

Hue Culture and Tourism Smart City Development
(2021-2023/USD 13 million)

Vietnam

Project/Program Concept Paper

2019.7.26.

<i>Applicant Information</i>	
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PROJECT/PROGRAM CONCEPT PAPER (PCP)

SECTION 1. BASIC PROJECT INFORMATION		
1.1	Country	The Socialist Republic of Vietnam
1.2	Title	Hue Culture and Tourism Smart City Development
1.3	Location(s)	Hue City, Thua Thien Hue Province
1.4	Duration	<i>36 months (2021-2023)</i>
1.5	Budget (total)	<i>USD 13 million (All necessary lands will be provided by the People's Committee of Hue City)</i>
1.6	Objectives	To strengthen Hue's efforts for sustainable tourism and urban development for those living in the well-established destination of Hue City but at the same time facing great challenges brought by the very boom. The City has experienced in tourism through staged shift to a higher-yielding tourist segments and phased transformation toward economic, environmental and social development as a contribution to achieving the Sustainable Development Goals (SDGs) in its Goal 8 (Decent Work and Economic Growth), Goal 9 (Industry, Innovation and Infrastructure) and Goal 11 (Sustainable Cities and Communities).
1.7	Beneficiary	<p>A total of 352,000 Hue citizens with improved quality of life in city center surrounding riverbanks of Huong River through enhanced physical connections and diversified activities.</p> <p>About 1,000 small and medium-sized businesses at key strategic locations downtown Hue with new and improved business opportunities through increased floating population and expanded urban tourist activities.</p> <p>Special attention given to those households that are fragile and vulnerable with unstable income and/or are scheduled for resettlement due to urban regeneration, when new demands for selling kiosks or night market stalls along extended walking network rise.</p>
1.8	Implementing organization	<i>Name : Hue City People's Committee – Thua Thien Hue Province</i>

SECTION 2. PROJECT RATIONALE

2.1	<p>SITUATION ANALYSIS:Please provide a brief introduction to the current social and economic situation related to the Project (geographic region and beneficiaries, etc.)</p> <p>pleasedescribe the problem or critical issue which the project seeks to resolve, how the problem was identified, and how will the Project address the problem. If relevant, analysis on gender equality needs to be described.</p>
	<p>Hue is a medium-sized city of 352,000 people, covering an area of some 71.7km² in central Vietnam, as of 2014. The city is considered to hold comparative advantages for economic growth through the services and tourism industries which further integrates Hue into a globalizing world. A cultural and tourism hub, Hue is famous for its ancient capital area, pagodas, cuisine, gardens and overall cityscapes. Hue is also regarded as the Festival City of Vietnam. It has successfully hosted seven nationally and internationally renowned festivals, attracting millions of tourists.</p> <p>Hue’s strategic location in Vietnam’s central economic region and in the axis of the East-West economic corridor of Myanmar, Thailand, Laos and Vietnam has played an important role in the city’s tourism and economy. Hue Province is growing rapidly: its gross domestic product (GDP) increased by 22.4% year over year from 2006 to 2014 with its 2014 growth estimated at 11.5%.</p> <p>Economy. Hue’s demographic growth has been modest in recent years. From 2010 to 2014, the annual average population growth was 1.009% and 1.016% for the province and city, respectively, which was among the lowest in Class 1 cities in Viet Nam. Much of the population growth in Hue City may be a result of urbanization, where people have moved from the rural areas of Thua Thien Hue Province to Hue City. The population in some rural areas around Hue has actually grew by 0.6% or below during the same period.</p> <p>The change in the economic base for Hue has been consistent with the slow rate of urbanization. Over a 8-year period from 2006 to 2014, agriculture has slowly declined in proportion by 6.5 percentage points, giving up more jobs to the services sector (+6.1 percentage points) rather than to the industrial sector (+0.4 percentage points). This reflects the tourism potential of Hue.</p> <p>Tourism. Hue city is well established as an international tourism destination with significant historic assets, including the Citadel and the Imperial City. Featured on the UNESCO’s World Heritage List, Hue’s complex of monuments bears witness to Viet Nam’s last imperial dynasty, led by the Nguyen monarchy (1802-1945). Given the quality of the assets, however, the tourism offering is somewhat underdeveloped. The links among the tourist areas and the Citadel are tenuous, and tourist activities are limited. Hue has also not succeeded in promoting strong growth in other economic sectors that would strengthen its ability to withstand downturns in tourism demand. Finally, the decay of key features of the Citadel, including ponds and canals, has been outstripping the pace of investment and rehabilitation.</p> <p>Tourism provides a significant contribution to the economy of Thua Thien Hue Province and Hue City bringing jobs and exports. The province welcomed around 4.25 million tourists in 2018, up 11.8% from 2017, of whom 1.85 million are international tourists. Tourism generated revenues of VND 4,400 billion in 2018, VND 880 billion more than in 2017. Recent private investments, such as Vincom Project, Laguna’s expansion project combining casino services, resort projects of PSH, golf course of BRG and Vinpearl, and rehabilitation of key features of the Citadel, including ponds and canals, have the opportunity to improve the quality of the</p>

tourism experience and lay the groundwork for future tourism in Hue, even though there are some limitations.

Smart City & Smart Tourism. Thua Thien Hue Province has taken initiatives to incorporate information and communication technologies (ICT) as a key determinant of socio-economic development in the Province as well as the key to tackling challenges presented by ongoing urbanization. And the most notable of such initiatives is the establishment of its Intelligent Operations Center (IOC). IOC engages in traffic monitoring & control, public safety monitoring and public service monitoring, and serves as emergency operation center, disaster prevention & rescue center and data center.

Thua Thien Hue's smart city rollout has not been perfect, though, proving that its initiatives lack infrastructure to support citywide smart projects in Hue City, let alone outside of its capital city. For instance, security camera systems have been installed for traffic monitoring and control on some main roads in Hue City. The rest of Hue City and the rest of Thua Thien Hue have not really had an adequate IT infrastructure system to serve the communities and visitors.

Thua Thien Hue struggles to deploy technology efficiently in smart tourism, as seen in test offering of free Wifi, VR rendition at the Imperial City and opening of a tourism website. And yet its tourism hasn't become much smarter, due to limiting factors like insufficient funds and crumbling infrastructure.

Focus Area. The primary efforts undertaken in this program by Hue City are focused in the city center, primarily green area with a relatively high-share of urban parks along the southern and northern banks of Huong River and a small island named Da Vien. While the distribution of large institutional and tourism service facilities is disproportionately concentrated on the southern bank near French Quarters, serenity permeates in open space on the northern bank surrounding the front of the Citadel and Imperial City.

Pedestrian activities are concentrated in the southern part of the focus area, nearest to the French Quarters.

Although the northern side of the river is home to some historically significant points of interest and is included in the UNESCO Heritage area, open space and parks situated immediately south of the Citadel is less visited because of lack of a night lighting system and inadequate physical connections to the oft-visited city center in the southern bank.

Problems or Critical Issues. Vietnam's recent economic transformation has been accompanied by rapid urban expansion in numerous urban centers throughout the country. And this has placed tremendous pressures on land and its users. As a result, there is an increased demand for quality housing, infrastructure and facilities. And Hue is no exception. Hue is also struggling with many challenges caused by its own urbanization: waste and water treatment, flooding, public transportation, lighting systems, physical connections and so on.

Hue has been responding to challenges of waste/water treatment and flooding with assistance from the Asia Development Bank (ADB) and other international donor agencies. Hue has also expanding installation of lighting systems, but the supply lags far behind demand. Insufficient lighting systems and inadequate physical connections remain some of the urban management challenges that need addressing to ensure a sustainable and livable city.

	<p>While Hue tourism industry's growth stands extremely strong, as evidenced by levels of international arrivals and tourism revenues, there remain some concerns on its long-term prospects. Hue is particularly lagging regarding its ability to attract domestic tourists, whose spending is expected to rise rapidly, given Vietnam's emerging middle class.</p> <p>Currently, package tour products consume much of a visitor's time and spending, and with little left to purchase local products, there is minimal local economic impact. Moreover, a higher value tourist may be loath to commit to a long stay in a destination, however beautiful or meaningful, if the experience is degraded by mass hordes of tourists solely looking to check a site off a to-do list.</p> <p>Hue has yet to develop a product or thematic approach which includes various sites and activities as part of an integrated tourism experience that entices tourists to allocate more of their itinerary's time and expenditure at Hue. When Hue is able to transition from selling an attraction to a product, opportunities will arise for Hue to promote packages and itineraries that emphasize unique experiences that in turn will maximize the socio-economic impact of tourism.</p>
2.2	<p>COUNTRY DEVELOPMENT STRATEGIES AND POLICIES: Please describe how the Project relates to other relevant national development strategies and policies, and provide the ongoing status of their implementation, results and effects, if any.</p> <p>Although Vietnam has embarked on a trajectory of rapid economic liberalization with the inception of Doi Moi in 1986, its government has also implemented a variety of policies in an attempt to foster a more even distribution of economic growth and urban development.</p> <p>Government Decision No. 10 (1998) on Urban System and Development Strategy to 2020 called for the development of medium and small-sized cities while containing the growth of the largest cities, aiming to develop secondary cities to divert rural migration away from the largest cities toward secondary cities and to foster stronger urban-rural links.</p> <p>Vietnam's population and economy has been urbanizing at a fast pace with a structural shift from agriculture to industry and services, which account for nearly 80% of the economy since 2005. These sectors are key contributors to urban expansion and the rural to urban transition. Large urban centers took up a relatively high proportion of GDP, reaching 54% of the whole country when the urban population accounted for 23% (1998) and reached 70% of GDP when the urban population occupied 27% (2005).</p> <p>Subsequently the Government accepted the possibility of the rise of mega-cities with populations over 10 million (Prime Ministerial Decision No. 445/QD-TTg dated 7 April 2009 approving adjustments to guidelines for the master plan to develop Vietnam's urban system until 2025 and a vision to 2050). According to the Decision, the urban proportion of the population in Vietnam will reach 38% of total national population by 2015 and 45% by 2020, equivalent to an urban population of 44 million.</p> <p>Demand for space to build urban developments by 2015 will be 335,000 hectares, equivalent to 95m² per person and 2020 will be 400,000 hectares, equivalent to 90m² per person. Meanwhile, urban land area zoned for construction at present is lagging</p>

	<p>far behind. With such high urban and population growth, Vietnam will have to cope with increasingly complicated problems arising from the urbanization process: rural to urban migration and resulting increased population density in urban areas, generation of employment, especially for young people, housing problems and social protection, pollution, and urban infrastructure.</p> <p>The Vietnamese Government is moving toward incorporating smart city solutions all with an eye to reducing these urbanization challenges and making the urban environment more livable, sustainable and productive. Smart Urban Development Plan (2016-2030) was established with the key focus on transportation, e-government, security, and healthcare and education sectors.</p> <p>Thua Thien Hue Province has also decided to spend VND 325 billion to carry out a project on development of smart urban services to 2020 with a vision to 2025. The project aims to streamline urban management, offer convenient and quick public services, and improve the environment.</p> <p>Hue City aspires to become a world-class destination and to increase tourist numbers from current levels of over 4 million a year, with the bulk of visitors drawn to the UNESCO World Heritage-listed Citadel and Imperial City sites. The competitiveness of Hue’s economy will derive from the strength of its tourism offering. Tourism will drive the development of services such as lodging, food and beverage, culture and entertainment, and handicraft. Moreover, tourism will combine with health care and education to broaden and strengthen the service sector in general. Services, not manufacturing, is the targeted economic base of the future Hue City.</p> <p>Sustainable tourism development in Hue City is heavily influenced by the national government framework. This higher-level policy guidance was adapted to suit the city’s local conditions. In early 2011, the Vietnamese Government released the Strategy on Vietnam’s tourism development until 2020 with a vision to 2030, on developing the tourism industry as a major driver of economic growth. The plan focuses on training professionals, market development, branding strategies, infrastructure development, and developing tourism products and services with local cultural characteristics.</p> <p>Recently in 2017, the Prime Minister approved Decision 1861/QD-TTg, a VND 30 trillion program to develop tourism and transport infrastructure at major tourist destinations mentioned in the Strategy on Vietnam’s tourism development until 2020 with a vision to 2030. Poor provinces that are major tourist attractions would be given priority as most of their budgets are unable to meet the investment requirements for infrastructure development. Along with Decision 1861, the Government also approved the establishment of a VND 300 billion tourism development fund for promotional activities and building plans.</p> <p>In addition to funding activities, the Government has also relaxed visa policies by extending their existing policy of allowing visitors from 46 countries, including China, Korea, Japan, the US and the UK to enter Vietnam for 30 days with a single-entry electronic visa until 2021.</p>
2.3	<p>JUSTIFICATION FOR INTERVENTION: Please describe how the need for the Project was determined, and what the rationale/justification for the Project (why the Project is considered to be the most effective way the problem is resolved.).</p>

Thua Thien Hue has experienced a boom in both inbound and domestic tourism since 2010. The number of international and domestic tourists coming to the Province has grown 2.6 times and 2.3 times, respectively, during an 8-year period since 2010. Moreover, there has been a marked acceleration in international arrivals in the last 3 years, from an average of around 7.6% per annum between 2011-2015 to an average of 21.8% between 2016-2018. Domestic tourism in Thua Thien Hue, which is significantly greater in volume than inbound tourism from abroad, however has shown an opposite trend, decelerating from an average of 15.2% per annum between 2011-2015 to an average of 4.5% between 2016-2018.

The Province has capitalized on surging global and regional demand, successfully captured market share, and over the past 3 years, achieved record growth in international visitor numbers. Despite these gains, important weaknesses of Thua Thien Hue remain, bringing it to a tipping point in its development, where continued growth, if not well managed, could have adverse economic, environmental and social impacts. And this raises serious concern because the tourism sector is the most important vehicle for economic growth, job creation and shared prosperity in Thua Thien Hue and especially in Hue City.

Rapid visitor growth has been achieved, in large part, through a shift to a lower-spending visitor mix, a continued emphasis on mass market tourism products and increased concentrations of visitors into already-crowded and popular local destinations of Citadel and Imperial City. These patterns of tourism development threaten to negatively affect the quality of the visitor experience in Hue, contributing to low rates of repeat visits and stagnant daily tourist spending and duration of stay. And the portion of tourism sector revenues captured by Hue is among the lowest of major tourism destination provinces in Vietnam.

And the multiplier effect of tourism spending on the total economy of Hue is quite low, as compared to regional and global averages because tourism doesn't generate additional demand for other economic sectors with backward and forward links to tourism. Also concerning is that Hue is losing traction with domestic tourists, underpinned by its rapidly growing middle class, who have a strong appetite for travel, and improving affordability of air transport amidst the growth of low-cost domestic air carriers.

Although Thua Thien Hue's sustainable tourism development framework has set an agenda for transformation towards a high-value destination and played a role in initiating a drive for improved quality of services and service delivery that will lead to greater tourist experience, and enhanced economic, environmental and social impacts, there is still a long way to go in implementing a shift to the market segments where it has a competitive edge, resisting the temptation to prioritize the quantity of visitors over their economic yield, and being cognizant of the implications of the pace and composition of its tourism growth for the sustainability of the sector and its impacts on the environment and natural and cultural assets.

Overall, the program design aims to address the constraints and challenges faced by the tourism sector of Hue City, as discussed above, especially by extending special attention to developing a product or thematic approach which includes various sites and activities as part of an integrated tourism experience that entices tourists to allocate more of their itinerary's time and expenditure at Hue. The proposed program design offers to give local small and medium-sized businesses opportunity to become key players in upgrading and innovating the mix and quality of local tourism

	<p>products while linking them to form a strong tourism cluster or corridor, thereby helping Hue to shift to a relatively higher-yielding tourist segments.</p> <p>Therefore, major emphasis will be placed on support in capacity building of public administrative capacities in tourism related to transformation and shift toward economic, environmental and social development, one pillar of governance (public administration), which is perfectly in line with the priority cooperation areas set for Vietnam in the Korea's Country Partnership Strategy (CPS). In addition to support in capacity building of public administrative capacities linked to economic, social and environmental development, the Korea's CPS for Vietnam also stipulate support in strengthening of public administrative capacities focused on vulnerable groups and social integration, which is promoted in the program design.</p> <p>The proposed program design also reflects and supports the strategy and priorities of the Vietnamese Government, as described in its Socio-Economic Development Strategy (SEDS) 2011-2020, Strategy on Vietnam's tourism development until 2020 with a vision to 2030 and Thua Thien Hue's sustainable tourism development framework.</p>
2.4	<p>LESSONS LEARNED: Please describe what lessons Partner Country has drawn on (from Partner Country's own and other's past experience) in designing this Project.</p> <p>Lessons learned from Thua Thien Hue Province's own and others' past experiences include:</p> <ul style="list-style-type: none"> • The need for sustainable tourism development. Sustainable tourism represents a hitherto largely neglected opportunity for a developing country to generate employment opportunities (including for poor people), growth, and a more viable economy on terms that do not run counter to its long-term interests. • Importance of local (community) ownership and partnership. Engaging local communities and local Government is a central part of the project design and a key factor in building the uniqueness of the tourism product in Hue. The project design entails building awareness among local communities.
SECTION3. PROJECT DESCRIPTION	
3.1	<p>Objective/Outcome/Output: Please outline the objectives, the expected outcomes, and outputs of the Project.</p> <p>Objective. The overall objective of the program is to strengthen Hue's efforts for sustainable tourism and urban development for those living in the well-established destination of Hue City but at the same time facing great challenges brought by the very boom the City has experienced in tourism through staged shift to a higher-yielding tourist segments and phased transformation toward economic, environmental and social development as a contribution to achieving the Sustainable Development Goals (SDGs) in its Goal 8 (Decent Work and Economic Growth), Goal 9 (Industry, Innovation and Infrastructure) and Goal 11 (Sustainable Cities and Communities).</p> <p>Expected Outcome. The program interventions are projected to achieve the</p>

	<p>following sustainable tourism and urban development outcomes in the city center of Hue.</p> <ul style="list-style-type: none"> • Enhanced tourism services and thus increased local business opportunities at destinations, touring stops and service stops along the touring routes in Hue and especially along extended walking network, through improved tourism product development and marketing skills; • Improved linkages at key strategic locations through construction of pedestrian bridges for enhanced physical connections and extended walking network; • Enhanced and safe access to extended walking network and open spaces in the city center on the riverbanks of Huong River through installation of energy-efficient lighting systems and monitoring cameras; and • Strengthened public administrative capacities in areas of economic, social and environmental development, vulnerable groups and social integration.
3.2	<p>Activities: Please describe what will be carried out in terms of planned activities, their timing and duration, and who will be responsible for each activity. It should indicate the sequence of all major activities and implementation milestones.</p> <p>The proposed program is designed to consist of four outputs under which all planned activities should be implemented in a timely and coordinated manner so that all planned outputs, anticipated outcomes and expected impacts will be satisfactorily produced. Program activities are briefly outlined in each activity as follows:</p> <p>Output 1. Master Planning Hue Tourism Development and Installing Smart Tourism Information Systems</p> <p>This output aims to create an integrated tourism experience that entices tourists to allocate more of their itinerary's time and expenditure at Hue and emphasize unique experiences that in turn will maximize the socio-economic impact of tourism through enhanced tourism services and improved quality and mix of tourism products.</p> <ul style="list-style-type: none"> - Activity 1.1 Surveying Hue's Tourism Resources, Tourism Activities and Tourism Preparedness - Activity 1.2 Formulating Hue's Tourism Development and Implementation Strategy - Activity 1.3 Building a Database of Hue's Culture and Tourism Information and Incubating Culture and Tourism IT - Activity 1.4 Installing Smart Tourism Information Systems in the City Center of Hue <p>Output 2. Developing Urban Culture Tourism Hub and Expanding Urban Walking Network in Hue</p> <p>This output aims to strengthen physical connections around the city center near the Citadel and French Quarters, develop a venue for cultural events at some strategically and historically significant points of interest and thereby boost transformation of Hue tourism and quality of life for citizens of Hue.</p> <ul style="list-style-type: none"> - Activity 2.1 Surveying eastern Da Vien Island and Sites of Walking Bridges

	<ul style="list-style-type: none"> - Activity 2.2Planning/Designing a Culture Park and Walking Bridges - Activity 2.3Installing the Culture Park and Walking Bridges <p>Output 3. Installing Smart Lighting Systems and Monitoring Cameras along Riverbanks of Huong River</p> <p>This output seeks to enhance access to extended walking network and open spaces in the city center, especially at night, and thereby boost tourism and local quality of life through diversified night activities in downtown Hue City.</p> <ul style="list-style-type: none"> - Activity 3.1Planning Deployment of Smart Lighting Systems and Monitoring Cameras - Activity 3.2Installing Smart Lighting Systems - Activity 3.3Installing Monitoring Cameras - Activity 3.4Installing Public Wifi Systems <p>Output 4. Building Public Administrative Capacities in Tourism Development and Urban Management</p> <p>This output seeks to strengthen public administrative capacities in areas of economic, social and environmental development, vulnerable groups and social integration.</p> <ul style="list-style-type: none"> - Activity 4.1Planning Capacity Building Programs - Activity 4.2Implementing Capacity Building Programs <p>Output 5. Project Management(KOICA)</p> <p>This output seeks to support the project operation including the process of all procurements in an accordance with specified guidelines, and handle financial management and monitoring and evaluation.</p> <ul style="list-style-type: none"> - Activity 5.1Project Management (KOICA) 		
3.3	<p>Budget: Please provide a brief requirement by activities. The budget requirement is not a full and well-defined. The detailed budget requirement will be fully elaborated after the PCP is selected. Nevertheless, this information is to help KOICA to better understand the project.</p>		
	Activity	Contents	Proposed budget (in USD)
	<i>Activity 1-1&2 Survey Sites and Formulate a Master Plan</i>	<i>Site survey for master planning of Hue tourism and formulation of tourism development master plan and implementation strategy</i>	<i>250,000</i>
	<i>Activity 1-3Build a Database of Hue Culture and Tourism Information and Incubate Culture and Tourism IT</i>	<i>Building a database of Hue tourism information and providing information online and Incubating Culture and Tourism IT</i>	<i>640,000</i>
	<i>Activity 1-4Install Smart Tourism Information Systems</i>	<i>Designing contents and layout and installing smart tourism information systems in city center</i>	<i>340,000</i>
	<i>Activity 2-1 Survey Sites for a Culture Park and Walking Bridges</i>	<i>Site survey for a culture park on eastern Da Vien Island and two walking bridges near Da Vien Island</i>	<i>150,000</i>
	<i>Activity 2-2Plan/Design a Culture Park and Walking Bridges</i>	<i>Planning/Designing a culture park on eastern Da Vien Island and two walking bridges near Da Vien Island</i>	<i>500,000</i>
	<i>Activity 2-3Install a Culture Park and Walking Bridges</i>	<i>Developing a culture park on eastern Da Vien Island and constructing two walking bridges near Da Vien Island</i>	<i>7,420,000</i>

Activity 3-1 Plan Deployment of Smart Lighting Systems and Monitoring Cameras	Planning deployment of smart lighting systems and monitoring cameras	200,000
Activity 3-2 Install Smart Lighting Systems	Installing smart lighting systems along riversides of Huong river, extended walking network	1,800,000
Activity 3-3 Install Monitoring Cameras	Installing monitoring cameras along riversides of Huong river, extended walking network	500,000
Activity 3-4 Install Public Wifi Systems	Installing public wifi systems along riversides of Huong river for tourists and citizens at strategic locations	200,000
Activity 4-1&2 Plan & Implement Capacity Building Programs	Planning/implementing capacity building programs	350,000
Activity 5-1 Project Management(KOICA)	(Budget for KOICA Viet Nam office) •Managing project for timely progress and quality, •Project operation; monitoring and evaluation; overhead cost; and etc.	650,000
Total		13,000,000

SECTION 4. STAKEHOLDER ANALYSIS

4.1	<p>TARGET BENEFICIARY: Please describe the following information: a) direct and indirect/wider beneficiary group, b) number of beneficiary, with gender segregation if necessary (e.g. 300 children rather than children in 3 schools), c) how the target group was identified, d) why they were selected as target group, e) how intended beneficiaries have been involved in Project design, and their expected role in Project implementation and evaluation. If relevant, the target group needs be disaggregated by sex.</p> <p>Expected beneficiaries of the program include:</p> <p>- Direct Beneficiaries</p> <p>Citizens of Hue City, somewhere in the region of 352,000, are expected to be the direct beneficiaries of the program and the target group of the program interventions. Extended walking network on the southern bank of Huong River through construction of bridges near Hue Academy of Music and at Da Vien Island and development of a multi-purpose lawn plaza at east side of Da Vien Island, which will produce raised quality of living for Hue citizens, will be one of the key elements of the program. Traditional Hue Festivals and various events will be held at its historic venue of the lawn plaza on eastern Da Vien Island.</p> <p>Newly installed lighting system and security cameras along the green space on the northern side of the river, surrounding south of the historically significant Citadel, will enable safe and comfortable night activities at currently less visited section of central downtown Hue, further improving quality of living for Hue citizens</p> <p>- Indirect Beneficiaries</p> <p>About 1,000 small and medium-sized businesses at key strategic locations downtown Hue, especially those in and around Le Loi Street, French Quarters and Dong Ba Market, will be the indirect beneficiaries, thanks to increased floating population and expanded urban tourist activities.</p> <p>Special attention will be given to those households that are fragile and vulnerable</p>
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	with unstable income and/or are scheduled for resettlement due to urban regeneration, when new demands for selling kiosks or night market stalls along extended walking network rise. Included are those households which have settled over the outer wall of the Citadel and inside Da Vien Island, but to be evicted in public efforts for conservation and redevelopment.
4.2	OTHER STAKEHOLDERS: Please describe other stakeholders (e.g. partner government agency, international organization, NGO, donor agency, etc.), if any, including a) name/group, b) respective role(s) and cooperation/coordination mechanism, etc.
	Other stakeholders that will be involved in implementation of the program or concerned about its results include: <ul style="list-style-type: none"> • Line agency: People’s Committee of Thua Thien Hue Provice • Implementation project/ Project owner: Hue City People’s Committee Coordination agencies: <ul style="list-style-type: none"> • Construction Department of Thua Thien Hue Province • Tourism Department, Culture & Sports Department and Hue Monuments Conservation Center of Thua Thien Hue Province • Transportation Department • Thua Thien Hue Smart City Monitoring and Control Center

SECTION 5. PROJECT MANAGEMENT AND IMPLEMENTATION

5.1	PROJECT MANAGEMENT: Please describe a) who will be responsible for planning and management of the Project operations as well as coordinating other bodies and organizations associated with the Project, b) what arrangements will be established to ensure that there will be effective coordination with other relevant programs and activities.
	<p>Thua Thien Hue Province People’s Committee will be the program implementing and lead agency. A Project Steering Committee (PSC) will be established within the Committee chaired by the Chairman of the Committee with the membership of Hue City, the Korean partner agency, relevant provincial departments and stakeholders.</p> <p>The PMU, established within Hue City People’s Committee, who is the project owner, will be assigned to be a focal point responsible and accountable for day-to-day management, coordination and implementation of the program. The PMU will directly report to Hue City People’s Committee and Thua Thien Hue Province People’s Committee and submit its reports to the central ministry and KOICA.</p> <p>The Project Management Consultant (PMC) will be hired by the PIU to support its day-to-day management, coordination and implementation of the program. A Korean firm will be hired to be the PMC which will be required to hire local experts to complement its local expertise.</p> <p>The program will be executed, coordinated and implemented in accordance with the principles of the Result-Based Management (RBM). Key standard performance indicators are specified in the Program Design Matrix (PDM) and will be supervised</p>

by the Monitoring and Evaluation (M&E) system to enable the RBM.

The program will comply with the prevailing government regulations and systems in its management and implementation, such as participatory, socio-economic development planning, decentralization, financial management and procurements, so as to foster ownership and enhance sustainability, effectiveness and efficiency.

To ensure that activities occur as planned, that they remain directed towards stated objectives, and that appropriate corrective action is taken if required, the M&E system will be deployed by the PMC. And all M&E activities will apply the required mechanisms and procedures of a meaningful RBM.

Provided by the PMC, the Management Information System (MIS) will be fed with data and information provided with responsible staff to help monitor program interventions.

The following documents as annex, are required to be submitted with the PCP.

Annex: Project Location Map

