



**Challenge to
Change**

**Report
for Oxfam GB**

**Climate Change in Vietnam:
Stakeholder mapping, policy analysis
and capacity gaps**

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29 January 2008

CONTENTS

	Page
Foreword and Abbreviations	3
1. Key Findings and Recommendations	4
1.1 Framework for National Target Programme of MONRE	4
1.2 Framework for Implementing Adaptation Measures within the 'Second Communication Project'	5
1.3 Action Plan for Adaptation and Mitigation for MARD	5
1.4 Mapping Exercise	7
1.5 Climate Change in the Provinces	8
1.6 Overall Gaps and Needs	8
2. Analysis of Key Policies and Actors	9
2.1 Framework of National Target Programme in MONRE	9
2.2 Second Communication to UNFCCC	14
2.3 Climate Change within Ministry of Planning & Investment	17
2.4 Climate Change within Ministry of Finance	18
2.5 Framework of Action Plan for Adaptation and Mitigation of MARD	19
2.6 Climate Change at Provincial Level	23
2.7 Climate Change in the Private Sector	24
Annexes	
1. Decisions of the Government of Vietnam	25
2. Presentation: Draft National Target Programme for CC Adaptation ¹	34
3. Presentation: Draft MARD Action Plan on CC ²	68
4. References Consulted	80
5. Functions and Responsibilities of Key Government Agencies	81
6. Contact List	87
7. Stakeholder Mapping	89

¹ Thanks to Associate Professor Dr Tran Thuc, Director of IMHEN

² Thanks to Associate Professor Nguyen The Quang, VIWRR

FOREWORD

The response to Climate Change in Vietnam is moving quickly, as institutional stakeholders become aware of the urgency of the issue. This study of stakeholders, policy, and capacity for addressing Climate Change in Vietnam, was made within a limited timeframe and with limited resources. It does not contain the full picture. Uncovering a full picture would take significantly more resources than this study could provide, and in any case that picture is changing week by week. Rather, this study sketches the picture of what is happening at the end of January 08, and points to where needs are apparent, to assist policy makers and development practitioners to quickly grasp the issues and pursue solutions. We hope this study is useful, and we thank the reader for excusing any slips or omissions.

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Challenge to Change

29 January 2008

ABBREVIATIONS

CC	Climate Change
CDM	Clean Development Mechanism
CNECB	CDM National Executive & Consultative Board
ICD	International Cooperation Department
ISGE	International Support Group on Environment
GHG	Greenhouse Gas
GEF	Global Environmental Facility
GoV	Government of Vietnam
IMHEN	Institute of Meteorology, Hydrology and Environment
MONRE	Ministry of Natural Resources & Environment
MPI	Ministry of Planning & Investment
NCCC	National Committee for Climate Change
NOCCOP	National Office for Climate Change and Ozone Protection
PRSC	Poverty Reduction Support Credit
SEMLA	Strengthening Environmental Management & Land Administration
TA	Technical Assistance
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
V&A	Vulnerability & Adaptation
VIWRR	Vietnam Institute for Water Resources Research
VNGOs	Vietnamese NGOs

1. KEY FINDINGS AND RECOMMENDATIONS

1.1. Framework for National Target Programme for Climate Change Adaptation prepared by MONRE

Main Findings

- The Institute of Meteorology, Hydrology and Environment (IMHEN) is one of the key agencies to draft the Framework for MONRE.
- Contents of the Framework are going to be quite broad including both mitigation and adaptation, and timeframe for submission is short (1st quarter 2008 for MONRE). See contents in the presentation of the Draft National Target Programme for Climate Change Adaptation, Annex 2.
- A TA is expected with financial support and technical expertise from DANIDA and UNDP for the further development of Framework.
- There will be some opportunities for INGOs and VNGOs to be consulted during the process, early 2008.
- There are almost no opportunities for provincial and local level consultation or for the poor to engage in the process due to the limited preparation timeframe.
- There are no linkages with the private sector on mitigation issues.
- More information and measures from other Ministries such as MARD and Ministry of Trade and Industry are needed, yet there has been no cooperation with MARD or other Ministries during the preparation in 2007.
- Related Ministries will be consulted before submission to the Government Office.
- The Prime Minister is expected to approve the Plan by second quarter of 2008.
- Lack of professional skills in coordinating climate change activities.
- Lack of skills in integrating climate change into sustainable development programmes at national, sectoral and local level.
- More V&A assessments for the most affected localities, cost benefit analyses, and prioritisation of measures, are needed.
- Learning is needed from successful experiences of other National Programmes such as Poverty Reduction, in terms of wide consultations from relevant stakeholders.
- Three new projects to support MONRE in development of the Framework are planned to start in 2008 with support from DANIDA and UNDP.

Recommendations

- Work with IMHEN (Mr Tuong and Mr Thuc) as a resource agency, and with Department of Science and Technology and ICD of MONRE to follow up the development of the Framework.
- Follow up on the formation of the Institute of Environment Monitoring and Disasters Mitigation, MONRE, as well as the 'changed roles' of the Institute of Strategy and Policy, as they might be included as key actors dealing with CC in MONRE.
- Coordinate with other key INGOs and VNGOs from the CC Working Group to prepare for the consultation sessions when IMHEN informs of the date.
- Work with key donors such as DANIDA, UNDP and MONRE drafting team to coordinate the TA, especially engaging local authorities and the poor in the process.
- Facilitate exposure visits for the drafting teams to the most affected areas, where Oxfam or other NGOs are working.
- Share Oxfam and other NGO experiences of how to engage the poor and most vulnerable groups in the development of the National Programme, as well as

successful experiences of other instances where Oxfam or other NGOs have contributed to National Programmes.

- If Oxfam plans to work on mitigation measures (such as CDM) it should develop a relationship with ICD of MONRE, and other related Ministries such as Ministry of Trade and Industry, private CDM consultancy companies (closely linked to MONRE), the Small and Medium Enterprise Association, and those donor agencies which prioritize CDM such as AUSAID and SIDA (see contacts in Annex 6 and mapping in Annex 7).

Additional Activities

- Oxfam may also consider: consolidating experiences of related CC projects (INGOs and VNGOs) to feed into the policy making process; becoming actively involved in the CC Working Group to facilitate the participation of MONRE and other Ministries representatives in the network for information sharing; conducting further research on CDM and private sector in Vietnam.

1.2. Framework for Implementing Adaptation Measures within the ‘Second Communication Project’

Main Findings

- NOCCOP is the key agency for drafting the Framework.
- The Framework has three key sectors:
- Little progress has been made so far.
- No funding from GoV for the work

Recommendations

- As the Second Communication is the document that needs to be submitted to UNFCCC, and as the Kyoto Protocol has not been considered a very effective instrument over the last 10 years, Oxfam may not need to direct resources into this area.
- Links should be made, or facilitated or encouraged, between the current work of the drafting team, and the development of the Framework of the National Programme of Climate Change in MONRE, and/or MARD’s Action Plan.

1.3. Development of Action Plan for Adaptation and Mitigation for MARD

Main Findings

- Decision by MARD Minister on the development of MARD’s Action Plan of Climate Change Mitigation and Adaptation (see Annexes 1 and 3).
- A Committee has been set up to take charge of MARD Climate Change Action Plan development and implementation (see Annex 3).
- A group of technical experts/drafting team has been formed. A further decision on more members from other sectors such as forestry, agriculture and fishery will be issued soon.
- A ‘Standing Office’ will be set up to coordinate this work for MARD and located at the Centre for Water Resources and Environment.³
- MARD will not focus on precise scenarios, but will use scenarios developed by IPCC and WB to develop their measures (with max and min rises in sea levels)

³ A Research Centre under the Vietnam Institute for Water Resources Research

- The key contents of the Draft Action Plan on Climate Change Adaptation and Mitigation by MARD is included in the presentation in Annex 3.
- The process of developing MARD's Action Plan seems to follow two paths:
 - * On the one hand MARD seems proactive in preparing their own Action Plan (for four main most affected sectors of Fishery, Forestry, Agricultural and Rural Development, and Irrigation), by synthesising all other action plans from all their departments and institutes. The method is top down, and an Action Plan for MARD is aimed to be ready by March 2008.
 - * On the other hand MARD is looking for TA primarily from donors to help MARD prepare its own Action Plan. This could be more participatory, with wider consultation of stakeholders and more input from bottom up. This Action Plan could be ready by the end of 2008. With more time available, it could be different from, and better than, the Plan to be submitted to MONRE for the National Programme of Climate Change. In this way they expect to gather more international support for the implementation phase of the Action Plan.
- The key points of the Action plan are: Researches, Capacity Building, Mainstreaming, and Integrating Climate Change into Planning.
- There is an initiative to set up a new Institute of Environment within MARD to work on Climate Change issue.
- On 14 January 2008, INGOS, VNGOs, donor agencies and Ministries participate in the development of MARD's Action Plan through a workshop.
- If a well-designed TA is supported by donors and the international community, this should lead to real opportunities for INGOS, VNGOs, private sector and other stakeholders to participate in the process.
- A TA to develop MARD's Action Plan, including international and national experts, is expected to be provided by donors including AUSAID.
- According to the first (top down) method, there are no opportunities for provincial authorities or for communities to engage in the process, due to the limits of the deadline for submission of the Framework, and due to lack of finance.
- The coordination among key government agencies on preparation of MARD's Action Plan is weak.
- So far there is insufficient cooperation between MARD, MONRE and other ministries on CC.
- Mainstreaming by relevant agencies within MARD has begun only on a very limited scale, learning experiences from others.
- Most MARD staff – policy makers, managers, others – are new to Climate Change, so they need to be supported with knowledge, and evidence-based research, especially on the impacts of CC, and with relevant tools and methods.

Recommendations

- Actively follow up the 14 January workshop organised by MARD.
- Follow up with key actors to discover whether development of the MARD Climate Change Action Plan has been included in the MARD 2008 annual plan with finance allocation and staff commitment.
- Consider participating in the TA process and coordinating with donors (such as AUSAID and DANIDA?) and promote the participation of other NGOs (both international and VN). Participation by Oxfam and other NGOs may ensure that the TA considers issues of V&A and the poor, and/or ensure the active engagement and consultation of various stakeholders, not only those at national level.
- During the TA, relationships can be developed with the drafting team of MARD, which can be maintained whilst the Action Plan is approved by the Minister and later when integrated into the National Programme.

- During the TA, facilitate the engagement of the poor and the most affected communities in the development of Action Plan of MARD.
- In case there is no TA and provincial authorities and communities are not consulted during the development of MARD's Action Plan, Oxfam and others should consolidate experiences of CC-related projects from the provinces and feed this information to the drafting team and related agencies of MARD during the development process.
- Link the development of MARD's Action Plan with the development of Action Plans by other ministries such as MONRE or others according to Oxfam's concern. Promote partnership and sharing experiences among the Ministries.
- Support the drafting team and key policy makers and managers of MARD (key actors) with awareness and CC related methodologies and tools, related to the most vulnerable and poor groups of population, such as social impact assessment or vulnerability and adaptation assessment, hotspots of CC impacts, or any experiences related to CC that Oxfam has had so far.
- Provide information from CC Working Group to the key agencies in MARD during the Action Plan development process.
- Follow up on the establishment of the Standing Office for Climate Change and new Department of Environment within MARD

Additional Activities

- In cooperation with key agencies in MARD, Oxfam may consider conducting more evidence-based researches on topics related to MARD Action Plan (high priority of topics might be CC leading to enhanced intensity of natural disasters – floods, typhoons, droughts – as these catch most attention from MARD policy makers. Check with Mr Son at Institute of Policy and Strategy for Agriculture and Rural Development).
- Oxfam may assist key agencies in MARD to raise awareness on CC among MARD officials, leading to more approved research budgets for CC to be approved in the coming years, (contact Mr Son and Mr Thin for more details of the Science and Technology Research Plan of MARD).
- Follow up with some Departments such as Forestry, Agriculture and Rural Development, and Fisheries, for better understanding of the progress of those sectors in dealing with CC.

1.4. Mapping Exercise

Main Findings

- A vast amount of CC-related information is available among donors, INGOs, VNGOs, government agencies and associations.
- Many international donors such as DANIDA, German government (GTZ), DFID, will start to address CC within their Vietnam programmes between 2008 and 2009.
- For CC capacity focus at the community level, CECI and the Netherlands Red Cross are already implementing projects. Some documentation, methodologies and network of trainers at community level may be available for sharing.
- For CC mainstreaming, SEMLA programme will start CC mainstreaming into land-use planning in 2008. East Meets West have started mainstreaming CC in their infrastructure projects. CARE International and Oxfam are also developing experience in mainstreaming CC into development projects.
- For CC adaptation and engagement with pro-poor focus, some UNDP projects, both on-going and planned in 2008 include information, tools and methodologies, in several geographic areas.

- Very few VNGOs, such as CERED, CBC, are working in the field of CC.
- Few projects, if any, work on CC awareness-raising to large population.

Recommendations

- Network with NGOs and government agencies in sharing information on projects related to different CC focus, geographic areas or hotspots.
- Consolidate/collect lessons learned from projects/programmes (training manuals, methodologies, tools, case studies, trainer resources) in key sectors and in the hotspots as part of the new strategy and programmes/projects of Oxfam.
- Facilitate exposure visits from interested partners to provinces where related CC work has been done for learning and replication.
- Follow up on the new programmes and projects planned by key agencies including donors, INGOs, VNGOs.
- Provide access to mapping results to policy makers at national and local (provincial, district, communes and community) levels.
- Review/update the mapping in coordination with CC Working Group and CC donor group to include new information, probably around mid-2008 and again in early 2009.
- Enhance awareness and capacity on CC for VNGOs.
- Enhance awareness raising on Climate Change among the communities and authorities in the project areas of Oxfam

1.5. Climate Change in the Provinces

Main Findings

- Many provinces are not aware of CC issues.
- Provincial authorities appear to take up CC work if they are convinced and aware of its serious impact on their population (depending on their location), without waiting for the National Programme on Climate Change.
- Provinces lack information, methodologies, tools and experiences in dealing with CC.

Recommendations

- Document the experiences from provinces to feed to National agencies during workshops and meetings, and help provinces to replicate good CC work.
- Start more CC-related projects in the provinces, especially those considered as hotspots (see ICEM report mentioned in mapping, Annex 7).
- Assist the province level with comprehensive data and information related to CC for its mainstreaming and planning.

1.6. Overall Gaps and Needs

Main Findings

- Most of the Ministerial staff at key interviewed agencies are unfamiliar with CC concepts, tools and methodologies, skills of mainstreaming CC into their work, skills, methods and process for developing Action Plan for Adaptation and Mitigation to CC.
- Most provinces and local populations are not aware of CC issues.

- There is a great need for more evidence-based research on specific topics related to CC, especially for top policy makers who should enhance their 'level of commitment and awareness of the importance and urgency of Climate Change'.
- There is a need for both technical and social research on CC at province and community level
- Some agencies within Ministries are interested to take on the training and communication work on CC for their own ministerial staff if they are assisted with methodologies or international or national experts.
- Coordination among departments and institutes of concerned ministries as well as coordination among ministries is weak, which are recognised by government staff. The coming National Programme of Climate Change may be headed by the Prime Minister or Vice Minister, and this should contribute to improving coordination.

Recommendations

- Provide international resources and national trainers in CC awareness raising campaigns and capacity building programmes in cooperation with some key interested agencies of both MARD and MONRE or even MPI.
- Facilitate the documentation of experiences from projects as well as from communities and share these with relevant government agencies.
- INGOs and/or donor agencies should facilitate access to international and national experts on CC to collaborate with members of key government agencies on both technical and social researches.
- Provide hands-on training in coordination of CC activities.
- Facilitate communication campaigns to raise the awareness of CC to the larger population of Vietnam, ideally alongside other environmental awareness raising campaigns.
- Share lessons learned from coordination of other successful programmes in which Oxfam has been involved.
- Develop and compile resources for key methodologies related to CC such as V&A assessment, resilience in livelihoods to cope with change, cost-benefit analysis, and analysing research for policy making, tools and methodologies for mainstreaming CC in key sectors

2. ANALYSIS OF KEY POLICIES AND ACTORS

2.1 FRAMEWORK OF NATIONAL TARGET PROGRAMME FOR CC ADAPTATION IN MONRE

Process, Status and Timeframe

According to Decision 60/NDCP/dated 3 December 2007 (see Annex 1) by the Prime Minister, MONRE is assigned as a focal agency to lead, coordinate with other related ministries and sectors to prepare a National Objective Programme to cope with Global Climate Change, calling for support from the international community for this Programme and submitting this Programme to the Prime Minister during the second quarter of 2008.

MONRE has appointed the Institute of Meteorology, Hydrology and Environment (IMHEN) to take charge of preparing the Framework of the National Objective Programme on Climate Change. According to Mr Tuong, Vice Director of Science and International Relations of IMHEN, the drafting team from IMHEN includes the Director of IMHEN – Mr Tran Thuc – and some other key members of IMHEN.

Mr Tuong may be the most accessible figure in IMHEN and MONRE for any follow-up work of Oxfam later on. He has extensive experience through preparing the initial Communication to UNFCCC on Climate Change (he was one member of the compilation team), and as a Vice Director of the Science and International Relation Department he would be contributing to the development of the Framework of National Objective Programme on Climate Change by raising funds from donors, using his expertise and experiences in dealing with international donors and community on CC.

The draft framework will include consultation by various departments of MONRE, and then review and comment by the Institute of Science and Technology, MONRE headed by Mr Dang Kim Son, then to the to the MONRE Minister. The main methodology is desk review, based on their IMHEN research and projects implemented over 10 years.

Contents of the Framework for the National Target Programme are included in the presentation in Annex 2. Key areas of the Framework are as follows:

- Formation of National Steering Committee and a drafting team including members of relevant ministries. The Committee may be headed by a Vice Minister or the Prime Minister.
- Scenarios of sea level rise
- Impacts of CC on key sectors
- How to reduce risks and negative impacts and provide adaptation measures
- Cost-benefit analysis of solutions/measures selected
- Selection of several provinces with key pilot projects
- Setting up of coordination mechanism among ministries.

According to Mr Tuong, due to the short timeframe for preparation, the Action plan will be somewhat general, leaving considerable scope for more detailed work later on. During the implementation, changes or adjustments will be expected.

Coordination among different agencies within MONRE in preparing the National Programme of Climate Change needs to be strengthened. Although IMHEN is the institute with technical expertise for calculating sea level rise and various climate variability, their experience of sectoral impacts on agriculture, transportation etc, are limited. Therefore the drafting team can only compile relevant information from their institute, while related work will be prepared by other departments later.

According to key government officer in IMHEN, DANIDA intends to provide around USD 40 million for MONRE to carry out two projects related to CC, including for the development of the Framework of National Target Programme on Climate Change Adaptation.

Linkages with Other Ministries

According to officials of MARD and MPI there is no contact so far from MONRE to other Ministries for coordinating the work of the National Programme of Climate Change. Consultations with other Ministries will be organised before the Framework is finalised and submitted to the Government Office and the Prime Minister, but these will be very short due to time limitation.

Opportunities for INGOs and VNGOs in the process

According to a key official in MONRE, there will be opportunities for INGOs and VNGOs as well as donors participating in the process. However the timeline and means of participation are not determined yet. There is a need to keep in touch with the key agencies on this issue.

Opportunities for provincial/district/commune authorities and communities including the poor to engage in the process

Within the National Programme there might be some projects being planned and some provinces will be selected for the project implementation. Possibly, the provinces will be consulted during the process of implementation.

As the deadline for submitting the draft Framework of National Target Programme on Climate Change Adaptation is quite close, there will not be much time for consultation with provincial authorities nor with mass organisations representing local populations including the poor.

As the IMHEN is a technical institute, according to their involvement in projects related to CC so far, they are not well positioned to take account of linkages with the poor or social impacts of Climate Change. Local communities and especially the poor will not have opportunity to engage in the process. Staff of IMHEN mentioned that there would be scope for other research or consultation on a grander scale during the implementation of the Framework of National Programme of Climate Change.

There is no involvement of private sector companies in the process of developing the Framework.

Key Actors

- a) Mr Tan, Advisory staff to Vice Ministers of MONRE Mr Nguyen Cong Thanh**
- b) Mr Ta Dinh Thi, Advisory staff to Minister of MONRE**

Champions

- a) IMHEN has a long history of conducting projects related to CC since 1990s (see mapping exercise).**

- Founded in 1976 in pursuance to the Government Decree No 215/CP.
- Re-structured in 2003 to be a scientific functional organisation under the Ministry of Natural Resources and Environment (MONRE).

Its mandate is:

- Research and Development on Meteorology, Climatology, Agro-Meteorology, Hydrology, Water Resources, Oceanography and Environment.

- b) Institute of Science and Technology (headed by Mr Le Kim Son)**

The Institute will review the draft Framework of National Programme of Climate Change prepared by IMHEN and submit to Vice Ministers or the Minister of MONRE.

- c) Institute of Policy and Strategy on Natural Resources and Environment (headed by Mr Manh Tien)**

According to the PEP project funded by UNDP/DFID, 'the institute should be empowered to coordinate the relevant agencies in different ministries in dealing with climate change adaptation, mandated with broad responsibilities to deal with CC adaptation and embrace the existing National Office for Climate Change and Ozone Protection (NOCCOP). It should conduct V&A assessment tasks, undertake analysis of climate impacts and adaptation options, exchange research results and coordinate with the CCFSC to apply policy development within MONRE and MARD. These sectoral policies should be used for MPI and Provincial People's Committees to integrate into national and provincial development plans and strategy'.

However, the Institute may not be strong enough to deal with CC issues, because it is a newly established institute with limited staffing capacity in relation to CC work, for example in comparison to IMHEN. So it may not be able to carry out the work of preparing the National Program on Climate Change within MONRE.

d) Institute of Environment Monitoring and Disaster Mitigation

Such an Institute is proposed to be established within MONRE to help manage CC coordination, rather than the technical agency of IMHEN at the moment. However this is not yet approved by the Prime Minister. This should be monitored and followed up as needed.

e) Roles of International Cooperation Department (ICD) of MONRE headed by Ms Minh Ha

The ICD also helps key staff of the drafting team of the Framework of National Programme on Climate Change by providing the assessment of the status of Vietnam in dealing with CC. This is considered important in preparing the National Programme as it relates to choices of solutions/measures for mitigation and adaptation.

The Designated National Authority (DNA) for Clean Development Mechanism (CDM) in Vietnam is also placed under the ICD. Functions and tasks of the DNA are:

- Develop assessment criteria, regulations and guidelines on CDM
- Provide national assessment of CDM projects
- Submit potential CDM projects to Steering Advisory/Consultative Committee of CDM for their evaluation.
- Receive, evaluate and present project ideas or designs to Minister of MONRE for issuance of Letter of Evaluation (LOE) or Letter of Approval (LOA)
- Provide information on CDM for investors, related international agencies, consultants and public
- Manage and coordinate activities and investment of CDM in Vietnam.

An Advisory Committee of Vietnam was founded in April 2003 and is headed by the Head of the International Relations Department, MONRE. The Committee includes 12 representatives:

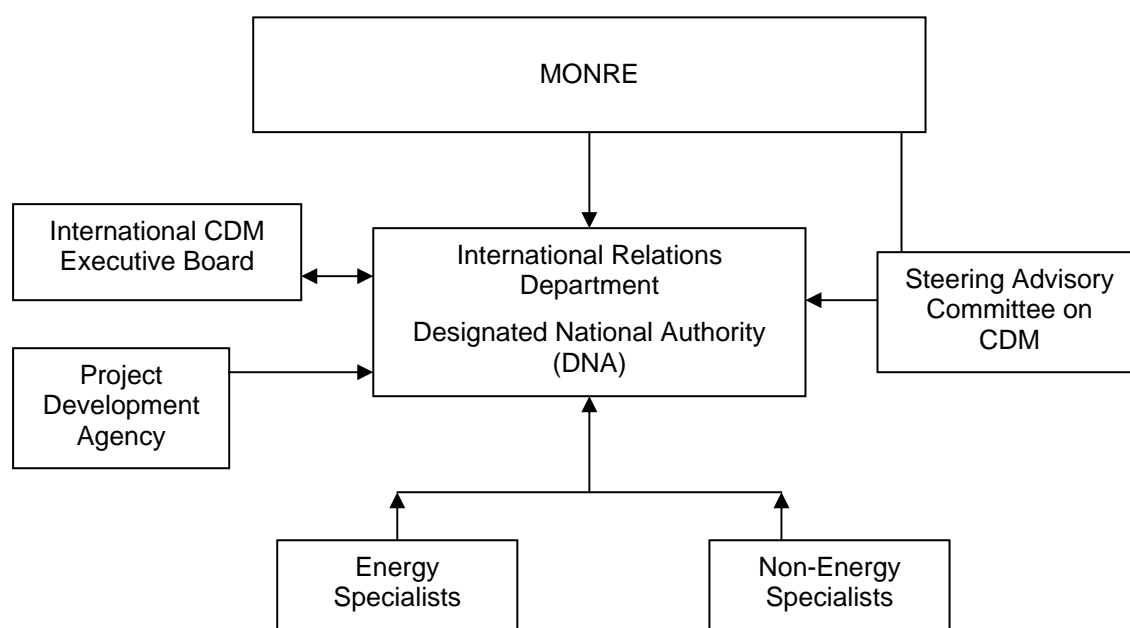
- MONRE (one head, one standing committee member, one secretariat)
- Ministry of Foreign Affairs
- Ministry of Finance
- Ministry of Planning and Investment
- Ministry of Science and Technology
- Ministry of Industry
- MARD
- Ministry of Education and Training
- VUSTA

Functions and tasks are:

- Advise MONRE on policy issues related to setting up, implementing and managing CDM activities
- Direct and evaluate CDM projects in Vietnam within the framework of the Kyoto Protocol and UNFCCC.

The CDM Management system is illustrated below.

CDM Management Diagram



Some government officials from MPI and MONRE and some donor representatives express the view that the process of approval of CDM projects in Vietnam is extremely slow, resulting in too few projects being approved so far, compared to the potential. The key reason seems to be the limited capacity of DNA and ICD within MONRE.

f) ISGE Office at MONRE

ISGE's overall *Objective* is "to assist MONRE, other Ministries and international donors towards mobilisation and better coordination of ODA resources to attain Government of Vietnam (GoV) and MONRE plans, priorities, policies and strategies geared towards enhanced sustainable management of the environment and natural resources through facilitating functions and activities".

ISGE's corresponding *Vision* reads: "Government and donor activities on environment and natural resources management are harmonised and coordinated, leading to effective pollution prevention, high environmental quality, and the sustainable use and conservation of natural resources in Vietnam.

Specific objectives, from its 2003 TOR, are:

- Assist MONRE/ICD to strengthen coordination, policy dialogue on natural resources management and environment protection;
- Advise the Minister of MONRE on issues related to the development of relevant short and long-term natural resources and environmental policies, development programmes, ODA priorities and other specific environmental issues; and
- Facilitate, coordinate and disseminate information and lessons learned through meetings, consultations, newsletters, databases, study tours, etc.

ISGE has been reviewed (report is available from Oxfam), and ISGE might have a CC Policy Platform to be active soon. ISGE often provide magazines with news from MONRE. ISGE staff such as Mr Hoan are helpful. Contacts and some

understanding of agencies, MONRE consultants as well as various workshops/events within MONRE can be accessed from the staff.

Blockers:

During the workshop organised by MONRE/SEMLA, some officials still raised strong doubts about the issue of CC, giving the opinion that CC is not totally caused by greenhouse gases nor is totally man-made, but is beyond current understanding and may be due to natural cycles.

Needs and Gaps for Capacity Building on CC

As CC is a new and cross-sectoral issue, most staff of the relevant agencies express their need for more support in terms of further understanding of CC, skills and experience to develop a quicker approval process for CDM projects, technical expertise in predicting different CC scenarios, as well as methodologies related to CC, for example tools for assessing the vulnerability and adaptation of the local communities. There is a need for learning from the successful experiences of other National Programmes such as Poverty Reduction, and for wide consultations from relevant stakeholders.

Interventions to meet Needs and Gaps

Several projects, both technical and policy, will be supported by DANIDA and UNDP to MONRE in relation to CC, (see Mapping, Annex 7, for project information). These projects may enable MONRE to improve its development of the National Programme of Climate Change for submission to the Prime Minister.

2.2 SECOND COMMUNICATION TO THE UNFCCC

Process, Status and Timeframe

MONRE is assigned by GoV to be the National Focal Point to take part in and implement the UNFCCC, Kyoto Protocol, and CDM in Vietnam. The International Cooperation Department (ICD) is responsible for supporting MONRE in managing activities related to UNFCCC, Kyoto Protocol and CDM.

A National Committee of Climate Change (NCCC) was set up on 4 July 2007 by the Minister of MONRE, list of names/agencies is available from Oxfam. So far the main responsibility of the NCCC is to assist the Minister of MONRE to direct, manage and coordinate activities to implement UNFCCC, Kyoto protocol and CDM in Vietnam.

The National Office for Climate Change and Ozone Protection (NOCCOP, 45 Tue Tinh street, Hanoi) is headed by Mr Nguyen Khac Hieu, Vice Director of ICD, and is established and tasked with the preparation of the contents of the Second Communication to UNFCCC through a project: "Vietnam: Preparation of the Second National Communication to the UNFCCC". This project runs from 2006 to 2009 with support from UNEP/GEF. The project mainly covers the following areas:

- To undertake national GHG inventories by source
- To identify sufficient adaptation measures to CC and prepare the Policy Framework of implementing adaptation measures for key socio-economic sectors (as Vietnam is not one of the LDCs, Vietnam does not have to produce a National Action Plan under this UNFCCC, according to Mr Hoa and Mr Cuong).
- To determine climate change mitigation measures.

Total funding from UNEP/GEF is USD 405,000 of which USD 140,000 was allocated for development of the Policy Framework of implementing adaptation measures of key

socio-economic sectors including water resources, agriculture and coastal zone management. There is no funding from GoV for this work.

The status of the project in January 2008 is as follows:

For mitigation:

- Have compiled the inventory of GHGs
- Analysing technologies of mitigation
- Drafting the GHG mitigation strategy
- Developing projects related to mitigation.

For adaptation:

Technical experts are in teams. The team for vulnerability and adaptation measures is headed by Mr Nguyen Mong Cuong who is a retired staff of IMHEN, now Director of a VNGO named Research Centre for Climate Change and Sustainable Development.

Concerning the Policy Framework of implementing adaptation measures for key sectors, there are various steps such as:

- Initial identification of adaptation measures
- Cost effectiveness analysis of these measures
- Development of national mechanism to implement the policies (inter-ministerial and inter-sectoral approach) with one agency within MONRE assigned to be in charge.

Initially, the team must study the impacts of CC on these sectors. Not much progress has been made on adaptation so far. The drafting team has not been able to determine losses in economical terms, for example in agriculture, how much is the loss and which areas? Currently, according to a government official, a desk-based approach is used in preparing the Policy Framework: impacts are assessed by scenarios run on computer software, which is a relatively easy process. MONRE is the implementing agency with total responsibility, and hires a consultant from a related ministry – perhaps MARD – to carry out the work. This way of working does not contribute to raising awareness of CC, with either the public, or other institutions or other ministries.

The drafting team are aware of bottom-up approaches in developing policy, but they are unable to follow these due to the lack of funding. Their understanding of bottom-up approaches is: first a broad current situation analysis, then gaps are identified and concrete policies proposed to respond.

From the impact analysis they will draft adaptation measures for each sector. In early 2008 in addition to the three main sectors of water resources, agriculture and coastal zone management, they are also developing adaptation measures for other sectors such as transportation, fisheries, forestry, health and energy.

The Second Communication is to be submitted to the MONRE Minister, the Government Office, and then to Prime Minister, by November 2008 and to UNFCCC in 2010.

The Technical Team are from a range of development agencies, institutes under ministries (MONRE, Industry, MARD, Transportation, Education & Training), universities such as Hanoi Polytechnic University, Hydrology University, some associations under VUSTA, VNGOs, and Southeast Asia network.

Opportunities for INGOs and VNGOs in the process

Currently there are no opportunities for NGOs to participate in the process due to limited funding and no coordination mechanism. According to one of the key drafters, NGOs and civil society are already aware and active in this work. The drafter

recommended that various projects can be developed first in key sectors and then information should be shared and fed into the policy-making process. There should be a consultation with Mr Nguyen Khac Hieu in MONRE to agree on the working principles. There is no need for any higher level consultation or approval for this work as the Prime Minister has approved this project of Second National Communication. Initiatives include:

- A group of INGOs and VNGOs implementing projects
- Raising awareness and provide methodologies for these NGOs
- Providing funding for projects
- Providing and sharing information and lessons learned for the drafting team

Opportunities for provincial/district/commune authorities and communities including the poor to engage in the process

Again, according to the drafting team members, due to the limited funding from the project, so far it has not been possible for local authorities, communities including the poor to engage in the process. However, the scope for this can be provided with support from international donors through projects to be implemented by INGOs and VNGOs.

Key Actors

- a) **ICD: Mr Nguyen Khac Hieu – ICD – MONRE, is Head of the NOCCOP**
- b) **Mr Nguyen Mong Cuong, Head of Drafting Team for adaptation measures**
- c) **Mr Quang, Head of the Mitigation Team**
- d) **Institute of Climate Change Monitoring and Natural Disasters Mitigation:**

MONRE is considering of setting up such an Institute to be a managing agency, instead of the technical agency such as IMHEN as before. IMHEN is considered to be a technical agency.

- e) **Government Office**

The key staff on CC within the Government Office will play a role in assessing the Second Communication to UNFCCC before submitting to the Prime Minister. As CC is a new issue, in-depth explanation is expected to be provided to the concerned staff of the Government Office so they can understand the contents, choices and its priorities in the Second Communication document.

Unfortunately staff often move to and from the Government Office over the years, therefore explanations and training for new staff may need to be repeated.

Needs and Gaps

Both NCCC and technical teams need to be aware of the available tools, methods and computer programmes to support CC Adaptation.

Coordination mechanism needs to be improved. For example if CC will impact transportation, the Ministry of Transport will need to cooperate with MONRE with clear and specific responsibilities and financial commitments for CC to be mainstreamed into the Transport sector.

There is an enormous gap of knowledge, skills, awareness, and also commitment for implementation or integrating CC at provincial levels.

According to the Self Capacity Assessment Project (UNFCCC), ICD faces a number of constraints:

- Lack of skilled experts
- Lack of knowledge and experiences, expertise and negotiation skills on CC issues
- Lack of professional capacity to manage and coordinate the implementation of CC activities in the country and integrate CC issues into sustainable development plans and programmes at national, sectoral and local levels.

Interventions to Address the Needs and Gaps

The Royal Danish Government through Embassy of Denmark in Vietnam has provided financial support to a project: "Capacity Development for National Climate Change Focal Point in Vietnam". The project is executed by ICD from 2007 to 2009 (see ISGE Newsletter July 2007).

2.3 CLIMATE CHANGE WITHIN MINISTRY OF PLANNING & INVESTMENT (MPI)

Status

General views expressed from meetings with MPI officials and other technical advisors from the Environment Programme funded by DANIDA based in MPI show that for most of the staff from various departments of MPI, CC is a very new topic and there is almost no work done on this issue at MPI.

According to Mr Phuong, Director General of Department of Science, Education, Natural Resources and Environment, people are aware that CC is already taking place. MPI is waiting for the coming National Objective Programme of Climate Change to be submitted to the Prime Minister in the first quarter of 2008. Mr Phuong raised some key issues related to the National Programme of Climate Change as follows:

- Coordination mechanism among Ministries, as a crucial part of the National Objective Programme, should be well designed, with very active roles and responsibilities for Ministries such as MARD or Transport (those most affected by CC), and these roles and responsibilities made as specific as possible.
- Experiences from other successful national programmes such as Poverty Reduction should be provided to MONRE when the National Programme of Climate Change is to be commented/consulted by other Ministries. Both MPI and MOLISA can provide valuable inputs. According MPI, to implement successfully the new Programme, the Government should take a strong lead to coordinate the support from the international community (rather than being led by the donors because among the donors there is also a strong competition for being the leader in supporting GoV in CC, which negatively effects their own coordination.
- The National Programme of Climate Change should provide funding as well as official mandate for other ministries to mainstream CC into their work. MPI will also have plans to mainstream CC into their current work.

Key Actors:

a) Mr Nguyen Huy Hoang, Senior Official of the Foreign Economic Department, responsible for Finland and Germany

This Department assists negotiation between GoV and donor countries on investment programmes and projects funded by ODA. For example in early 2008 the German Government and GTZ will work with this Department to negotiate funding CC-related projects in the field of sustainable natural resource management. For functions of this Department, see Annex 5.

b) Department of Science, Education, Natural Resources and Environment (DSENRE) See their functions in Annex 5.

This Department is responsible for carrying out appraisals for all projects related to CC (part of Environment sector).

The Department will also integrate CC into Environmental Impact Assessment (EIA), Strategic Environmental Assessment (SEA), as well as model of Sustainable Appraisal (SA) (as has been done in the UK) for investment projects. On behalf of MPI, the Department will also provide comments during the consultation for the draft National Programme of Climate Change from MONRE.

c) Department of Management of Industrial Parks, Export and Processing Zones

In relation to mitigation and mainstreaming CC efforts with the private sector, this Department within MPI will be a focal one. See their functions in Annex 5.

d) Small and Medium Enterprise Development Department: In relation to mitigation and mainstreaming CC efforts with the private sector, this Department within MPI will be a focal one. See their functions in Annex 5.

Note: The Development Strategy Institute headed by Mr Ngo Doan Vinh might be a key actor for mainstreaming CC into development planning process of MPI.

Needs and Gaps

As most staff of MPI are not aware of CC issues or even the UN Conventions that Vietnam has signed relating to CC, there is a need to provide communication materials and training programmes to raise staff awareness, knowledge and skills to negotiate related issues, and how to integrate/mainstream CC into their work.

Interventions

Mr Phuong, Director of DSENRE, is also a Director of the Steering Committee of the DANIDA Environment Project based in MPI. He is determined to integrate CC into the capacity building component of the project for staff of MPI from early 2008 onwards.

2.4 CLIMATE CHANGE WITH THE MINISTRY OF FINANCE

Status

Interviews with government officials from Ministry of Finance show that most staff do not have much understanding of CC. There is no activity to integrate CC into the work of the Ministry. However one representative of the Ministry of Finance is on the ISGE Steering Committee.

Key Actors

Insufficient time, during this assignment, to be analysed.

Needs and Gaps

There is a need to enhance the staff's awareness and knowledge on CC. Staff are extremely busy, therefore a short training programme or workshop would be suitable.

2.5 FRAMEWORK OF ACTION PLAN FOR ADAPTATION & MITIGATION OF CC IN MARD

Process, Status and Timeframe

Views from government officials of MARD show that as MARD will be strongly affected by CC, it is not waiting for the National Programme of Climate Change but is acting immediately by developing its own Action Plan for Adaptation and Mitigation of CC.

According to Decision No 3665/QĐ-BNN-KHCN dated 21 November 2007, issued by Minister of Agriculture and Rural Development, a Steering Committee to develop an Action Plan of Adaptation and Mitigation to CC for MARD has been established.

The Committee is headed by the Vice Minister Dao Xuan Hoc who, so far, has shown himself to be a 'champion' of CC issues within MARD, especially in the forestry sector, and members of the Steering Committee include representatives from related institutes, departments, and the Irrigation University. A list of members is included in Annex 1. The Steering Committee is responsible for organising the development as well as implementation of the MARD Action Plan for adaptation to CC.

A Standing Office of the Committee working on the development of the MARD CC Adaptation Action Plan will soon be established and based at the Centre for Water Resources and Environment. A secretariat will be based at the Standing Office to work on the task. A group of technical experts such as Mr Nguyen Huu Ninh (IPCC representative for Vietnam) and Mr Lai, UNDP, is also supporting this work.

Mr Ha Luong Thuan, from the Centre of Water Resources and Environment, Institute of Science and Irrigation, is assigned to be the key person in MARD to synthesize all action plans from various departments to prepare MARD's Action Plan of Adaptation to CC. He is the most accessible within MARD, being familiar with the work of INGOs, including Oxfam UK.

The Action Plan is expected to be ready and approved by the Minister of MARD by June 2008, before the second quarter deadline of the National Programme of Climate Change, to be approved by the Prime Minister.

According to Mr Thuan, the process of developing MARD's action plan follows two paths:

- On the one hand, MARD is proactive in preparing their own action plan (for four main most affected sectors of Fishery, Forestry, Agricultural and Rural Development and Irrigation), a synthesis of the action plans from each of their departments and institutes. The main method is top down and will produce an Action Plan for MARD by March 2008.
- On the other hand MARD is looking for TA mostly from donors to help MARD develop its Action Plan. This could be a more in-depth, participatory process, with wider consultation of stakeholders, and the Action Plan could be completed by the end of 2008. It could be different from, (and better than), the Plan to be submitted to MONRE to put into the National Programme. MARD hopes for international support for the eventual implementation of the Plan.

Key points of the Action Plan are Research, Capacity Building, Mainstreaming, and Integrating CC into Planning. Steps towards the Plan are:

- Formulation of Steering Committee
- Selection of key staff for drafting work
- Preparation for the Action Plan through initial workshop
- Calling for international support (TA)
- Development of the Action Plan for Climate Change Adaptation

- Larger scale workshops to gain more opinions and comments from various stakeholders to finalise the Plan
- Submission of the Plan to Minister of MARD by Department of Science and Technology
- Minister of MARD approves the Plan
- Plan is submitted to MONRE for integrating into the National Programme of CC
- After the PM has approved the Action Plan, there will be more workshops to initiate the Implementation
- Calling for international support for the various activities within the Action Plan

On the 14 January 2008 MARD organised a workshop, as one of the steps above, with the participation of donors from Sweden, the Netherlands, Ausaid, DFID, World Bank, UNDP, INGOs including Oxfam and IUCN, other ministries such as MONRE, Ministry of Finance, MPI, Government Office, Ministry of Foreign Affairs, Ministry of Science and Technology. The objectives of the workshop were:

- To share information on related CC projects and research
- Present the draft Action Plan for CC (both Adaptation and Mitigation) for MONRE to gather comments and opinions from the participants
- To share the presentations from UNDP, Ausaid, World Bank, Mr Ninh (Representative of IPCC).

During the workshop, commitment for Technical Assistance to develop the Action Plan for MARD was requested from the donors and other agencies. Views from officials of MARD show that MARD will use the information/scenarios from both sources IPCC and World Bank to develop their adaptation and mitigation measures, and that they will not focus on determining again the future scenarios of sea level rise, as they do not have technical expertise to deal with this data issue.

During this assessment, although other agencies within MARD expressed their enthusiasm and championship for CC work, their true commitment and level of action are difficult to assess. The views on CC of some officials demonstrate that CC has still not yet taken sufficient priority within MARD.

Coordination among MARD departments needs to be strengthened. For example the Institute of Policy and Strategy of Agriculture and Rural Development is not yet aware of the preparation work by the above mentioned departments and centre in MARD.

Linkages with Other Ministries such as MONRE

MARD and MONRE have not yet met to discuss the development of the Action Plans of both Ministries. The exchange is expected to be during the workshop that MARD will organise.

Opportunities for INGOs and VNGOs in the process

INGOS, VNGOs donors and other Ministries have the opportunity to participate in the development of MARD's Action plan during their workshop in January.

MARD officials appear keen to get finance and TA from donors, and they have not raised much specific interest in the participation of INGOs and VNGOs. However, as the timeframe for the Action Plan is quite short, they have expressed the wish to receive information and past experiences from NGO projects, through consultation workshops and working directly with the Secretariat at the Standing Office of Climate Change for MARD, for feeding into the process of Action Plan development.

If there is a TA and if the participation of INGOs is within the scope of the TA, this should lead to sufficient opportunity for consultation workshops and other input/activities with NGOs.

Opportunities for provincial/district/commune authorities and communities including the poor to engage in the process

According to officials from the Dept of Science and Technology under MARD, there will not be much opportunity for provincial and local authorities and communities including the poor to engage in the process of developing their Action Plan due to the short timeframe.

They said following the approval of the Action Plan, consultation with local authorities and communities will be carried out, during the implementation phase. These consultations may be carried out by the various agencies involved in the TA.

Government officials do not give much attention to the issue of vulnerability of the poor, and do not give much consideration to this issue during the development of the Action Plan.

Key Actors

- a) **Vice Minister Dao Xuan Hoc** – a champion for CC within MARD (see contact in Annex 6)
- b) **Mr Trung, Secretary to Vice Minister Hoc (contact in the Annex 6)**
- c) **Department of Science and Technology of MARD (functions in Annex 5)**

The Department of Science & Technology is a key agency of MARD for CC work. Mr Binh Thin, the Vice Director of the Department is the Vice Head of the Committee of Climate Change and Mr Thanh, member of the Department is also on the Secretariat of the Committee. Mr Thin is an accessible champion for CC work, as it is assigned within his responsibilities. He is also quite influential in MARD – most research projects of MARD are coordinated and decided by his Department.

The Department also has a role to review the Draft Action Plan on CC for MARD. According to Mr Ha Luong Thuan in MARD, if his Department submits such a Plan to the Minister or a Vice Minister of MARD, it is usually approved. Mr Thanh from the same Department is also open and accessible for data collection and other MARD-related information.

The Department is a key administrative unit, in charge of receiving the Action Plan from the new Standing Office, and reviewing its contents and checking its completion according to requirements. The Department is able to propose any changes in the Plan before submitting the plan to Vice Minister or Minister of MARD for approval.

Again, it is difficult to assess the true commitment and level of action taken within the Department, although this study found that officials and staff showed enthusiasm and potential championship for CC work.

- d) **Department of Environment**

According to an official within the Department of Science and Technology, there will be a new Department of Environment to be set up in MARD to deal with environmental issues including CC, yet this is not yet approved by the Prime Minister, therefore the Department of Science and Technology remains a key agency for Climate Change Action Plan.

e) Department of International Cooperation (ICD)

Staff from ICD will advise the Standing Office on how to approach which donors, according to their priorities, for development of the Climate Change Action Plan. They will also help to negotiate and work with the donors for supporting agreements (technical assistance and financial assistance). Ms Hoa, Vice Director of the Department, is assigned to support CC activities such as organising workshops etc.

f) Department of Policy and Strategy under MARD headed by Dr Dang Kim Son

The specific tasks and functions of the Institute are included in Annex 5.

Interviews with Dr Dang Kim Son showed that

- He is not familiar with MARD's developing Action Plan on Climate Change
- Although he is aware of CC issues, he believes that most government officials and agencies within MARD do not yet take CC seriously. For example, according to him, in the five year plan of science and technology research from MARD, there is no research related to CC.
- Although there is a decision by the Minister, he says that CC has not been put in the MARD plan for 2008, and there is no budget planned for the work.
- He commented that only one (Mr Hoc) out of 9 Vice Ministers of MARD shows interest in CC, which is not persuasive enough.
- His Institute is preparing the Plan for Agriculture and Rural Development up to 2020, and the Science & Technology Plan for MARD. He has been trying to learn from other agencies such as ADB and FAO about mainstreaming CC into these plans. But he does not know about methods, and no finance is available for these activities.
- He believes evidence-based research, both technical and social, showing the negative impacts on lives of the segments of the population, and technical forecasts of change, should be high priorities for MARD.
- His Institute is willing to join research teams with international and national experts and to build capacity and raise awareness and commitment of high ranking officers in MARD, to CC.
- He mentioned his joint work with Oxfam Hong Kong and UK.

Champions

a) Centre for Water Resources and Environment under the Department of Irrigation, MARD

The Standing office will be located at the Centre. Staff of the centre, including the Director Mr Ha Luong Thuan, are key members of the drafting team for the Action Plan of MARD. Their main functions and tasks are included in Annex 5. Mr Thuan is working with eight staff which are his own staff, and Mr Nam from the Irrigation Planning Institute, and staff of the Department of Science and Technology.

b) The Natural Disaster Mitigation (NDM) Partnership

See the Partnership's website for further information, (see mapping in Annex 7).

NDM Partnership is based in the MARD offices. Ms Ngan, the Coordinator, participates in most NDM Partnership meetings along with key MARD officers. She has many contacts within MARD, she knows the dynamics of various MARD departments, and is in touch with events organised by MARD.

The NDM Partnership plans to conduct more research and studies on the social impacts of CC on the poor.

c) ISGE in MARD

ISGE is a key ad-hoc agency within MARD for coordinating MARD donors and programmes. ISGE has no action or topic on CC yet. However, during this consultancy, it was not possible to meet with ISGE due to lack of time.

Note: Other departments in sectors such as Forestry, Fisheries and Agriculture and Rural Development may also be involved, but there was insufficient time within this assignment to discover their roles in this issue.

Blockers

During the workshop on CC organised by the Natural Disaster Mitigation Partnership in cooperation with MONRE, a few officials from some agencies in MARD still opposed CC issues raised. However, during this consultancy, it is not possible to meet up with these officials to better understand their motives.

Needs and Gaps

Most staff of departments of MARD are aware of CC but do not have enough understanding to integrate CC into their work. Especially now, as they try to develop an Action Plan for Adaptation and Mitigation of Climate Change for MARD, they show their lack of understanding of V&A assessment, resilience of the local communities, how to develop and prioritise measures, and calculating cost-benefits of measures. They show their need for technical assistance in developing the Action Plan.

The level of awareness and understanding of CC among the highest ranking officers of MARD needs raising. Although actions have been undertaken to prepare the Action Plan (mainly through pressure or mention of the Climate Change National Programme in the Decision by the Prime Minister on 3 December), according to some officials there is still a strong need to raise awareness and capacity among policy makers, managers, and implementers of the Action Plan, as they might still not appreciate the importance or urgency of the issue. Helpful tools might be focus group discussions for policy makers and managers, with invitation of national and international experts to discussing CC topics, and possibly study tour(s).

Training on methods and tools for CC should be conducted for the drafting teams. Centre for Water Resources and Environment is willing to carry out training (with technical assistance from international and national experts) for the staff of MARD's departments and institutes.

There is also the need to learn experience from other successful programmes such as Poverty Reduction.

Sufficient MARD research budget should be allocated for CC-related research. This can only be achieved through enhanced awareness and understanding of the urgency of CC issues among the decision makers and the research approval councils.

Interventions to Meet the Needs so far

The Institute of Policy and Strategy of Agriculture and Rural Development has tried to mainstream CC into their work, mainly by observing the work of other agencies such as FAO and ADB.

2.6 CLIMATE CHANGE AT PROVINCIAL LEVEL

Status

Discussion with agencies carrying out projects on CC at provincial level, and with provincial authorities of Ha Giang and Nghe An, show that those provinces without projects are not aware of CC issues and therefore have not yet taken action.

Provincial authorities say they can act immediately before there is a National Programme of Climate Change, if the Chairperson is committed to addressing CC. The most influential person is the Chairperson of the province. His advisory staff at the Office of the Province can advise and influence his commitment to act on CC. If/when committed, he can also issue a decision for all other provincial departments to mainstream CC.

According to provincial staff, each province has responsibility to tackle CC issues. If the Chairperson and Vice Chairperson of the province understand the risks and damage caused by CC to their people, they can take it up the issue in their provincial plans and they can directly approve CC-related projects.

Experiences from SEMLA programme funded by SIDA show that province authorities have a lot of autonomy to integrate CC into their provincial plan and to allocate/attract financial resources for the work, even before the National Programme of Climate Change is approved.

During workshops in Hanoi organised by MARD, where the representatives of some provinces were present, they were all very concerned about CC and wished to provide feedback to national level agencies from their own provinces.

Needs and Gaps

Capacity building for the province will be needed in knowledge, skills, methodologies especially mainstreaming into various sectors and measures to support the most affected communities within the province.

2.7 CLIMATE CHANGE AND THE PRIVATE SECTOR

Status

An interview of the Vice Head of the Small and Medium Enterprises Association Mr Ly Dinh Son showed that most of the enterprises under the Association are not aware of CC issues, and they had not attended any workshops or meetings arranged by government agencies such as ISGE in MONRE.

One private company is providing consulting services on how to prepare for CDM projects for private enterprises (for address and contact see Annex 6). This private company has helped enterprises in preparing CDM packages to submit to the DNA in MONRE for approval.

Key issues for all enterprises according to Mr Ly Dinh Son are profit-oriented. Therefore, any efforts to help them increase their profits while still protecting the environment and mitigating emission levels should focus on energy efficiency, environment friendly technologies with higher yields, cutting costs of production etc.

Enterprises may be concerned about long term security of their investments if the impacts of CC in Vietnam are quick and severe.

Needs and Gaps

- Information related to risk to investments, including possible sea level rise
- Advisory services on safe and long term investment
- CDM mechanism
- Knowledge and awareness of CC
- Linkages with government agencies and authorities for sharing information and exchanging views for true partnership.
- Private and public sector partnership for coping with CC issues.