

## TECHNICAL ASSISTANCE COMPLETION REPORT

Division: MKAE

TA No. and Name <b>TA 3830–VIE: Assessment and Strengthening of Coastal Management Institutions</b>			Amount Approved: \$250,000 Revised Amount: \$250,000	
Executing Agency: Department of Local and Regional Planning, Ministry of Planning and Investment (MPI)		Source of Funding: Sweden <sup>1</sup>	Amount Undisbursed: \$32,785	Amount Utilized: \$207,765
<b>Dates</b>				
Report Approval: 1 Feb 2002	Signing: 4 Oct 2002	Fielding of Consultants: 4 Dec 2002	TA Completion Original: 30 Sep 2002 Actual: 31 Oct 2003	Account Closing: Original: 30 Sep 2002 Actual: <sup>2</sup>
<b>Description</b>  Vietnam's 3,600-km long coastline and claimed about one million km <sup>2</sup> Exclusive Economic Zone make it a major marine state in the region. Twenty-nine of its 61 provinces have coastline. Despite Vietnam's impressive record of poverty reduction in the 1990s, poverty remains pervasive in the coastal areas. The country's coastal districts have about 14% of the country's poorest communes with a population of about 1.8 million. And most of this poverty is concentrated in the central and northcentral coastal provinces that are ADB's focal area of operations. The poor coastal communes are also prone to annual flooding and typhoon damage. Over exploitation of marine resources and increased pollution by solid waste and sewage disposal have increasingly created environmental problems. With the evolving policy of decentralization, provinces are now taking more active role in planning, developing, and managing their own natural resources. This TA was developed, as a first step, to provide support to four central coastal provinces—Quang Nam, Thua Thien-Hue, Quang Tri, and Quang Binh—for detailed integrated coastal zone management (ICZM) planning and capacity building.				
<b>Objectives and Scope</b>  This TA was a part of ADB's long-term commitment to assist Viet Nam in improving its coastal resource management. The TA was to build on the previously ADB-supported TA activities as well as to lay the groundwork for the planned project preparatory technical assistance and the investment project. <sup>3</sup> The TA was to prepare an effective strategy and action plan for institutional strengthening and capacity development for coastal resources management in the 4 central provinces. The TA activities included: (i) a participatory assessment of institutional needs; (ii) drafting a framework for institutional arrangements to strengthen provincial planning and management of coastal resources; (iii) preparation of an institutional capacity assessment and development plan; and (iv) training to strengthen capacity of key staff on critical aspects of the recommended framework. TA implementation, supported by consultative workshops, would focus on relevant issues and constraints, and recommend alternative arrangements. These workshops and training courses were to lay the basis for the institutional, policy, and legal reforms in the follow-on project preparation activities and project implementation. The TA formulation was supported by all the relevant stakeholders including the central agencies and provincial departments. The TA appropriately identified the coastal resources management issues and a need to improve the livelihoods of poor coastal communes. MPI and participating provincial departments were actively engaged in TA implementation clearly understanding the need to employ ICZM approach for sustainable coastal resource management.				
<b>Evaluation of Inputs</b>  The TA design provided for 6 person-months (p-m) of international and 10 p-m of domestic consulting services in the areas of coastal resource planning and management and participatory rural development, spread over 5 months (April–September 2002). The TA was implemented over 5 months but little later than planned (December 2002–May 2003) due to various scheduling reasons both within the Government and those of consultant engagement. The 2 international consultants, i.e., the Coastal Resource Planning and Management Specialist/Team Leader (4 p-m) and the Coastal Participatory Rural Development Specialist (2 p-m) rendered their inputs as planned. Based on the issues identified during the inception phase, as well as at the inception workshop, the mission felt that 2 counterpart positions of domestic consultants could be split among 4 specialists to better support the TA activities in the areas of coastal resource planning, participatory development, institutional/legal reforms, and rural credit/livelihoods. However, during the course of the TA, 7 different domestic consultants rendered these services. A relatively large number of domestic consultants had to be engaged as inputs from a variety of specialists were deemed necessary and some of them were not available for the requisite period of time				

<sup>1</sup> After ADB approved this TA, Government of Sweden formally offered to finance the whole amount on 4 November 2002. The President approved the change in source of funding on 20 November 2002.

<sup>2</sup> The TA account will be closed after payment of final claims.

<sup>3</sup> ADB. 2003. *Technical Assistance to the Socialist Republic of Viet Nam for Preparing the Livelihood Improvement in Central Coastal Provinces Project*. (TA 4292–VIE will be implemented in 2005.) The investment project, for \$35 million, is in ADB's Viet Nam CSP for 2004–2006.

due to their other engagements. The changes in domestic consulting inputs were effected by reallocating the budgeted 10 p-m among 4 positions rather than the 2 originally planned. The performance of the consultants was satisfactory. However, MPI observed that the coordination of work for domestic consultants needed improvement. During the course of the TA, 3 national and 4 provincial workshops and one main and 4 provincial training courses were organized. Performance of the EA was highly satisfactory as it provided active leadership and effective coordination with provinces. The inputs were adequate to meet TA's immediate objectives. Judicious use of domestic consulting inputs provided the flexibility to mobilize the requisite experts when required. The number and type of training courses were adequate to strengthen the basic capacity of the participating provincial departments. Part of the TA savings were used to fund the participation of 5 officials (one each from the 4 provinces and one from MPI) in the Coastal Zone Asia Pacific Conference in Brisbane, Australia, 5–9 September 2004. The participants found this opportunity to be useful learning experience that also provided them a chance to network with officials from other developing countries who are facing similar problems managing their coastal resources. Necessary office equipment and materials were also procured under the TA and handed over to MPI at its completion. ADB provided effective support for TA implementation to: (i) realign consultant inputs; (ii) coordinate with other donors/projects; and (iii) arrange for 5 officials' participation in the international conference not included in the original TA activities. ADB's performance is rated as highly satisfactory.

#### **Evaluation of Outputs**

The TA team closely followed TOR and other actions agreed during the inception mission as well as detailed comments on the original TOR provided by the Swedish International Development Agency (Sida). The TA outputs were presented in an Inception Report, a Draft Final Report, and a Final Report. The main outputs included: (i) an institutional assessment, conducted through a survey and summarized in the Institutional Report; and (ii) a draft Strategy and Action Plan Report. The main TA activities comprised 3 national and 4 provincial workshops, one main and 4 provincial training programs, and participation in the international conference. The quality of these reports and training activities was found to be satisfactory. This TA provided a first major opportunity to the officials of the participating provinces to familiarize themselves with the concepts and approaches of ICZM and they found the TA to be highly relevant and timely. These officials were quite receptive of these ideas and actively participated in the planning modules and appreciated that complex tasks of coastal resources management have to be undertaken by all the relevant stakeholders collectively. The TA has been successful in creating basic capacity to deal with coastal resources management issue in the context of ICZM. These provincial departments are now in a good position to actively and effectively participate in the implementation of the project preparatory technical assistance planned for 2005. The TA also closely coordinated with the ongoing Viet Nam-Netherlands ICZM (VN-ICZM) Project that was being implemented in 3 provinces, i.e., Ba Ria-Vung Tau, Thua Thien Hue, and Nam Dinh. The draft TA reports were translated and provided to MPI and participating provinces. The Government sent its consolidated comments to ADB and Sida. Relevant comments from ADB, Sida, and the Government were incorporated in the Final Report.

#### **Overall Assessment and Rating**

The TA was effective in creating much needed basic institutional and staff capacity. Its outputs are sustainable as the follow-on project preparatory TA 4292-VIE will commence in early 2005 and build further capacity and strengthen coastal institutions based on the foundation laid by this TA. Therefore, it is rated as highly successful.

#### **Major Lessons Learned**

The TA has clearly demonstrated that in the nascent subsectors of developing countries it is important to assess institutional capacity, enabling policy and regulatory framework, and create basic capacity before introducing new management approaches, i.e., ICZM. This TA has now raised the level of awareness of participating departments of these 4 provinces to a level where they can meaningfully participate in the preparation of the ensuing investment project. At the same time, it has brought basic awareness among the central agencies that it would be more efficient to employ ICZM approach in project preparation and implementation and especially in close cooperation and full participation of provinces and local communities.

#### **Recommendations and Follow-Up Actions**

The upcoming preparatory TA 4292-VIE should closely coordinate with the ongoing activities of VN-ICZM project that will start its second phase in 2005. There is a distinct possibility of formal cooperation between the two projects as well as those supported by the Government of Sweden through Sida. The scope of the TA 4292-VIE and the investment project could then be expanded to include 4 additional provinces where VN-ICZM and Sida have already created substantive institutional and staff capacity.

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