead a series of actions to promote ecotourism in Quan Lan island, cooperating with CBET-Board and Van Don Tourism Sub-association.

The ecotourism development in Quan Lan island proved the diversity of tourism business. However, operational capacity of CBET needs to be more strengthened, in order to sustain and maintain the ecotourism in the island, including the start-up investment for maintaining the ecotour programs and the ecotourism resources. Therefore, the continuous support from and involvement of the higher authorities such as Van Don District and Quang Ninh Province are essential, until the ecotourism business runs steadily in the island.

Van Don District is expected to guide CBET-Board and Van Don Tourism Sub-association for promoting ecotourism in Quan Lan island by preparing the annual action plan. The plan will address the maintenance and expansion of the eco-tourism program and implement relevant activities for environmental improvement of Quan Lan island. Especially, solid waste management is one of the important issues to be improved for sustaining ecotourism. Van Don District is expected to improve the waste management system in Quan Lan island as a part of the district plan for solid waste management.

(a) CBET-Board

CBET-Board has the responsibility to maintain and operate the discovery trails with application of the already issued CBET and maintenance of CBET fund. It is noted that at the end of the Project, the CBET fund has not been finalized and confirmed by the counterparts. Therefore, CBET-Board is recommended to develop the annual plan of CBET activities in Quan Lan island which need to include the maintenance and operation of the trails. In order to conduct the annual plan effectively by CBET-Board, an operation procedure is also recommendable to be prepared, such as registration and booking of tourists, preparation of the program implementation for the tourists, accounting system, and so on.

(b) Van Don Tourism Sub-association

Van Don Tourism Sub-association is expected to improve the environmental condition of Quan Lan island and to plan and conduct environment conservation seminar and event regularly by CBET-Board, such as clean campaign, reforestation, workshops, and seminar of ecotourism for waste reduction, and natural and cultural resources conservation in Quan Lan island. It is also recommended to conduct pilot activities for the reduction of solid wastes, for example, 3Rs (reduce-reuse-recycle), reduction plastics, etc., in cooperation with the residents and tourists who are highly concerned with the conservation of nature.

7) **Halong City People's Committee**

- Halong City PC is expected to maintain and operate BSC certificate and increase its brand value. Another expected role is to expand a model of recycling organic waste in cooperation with DARD of Quang Ninh PPC.

Halong City is expected to operate BSC, labeling system for promoting tourist boat operation, under the green growth policy. It is necessary to give motivation to the tourist boat owners for application and renewal of BSC by making linkage with tourist boat license system, such as special provision to the tourist boat who has BSC approval related to boat licensing (e.g. privilege of exemption of registration fee of the boat, differentiation of expiration date of tourist boat license, etc.).

Halong City PC has the responsibility to conduct appraisal and give certification awards to the tourist boats operating in the waters of Quang Ninh Province. The activities of the certified tourist boats need to be monitored regularly in light of the appropriateness of criteria.

In addition, the BSC criteria and incentives for 2-Sail and 3-Sail Certificates (upper grades of BSC) based on the results of regular monitoring of certified tourist boats need to be developed under the initiative of Halong City.

Another expected role is to expand a model of recycling organic waste, cooperating with the DARD, such as developing facilities for producing organic fertilizer, assisting organic agriculture, and granting certificate for organic products.

8) Others

(a) Department of Agriculture and Rural Development (DARD)

DARD drafted a new resolution for encouraging investment in production, processing and consumption of agricultural products. Under the resolution, organic waste recycling activity is expected to be expanded, cooperating with Halong City PC.

(b) Economic Zone Management Board (EZMB)

EZMB has the responsibility to enhance investment for economic zone and industrial park from the private sector. Under the new provincial M/P, the way for promoting investment with green growth policy implementation needs to be examined.

(c) Halong University

The Halong University has already started to exchange opinions and experiences with Shiga Prefecture for examining measures in harmonizing economic development and environmental protection in the Halong Bay area. This kind of communication is expected to be kept in the post-project phase.

5.2 Recommendations for Cooperation between Quang Ninh Province and Shiga Prefecture based on the MOU

QN PPC and Shiga Prefectural Government have signed the MOU on October 20, 2017 on environmental and economic cooperation by sharing the expertise and experiences about the following issues.

- 1) Pursuing both environmental conservation and economic development;
- 2) Establishing financial mechanism for environmental conservation;
- 3) Cooperating with citizens for environmental conservation;
- 4) Establishing a research institute belonging to Halong University in Quang Ninh modeled after the Lake Biwa Environmental Research Institute;
- 5) Strengthening the cooperation between universities and research institutes in Quang Ninh and Shiga;
- 6) Applying advanced environmental technologies, owned by Shiga-based companies, to improve the environment in Quang Ninh;
- 7) Developing tourism through the use and conservation of regional resources;
- 8) Promoting environmentally friendly agriculture;
- 9) Reducing the pollution load flowing into public water bodies by introducing wastewater treatment facilities.

Based on the above MOU as well as the outcomes generated through the collaboration between two authorities in the course of the project implementation, the following are recommended for both parties to cultivate further cooperation in the post-project phase.

(1) Effective Utilization of the Green Growth White Book

The Shiga Prefectural Government has 40-year experience in publication of the Environmental White Book and has accumulated know-how on the communication method to disseminate environmental information to the citizens. In addition, materials for environmental education and awareness raising have been prepared based on the environmental white book.

It is very important for Quang Ninh Province to further improve and utilize Green Growth White Book through transferring such know-how from Shiga Prefecture to the province.

<Concrete Actions by Quang Ninh Province>

- Receive technical advice from Shiga Prefecture on collecting comments and opinions from readers of the Green Growth White Book, evaluation of the Green Growth White Book, and improvement method,
- Request preparation of a column on cooperation between Quang Ninh Province and Shiga Prefecture, and
- Request technical advice from Shiga Prefecture on the preparation of material and side reader on environmental education

(2) Enhancement of Halong Bay Research Center and its Collaboration with Universities and Research Institutes in Shiga Prefecture

The Halong Bay Research Center (hereinafter referred to as “the Center”), which was established under Halong University, is expected to monitor the environmental situation of Halong Bay and its surrounding area with the purpose of research and measure on environmental conservation of Halong Bay. In the future, the Center is expected to be an institute which has a function to make necessary orientation for policy making.

However, since the Center has been established recently, its organizational structure needs to be further strengthened. In addition, technical skills of environmental survey and analysis, and assessment technology needs to be accumulated and improved.

The Lake Biwa Environmental Research Institute (hereinafter referred to as “the Institute”), established under Shiga Prefectural Government, has functions to implement various environmental monitoring and advanced environmental research. The Institute will be able to provide adequate instruction and advice for the Center such as strengthening the organizational structure based on the MOU between Quang Ninh Province and Shiga Prefecture. Therefore, Quang Ninh Province and the Center are requested to keep in touch with the Institute in the post-project phase.

For the moment, it is firstly important to make a common understanding and cultivate mutual relation through holding seminar and workshop for those who are in charge of the environmental monitoring, and researchers between the Institute and the Center.

Secondly, it is necessary to examine implementation of training courses in the Institute to bring up researchers, who will be the core members of the Center, including the possibility of utilization of the JICA's training scheme.

For the action, Shiga Prefecture will pursue cooperation of various universities in the prefecture and other institutes from other prefectures, in addition to the Institute. Quang Ninh Province collaborates with Shiga Prefecture on the following concrete actions.

<Concrete Actions by Quang Ninh Province >

- Hold joint seminars and workshops for persons in charge of the environmental monitoring and researches in Shiga Prefecture and Quang Ninh province.
- Assign appropriate human resource from staff and researchers in Halong University, Quang Ninh DONRE and Center of Natural Resources and Environment Monitoring (CONREM), and Halong Bay Management Department (HBMD) for participating the training program in the Institute and other institutes in Japan. For it, it would be conceivable to utilize the JICA country-based training scheme and to implement wider mutual technical cooperation among the above organizations.
- Educate human resource in the Center to strengthen the environmental monitoring function on ecology such as plankton, benthos, plants, and animals.
- Examine the possibility of collaboration and future joint study with Cat Ba island in Hai Phong City

(3) Collaboration/Cooperation on Technologies of Environmental Conservation in Private Sector

Seminars were held under the Project in November 2017 and January 2019 which introduced environmental conservation technologies such as wastewater treatment by Japanese private companies under the Shiga Water Environmental Business Promotion Forum.

As confirmed in the policy dialogue between Quang Ninh Province and Shiga Prefecture in January 2019, Shiga Prefecture would like to continuously hold seminars for private companies on the collaboration for environmental technology to meet the needs of Quang Ninh Province by expanding the theme /target participants covering the whole of the contents of MOU. Quang Ninh Province will support the seminars to be held by Shiga Prefecture, and invite private companies and related organizations in a wide range of fields to participate in the seminars.

<Concrete Actions by Quang Ninh Province>

- Hold joint seminar on the collaboration for environmental technology through the collaboration of industry-government-academia covering whole contents of MOU.
- Support to hold seminar by Shiga Prefecture in Quang Ninh Province for business enterprises including VINACOMIN.
- Maintain advanced cooperative relationship in the mid-term and long-term for implementing joint research and demonstration experiment such as establishing of permanent contact point for private companies in Shiga Prefecture

(4) Cooperation on Improvement of Sewerage Treatment Facility and its Operation and Maintenance

One of the critical issues for the sewage system in Halong City is the low percentage of population served, which was explained by PMU of the Ha Long City Water Environment Improvement Project during the visit of the Advisory Mission from Shiga Prefecture in January 2019.

It is expected that the pollution load to Halong Bay will be reduced through the support on sewage system in Halong City by using abundant experiences and advanced technology on sewerage treatment in Shiga Prefecture, which have been accumulated under the sewerage treatment administration in the prefecture.

It is expected that Quang Ninh Province will implement the detailed study on the above issues and examine the improvement measures in cooperation with relevant departments of Halong City PC and Shiga Prefecture.

<Concrete Actions by Quang Ninh Province>

- Implement detailed study and improvement measures on sewage system in Halong City
- Request budgetary readiness for the sewerage project in Halong City to central government (including restart of Ha Long City Water Environment Improvement Project)
- Exchange opinions on technical cooperation for water environment improvement project in Halong City with relevant authorities such as sewerage section of Shiga, JICA, and JICA expert of Ministry of Construction.
- Receive technical cooperation and advice on operation and maintenance of advanced sewage treatment technologies based on MOU with Shiga prefecture.

(5) Advice on Environmental Education and Public Awareness Raising

Shiga Prefecture has learned that positive and wide participation is indispensable in implementing environmental conservation not only by the administration but also citizens, business persons, and researchers through experience in the prevention of eutrophication of Lake Biwa.

To lead citizens to take environmentally sound behavior, environmental education has been given higher priority in order to raise environmental consciousness and understand the environment. Putting higher priority on environmental learning and education is a key factor in the Lake Biwa Model for environmental conservation.

In order to bring up human resource to promote green growth in Quang Ninh Province, preparation of basic policy and plan on environmental learning and education is required. Based on the framework of such long-term action, environmental learning and education from preschool to adulthood needs to be implemented according to the plan.

It is expected that citizens in the Halong Bay area conduct their own unique activities, referring to various actions and materials on environmental learning and education in Shiga Prefecture such as Lake Biwa Floating School “UMINOKO”, which targeted fifth grade elementary students. The Green Growth White Book can be utilized as basic material for such actions.

<Concrete Actions by Quang Ninh Province>

- Prepare basic policy/plan for environmental learning and education such as learning on Halong Bay, environmental learning ship, and revitalization of the Quang Ninh Provincial Museum, with receiving the advice from Shiga prefecture.
- Support those, who voluntarily implement environmental conservation activities such as environmental NGO, establishment of the Halong Bay Environmental Forum, and so on.

(6) Cooperation on Promotion of Agriculture with Environmental Considerations

The promotion of agriculture with environmental considerations by producing safe agricultural products is an important subject for Quang Ninh Province.

The “Certification System for Agricultural Production with High Environmental Consciousness” was established in Shiga Prefecture in 2001, which needs less than 50% usage of chemical fertilizer and pesticide in farming. Further, the “Provincial Ordinance on Promoting the Agricultural Produce with High Environmental Consciousness” was enacted in 2003. Although conditions on agriculture in Quang Ninh Province are different from the one of Shiga Prefecture, it is expected to promote agriculture with environmental considerations and organic farming in the province with reference to the experiences and ideas in the prefecture.

<Concrete Actions by Quang Ninh Province>

- Implement training program and site visit for DARD and agricultural producers on actions based on the “Certification System for Agricultural Produce with High Environmental Consciousness”, “Provincial Bylaw on Promoting the Agricultural Produce with High Environmental Consciousness”, and green tourism.

(7) Cooperation on Tourism Development with Environmental Considerations by Utilizing Local Resources

Tourism promotion such as ecotourism with environmental considerations by utilizing unique nature, culture, and products in the region is a challenge not only for Quang Ninh Province but also for Shiga Prefecture. In Shiga Prefecture, cycling tourism called as “BIWAICHI”, making bicycle tour around the prefecture, and “Healthy Shiga Tourism” are under promotion. “Ecotourism Association Shiga” was established under Shiga Prefecture and “Green Tourism Shiga (<https://www.pref.shiga.lg.jp/gt-shiga/>) ” as a website introducing green tourism in Shiga Prefecture has been just opened. It is considered that communication between relevant persons and mutual exchange of relevant information will bring about benefits for both sides in widely promoting the ecotourism in Quang Ninh Province, which started in Quan Lan island under the Project.

<Concrete Actions by Quang Ninh Province>

- Introduce activities in Shiga Prefecture such as ecotourism (e.g., Biwako Kisen Steamship, which is boat cruising in Biwa Lake)
- Develop programs such as environmental boat cruise in collaboration with the activities under the JICA Grassroots Technical Cooperation Project in the Cat Ba island implemented by Shiga Prefecture.

5.3 Proposed Program for Quang Ninh Province for Green Growth Promotion in the Post-project Phase

Based on the above-mentioned achievement, issues, and recommendations, the proposed program and actions for green growth promotion in the post-project phase to be implemented by Quang Ninh Province are summarized in the following table. Some sectors and fields which were not targeted under the Project are not included in the table below.

Table 5.3-1 Proposed Program and Actions for Green Growth Promotion in the Post-project Phase

Program	List of Actions	Time	Responsible authority	Contents of Actions
A. Balancing between abatement of environmental pollution load and economic growth in the industrial sector	A.1: Expansion of publicity on Environmental Protection Fund (EPF)	Short term	DONRE	To prepare annual EPF operation plan based on the SEDP from 2020 to 2025 in Quang Ninh Province, based on the prepared mid-term operation plan. To hold annual workshop to raise awareness on EPF, based on the prepared mid-term operation plan
	A.2: Increase of application and users of EPF with enforcement of environmental regulations	Middle and long terms	DONRE	To share information of environmental check and inspection with EPF to identify the enterprises to be supported
	A.3: Steady enforcement of provincial policy based on Decision No.280 by the central government on energy saving	Short term	DOIT	To implement provincial policy for energy saving
	A.4: Promotion of energy saving besides the industrial sector	Middle and long terms	DOIT	To promote six schemes for promotion of energy saving developed
B. Promotion of sustainable tourism	B.1: Display of DMA function of TIPC through collaboration with main actors in the tourism sector	Short term	Department of Tourism	To organize the forum for dialogue, cooperation, and coordination between the key public and private stakeholders, and build cooperative relations with popular media channels and local communities
	B.2: Strengthening of operational capability of CBET in Quan Lan island through collaboration with higher locality	Short term	Department of Tourism and Van Dong District	To prepare an official operation procedure, and conduct marketing and promotional activities
	B.3: Branding the BSC system	Short term	Halong City PC	To seek recognition or co-certification with selected national or international eco-label organizations/agencies such as Green Lotus for hotels in Vietnam, Global Sustainable Tourism Council (GSTC), Travelife, etc., and introduce and advertise BSC
	B.4: Expansion of the ecotourism model in Quan Lan island to the Van Don	Middle and long terms	Van Dong District	To maintain the developed two discovery trails and expand the ecotourism model to the other islands.

Program	List of Actions	Time	Responsible authority	Contents of Actions
	District			
C. Maintenance and improvement of institution for promotion of green growth policy	C.1: Continuation of provincial budget arrangement for promotion of green growth policy	Short term	PPC	To plan and allocate the provincial budget for green growth policy implementation, based on the provincial M/P prepared in February 2022
	C.2: Refresh training for staff	Middle and long terms	PPC	To plan and instruct training for sustaining green growth policy implementation
	C.3: Continuation of initiative and commitment by PPC	Short term	DPI	To report progress of green growth policy implementation to PPC, summarize issues to be addressed, and propose countermeasures annually
	C.4: Regular dialogues with the central government such as Ministry of Planning and Investment (MPI)	Short term	DPI	To monitor national strategy for green growth policy implementation, and provide comments
	C.5: Promotion of collaboration between Quang Ninh Province and Shiga Prefecture	Short term	DPI	To prepare and implement annual plan for collaboration between Quang Ninh Province and Shiga Prefecture
D. Strengthening of involvement of important actors for the implementation of green growth policy	D.1: Strengthening of collaboration among departments in PPC and examination of cross-sectoral financial mechanism for green growth promotion	Middle and long terms	DPI, DOF	To plan and allocate annual budget for green growth policy implementation, based on the provincial M/P issued in February 2022
	D.2: Strengthening of collaboration among government, industry, academic, and private entity through utilization of the Green Growth White Book	Middle and long terms	DPI	To communicate with relevant department and stakeholders, based on the annual published plan of the Green Growth White Book

Source: JET

5.4 Essential Aspects to Promote the Green Growth Policy

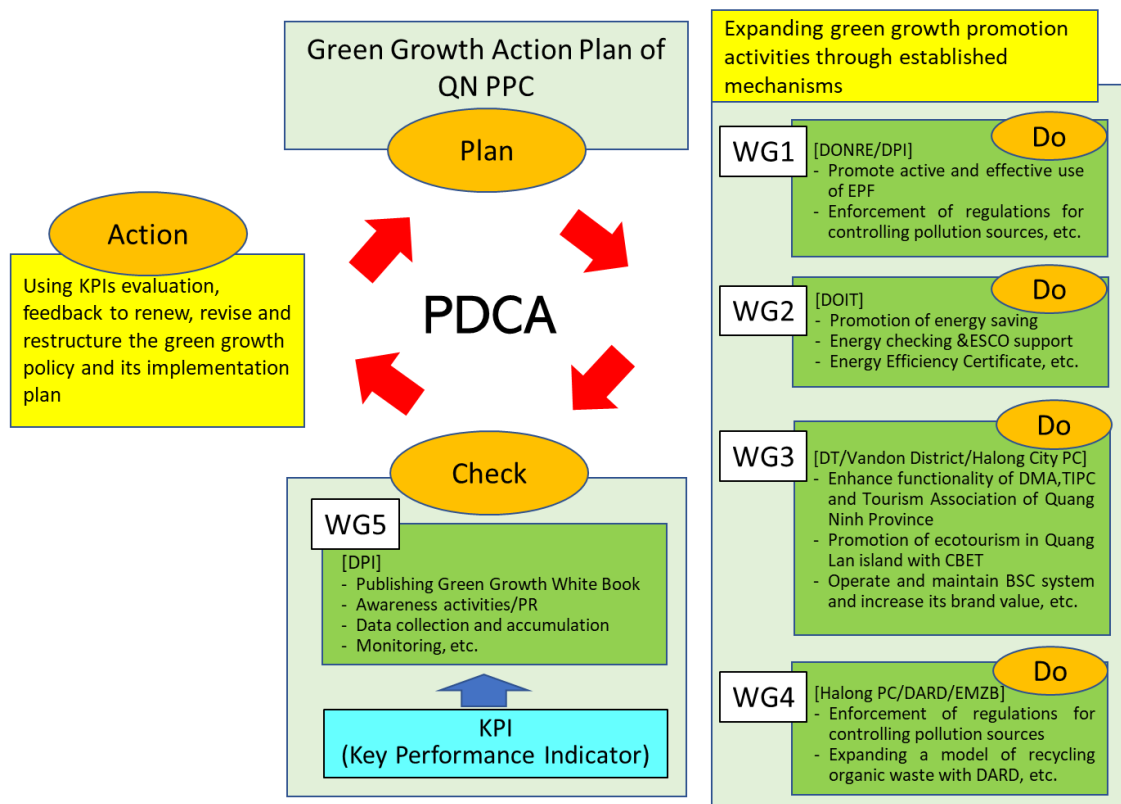
In order to promote and expand the green growth policy, Quang Ninh Province is recommended i) to arrange the evaluation methods for outcomes, inputs for generating outcomes, and impacts of outcomes in the course of green growth policy implementation, and ii) to renew, revise, and restructure of green growth policy based on the priority and needs of provincial socio-economic orientation and situation.

Besides, the following three aspects are to be noted to promote green growth policy effectively in Quang Ninh Province.

1) Introduction of plan-do-check-action (PDCA) cycle

The Green Growth White Book will play important roles not only for information disclosure and awareness but also for data accumulation of environment and pollution status.

Based on the accumulated data abovementioned, it is suggestive for QN PPC to develop the Key Performance Indicators (KPIs) for evaluating progress and accomplishment of green growth policy implementation. The findings of such evaluation by using KPIs will be fed back to renew, revise and restructure the green growth policy and its implementation plan afterward. In this regard, continuation of preparing and disclosing the Green Growth White Book is essential to realize the plan-do-check-action (PDCA) cycle together with developing KPI-evaluating method.



Source: JET

Figure 5.4-1 Illustration of Applying PDCA Cycle to the Case of the Project

2) Integration of green growth concept into the superior policies and plans of the Province

In order to expand the green growth policy implementation provincewide, the green growth concept is suggestive to be integrated into the coming SEDP 2021-2030 (Socio-Economic Development Plan) of QN PPC, with strong leadership of PPC and navigation of MPI.

3) Continuous efforts for pollution load reduction and energy saving

The green growth policy of Quang Ninh Province is pointing to i) greening brown industry and ii) greening economic growth in service sector. In this regard, all the industrial sectors are requested to continue the efforts to protect and improve the environment of Halong Bay area including pollution load reduction and energy saving. For QN PPC, it is recommendable to provide the incentive to the key actors of all industrial sectors (private sectors) in order to make them align with the provincial green growth policy.

6 Measures Taken and Lessons Learnt in the Project Operation

This chapter depicts the measures taken and lessons learnt in the project operation, including:

- Measures and lessons possibly applied to the other JICA technical cooperation projects in Vietnam or in other countries,
- Key factors affecting implementation and outcomes,
- Evaluation on the results of the project risk management, and
- Recommendations to JICA for supporting QN PPC to achieve the overall goal.

(1) Regular Meeting with PMU and Strong Ownership to the Project of Quang Ninh PPC

In the early stage of the Project, PMU and JET held regular meetings for the daily operation of the Project on a weekly or bi-weekly basis as well as on an ad hoc basis, as required. These meetings contributed significantly to the effective and smooth operation of the project progress of each WG activities, key milestones, and necessary action to solve issues, among PMU and JET. Moreover, the meetings often functioned as opportunities for technical transfer for the key C/Ps, not only PMU members. If WG(s) faced some issues in the implementation of pilot activities and institutionalization, PMU and JET invited representatives of the WGs to the meetings to discuss the issue in a timely manner. Through the regular meetings, PMU's ownership of the Project has been matured significantly. In the second half of the Project, the necessary discussions were conducted based on the proposals from the PMU and WG members at the appropriate time. These meetings had a great effect on the operation of the Project.

The ownership of the Project had been kept sufficiently, from the beginning, through strong commitment and leadership by QN PPC and chairman of StC. Such ownership greatly contributed not only to navigating steadily the project implementation, but also to accomplishing the achievements of the Project as typified by initialized mechanisms for green growth promotion under the Project, involving a wide range of actors across departments.

Moreover, C/Ps including WG leaders and focal persons were assigned from the early stage of the Project thanks to the strong leadership of the Chairperson of StC and PPC leaders. It deepened the relationship among C/Ps from various organizations and greatly contributed to conducting the pilot activities and institutionalization across multiple organizations.

The close communication such as regular meetings are essential and effective for the operation of the technical cooperation projects from the viewpoints of maturing the ownership of the counterparts toward the projects. The leadership of the decision makers in the counterpart agencies is also important for smooth operation of the projects.

(2) Establishment of Taskforce for Cross-sectoral Activities

Both PMU and JET acknowledged great importance on flexible management and operation during the entire project implementation. Under the WG1, the establishment of a taskforce to examine the financial mechanism for green growth promotion was one of the remarkable footprints in the Project, though its establishment was not envisaged in the original plan. The taskforce had been performing

cross-sectoral activities with involvement of not only WG1 but also DPI, DOF, DARD, DONRE, and so on, which were related to the financial system contributing to the green growth policy implementation. The taskforce prepared the proposal from DPI to PPC to develop or update provincial resolutions and provide an incentive and support for investments in the province which contributed to the implementation of green growth policy. The resolutions would be the first case of financial mechanism to be developed for the green growth policy implementation in the province, if realized. Unfortunately, the proposed resolution was not approved by the PPC due to budget issues and inconsistency with other regulations. However, such examination of taskforce promoted for WG1 and DPI to i) study the approach of financial mechanism related to environmental funds for green growth promotion in the future, and ii) enhance the inter-departmental collaboration and communication for developing the province-level policy.

The flexibility of the project implementation structure should be considered according to the issues encountered, including the viewpoints of inter-departmental and cross-sectoral solution.

(3) Involvement and Collaboration with Private Sectors

The enhancement of green-growth-related activities in private sectors is a crucial element of green growth promotion in the province. The Project aimed at the promotion of not only understanding of green growth but also the involvement of various stakeholders into green growth policy implementation. The participation of such stakeholders, sometime as a core member in pilot activities, was extremely effective to spread the importance and benefit of green growth promotion to private sector. It also motivated private companies to take their own active measures for green growth. For example, WG2 encouraged private companies to take measures for energy saving by ESCO proposals and Energy Efficiency Certificate. In WG3, tourist boat companies awarded BSC, were differentiated for their eco-friendly services from the other boat companies to be preferred by tourists.

The involvement and collaboration with private sectors are essential to implement the provincial policies for green growth in the post-project phase. It is also recommendable to mature the network with private sectors developed in the project implementation continuously.

Besides, in order to have meaningful participation of the private sectors/ companies into the activities of technical cooperation projects, it is preferable to make contrivance, i) which brings the advantages or benefit for private sectors, and ii) which contributes to achieving the project purpose.

(4) Collaboration among Local Authorities

Based on the initial project plan, the Quang Ninh Province was expected to receive advice from Shiga Prefecture in Japan which has rich experiences on public-private partnerships and other administrative works with reference to the Lake Biwa model. The participation of Shiga Prefecture to the Project was intended to give specific advice on green growth promotion in Halong Bay area, especially on the water environment protection and sustainable development of water bodies, as prefectural government. At the beginning stage of the Project, both authorities faced some difficulty to communicate with each other and to identify more specific advices and experiences from Shiga for tailor-made application to the Halong Bay area. In such context, MOU was signed between Shiga Prefecture and Quang Ninh Province in October 2017, one year later after the Project had started. In

the course of MOU preparation, both authorities had clarified i) the cooperation topics in the Project, ii) advices and experiences to be provided from Shiga Prefecture, iii) specific themes to be shared between two authorities including technical needs and technology application, and iv) coordination mechanism by assigning the sewerage division under Biwa Lake Environment Department as the contact window to DPI of QN PPC. The signing of MOU at such early stage of the Project enabled both parties to build sustainable relationship towards post-project phase.

In general, MOUs between two cooperating authorities related to the project are often signed at the end of the project for looking ahead of the post-project phase. However, if such MOU is signed in the early or middle stage of the project, it is effective to put forward the project implementation more concretely and efficiently.

(5) Study Tours to Learn Good Practices in the Other Provinces or Areas of Vietnam

The pilot activities and institutionalization process under each WG sometimes faced difficulty to reach the goal, due to insufficient knowledge related to sub-activity of WG such as the selection of advanced technologies, specific mechanism to be institutionalized and so on. Therefore, WGs and JET proposed to conduct study tours to visit places or organizations who have preceding cases, such as the application of the advanced technologies, the good operation of environment-related fund or financial mechanism in provincial governments, and good practices of ecotourism in Vietnam.

The study tours were conducted for i) WG1 (taskforce): Binh Duong and Dong Nai Provinces for learning the cases of good operation of fund/ financial mechanism, ii) WG3: ecotourism site in and around Hanoi, and iii) WG4: composting plant installed and operated in Hanoi. The information and viewpoints obtained from these study tours contributed to reach the goal of pilot activities of the Project.

The study tours, as one of the methods of the technical transfer, are effective to register the expected outcomes of the project activities into the mind of counterparts. In case of the Project, moreover, the study tours also functioned to bridge the counterparts to the key officials or actors outside of the project area. Such bridging is expected to contribute to the sustainability of the project outcomes.

(6) Bridging and Communication with Central Ministry and Other Provinces

The Green Growth Action Plan in Quang Ninh Province for the period 2016-2020 was developed according to national Green Growth strategy. The province will be required to plan forthcoming actions in the post-project phase following the next national strategy for green growth after 2020. In the Project, DPI of QN PPC strengthened the relationship with MPI by inviting representatives from MPI to the project events such as the kick-off seminar, green growth promotion workshops and final seminar, and had dialogues for the future direction of national green growth strategy to align and renew green growth action plan of the province. It was also good opportunities to give feedback of experience and lessons for green growth promotion from the province to the national government. In addition, Quang Ninh Province invited Ba-Ria Vung Tau Province and Hai Phong City, who are implementing green growth strategies in the similar way as in Quang Ninh Province, to seminars and workshops to share experiences and knowledge each other. The activities stated above contributed to

enhance i) the communication among national and local authorities, and ii) distribution and sharing the good practices among authorities.

(7) Setting of Feasible Goals for Institutionalization in the Planning Stage

WG4 was expected to develop incentive mechanisms for controlling direct pollution load to the bay. However, the expected outcome of institutionalization was not designed in the 1st phase of the Project because WG4 pilot activity was suddenly added in the final StC of the 1st phase of the Project, while the other pilot activities were designed based on accumulated discussions with C/Ps. The contents of WG4 pilot activity were not well examined compared with the other pilot activities due to time limitation of the 1st phase. In fact, Halong City PC, the leader of WG4 had to struggle with considering what kind of mechanisms would be feasibly developed under the limited authority given to city-level government, because Halong City PC is not a policy-making authority. From this experience of WG4, the following lessons learned should be noted.

- The expected institutionalization should be clearly examined in the planning stage of project with confirmation of legal bases.
- The pilot activity should be designed in line with the existing task and responsibility of department or authority of the Government to be assigned for pilot activity.

The above lessons imply the importance of setting the feasible goals in the early stage of the technical cooperation projects, preferably before implementation stage, in due considerations with jurisdiction of counterpart agencies.

In the case of the Project however, even under such difficult conditions, Halong City PC enhanced cooperation with PMU and DARD and it derived provincial resolution providing financial support for organic fertilizer production as final output of WG4. The facilitation was jointly made by JET and PMU, through the series of individual meetings with decision makers of the project-related activities, including one of StC members from DARD, and connected the concerned parties to guide WG4.

(8) Key Factors Affecting Implementation and Outcomes

The following important assumptions had been identified in the 1st phase of the Project, as shown in the PDM:

- The policies for promoting the provincial green growth Strategy are not changed in Quang Ninh Province.
- There is no change in social situation inhibiting activities by the concerned private sector, such as economic crisis etc.
- Natural disaster causing damage to tourism resources does not occur.

Fortunately, the assumptions abovementioned did not occur during the 2nd phase of the Project. In addition, the following two issues: 1) change of pilot site for ecotourism promotion and 2) procurement of equipment, became possible risks that could affect project implementation. However, the impact was minimized by efforts of PMU and JET specifically to have close communication by periodical and on-demand reports to PPC to get necessary instructions. Such efforts also helped to make the Project align with overall provincial strategy and other social conditions which would have

been changed during the Project. Therefore, the implementation and outcomes of the Project were not affected by the key factors.

(9) Evaluation on the Results of the Project Risk Management

The following issues came up during the project implementation:

1) Change of the pilot site for ecotourism promotion under WG3, Output 3

The ecotourism pilot site was changed from Quang Yen town to Van Don district at the beginning of the 2nd phase by realizing the other development plan in the original pilot site (Quang Yen town) which aimed at industrial and urban development. The lesson learnt in this issue is importance of confirming the superior plans for regional development as early as possible, although such issue had not come up in the project design stage (the 1st phase) of the Project. In the Project, PMU could be always updated for latest trend of regional development plan because PMU was established in DPI, which oversees planning and investment of the whole province. It is considered that the project management by planning department or relationship-building and information sharing with planning department could minimize such project risk.

2) Procurement of equipment under WG4, Output 2

In the Project, it took more than one year or almost two years to fix the list of equipment to be procured for WG4 because long discussion had to be made to decide the specification of equipment, procurement plan and design of pilot activity for utilization of equipment. In order to minimize the delay of the WG4 activities due to delay of procurement, the procedures for equipment import/delivery and tax exemption were handled quickly by C/Ps and JET. In addition, WG4 started to consider developing the incentive mechanism for controlling direct pollution load, in parallel with operation of equipment before the outcomes of pilot activity was clear.

The lessons learnt tell that the necessary arrangement for procurement of equipment such as the list of equipment and expected user of equipment, should have been made and agreed in the early stage of the Project based on the clarification of objective and necessity of equipment. On the other hand, it is considered that the risk caused by the delay of procurement was minimized by flexible operation of project activity as mentioned above. JET often reminded the key milestone and time frame of project activities to the WG in order to catch up on project schedule, sharing bar chart showing time schedule for initialization with C/P. Finally, the pilot activities of WG4 could be completed by closing the Project because of successful time management.

3) Others

The lesson learnt in the previous JICA technical cooperation project for environmental management in the Halong Bay (The Project for Environmental Protection in Halong Bay, 2010-2012) included the effectiveness of implementation organization by formulating PMU and WGs. The similar implementation organization was employed in the Project, and smooth operation was realized because C/Ps were familiar with such implementation organization.

(10) Recommendations to JICA for Supporting QN PPC to Achieve Overall Goal

The mechanisms for implementing green growth policy have been developed in Quang Ninh province through the Project. QN PPC is expected to continue enforcement of those mechanisms for the long term after the project by self-sustaining and sustainable way as mentioned in the recommendations in Chapter 5. It is recommended for the Province JICA to jointly monitor the progress or challenges to achieve the overall goal of the Project with verifiable indicators, especially focusing attention on sustainability of green growth promotion in the province. Furthermore, it is recommendable to JICA to spread the project experience of implementation of green growth strategy to the entire Vietnam involving the related ministries at the national level as well as other provinces.