



Final report

GREEN GROWTH STRATEGY FACILITY

VIE 11 041 11



## Table of contents

Acronyms .....	4
Intervention form .....	5
Global appreciation .....	7
<b>PART 1 : Results achieved and lessons learned .....</b>	<b>8</b>
<b>1 Assessing the intervention strategy .....</b>	<b>8</b>
1.1 Context .....	8
1.2 Important changes in intervention strategy .....	9
<b>2 Results achieved .....</b>	<b>11</b>
2.1 Monitoring matrix .....	11
2.2 Analysis of results.....	13
2.2.1 To what extent will the intervention contribute to the impact (potential impact)? .....	13
2.2.2 To what extent has the outcome been achieved? Explain .....	13
2.2.3 To what extent have outputs been achieved? Explain.....	13
2.2.4 To what extent did outputs contribute to the achievement of the outcome.....	15
2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?.....	15
2.2.6 Assess the unexpected results, both negative and positive ones .....	15
2.2.7 Assess the Integration of Transversal Themes in the intervention strategy .....	16
2.2.8 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with? .....	17
<b>3 Sustainability.....</b>	<b>17</b>
3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken? .....	17
3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken? .....	17
3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?.....	18
3.1.4 How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken? .....	18
<b>4 Learning .....</b>	<b>19</b>
4.1 Lessons Learned .....	19



4.2	Recommendations .....	20
<b>PART 2: Synthesis of (operational) monitoring .....</b>		<b>22</b>
1	Follow-up of decisions by the JLCB.....	22
2	Expenses .....	44
3	Disbursement rate of the intervention.....	45
4	Personnel of the intervention.....	45
5	Public procurement.....	50
6	Public agreements .....	52
7	Equipment.....	58
8	Original Logical Framework from TFF : .....	64
9	Complete Monitoring Matrix.....	70
10	Tools and products.....	75



## Acronyms

Enabel	Belgian Technical Cooperation, the Belgian Development Agency
COP	UNFCCC Conference of Parties
DSENRE	Department of Science, Education, Natural Resources and Environment
FOM	Facility Operation Manual
GCF	Green Climate Fund
GHG	Greenhouse Gas
GGSF	Green Growth Strategy Facility
INDC	Intended Nationally Determined Contribution
M&E	Monitoring and Evaluation
MPI	Ministry of Planning and Investment
MONRE	Ministry of Natural Resource and Environment
MOIT	Ministry of Industrial and Trade
MIE	Multi Implementing Entity (of the Green Climate Fund)
NIE	National Implementing Entity (of the Green Climate Fund)
PDP	Power Development Plan
POM	Project Operation Manual
PMU	Project Management Unit
SC	Steering Committee
VNGGAP	Viet Nam Green Growth Action Plan
VNGGS	Viet Nam Green Growth Strategy





## Intervention form

Intervention name	Green Growth Strategy Facility (GGSF)
Intervention Code	VIE 11 041 11
Location	Hanoi Provinces: Ha Tinh, Binh Thuan, Ninh Thuan, Phu Yen, Khanh Hoa and Binh Dinh
Budget	5,500,000 Euro, which includes: + Non-refundable aid of Belgian Government: 5,000,000 Euro; + Contribution of the Partner country: 500,000 Euro.
Partner Institution	Ministry of Planning and Investment (MPI), <i>Department of Science, Education, Natural Resources and Environment (DSENRE)</i>
Date intervention start /Opening steering committee	14th August 2013/ 14th October, 2013
End date Specific Agreement	14th August 2013
Target groups	+ MPI, and in particular DSENRE; + Members of the GGS Steering Board; + Related Government agencies and selected provinces + NGOs, including Vietnamese business associations and sector associations; + Management of business associations, chambers of commerce, industrial parks, industrial clusters, and crafts villages, for instance those concerned by actions funded through the project and/or Facility.
Impact <sup>1</sup>	The Vietnamese Green Growth Strategy is implemented
Outcome	A Facility to support the implementation of the Vietnamese Green Growth Strategy enables Green initiatives
Outputs	1. A support facility is created and developed
	2. Green growth capacity & MPI leadership increased

<sup>1</sup> Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result



	3. Piloting activities in three provinces are supported
	4. The Facility supports, through a call for proposals, green growth interventions throughout the country
	5. Good practices disseminated and replicated
Total budget of the intervention	5,500,000 Euro, which includes: + Non-refundable aid of Belgian Government: 5,000,000 Euro; + Contribution of the Partner country: 500,000 Euro.
Period covered by the report	August 2013 – June 2019





## Global appreciation

<b>Describe</b> your global appreciation of the intervention (max 200 words):	<b>Describe</b> your global appreciation of the intervention (max 200 words):
<p>Supporting the National Green Growth strategy aimed at greening the economy of Vietnam both at central and local levels, was highly appreciative. The Project met actual needs of Vietnam for implementation of the National Green Growth Strategy.</p> <p>The project faced operational constraints during its implementation course but finally could very efficiently support the implementation of Pilot Projects, such an efficiency being in line with the expected role of a Facility.</p> <p>The project has a positive impact consistent with its overall objective of the National Green Growth Strategy implementation, due to the advisory role of the facility, capacity building and Pilot Projects. There were nevertheless many activities implementing the.</p> <p>Sustainability: The Facility was expected to be officially established as a sustainable institution which will contribute more to the implementation of the National Green Growth Strategy.</p> <p>In short, the Project was designed timely and achieved very encouraging results which will help the Vietnamese Government continuously promote the green economy and climate change in the SEDS 2021-2030 as well as SEDP 2021-2025.</p>	<p>Environment, climate change and green economy have been domains of high importance for our bilateral cooperation in Vietnam over the last years, reflected by the substantial contribution of Belgium in these sectors.</p> <p>It has been a very challenging and fascinating learning journey to try to understand and support our Vietnamese partners at all levels, from national and provincial authorities to farmers or women associations at the local level, we hope our contributions have served local and global development purposes and contributed to a better understanding of our 2 nations and people.</p> <p>We believe Vietnam shares this concern of the necessity to find new and greener development pathways, we hope that the Green Growth Project has been a useful contribution in this respect.</p>
<b>Score</b> your global appreciation of the intervention <sup>2</sup> :	<b>Score</b> your global appreciation of the intervention <sup>3</sup> :

<sup>2</sup> Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory



Very satisfactory	Very satisfactory
National execution official <sup>4</sup>	Enabel execution official <sup>5</sup>
<p style="text-align: center;"><b>For Pham Hoang Mai</b></p>  <p style="text-align: center;"><b>CGGSF PMU Deputy Director</b></p>	<p style="text-align: center;"><b>Krista Verstraelen</b></p>  <p style="text-align: center;"><b>Resident Representative of Enabel</b></p>

## PART 1: Results achieved and lessons learned

### 1 Assessing the intervention strategy

#### 1.1 Context

- The UNFCCC Conference of Parties (COP) momentums continued to raise worldwide awareness about climate change risks and Green House Gas (GHG) mitigation necessity.
- In Viet Nam, the Prime Minister signed the National Action Plan to implement the Sustainable Development Goals (SDGs) on 5th May, 2017. This Plan serves as the first legal foundation showing Vietnam’s commitment to the common international effort for sustainable development.
- The Ministry of Planning and Investment (MPI) is in charge of the coordination of the Vietnam Green Growth Action Plan (VNGGAP), which reinforced his relevance as partner to develop a national facility supporting green growth and the way towards accessing the Green Climate Fund (GCF) support.
- A key achievement of the VNGGAP was the elaboration of several Provincial Green Growth Action Plans (PGGAP) which helps identifying priorities at local level though in line with national priorities.
- Other line ministries played an important role in GHG mitigation policy in particular Ministry of Natural Resource and Environment (MONRE) (coordinating the response and implementation to the Vietnam Intended Nationally Determined

<sup>3</sup> Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

<sup>4</sup> Name and Signature

<sup>5</sup> Name and Signature





Contribution (INDC) at the Paris conference) and Ministry of Industrial and Trade (MOIT) (leading the on-going revision of the Power Development Plan which defines the future national electricity production mix).

## **1.2 Important changes in intervention strategy**

The setting up phase of the Green Growth Strategy Facility (GGSF) Project was completed in the middle of 2014 and since then the GGSF Project has operated in a professional manner and somewhat achieved remarkable results based on the approved Annual Work Plans. The Mid-term review (January, 2017) and the End-Term Review (ETR) (March, 2019) confirmed the relevance, efficiency, effectiveness of the GGSF and contributed useful recommendations on political expectations about the facility as well as its impact potential

Key achievements and changes:

- Provinces capacities on green growth management have been strengthened. Legalization of the GGSF studies on PGGAPs of 6 provinces (Ha Tinh, Binh Thuan, Ninh Thuan, Binh Dinh, Khanh Hoa, and Phu Yen). The PGGAPs of those 6 provinces were issued in the Decision 2088/QĐ-UBND dated 26/07/2016 of Ha Tinh PPC, the Decision 2335/QĐ-UBND dated 12/08/2016 of Binh Thuan PPC, the Decision 326/QĐ-UBND dated 22/08/2016 of Ninh Thuan PPC, the Decision 2773/QĐ-UBND dated 04/08/2017 of Binh Dinh PPC, the Decision 2546/QĐ-UBND dated 30/08/2017 of Khanh Hoa PPC, and the Decision 1784/QĐ-UBND dated 13/09/2017 of Phu Yen PPC.
- The 10 pilot green projects under the GGSF achieved good results and high appreciation in beneficial provinces of Ha Tinh, Ninh Thuan, Binh Thuan, Phu Yen, Binh Dinh, and Khanh Hoa. With technical support of the GGSF, the Provincial People Committees of 6 provinces were responsible for implementing the pilot projects contracted through the Grant Agreements. The ETR has confirmed all the pilot projects were innovative and could provide important learnings for a greener development, some had a potential to be disseminated or replicated.
- Important studies and researches in green growth field to support MPI and related line-agencies on State management and Capacity building such as: Sectors periodization and Baseline Elaboration; Development of Calls for proposals mechanism; Training needs assessment and Capacity building; Communication strategy for Facility; Remaining gap analysis between GGSF and international expectations; Green procurement plan for GoV; Facility Website; Facility M&E Strategy; Facility Operation Manual; Research the 5-years plan for Facility; Research for activities aiming to green growth; Researching the potential development of enterprises on environmental services in Vietnam, aiming to identify and propose the measures to assist the these enterprises to access appropriate financial resources; Researching the legal framework on investment funding level on environmental for investment projects; the “Green Vietnam” movie clip; Researching and identifying the barriers of elaboration and formulation of the policies on environmental protection for establishing, appraising, providing licenses and supervising the investment projects at central and provincial level; Study on Private Sector engagement and



business opportunity for green growth”; and Support MPI to study and develop relevant policies on implementation of commitments under Paris COP22 of Vietnam. Those studies have been handed over to MPI and were useful in its professional work as well as state management.



## 2 Results achieved

### 2.1 Monitoring matrix

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
<b>IMPACT:</b> The Vietnamese Green Growth Strategy is implemented				
Decrease of national GHG emissions from Energy combustion compared to BAU	0%	20%	N/A	The VNGGS targets -20% compared to BAU, with international financial support ( <i>without international support, the objective is -10%</i> )
Number of provinces where VNGGS pilots are implemented (or under implementation)	0	5	6	6 provinces under GGSF framework: Ha Tinh, Ninh Thuan, Binh Thuan, Phu Yen, Binh Dinh, and Khanh Hoa.
<b>OUTCOME:</b> A Facility to support the implementation of the Vietnamese Green Growth Strategy enables Green initiatives				
Number of green growth investment projects to be implemented or under implementation with the Facility support (incl. Enabel pilot projects).	0	4	10	
Number of funding sources other than Enabel contributing or due (having pledged) to contribute to the Green Growth Strategy Facility.	0	1	0	
The facility has a financial plan spanning beyond the Enabel project termination	No	Yes	No	
<b>OUTPUT 1:</b> A support Facility is created and developed				
1.1 Publication of the Facility Operational Manual (FOM)	0	1	1	
1.2 Monitoring and Evaluation Tools (M&E tools) of the Facility's operation launched	0	1	1	

and followed-up.				
<b>OUTPUT 2: Green growth capacities &amp; MPI leadership increased</b>				
2.1 Share of MPI members of the facility which have followed the GGSF training workshops or activities	0%	60%	100%	
2.2 Number of participants to training activities	0	10	17	
2.3 Project Planned Studies and consultancies have been completed	0%	80%	94%	
<b>OUTPUT 3: Piloting activities in three provinces are supported</b>				
3.1 Supported piloting activities for 03 provinces are implemented	0	3	10	
3.2 GG Benefits of pilot projects are assessed and aligned with VNGGS objectives	0	3	6	
3.3 Disbursement and implementation plan of pilot projects is followed by provinces	0	3	10	
<b>OUTPUT 4: The Facility supports, through a call for proposals, green growth investments throughout the country</b>				
4.1 The FOM includes the call for proposal mechanism (procedures, templates, responsibilities...)	No	Yes	Yes	
4.2 The facility has the necessary qualified staff to operate the calls for proposals	No	Yes	Yes	
4.3 The Facility has a technical committee with required GG expertise to assess project proposals	No	Yes	Yes	
<b>OUTPUT 5: Good practices disseminated and replicated</b>				
5.1 Workshops nationwide, introducing green results of typical pilot projects supported by the Facility, promotion material, disseminate information and/or encourage replication of the green growth project activities	0	6	1	Given the short schedule at the end of GGSF, 1 grand workshop were conducted instead of a small workshop for each province as planned.
5.2 Facility website is online and provides information about the GGSF context and activities	No	Yes	Yes	

## 2.2 Analysis of results

### 2.2.1 To what extent will the intervention contribute to the impact<sup>6</sup> (potential impact)?

The GGSF had a positive impact when assessed against its impact indicators. Pilot projects contributed to reducing the national GHG emissions from Energy combustion compared to BAU. The specific impact of GGSF on reducing the national GHG emissions deserves ex post assessments. The 6 provinces where Facility's pilot projects were implemented showed a higher result than planned from TFF.

The impact of GGSF was consistent with its overall objective, in terms of:

- Capacities for GG (skills, knowledge production, knowledge sharing and dialogue between ministries, PGGAPs, contribution to the policy framework and GG integration in SEDP, new technologies developed or adopted).
- Provision of green public services (lighting) and support to green (agricultural) production, with CC mitigation, CC adaptation and steps towards a number of environmental and socio-economic benefits (income, gender, health, production...).
- Fund mobilization at Province level and potential greener SEDP.

### 2.2.2 To what extent has the outcome been achieved? Explain

The key outcome of GGSF is to enable green initiatives in Vietnam. The number of green growth investment projects to be implemented with the Facility support was 10 which were much higher than the expected number of 4.

The implementation of 6 green pilot projects under the Grant Agreement with Ha Tinh, Ninh Thuan and Binh Thuan were completed as designed in the TFF. Besides, GGSF has a budget line (seed fund) that can be used for a variety of quick actions on green growth at the province level. The 3 pilot projects were carried out in Khanh Hoa, Binh Dinh and Phu Yen using the Seed Fund. The success of the seed fund model has made Enabel decided to fund another pilot project in Phu Yen using its own-management budget.

However, though the GGSF has operated as a facility but has not achieved establishing the facility as a sustainable institution and it could not mobilize external funds.

### 2.2.3 To what extent have outputs been achieved? Explain

The GGSF Project has made a good progress and achievements. The total of cumulative disbursement has reached 93% out of the total of project budget<sup>7</sup> (EUR 4,640,889 vs EUR 5,000,000).

Most activities have been implemented as planned. Delays existed, but did not much effect the delivery of outputs.

---

<sup>6</sup> Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

<sup>7</sup> This disbursement figure is estimated at June 30, 2019

The output performance of GGSF shows a great efficiency as the table below. The only lower than expected indicator is the Indicator 5.1 which is about nationwide workshops introducing green results of GGSF pilot projects. Due to the pressure of closing GGSF at the end of June 2019, only one grand international workshop were conducted instead of a small national workshop for each province as planned. This did not harm the effectiveness of the activity, but also made a good efficiency.

Indicators	Baseline Value	End Target	Value obtained	Performance Rate
<b>OUTPUT 1: A support Facility is created and developed</b>				
1.1 Publication of the Facility Operational Manual (FOM)	0	1	1	100%
1.2 Monitoring and Evaluation Tools (M&E tools) of the Facility's operation launched and followed-up.	0	1	1	100%
<b>OUTPUT 2: Green growth capacities &amp; MPI leadership increased</b>				
2.1 Share of MPI members of the facility which have followed the GGSF training workshops or activities	0%	60%	100%	167%
2.2 Number of participants to training activities	0	10	17	170%
2.3 Project Planned Studies and consultancies have been completed	0%	80%	94%	118%
<b>OUTPUT 3: Piloting activities in three provinces are supported</b>				
3.1 Supported piloting activities for 03 provinces are implemented	0	3	10	80%
3.2 GG Benefits of pilot projects are assessed and aligned with VNGGS objectives	0	3	6	200%
3.3 Disbursement and implementation plan of pilot projects is followed by provinces	0	3	10	80%
<b>OUTPUT 4: The Facility supports, through a call for proposals, green growth investments throughout the country</b>				
4.1 The FOM includes the call for proposal mechanism (procedures, templates, responsibilities...)	No	Yes	Yes	100%
4.2 The facility has the necessary qualified staff to operate the calls for proposals	No	Yes	Yes	100%



4.3 The Facility has a technical committee with required GG expertise to assess project proposals	No	Yes	Yes	100%
<b>OUTPUT 5: Good practices disseminated and replicated</b>				
5.1 Workshops nationwide, introducing green results of typical pilot projects supported by the Facility, promotion material, disseminate information and/or encourage replication of the green growth project activities	0	6	1	80%
5.2 Facility website is online and provides information about the GGSF context and activities	No	Yes	Yes	100%

#### 2.2.4 To what extent did outputs contribute to the achievement of the outcome

All outputs of GGSF have been delivered with good quality contributing to outcomes as planned. In order to achieve the outcome, GGSF managed to recruit qualified consultants to contribute to necessary outputs of the project.

The high performance on the first outcome indicator was achieved through outputs under Result 3 and Result 4 of GGSF. The 10 pilot projects implemented with GGSF support comparing with the 4 projects as designed was the key success of GGSF.

Beside, GGSF was relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.

#### 2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?<sup>8</sup>

- The direction and guidance of the GGSF PMU and Enabel professional team have been clear and timely. The PMU and Enabel professional team have spent their significant time and efforts for the Project when needed.
- The Enabel's requirement of closing GGSF at the end of June 2019, earlier than original project design document, has made pressure on implementation and management of project as well as some significant changes of the design of activities in terms of time and budget modifications in the 2018-2019 Work plan.
- Extension of finalization of related procedures and payment to pilot projects given required paperwork by relevant agencies.

#### 2.2.6 Assess the unexpected results, both negative and positive ones

Good practices have been disseminated and replicated during GGSF implementation time:

<sup>8</sup> Only mention elements that aren't included 1.1 (Context), if any.

- Based on the effectiveness of Seed Fund mechanism, Enabel has invested another pilot project in Phu Yen applying the same management model and using own-management funds.
- The Khanh Hoa pilot project on public lighting had a successful component in Van Ninh district which later has been replicated another component in Cam Ranh city using the surplus fund of the GA.
- The pilot project on public solar and LED lighting systems in the 4 communes of Hong Son, Ham Duc, Ham Chinh and Ham Phu, Ham Thuan Bac district, Binh Thuan province has archived good results and efficiency. PCU Ninh Thuan has replicated this model to another commune Ham Lien using the VAT refund resources.
- Learning the success of Binh Thuan pilot project on public solar and LED lighting systems, PCU Ninh Thuan has expanded a new component on public solar lighting for their urban project using the surplus fund of the GA.

### **2.2.7 Assess the Integration of Transversal Themes in the intervention strategy**

#### ***Gender***

GGSF took gender stakes into account during the recruitment of its own staff and consultants by making sure candidate has been evaluated on a fair and transparent way.

A specific section on gender stakes was also included in the target table-of-content of the FOM so as to make sure this is taken into account in both its management framework and green project selection mechanism.

GGSF achieved a relatively good rate of 36% female participants on its training workshops during 2014-2018.

	<b>Number</b>	<b>Rate</b>
<b>Training participants</b>	<b>461</b>	
Female	166	36%
Male	295	64%

#### ***Environment***

Environment is at the heart of the VNGGSF. Consequently, the Facility is by mission aiming at preserving natural resources and mitigating the environmental impact of the Vietnam economy.

A specific section on environmental impact was also included in the target table-of-content of the FOM.

## **Other**

Beyond gender and environment, the table-of-content of the FOM also includes sections about “socio-environmental safeguards” that the Facility applied for both its management procedures and project selection criteria.

### **2.2.8 To what extent has M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?**

The Monitoring and Evaluation Strategy has been completed shortly after the Baseline Report in 2015 to support the implementation of the Project, especially development of an efficient M&E system. A set of M&E tools was developed accordingly and has been applied from quarter IV, 2015 in line with regulations of GoV and Enabel. The M&E has been updated in December 2016 in line with changes in ODA regulations of GoV (the Decree 16/2016/ND-CP of GoV and the Circular 12/2016/TT-BKHDT of MPI). The M&E tools were also updated accordingly for GGSF and pilot projects. The tools and guidelines of the Strategy were used at both GGSF and pilot project level to ensure qualified contents and timely support of operational M&E system and quarterly reports.

The Mid-term Review was held in January, 2017 and remarkably contributed useful recommendations to the GGSF PMU for effective operation and better management.

Annual audits have confirmed the honesty and rationality in financial management and procurement of GGSF. Audits and Backstopping activities also provided practical recommendations to strengthen the efficiency of GGSF.

## **3 Sustainability**

### **3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?**

The long-term financial sustainability of the GGSF is not yet confirmed and remains a key point of attention. Several actions have been identified to address this and will be expected that MPI will approach potential donors such as the EU and GCF in mobilizing resources for the GGSF planned for the last 6 months of 2019 such as.

In case the VGGSF is ever accredited as NIE for the GCF, it will then become (one of) the central tools of the implementation of the green growth national strategy. This would mean a very high impact, potentially overpassing the one identified in the formulation.

### **3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?**

The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.

The outputs and results of GGSF has been hand-overred to MPI for further using in its technical tasks as well as state management duties.

Beside the legalization of Green Growth Action Plans of the 6 beneficial provinces, all outputs and results of the 10 pilot projects are owned, operated and managed by local authorities.

**3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?**

The project is relevant to Vietnamese priorities and policies as it supports the implementation of the Vietnam Green Growth Strategy (VGGs). GGSF was an action directly contributing to the Task 14: “Mobilize funds for the implementation of the VGGs”.

At provincial level, policy and institutions have been highly supportive by GGSF. Based on the results of the activity “Benchmark and analyze local Green Growth Action Plan in 6 provinces (Ha Tinh, Binh Thuan, Ninh Thuan, Binh Dinh, Khanh Hoa, and Phu Yen)”, the Green Growth Action Plans of those 6 provinces were issued in the Decision 2088/QĐ-UBND dated 26/07/2016 of Ha Tinh PPC, the Decision 2335/QĐ-UBND dated 12/08/2016 of Binh Thuan PPC, the Decision 326/QĐ-UBND dated 22/08/2016 of Ninh Thuan PPC, the Decision 2773/QĐ-UBND dated 04/08/2017 of Binh Dinh PPC, the Decision 2546/QĐ-UBND dated 30/08/2017 of Khanh Hoa PPC, and the Decision 1784/QĐ-UBND dated 13/09/2017 of Phu Yen PPC.

**3.1.4 How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?**

GGSF management is well embedded in institutional structures and has somewhat contributed to capacity building. Green Growth capacity building for MPI and other actors is under activities of the Result 2 in the Logical Framework of GGSF.

During 2014-2018, GGSF has organized 11 training courses on green growth with 461 trainees to improve the capacity of the Ministry of Planning and Investment, PCU of beneficiary provinces, and other ministries. In addition, GGSF has organized many seminars, survey studies, field visits ... to provide technical support and exchange experiences, expertise on green growth and project management.

	Total	Rate	MPI	Enabel	GGSF	PCU Ha Tinh	PCU Ninh Thuan	PCU Binh Thuan	Others
Participants:	461		32	5	44	14	6	11	349
<i>Female</i>	<i>166</i>	<i>36%</i>	<i>13</i>	<i>2</i>	<i>27</i>	<i>3</i>	<i>3</i>	<i>6</i>	<i>112</i>
<i>Male</i>	<i>295</i>	<i>64%</i>	<i>19</i>	<i>3</i>	<i>17</i>	<i>11</i>	<i>3</i>	<i>5</i>	<i>237</i>