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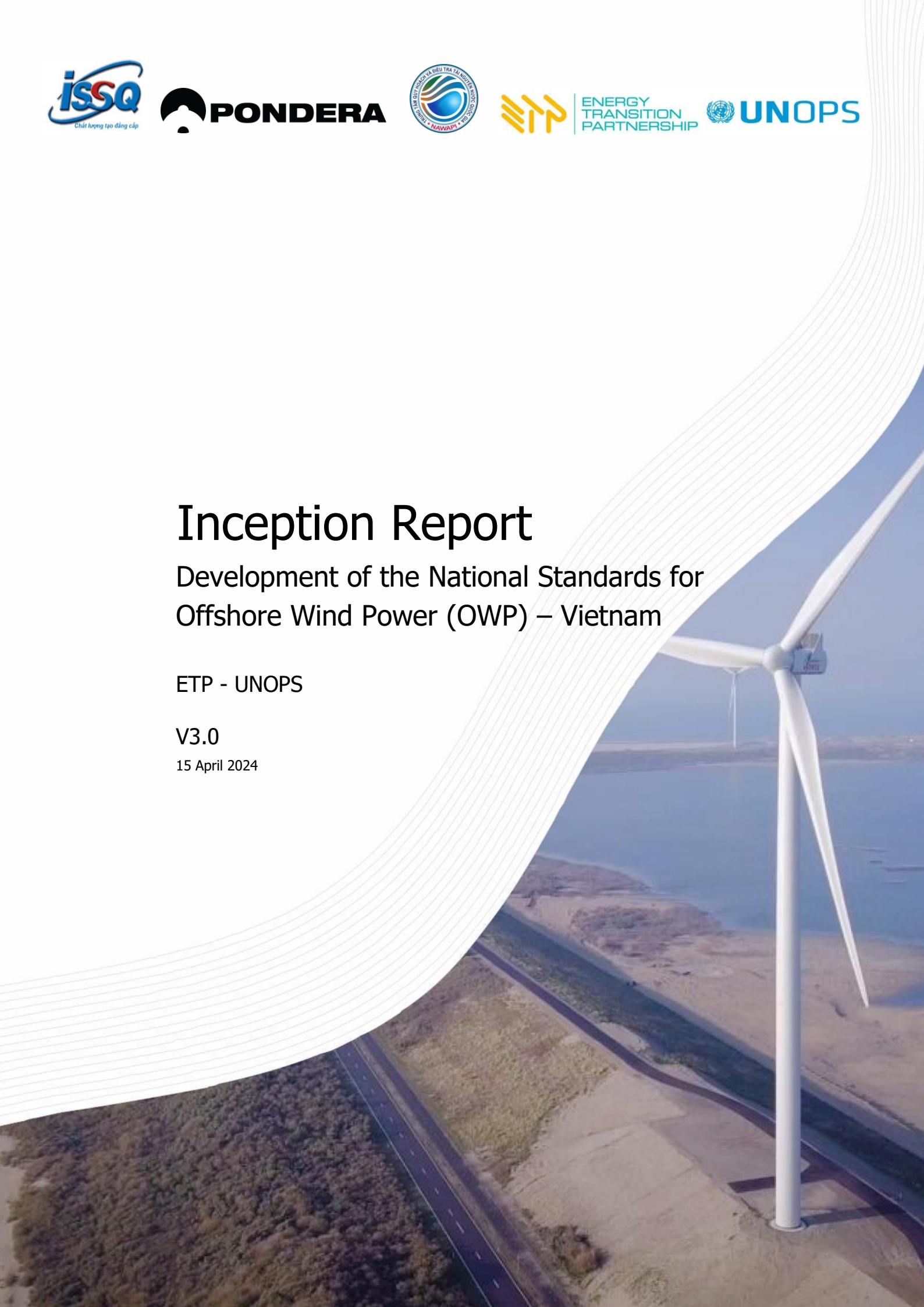
Inception Report

Development of the National Standards for
Offshore Wind Power (OWP) – Vietnam

ETP - UNOPS

V3.0

15 April 2024





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Executive Summary

Introduction and Project Background:

The Consortium, comprising ISSQ, Pondera, and NAWAPI has commenced the project 'Development of National Standards for Offshore Wind Power (OWP) in Vietnam', an initiative under the Southeast Asia Energy Transition Partnership (ETP). This report encompasses the first deliverable: the Inception Report. It aims to revise, update, and further detail the work plan as presented in the proposal, as well as align the project's expectations and understanding with the Client. The Inception Report is compiled by adhering to the proposed structure and contents listed in the Client's Terms of Reference (ToR).

Scope of the Services:

The main objective of this project is to develop a comprehensive set of national standards for OWP in accordance with regulations to comply with the government's procedures of developing and approving national standards issued by the MOST. The promulgation of the national standards will facilitate the deployment of renewable energy in Vietnam. To reach the overall objective, the following deliverables will be provided under the project:

1. Inception Report
2. Comprehensive Study Report
3. Draft national standards for OWP
4. Two consultation events for feedback
5. Study tour to two European countries with strong experience in OWP
6. Reports on testing principles, practicality of TCvNs, and categorisation of mandatory and optional standards
7. Final draft national standards for OWP
8. Full dossier of national standards for OWP to MOST for promulgation
9. Final event to disseminate project results
10. Final Report

Methodology and Project Work Plan:

The methodology and workplan to execute the scope of work are elaborated in detail for each deliverable. The Consortium describes how activities are executed and choices are motivated. A Gantt chart is included to visualize all activities as a function of time.

Project Management:

The project management strategy includes the Consortium's organizational chart, expertise allocation, management structure, and key consultants. It highlights the project board's role in oversight, and the project management team's function in maintaining control and collaboration. Key consultants' roles and characteristics are also summarized.

Donor Coordination Strategy:

The Donor Coordination Strategy is essential for aligning efforts among key stakeholders including the Donor and the Consortium. It involves regular communication, bi-weekly meetings, attendance at beneficiary meetings, formal communication channels, professional documentation, feedback incorporation, collective capacity-building, and occasional additional Donor support.

**Media Channels:**

The project's media plan focuses on leveraging reputable Vietnamese online platforms to disseminate key findings to stakeholders. The approach aligns with the communication plan outlined in the ToR, ensuring broad exposure for project outcomes. Communication materials include social media posts, press releases, and online presentations.

Gender Equality and Diversity:

The project aims at enhancing gender equality and diversity. Measures include ensuring 40% female representation in stakeholder engagements, tracking gender-disaggregated attendance, and prioritizing diversity within the Consortium team.

Risks, Mitigations, and Assumptions:

The Consortium ensures quality, data integrity, and risk management throughout the project, following ISO standards and a Quality Management System. Trusted data undergoes thorough quality checks, and standardized procedures ensure data integrity. Regular meetings include risk assessment sessions for proactive risk management. Initial hazard assessments identify risks, allowing for preventive and corrective actions.

Monitoring and Evaluation Framework:

The project will utilize the client's tailored Results-Based Monitoring Framework (RBMF) to ensure transparent and inclusive monitoring of results. This framework will assess whether project outputs meet expectations and contribute to predefined fields, using client-defined indicators and targets. Regular updates to the RBMF will maintain its relevance throughout the project's duration, fostering continuous learning and improvement.

1 Inception Report introduction and Project background

This chapter starts with an introduction of the Inception Report, followed by briefly elaborating the project background, the program under which this project is executed: the Southeast Asia Energy Transition Partnership (ETP), the Consortium, and ends with an overview of the report contents.

1.1 Inception Report introduction

On 31 January 2024, UNOPS and the Consortium Institute for Standard and Quality Development Studies (ISSQ) - Pondera Consult B.V. (PONDERA) - National Center for Water Resources Planning and Investigation (NAWAPI) signed the contract for consultancy services on Development of the National Standards for Offshore Wind Power (OWP) in Vietnam.

The first deliverable of the project encompasses this document, the Inception Report, which has the following purposes:

- Aligning the expectations of the Client with the Consortium's understanding of the project;
- Where needed, revise and update the work plan as presented in the Technical Proposal Form D with explanations on how the project will be executed and managed;
- Carry out initial preparatory work during the inception phase in order for subsequent tasks to be carried out in a timely and effective manner.

The submitted proposal serves as the basis for this Inception Report, but the Consortium has made efforts to streamline the approach and to make steps and activities more specific. All feedback and comments as a results of the inception phase and various meetings among the parties have been processed in this version.

1.2 Project background

Parts of the following text are extracted (and modified) from ETP UNOPS RFP for this project.

Vietnam's vast coastline of over 3000 km presents a promising opportunity for the development of OWP that could play a significant role in meeting the country's surging electricity demand sustainably. The transition from fossil fuels to OWP could also provide an economic boost, environmental benefits, energy security and achieving decarbonization targets. Recognizing the potential of OWP, the Vietnamese government has emphasized its importance as one of the nation's economic focuses in Resolution No. 36/NQ-CP and No. 26/NQ-CP.

Although Vietnam has made significant achievements in realizing onshore and nearshore wind projects in recent times, there are no operational offshore projects¹ up to date. Vietnam has however adopted an ambitious target of 6 GW by 2030 in the Power Development Plan (PDP) VIII.

¹ Currently there is official definition for offshore wind farms. Circular 19/2023/TT-BCT, dated November 2023, on providing methods for determination of frame price for solar and wind power generation plant, Article 2, clause 7, specified that Offshore Wind Power Plants are grid connected wind power plants where the centers of the foundation of the wind turbines built beyond the 6 nautical miles seaward.

The lack of national standards (TCVNs)² specifically to OWP has been identified as one of the barriers for offshore wind development (see Text box 1 for further explanation). This technical assistance project has the aim to develop a comprehensive set of national standards for OWP. It is an initiative of the ETP in collaboration with the Directorate for Standards, Metrology, and Quality (STAMEQ) under the Ministry of Science and Technology (MOST). A brief explanation about ETP is provided in the next section 1.3.

Text box 1 Current barrier of lack of standards for OWP

OWP fall into the category of project developments that could impact community benefits and safety. Under the regulatory framework governing investment and construction management in Vietnam, it is therefore mandatory for OWP to undergo a design review process, evaluating both basic and technical designs, by a government competent authority during the project's preparation and implementation phases. In instances where national standards are absent, which is currently the case for OWP, project developers are required to apply the international standards. Consequently, developers must navigate the process of obtaining approval for these international standards in compliance with regulatory requirements. This situation potentially leads to variations in design technical criteria among different developers and projects, presenting considerable challenges and obstacles for government competent authorities in their design document appraisal efforts in line with regulations. Therefore, there is a strong need for a comprehensive set of standards for OWP that applies for the entire nation to streamline the design document appraisal process.

1.3 Southeast Asia Energy Transition Partnership

The following text is extracted (and modified) from ETP UNOPS RFP for this project.

This project is executed under the ETP program, a five-year, multi-stakeholder platform that aims to accelerate the energy transition in Southeast Asia towards 2025. ETP program delivery is expected to contribute to the achievement of the UN's Sustainable Development Goals (SDGs) and the 2030 Paris climate goals by bringing together Governments, Development Partners and Philanthropies. ETP aims to empower its partner countries towards an energy system that ensures environmental sustainability, economic growth and energy security. The program prioritizes three countries, namely Indonesia, the Philippines, and Vietnam, which are the countries in the region with the highest energy demand, a substantial pipeline for fossil fuel-based projects, and a significant cost-effective potential for renewable energy and energy efficiency. ETP's strategy is built around four inter-related pillars of strategic engagement that are squarely aligned to address the barriers to energy transition. These are (i) policy alignment with climate commitments, (ii) de-risking energy efficiency and renewable energy investments, (iii) extending smart grids, and (iv) expanding knowledge and awareness building. To achieve these goals, ETP mobilizes and coordinates the necessary technical and financial resources. UNOPS is the fund manager and host of ETP Secretariat.

1.4 Consortium introduction

The project is executed by the Consortium, including three parties:

- 1) ISSQ, an organization with extensive experience in providing services of conformity assessment, certification, inspection, testing, development and training of national standards (TCVN) in the field

² 'TCVNs' stands for 'National standards in Vietnam'. In this report, both terms will be used.



of measurement standards In addition, ISSQ is an organization with extensive understanding of the context local with capacity, experience and knowledge. ISSQ is the lead implementing partner of the consortium;

- 2) Pondera, a company that has a strong expertise in offshore wind globally, and;
- 3) NAWAPI, a state organization that is proficient in organizing national/international seminars and workshops, including governmental agencies and private and state-owned parties.

Moreover, to implement the project, we have a team of highly experienced experts from Power Engineering Consulting Joint Stock Company 1 (PECC1) to handle specific parts of the project. ISSQ will lead the project and act as the main point of contact for the client. The scope division among the parties is presented in Chapter 4.2.

2 Scope of the services

This chapter gives an overview of the scope of services that will be executed in order to successfully complete the project. After providing the main objectives of the project, the deliverables to achieve these project goals will be presented.

2.1 Objectives of the Project

The main objective of this project is to develop a comprehensive set of national standards for OWP in accordance with regulations to comply with the government's procedures of developing and approving national standards issued by the MOST.

The promulgation of the national standards will facilitate the deployment of renewable energy in Vietnam, as envisaged in the Power Development Plan VIII (PDP8), and contribute to achieving the decarbonization targets.

2.2 Deliverables under the Project

Table 1 outlines the ten key deliverables under this project, together with a brief description of the activities. In the chapter 3 Methodology and Project Work Plan, these deliverables will be further elaborated and a Gantt chart will be provided to inform about delivery.

Table 1 Key deliverables of the project

No.	Deliverables	Brief description of activities
1	Inception Report	Mobilization of project, teams, activities, and providing this Inception Report.
2	Comprehensive Study Report	Conducting a comprehensive study to identify the need for national standards, study the context of standards related to OWP in Vietnam, obtain key input related to standards from international leaders in OWP, perform a standards gap analyses in Vietnam and propose a draft list of standards for OWP, together with a stepwise approach for successful development. All findings to be presented in the Comprehensive Study Report.
3	Draft national standards for OWP	Developing the draft national standards for OWP in a close consultation with STAMEQ.
4	Two consultation events for feedback	Organizing two hybrid-mode, half-day consultation events in two regions in Vietnam (Hanoi and Ho Chi Minh City tentatively) to gather feedback and contributions on the draft national standards. After each event, the Consortium will submit an event report, detailing the purpose, outcome, points of discussion, answers, etc. of the event.
5	Study tour to two European countries with strong experience in OWP	Conducting two 5-day study tours in two European countries with strong experience in OWP for approximately 12 representatives from MOST and MOIT. After the trip, the Consortium will submit a general study tour report.
6	Reports on testing principles, practicality of TCVNs, and categorisation of mandatory and optional standards	Based on the previous steps, and especially the study tour, a comprehensive National Standards Evaluation and Implementation Report will be submitted, which includes assessing the principles underlying testing, analyzing the practical aspects of implementing

		national standards, and organizing standards into mandatory and optional categories.
7	Final draft national standards for OWP	Preparing final draft of national standards for OWP according to the comments and feedback from different stakeholders, and submitting it to the Appraisal Council in close consultation with STAMEQ.
8	Full dossier of national standards for OWP to MOST for promulgation	Preparing a full dossier of national standards for OWP based on suggestions of the Appraisal Council and submitting it to the MOST for promulgation.
9	Final stakeholder event and the final event report to disseminate project results	The Consortium organizes the final stakeholder event, in which the full dossier of national standards for OWP is presented. Afterward, the Consortium will submit a final event report, outlining the background, purpose, outcome, etc. of the event.
10	Final Report	The final report will include key findings of entire project and previous steps, and explanation of the national standards applicability, certification, impacts...

3 Methodology and Project Work Plan

This chapter describes the methodology and workplan to execute the scope of work for each component. But first, the Gantt chart is shown in Figure 1 to inform about the delivery of deliverables over time. This involves the general timeline and contents. The Consortium will prepare a detailed week-to-week schedule for each deliverable and its (sub) activities prior to the start of the deliverable, which will be closely aligned with the Client.

Figure 1 Gantt chart of the project deliverables

No.	Deliverables	Months after contract signing													
		3*	4	5	6	7	8	9	10	11	12	13	14	15	
		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
1	Inception Report														
2	Comprehensive Study Report														
3	Draft national standards for OWP														
4	Two consultation events for feedback														
5	Study tour to two European countries with strong experience in OWP														
6	Reports on testing principles, practicality of TCVNs, and categorisation of mandatory and optional standards														
7	Final draft national standards for OWP														
8	Full dossier of national standards for OWP to MOST for promulgation														
9	Final event to disseminate project results														
10	Final Report														

* The months after contract signing starts at '3' (April), as this is the current month of finalizing the Inception Report.

* The ETP's response to draft deliverables is 15 days

In the sections below, the methodology and work plan will be provided for each deliverable after this Inception Report.

3.1 Comprehensive Study Report (deliverable 2)

The Comprehensive Study Report seeks to lay the groundwork for the development and approval of a comprehensive set of Vietnamese national standards for OWP. The study will be executed according to a set of 4 main research questions (with several sub questions) which are listed below. Under each main research question we briefly elaborate the methodology for execution. Text box 2 provides hierarchy of technical regulation frameworks in Vietnam.

Text box 2 Hierarchy of technical regulation frameworks in Vietnam

Investment management in construction projects within Vietnam is governed by relevant legislation documents, including the constitution, laws and subordinate legislation. The subordinate legislations consist of Ordinances, Decrees, Resolutions, Decisions, and Circulars, all promulgated by state bodies in a regulated sequence and procedure. The principles for application of legislative documents are stipulated in the Article 156 of the Law 80/2015/QH13 on promulgation of Legislative Documents.

The technical regulation framework in Viet Nam consist of technical regulations (QCVN), national standards (TCVN), industrial standards (TCN), and institution standards (TCCS). The principles for application of standards are stipulated in the Law 68/2006/QH11 on standards and technical regulations, article 23 that 1. standards shall be applied on the principle of voluntariness. The application of part or the whole of a specific standard shall be come mandatory when it is requested in a legislation document or technical regulation; 2. Industrial standards and institution standards shall be applied within the scope of management of organization that announce them.

A technical regulation is promulgated by competent state agency for mandatory application. The principles for and methods of application of technical regulations are stipulated in the forgoing Law (law 68/2006/QH11), article 38.

The project development process requires adherence to the technical legislation documents regarding:

- Appraisal and approval of projects.
- Construction management, operation & maintenance, and demolition of the projects. Analysis of status of legislative documents, technical regulations and technical standards regarding OWPs will focus on these above concerns.

1. What is the current state of OWP and standards in Vietnam?

- a. What is the definition of OWP in Vietnam?
- b. What is the current status of standards applied in nearshore/OWP projects in Vietnam?

To answer this research question, the Consortium will carry out an extensive desktop study to review existing legal documents and standards related to OWP in Vietnam. Expert knowledge within the Consortium's team will also be used.

2. What is the current state of standards on OWP internationally?

- a. What are the five suitable reference countries for Vietnam (Taiwan, China, Korea, The UK, Germany, The Netherlands)?

b. What are the relevant international standards related to OWP?

This task, which will be accomplished by international experts, aims to study international experience, best practices and collect data from mature OWP markets to provide relevant information for Vietnam.

To identify suitable reference countries (Taiwan, China, Korea, The UK, Germany, The Netherlands), the Consortium will first research global leaders in OWP, considering factors such as installed capacity and successful implementation of OWP and standards. Five reference countries were selected by a combination of the following criteria:

- Similarity to Vietnamese context³;
- Potential (technical potential and their proximity to demand centers);
- Power system design;
- Target for offshore wind energy in 2030 and 2050;
- Status of electricity market;
- Track record in developing offshore wind energy;
- Presence of national standards for offshore wind.

After that, a desk study will be conducted to review standards related to OWP in these countries. Expert knowledge within the Consortium's team will be used. On a general note: adapting international standards into Vietnamese context has the benefit to avoid building new standards from scratch.

The Consortium will then identify key similarities and differences in approaches to OWP and standards among reference countries and analyze the strengths and weaknesses of different standards to assess their applicability to Vietnam's context.

3. What standards are required in Vietnam for OWP to be developed successfully?

- a. What are the current gaps related to standards for OWP in Vietnam?
- b. What is the proposed list of standards for OWP in Vietnam that should be developed?
- c. What contents need to be included in the standards for OWP in Vietnam?

As a starting point, the proposed list of national standards for OWP as defined in Annex 2 of the ToR will be used. These 20 standards will be reviewed in detail, and discussed in expert sessions, to check if all are indeed useful for OWP in Vietnam.

Then a gap analyses will be carried out, including an assessment on how gaps affect the overall progress of developing OWP projects in accordance with regulations. The identified technical gaps will stem from an extensive research and analysis of the current state of standards in Vietnam, alongside a comparison with international standards from leading countries in OWP.

Finally, a set of recommended standards for OWP in Vietnam will follow that is comprehensive and inclusive of all relevant aspects (such as but not limited to OWP deployment, safety, reliability, and efficiency). Since the existing 4 national standards for wind energy are harmonized with the respective

³ As there is no absolute similarities, the Consortium selected the countries which show not only similarity but also differences for various study items. The local context will play an important role in the analyses to assess what international information and lessons learnt are applicable to Vietnam.

IEC 61400 standards, it will be convenient to use the IEC 61400 series as the primary reference for other standards as well. Other standards from advanced countries in OWP (e.g. EN, ISO) will be referred in case suitable ones are not available in the IEC61400 series. More details will be provided in the Comprehensive Study Report.

4. How to develop the proposed list of Standards for OWP in Vietnam?

- a. What is the Consortium's approach to develop the standards?
- b. What is a suitable Roadmap to develop the standards?

In fact the entire chapter 3 is about the approach to develop the standards, but this section will highlight two specific items, namely the Technical Teams and the Roadmap.

Technical Teams

In order to develop the proposed list of standards, the Consortium will establish so called 'Technical Teams', a group of specialized experts for various categories of standards. According to the list of standards in Annex 2 of the ToR, the following categories could be established:

1. Wind energy generation systems design standards (5 national standards in Annex 2 of the ToR);
2. Wind energy generation systems on test and measurement of performance standards (8 national standards in Annex 2 of the ToR);
3. Communications conducting survey and assessing or monitoring and control of wind power plants (7 national standards in Annex 2 of the ToR).

The roles, responsibilities and specific experts for the Technical Teams will be further elaborated in the Comprehensive Study Report. The technical team members will be selected from the list of key experts as listed in the Proposal (and chapter 4.4). The key experts are allocated to the distinct teams based on their relevant background knowledge and expertise, ensuring a match between their abilities and the team's focus areas. The responsibility allocation will be based on the core expertise.

Roadmap

To develop the national standards, a clear Roadmap will be created with all the necessary steps. This roadmap will be developed in accordance with Circular No. 11/2021/TT-BKHCN on detailing the development and application of standards, to comply with the government's procedures of developing/approving national standards issued by the MOST. According to this circular, this project falls under Case 2 of Article 5, and therefore 7 main steps to develop national standards are required, which are elaborated in Table 2. The Consortium will adhere to these 7 steps during project implementation. In Table 2, the third column indicates how the steps are aligned with project milestones/deliverables. Meanwhile, ISSQ is working with STAMEQ to accomplish Step 1 and Step 2. The Roadmap will be further elaborated in the Comprehensive Study Report, including a schematic project process.

Table 2 Alignment between necessary steps to develop national standards according to regulation and project activities

Steps to develop national standards according to regulation		Required documents	Project milestones
1	Submission of proposal for the development of the national standards	<ul style="list-style-type: none"> Project to develop national standards Proposed national standards list (if any) Clearly define survey and testing needs (if any) 	<ul style="list-style-type: none"> ISSQ submit proposed national standards list to STAMEQ for updating annual TCVN development plan.
2	Approval of the standard development project and its development schedule. In this step the topics for TCVNs will be analyzed and it is determined whether they are in line with the purpose of the TCVNs. This analysis can result in an adjusted list of TCVN topics and associated standards.	Roadmap to develop national standards approved by competent authority	<ul style="list-style-type: none"> Deliverable 2: Comprehensive Study Report
3	Technical development of the draft standards, including data collection and analysis, translation of relevant international standards, drafting the international standards and technical preamble, testing prototypes and/ or products available in the market, site surveys to local factories or countries where the products are produced, internal technical consultations and finalization of the draft.	First Draft - National Standard Technical Committee (BKT)	<ul style="list-style-type: none"> Deliverable 3: Draft National Standards for OWP Deliverable 4 (1): One consultation event for feedback Deliverable 5: Study tour to two European countries with strong experience in OWP Deliverable 6: National Standards Evaluation and Implementation Report
4	Consultation workshops with experts, manufacturers, and relevant stakeholders, finalization of the draft standards	Final draft of national standards	<ul style="list-style-type: none"> Deliverable 4 (2): One consultation event for feedback Deliverable 7: Final draft national standards for OWP
5	Appraisal: the draft standards shall be appraised by the National Appraisal Committee	Proposal letter and Application for development of TCVNs as per Annex III of Circular 11/2021/TT-BKHCN	<ul style="list-style-type: none"> Deliverable 8: Full dossier of national standards for OWP to MOST for promulgation
5.1	Step 1. Drafting the TCVNs for OWPs	STAMEQ's Decision on establishment of technical committee	
5.2	Step 2. Collecting feedback and finalize the draft TCVNs	Feedbacks from relevant agencies, organizations and individuals	
5.3	Step 3. Appraisal of draft TCVN	Meeting Minutes of appraisal committee for evaluation of draft TCVNs as per Annex IV of Circular 11/2021/TT-BKHCN	
5.4	Step 4 Promulgation of TCVN		
6	Announcement of the National Standards	Decision to announce National Standards	<ul style="list-style-type: none"> Deliverable 9: Final event to disseminate project results

	Steps to develop national standards according to regulation	Required documents	Project milestones
7	Publication of the National Standards	National Standards	• Deliverable 10: Final report

3.2 Prepare draft national standards for OWP (deliverable 3)

The objective of this task is to have a complete set of national standards as a first draft version. Text box 3 provides the various required tasks for composing the draft national standards according to TCVN 1-1:2015. The Consortium will adhere to these tasks during the project implementation.

Text box 3 Tasks composing the draft national standards, according to TCVN 1-1:2015

Tasks composing the draft national standards include:

- Collecting and processing relevant references, data, test results, scientific and technological research, information on management, production, business, use, etc.;
- Surveying and testing (testing criteria will be determined during the research and standards development process);
- Translating and studying the main documents as the basis for the drafting (if any);
- Compiling the draft BKT;
- Writing explanation on the draft standard;
- Sending the draft together with the explanation to get opinions of BKT members in the respective standard area. Timeline for comments on the draft according to the progress defined in the TCVN Project;
- Organizing meetings to approve the draft. The adoption of the draft is done by consensus. In case the draft is not agreed by at least three-quarters (3/4) of the BKT members, it must be revised and re-collected in the BKT until the draft is approved.
- Collecting and processing comments, composing a summary and recognizing comments, editing and supplementing the draft BKT, drafting the TCVN and writing the explanation,

In line with the above tasks, the Consortium will be engaged in drafting and refining national standards. During the process, the Consortium will closely collaborate with STAMEQ to ensure that the proposed TCVNs List would be developed in a systematic and logical manner. Adherence to the following criteria will be ensured:

- The presentation and content of the submission must comply with the national standard regulations TCVN 1-2:2008.
- The draft standards must conform to referenced international standards.
- The standards must comply with relevant technical regulations.
- The standards should be suitable for Vietnam's geographical, climatic, technical, and technological characteristics.
- The use of "Vietnamese technical terminology" in the standard should be appropriate and in line with current regulatory documents.
- The standards must ensure that there are no regulations that could potentially harm national interests or limit the competitive capability of the domestic supply chain.
- Recommend state-of-the-art practices and knowledge transfer techniques from leading OWP countries with advanced expertise, if any. The objective is to ensure alignment with international best practices while remaining suitable for the Vietnamese context.

3.3 Two consultation events for feedback (deliverable 4)

Hybrid, half-a-day consultation events will be organized to engage with stakeholders, including industry representatives, researchers, government officials, and other relevant parties to solicit their opinions, suggestions, and feedback on the draft national standards.

The consultation events organization will follow the following 10 steps:

- Step 1: Identify the main purpose
- Step 2: Determine the topic of the event
- Step 3: Develop the script
- Step 4: Determine the time of the event
- Step 5: Locate
- Step 6: Mapping the participants
- Step 7: Estimating the cost of organizing the seminar
- Step 8: Preparation
- Step 9: Organize
- Step 10: Complete the event and prepare the Conference Proceedings

Each step will be briefly elaborated below.

Step 1: Identify the main purpose

To collect feedback from stakeholders on the draft TCVNs. The feedback and contributions collected will be documented and analyzed to identify strengths, key issues, concerns, and areas for improvement in the draft standards. The results of the consultation process will be used to refine and improve the draft TCVNs to ensure that they are comprehensive, inclusive, and effective in promoting the safe and effective deployment of OWP in Vietnam.

Step 2: Determine the topic

In consultation with the Client and STAMEQ, the topics will be determined. For now, a presentation of the draft TCVNs and their rationale, followed by facilitated discussions and Q&A sessions.

Step 3: Develop the script

This involves the general agenda of the event. It will be created by taking into account the purpose of the meeting (step 1), the topics to be discussed (step 2) and the audience (step 7). We will select suitable communication methods for interaction and gathering feedback.

Step 4: Determine the time

Suitable dates for the two half-a-day events will be selected by considering the progress of the project and by facilitating a high presence of participants (e.g. outside public holidays).

Currently we envision the first event to take place in May and the second event in the October.

Step 5: Locate

The Consortium suggests that the first event will be organized in Hanoi, and the second event in Ho Chi Minh City to cover both these major cities in Vietnam, enable a wider range of stakeholders to participate.

A suitable venue will be selected in time to secure availability. This venue should fulfill at least the following criteria:

- Central location for logistics;
- Representative for the type of event;
- Large enough to accommodate 50 participants;
- Equipped with required facilities (furniture, sound system, equipment for hybrid mode, bilingual English - Vietnamese etc.);
- Offer catering options for food and beverage.

Step 6: Mapping the participants

The mapping of targeted participants will be done by the Consortium to ensure effective engagement with key stakeholders. The minimum tentative number of participants for each event will be 50. It is essential that all key stakeholders related to the topic, particularly governmental entities, will be engaged. Journalists from private and state-owned sectors will be invited as well to promulgate the findings of the event. The proposed list of participants will be aligned with the project Stakeholder Management Plan, closely consulted with STAMEQ and needs to be approved by ETP/UNOPS.

Gender considerations will also be taken into account during project implementation as well as event organizing. Minimum % of women participants will be 40%. This topic will be further elaborated in chapter 7 Gender Equality and Diversity.

Step 7: Estimating the cost of organizing the event

The Consortium will collect all required quotations from relevant suppliers and agencies, ensuring all consulting event requirements are fulfilled while the costs stays within the defined maximum budget. The quotations to be collected for cost estimation include:

- Venue quotation;
- Cabin Translation quotation;
- Camera/filming quotation;
- Event organizing quotation;
- Journalists remuneration fee etc...

Step 8: Preparation

After arranging the above mentioned topics, the Consortium will invite participants for the events by an official letter. This invitation letter has to be approved by the Client, and will be sent out 2-3 weeks in advance to ensure a high participation rate. The Consortium will also follow-up with the participants by e-mail and phone in the period between sending the invitation letters and event to promote participation.

Based on our experience, activities should be initiated at least 6 weeks prior to the events' occurrence date. However, we aim to start preparations at least 2 months in advance.

Step 9: Organize

To organize the events, the Consortium will setup a clear team structure with well-defined roles and responsibilities to make sure the script is executed as planned. Logistics tasks will be managed and allocated in alignment with the requirements from ETP/UNOPS.

Step 10: Complete the events and prepare the Conference Proceedings

For each event, the Consortium will submit a post-event report, which will contain (in line with the ToR):

- i. Description of the event (e.g., background, objective, organization)
- ii. Workshop agenda and participant components
- iii. Workshop proceedings (e.g., summary of presentations, key points raised, important insights, significant outcomes or decisions)
- iv. Gender considerations
- v. Stakeholder engagement
- vi. Monitoring and implementation
- vii. Media and communication
- viii. Conclusion and next steps
- ix. Annexes (supporting materials such as slides of the presentations, event handouts, participant list, list of comments, feedback, ideas and opinions from stakeholders, categorized with proposed clarifications etc.)

3.4 Study tour to two European countries with strong experience in OWP (deliverable 5)

To successfully prepare and organize the study tour, we suggest to follow more or less the same steps for the methodology as used for the events in the previous section.

Step 1: Identify the main purpose

The study tour will be executed during the time that the draft national standards will be developed. The main purposes of the study tour will be to collect input for the following topics:

- To develop testing principles for national standards on OWP;
- Evaluate the practical applicability of the national standards on OWP;
- To propose a draft categorization of mandatory and optional standards.

Besides, the EU study tours will also foster:

- In-depth understanding of other countries' national standards: Gain insights into the national standards that have contributed to the success of OWP in these countries and determine what could be relevant for Vietnam;
- Understanding Market Dynamics: How the market affects the adoption of national standards, and compare with the Vietnamese context;
- Capacity Building: Explore opportunities for capacity building initiatives in the countries, that can support the development of the offshore wind national standards in Vietnam;
- Lessons learnt: Obtain lessons learnt about (the development of) standards for offshore wind in EU countries and determine what could be applied in Vietnam.

To make data collection during the study tour in Europe more efficient, the Consortium will carry out international surveys. These surveys will be in the form of questionnaires, interviews and/or site visits with experts in OWP. Survey method to be developed and decided during project execution and in close

This involves the general program, including the day to day activities. It will be created mainly by taking into account the objectives of the trip (step 1) and the topics to be discussed (step 2), and the locations to be visited.

While planning the trips' program, the Consortium will ensure that the locations selected for the trips have a robust and successful track record in the deployment and management of OWP.

The tentative agenda will include:

- Visits to OWP facilities;
- Visits to so called 'Labs' related to standards for OWP;
- Meetings and discussions with relevant industry representatives, government agencies and experts.

At this stage, the Consultant is proposing the following potential 'Labs' for the EU study tour (specific organizations from this list need to be selected, others might be added, availability needs to be confirmed):

- State Supervision of Mines (SodM) (public organization Netherlands) is one of the Dutch government organisations that monitor with provisions from regulations. SodM carries out inspections in the port and at sea during the preparatory construction work. SodM also carries out inspections at a number of existing offshore wind farms and, when necessary, takes immediate enforcement action. In addition, SodM monitors working conditions, working hours and product safety.
- KEMA, a world-renowned Testing, Inspections & Certification organization especially in the field of (high voltage) electrical components, cables, transformers etc.
- Tennet, the national TSO of the Netherlands and responsible for the design and construction of offshore high voltage stations and offshore power export cables, connecting many gigawatts of offshore wind projects to the national electricity grid.
- TNO, a lab supporting the Dutch government in carrying out statutory government tasks in the public interest related to scientific and practical technology development with a special division on offshore wind energy.
- Vestas and/or Siemens Gamesa, globally active and renowned manufacturers of offshore wind turbines, first-hand involved in compliance with standards and regulations in many countries.
- NEN, the Royal Netherlands Standardization Institute, connects parties and stakeholders and ensure that they reach agreements in standards and guidelines. They do this in national and / or international standards committees.

Step 4: Determine the time of the study tour

Currently, we envision the EU study tour to take place in August/ September, right after the summer holiday period. This allows us to prepare the trip well in advance, as from experience we know that visits need to be reserved in time. The entire study tour will last about 2 weeks.

Step 5: Locate

The current plan is to visit Labs in the Netherlands and/ or Denmark, Belgium, Germany (*the selection of 2 testing laboratories during the study tour will be determined in the Deliverables 2 Comprehensive reports*).... These countries are selected because of the following reasons:

- These countries are leading in OWP in Europe;
- These countries offer ample opportunities to visit relevant parties;
- Sub-consultant Pondera has its headquarters in the Netherlands and has a great network in the region;
- Logistics & organization: Germany and the Netherlands are neighboring countries with convenient and timely transportation options.

The reason to visit two countries:

- These countries have unique approaches to OWP, influenced by factors such as geography, regulatory frameworks, and industry dynamics. The study team can gain a comprehensive understanding of the diverse perspectives and practices within each market;
- Each trip presents unique opportunities to network with industry experts, which can result in additional meaningful connections and knowledge transfer;
- Inquiries and discussions can be tailored to the specific priorities and challenges faced by each country. This allows for a more customized approach to learning and information gathering, ensuring that the insights obtained are diverse creating a pool of lesson learnt to choose from before adopting to the context and needs of Vietnam.

Step 6: Mapping the participants

This involves the participants who will join the study tour. The participant list will include approximately 12 representatives of MOIT, MOST, MONRE/ DCC and relevant governmental agencies. The number and selection of experts to join on behalf of the Consortium will be determined later. The final list to be developed and decided together with the Client and STAMEQ.

Step 7: Estimating the cost of organizing the seminar

The EU study tour will be organized and the costs will stay within the defined maximum budget. Administrative and logistics cost will be estimated and planned 3 months prior to the trip. This includes, but not limited to, costs for flights, visa, accommodation, local logistics.

Step 8: Preparation

To prepare the study tour, the following activities will be taken into account:

- Identify places of interest (OWP facilities, Labs etc.) to visit;
- Coordinate with the places of interest to arrange meetings, site visits, and networking opportunities;
- Arrange flights, accommodation, and local logistics for the duration of the trip;
- Visa application and relevant administrative procedure for the participants.

Three months prior to the trips (around beginning of June), a preliminary program will be provided to the Client for the first review. The actual program and logistics details will be finalized and confirmed later during the preparation stage, but not later than a month before the study tour. This is to ensure air tickets, local logistics and accommodations could be arranged, and for a competitive price to mitigate the risk of budget overrun.

Step 9: Organize

We consider this to be the organization of the actual study tour. The Consortium will setup a clear team structure with well-defined roles and responsibilities to make sure the program is executed as planned. All project team members in Vietnam and the Netherlands will actively support the organization and execution with joint effort.

Step 10: Complete the EU trips and prepare the report

After the study tour, the Consortium will prepare a report to submit to the Client and share with relevant stakeholders. As a specific high-content report about the main objectives of the trip will be produced in Deliverable 6, this study tour report will have a more general character, including:

- i. Description of the study tour (e.g., background, objective, organization)
- ii. Program and participants
- iii. Study tour proceedings (e.g., summary of presentations, key points raised, important insights, minutes of meeting)
- ix. Annexes (supporting materials such as slides of presentations, handouts, participant list, list of comments, feedback, ideas and opinions from stakeholders, categorized with proposed clarifications etc.)

3.5 Reports on testing principles, practicality of TCVNs, and categorisation of mandatory and optional standards (deliverable 6)

This deliverable is the main follow-up of the study tour in deliverable 5.

The insights and lessons learnt from these trips will be documented and analyzed, and specifically for:

- Testing principles;
- Practicality of national standards;
- Categorization of mandatory and optional standards.

The report will highlight potential strategies and international best practices that can be applied in Vietnam. It will also cover areas for improvement and potential modifications to the national standards.

In consultation with the Client and STAMEQ, the Consortium will circulate the draft report among participants of the study tour, in order to collect feedback and comments for revision. This will make sure the report covers all aspects and has a high quality.

3.6 Final draft national standards for OWP (deliverable 7)

In this deliverable, the Consortium will mainly refine the draft national standards based on feedback from stakeholders. At the end of this step, the Consortium will collaborate closely with STAMEQ for submission to the Appraisal Council.

Especially the feedback collected during the events (deliverable 4) and the EU study tours (Deliverable 5) will be used. The Consortium will also have a thorough look at the event report (Deliverable 4), the study tour report (Deliverable 5), and the report of deliverable 6. These reports will be thoroughly analyzed and assessed to determine which information is useful for the draft TCVNs refining.

Additionally, the latest draft TCVNs and explanations will be sent to key identified stakeholders for feedback through electronic channels and other suitable means. The Consortium anticipates a sixty-day comment period, as per the Law of technical standards and regulations (Article 17) and TCVN 1-1:2015 (step 4) and organize meetings with stakeholders if necessary to collect and assess feedback comprehensively. In case there is any postpone due to the response from competent parties, the Consortium will promptly communicate with the Client for solution or timeline extension if required.

When there will be contradictory opinions among stakeholders, the Consortium will address the questions or comments by clarification documents or organizing stakeholder consultations to ensure concerns are well-managed and the required consensus can be reached.

As a final step, the Consortium will produce the final draft TCVNs incorporating agreed-upon feedback and collaborate closely with STAMEQ for submission to the Appraisal Council. The final draft is ensured to be complied with TCVN 1-1:2015 requirements before submission for appraisal.

3.7 Full dossier of national standards for OWP to MOST for promulgation (deliverable 8)

Based on the final draft TCVNs from Deliverable 7, the Consortium will prepare a full dossier of TCVNs for OWP, aligned with all comments and suggestions of the Appraisal Council.

The National Standard Technical Committee (BKT) will be responsible for defending the final draft TCVNs against the Council. After submitting the final draft to the Appraisal Council, there might be suggestions and recommendations towards the dossier, which require the Consortium to collaborate with the BKT to refine the full dossier and resubmit to the Appraisal Council.

After refining the dossier and the Appraisal Council has no more request to refine the dossier, the Consortium will work with the MOST for promulgation of the dossier. The final draft TCVN dossier will be appraised according to the contents specified in TCVN 1-1:2015.

The risk of project delay could happen in this stage because of the national administration requirements and the government's promulgation procedure. To mitigate the risk, the Consortium has allocated 3 months (as visible in Figure 1) for this deliverable. We will also carry out preparation work prior to this deliverable, to make sure work can be carried out structured and efficiently during this stage. This deliverable will also be executed in close consultation with the Client and STAMEQ in order to flag potential risks for delay in an early stage and propose mitigation measures.

3.8 Final consultation event to disseminate project results (deliverable 9)

In accordance with "Step 6 – Announcement of the national standards" in the government's procedure, the Consortium will organize the final stakeholder event to communicate the key points of the standards which are finalized based on comments of the Appraisal Council and promulgated by the MOST.

To describe the methodology, the same stepwise approach will be used as in deliverable 4.

Step 1: Identify the main purpose

The purpose of the event is to provide the stakeholders with:

- The approved TCVNs for OWP;
- Guidelines how to apply the standards;
- Guidelines for how the manufacturing and import activities will be monitored accordingly.

Step 2: Determine the topics of the event

In consultation with the Client and STAMEQ, the topics will be determined, but these will be closely aligned with the objectives listed in step 1.

Step 3: Develop the script

This involves the general agenda, including structure, topics and speakers. It will be created mainly by taking into account the purpose of the meeting (step 1), the topics to be discussed (step 2) and audience (step 7). We will propose suitable communication methods for provision of information.

The final stakeholder event will be organized in a hybrid mode and will be half-a-day in length.

Step 4: Determine the time of the event

Currently we envision the final event to take place in March 2025, the 14th month after contract signing.

Step 5: Locate

The final event will be organized in Hanoi.

A suitable venue will be selected in time to secure availability. This venue should fulfill at least the following criteria:

- Central location for logistics;
- Representative for the event;
- Large enough to accommodate 75 participants;
- Equipped with required facilities (furniture, sound system, equipment for hybrid mode, bilingual English - Vietnamese etc.);
- Offer catering options for food and beverage.

Step 6: Mapping the participants

The mapping of targeted participants will be developed by the Consortium to ensure effective engagement with key stakeholders. The minimum tentative number of participants for each event will be 75. It is essential that all key stakeholders related to the topic, particularly governmental entities, will be engaged. Journalists from private and state-owned sectors will be invited as well to promulgate the findings of the event. The proposed list of participants will be aligned with the project Stakeholder Management Plan, closely consulted with STAMEQ and needs to be approved by ETP/UNOPS.

Gender considerations will be taken into account during project implementation as well as event organizing. Minimum % of women participants will be 40%.

Step 7: Estimating the cost of organizing the event

The Consortium will collect all required quotations from relevant suppliers and agencies, ensuring all consulting event requirements are fulfilled while the costs stays within the defined maximum budget. The quotations to be collected for cost estimation include:

- Venue quotation;
- Cabin Translation quotation;
- Camera/filming quotation;
- Event organizing quotation;
- Journalists remuneration fee etc...

Step 8: Preparation

After arranging the above mentioned topics, the Consortium will invite participants for the final event by an official letter. This invitation letter has to be approved by the Client, and will be sent out weeks in advance to ensure a high participation rate. The Consortium will also follow-up with the participants by e-mail and phone in the period between sending the invitation letters and the event to promote participation.

Based on our experience, activities should be initiated at least 6 weeks prior to the event's occurrence date. However, we will aim to start preparations at least 2 months in advance.

Step 9: Organize

To organize the final consultation event, the Consortium will setup a clear team structure with well defined roles and responsibilities to make sure the script is executed as planned. Logistics tasks will be managed and allocated in alignment with the requirements from ETP/UNOPS.

Step 10: Complete the event and prepare the Event Proceedings

The Consortium will submit a post-event report, which will contain (in line with the ToR):

- x. Description of the event (e.g., background, objective, organization)
- xi. Event agenda and participant components
- xii. Event proceedings (e.g., summary of presentations, key points raised, important insights, significant outcomes or decisions)
- xiii. Gender considerations
- xiv. Stakeholder engagement
- xv. Monitoring and implementation
- xvi. Media and communication
- xvii. Conclusion and next steps
- xviii. Annexes (supporting materials such as slides of the presentations, event handouts, participant list, list of comments, feedback, ideas and opinions from stakeholders, categorized with proposed clarifications etc.)

3.9 Final report (deliverable 10)

The Final Report will provide a comprehensive overview of the entire project and will therefore include all key findings of previous reports and deliverables, including risks, lessons learnt, solutions and recommendations. Besides, an encompassing explanation of the national standards will be given in the Final Report (e.g. about applicability, certification, impacts).

In line with the ToR, the report will include at least the following components:

- i. Executive Summary;
- ii. Methodology;
- iii. Regulatory and policy framework/ steps to develop the national standards;
- iv. Technical standards development, with rationale behind each standard clearly outlined;
- v. Environmental and social considerations;
- vi. Stakeholder engagement;
- vii. Implementation strategies;
- viii. Conclusion and recommendations for the expansion of OWP in Vietnam;
- ix. Appendices.

The Consortium will synthesize all key findings of previous reports as essential inputs for this Deliverable. Along with the technical and stakeholder management content, all project risks, solutions and lessons learnt recorded should also be included in the key-findings.

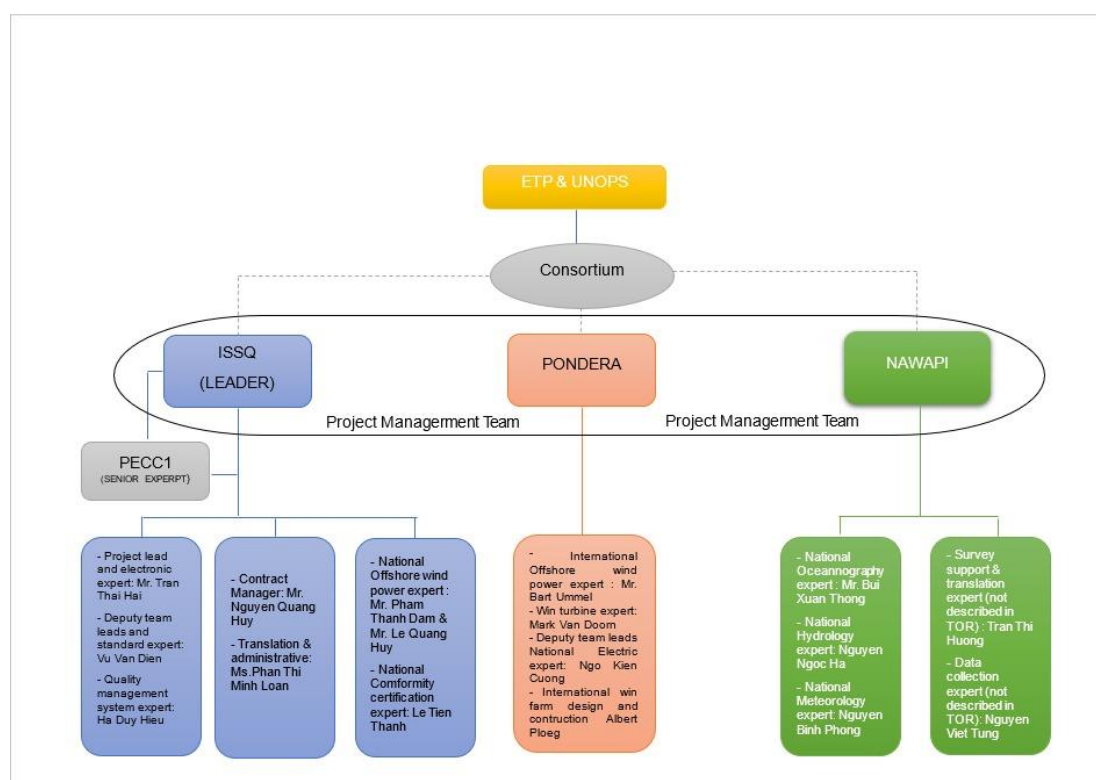
4 Project management

This chapter describes the project management by the Consortium. It includes sections about the organizational chart, expertise and responsibility allocation, management structure and project management control, and ends with listing the key experts for this project.

4.1 Organizational chart

As described in the introduction chapter, the project will be executed by the Consortium ISSQ – Pondera – NAWAPI. For specific elements in the project, we collaborate with senior experts from PECC1. Figure 2 below illustrates the organizational structure of the Consortium.

Figure 2 Project Organizational Chart



4.2 Management structure and project management controls

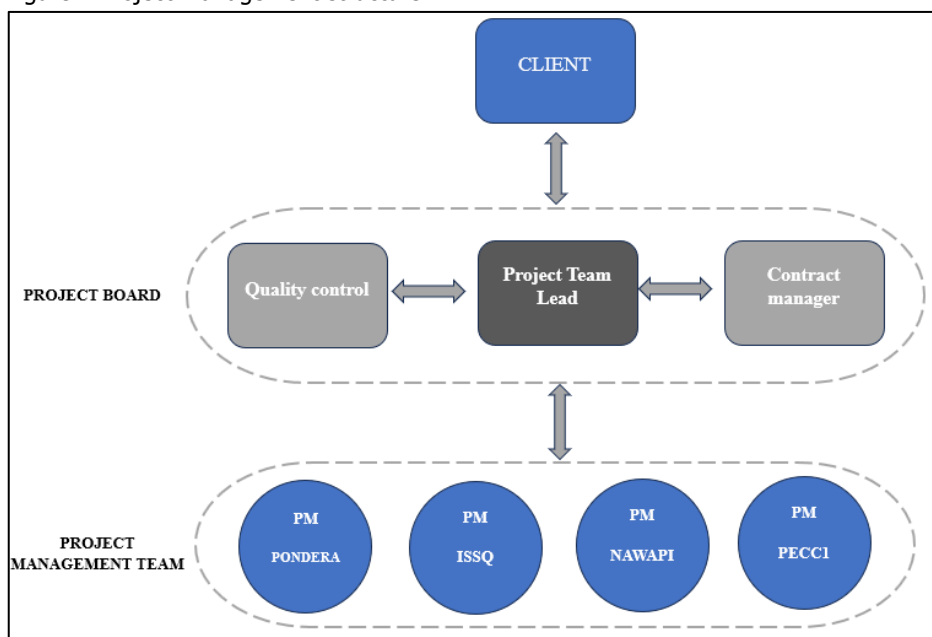
Although partnering with multiple entities for this assignment expands our pool of expertise, we understand that it could also increase the complexity in terms of management control. To maintain control and deliver the project to high standards, we use the management structure as visible in Figure 3 Project management structure. The two components (project board and project management team) visible in this figure will be elaborated below.

The project board consists of the Project Team Lead, supported by the Quality Controller and the Contract Manager. We have established a three-person Project Lead. The overall Project Lead is Tran Thai Hai (from PECC1). To assure continuity and a bigger span of control, we also assign two deputy team leads, Ngo Kien Cuong from Pondera and Vu Van Dien from ISSQ. Nguyen Quang Huy from ISSQ is assigned as Contract Manager. The Quality Controller is Ha Duy Hieu from ISSQ who will be responsible

to ensure that the quality of any deliverable meets our standards before being submitted to the Client. Together, these five persons form the Project Board and act as the focal point for the Client and the Project Management Team. All members are based in Vietnam.

Project management Team: Each of the Consortium partners has appointed a project manager to represent its own company. Together, these project managers form a Project Management Team. The purpose of this group is to keep control and regularly evaluate planning, budgeting, quality, and ways of collaboration.

Figure 4 Project management structure



Deliverable responsibility: To assure the project management efficiency, we have allocated a single party who takes on the coordinating and main responsibility for each deliverable's delivery. In other words, the "responsible party" coordinates with the other parties on the required input and quality checks. Each deliverable is sent by the "responsible party" to the Project Board before it is submitted to the Client.

4.3 Key consultants

Table lists the key consultants including key characteristics.

Table 3 Key consultants taking part in this project

No	Name	Gender	Company	Residence	Role	Involvement
1	Tran Thai Hai	Male	PECCI	Viet Nam	Team lead & electronic expert	Entire progress
2	Vu Van Dien	Male	ISSQ	Viet Nam	Deputy team lead & standard expert	Entire progress

No	Name	Gender	Company	Residence	Role	Involvement
3	Ngo Kien Cuong	Male	Pondera	Viet Nam	Deputy team lead & electrical expert	Entire progress
4	Pham Thanh Dam	Male	ISSQ	Viet Nam	Team member: Offshore wind expert	Entire progress
5	Bart Ummels	Male	Pondera	Netherlands	Team member: International OWP expert – electrical	Entire progress
6	Albert Ploeg	Male	Pondera	Netherlands	Team member: International OWP expert – wind farm design and construction	Entire progress
7	Mark Van Doom	Male	Pondera	Netherlands	Team member: Wind turbine expert	Entire progress
8	Bui Thanh Hung	Male	ISSQ	Viet Nam	Team member: Energy expert	Entire progress
9	Bui Xuan Thong	Male	NAWAPI	Viet Nam	Team member: Oceanography expert	Entire progress
10	Nguyen Ngoc Ha	Male	NAWAPI	Viet Nam	Team member: Hydrology expert	Entire progress
11	Nguyen Quang Huy	Male	ISSQ	Viet Nam	Team member: Contract Manager	Entire progress
12	Nguyen Binh Phong	Male	NAWAPI	Viet Nam	Team member: Meteorology expert	Entire progress
13	Le Tien Thanh	Male	ISSQ	Viet Nam	Team member: Conformity/ Certification expert	Entire progress
14	Ha Duy Hieu	Male	ISSQ	Viet Nam	Team member: Quality management system expert	Entire progress
15	Le Quang Huy	Male	PECC1	Viet Nam	Team member: National OWP expert	Entire progress

5 Donor coordination strategy

In this chapter, the Donor Coordination Strategy will be elaborated. It will play a pivoting role in aligning the efforts between key stakeholders for the successful implementation of the project.

The main stakeholders for project implementation and execution are UNOPS – ETP (Donor) and ISSQ, Pondera, NAWAPI (the Consortium). We also made first efforts to map external key stakeholders for this project, mostly governmental parties in Vietnam (see Appendix 1). In consideration with the Annex 3 of the ToR, the Consortium will attempt to avoid duplication of efforts between ETP/UNOPS and other development partners in the same areas. Detailed strategy to coordinate with different type of donors is listed below.

With UNOPS – ETP:

General donor collaboration

Aside from the deliverables to be submitted, The Consortium will frequently engage with ETP/UNOPS to communicate the progress of the project to them, as well as to identify opportunities to connect or align activities.

Regular donor meetings

The Consortium will organize bi-weekly meetings with ETP/UNOPS. If relevant, and agreed by all parties, other relevant stakeholders could attend these meetings as well. Consortium members will provide updates on technical aspects, progress, and challenges, fostering open communication with ETP/UNOPS. In advance, the Consortium will propose a draft agenda and during the meeting the Consortium will make minutes to be shared within 2 days after the meeting. In case more frequent meetings are needed, this could be accommodated.

Other donor meetings

The Consortium will also attend other meetings with beneficiaries of the project (e.g. MOST, MOIT, MONRE, NGO, companies in private sector...) as per project required and/or upon ETP/UNOPS' requests. The Consortium will make the minutes of the meeting to ensure key take-aways are communicated with ETP/UNOPS.

Communication channels

All formal communication is done via e-mail and meetings by the Consortium lead, with prior consent from the Client.

Documentation

Professional reports will be produced for all deliverables, accompanied by a public facing, publishable Executive Summary.

Capacity Building Initiatives

The Consortium will collectively contribute to capacity-building initiatives, ensuring that donors are well-informed about the project. Apart from regular meetings and events, dedicated capacity buildings sessions could be held.

With Governmental and Non-governmental Parties:

Joint Programming

The Consortium will proactively participate in communication and information sharing events among parties, including joint meetings and/or any specialized workshop, relevant seminars.

Technical Assistance to Recipient Government

This is evident in the plan to organize the study tours for government officials to visit offshore wind projects in other countries, providing firsthand exposure to best practices and lessons learned in project development, regulation, and operation. In these tours, the Consortium will facilitate knowledge-sharing sessions with experts and practitioners from the offshore wind industry and academia to discuss technical aspects relevant to offshore wind development. In order to this, we will collaborate with international organizations and research institutions/labs to access specialized expertise, and resources to support technical capacity building efforts. Ultimately, the technical advisory services to support the development of national standards is the most clear example of how we provide technical assistance to recipient government.

Information Sharing

The Consortium will produce and distribute informational materials, such as brochures, and reports, to educate stakeholders about the development of new standards of offshore wind and how it helps with maintaining the quality of future projects in Vietnam. Furthermore, it is within the deliverable of the project that the Consortium will collaborate with local media outlets and communication channels to raise awareness and promote dialogue about offshore wind development, including press releases, and social media posts.

International Engagement

The Consortium will partner with international institutions, labs and industry associations to leverage expertise, resources, and networks for capacity building, technology transfer, and innovation in offshore wind standard development.

Private Sector Engagement

Where needed, the Consortium will establish dialogue with the private sector involved in offshore wind in Vietnam, for example, EuroCham Vietnam (European Chamber of Commerce) and its Renewable Energy & Energy Efficiency Working Group in GGSC (Green Growth Sector Committee), various other relevant chambers of commerce (such as NordCham Vietnam and AmCham Vietnam), VBF PEWG (Vietnamese Business Forum Power & Energy Working Group), and GWEC.

Strategic Knowledge Sharing

This includes establishing structured channels for regular knowledge exchange sessions with relevant organizations and utilizing a centralized platform or repository to facilitate easy access to resources, reports, and data, ensuring continuous dissemination of information.

Coordinated Advocacy Approach

This involves coordinating advocacy efforts with partner organizations to avoid overwhelming government stakeholders with redundant messages. In general, the Consortium will prioritize strategic

engagement opportunities and align advocacy activities to maximize impact while minimizing duplication of efforts. The table below lists organizations who have conducted recent studies related to offshore wind in Vietnam. During project implementation, alignment with these donors is required to ensure that there is no overlap in the project's scope with other ongoing initiatives.

Name of Organization	Status and Timeline of project	Topic and detailed activity
GIZ (German Corporation for International Cooperation)	Completed in July 2018	GIZ conducted a study called <i>Assessing the Applicability of Wind Energy Auction for Vietnam –A Comprehensive Overview</i> . It aims to analyse the current market conditions in Vietnam and assess the feasibility of implementing an auction model for offshore wind. The study will also provide a comprehensive overview of international auction models, identify potential challenges and trade-offs associated with the new support model, and offer recommendations on the most appropriate timing and approach for introducing an auction model in Vietnam.
The Royal Norwegian Embassy in Hanoi	Completed in Sept 2021	Vietnam Supply Chain Study, conducted by the Royal Norwegian Embassy in Hanoi, aims to analyse the strengths and weaknesses of the offshore wind supply chain in Vietnam and provide recommendations for enhancing its efficiency and competitiveness. <i>Offshore wind is only one aspect of the study.</i>
WB	Completed in Sept 2020	<i>Offshore Wind Development Program OFFSHORE WIND ROADMAP FOR VIETNAM</i> The study provides a strategic analysis of offshore wind development potential in Vietnam to help the government establish policies, regulations, processes, and infrastructure for the industry's successful growth.
Danish Embassy in Hanoi / Danish Energy Agency	Completed in Sept 2020	The Danish Embassy in Hanoi released 'Vietnam Offshore Wind Potential and Roadmap' under the Danish Energy Partnership Programme (DEPP) to support the cost-efficient development of offshore wind energy in Vietnam by leveraging local context and government activities.
ADB	Completed in Nov 2021	<i>Lotus Wind Power Project: Report and Recommendation of the President</i> The project aims to increase renewable power to Vietnam's domestic grid by generating 422 GWh of electricity from wind energy and avoiding 162,430 tons of CO2 emissions annually. This aligns with ADB's Energy Policy, prioritising renewable energy and private sector participation

Align standards with the studies that have been conducted

For example, align standards development efforts with grid integration requirements, grid codes, and interconnection standards; align standards with supply chain requirements, such as quality assurance, certification, and procurement processes; and align standards development with policy objectives and regulatory frameworks.

6 Media channels

This chapter presents a brief media plan for the project. Media channels can serve as invaluable conduits for communicating the projects main findings to various stakeholders. The Consortium will utilize reputable Vietnamese online media platforms, including those specializing in renewable energy topics, to disseminate the outcomes. These selected media channels boast a substantial readership base, ensuring widespread exposure of the project's key findings.

The approach for exposure via media channels aligns with the communication plan outlined in Table 2 of the ToR and is visible in Table 4.

All communication via media channels needs prior approval by the Client.

Table 4 Communication Plan

No.	Communications material format	Number	Media channels	Affiliation	Initial suggestions for content to be dispersed
1	Social media posts (liaising with ETP)	5	Linkedin, Facebook		The names, the content and the rationale behind the newly developed standards.
2	Press releases	1 per public workshop/ event			Key takeaways from the consultation events, described in the Press Release to the News Agencies, to be finalized at a later stage.
3	News Agencies The Consultant is required to connect with at least five relevant news agencies. The news will be based on press release prepare (Section 2)	5 per public workshop/ event	Vietnam Energy Online (Tập chí Năng lượng Việt Nam)	Vietnam Energy Association	Key takeaways from the consultation events, described in the Press Release to the News Agencies, to be finalized at a later stage..
			Vietnam Science and Technology Association for Standards and Quality (Hội khoa học và kỹ thuật về tiêu chuẩn và chất lượng Việt Nam)	VNASTAQ	
			Electronic Magazine "Vietnam Quality" (Tập chí Điện tử "Chất lượng Việt Nam")	STAMEQ – MOST	
			Vietnamnet	MIC	
4	Online presentations of project progress and highlights work status to the ETP Secretariat	4 (1 hour maximum/ each)	Tạp chí Tài nguyên và Môi trường (Natural Resources and Environment Magazine)	MONRE	Project progress and highlights work status as required by ETP/UNOPS

No.	Communications material format	Number	Media channels	Affiliation	Initial suggestions for content to be dispersed
	and/or ETP Funders Steering Committees				

7 Gender Equality and Diversity

This chapter provides the approach to enhance gender equality and diversity.

The project will actively address existing inequalities and aims at promoting gender diversity across all project activities. The Consortium will implement the following three specific measures.

1. High rate of women participation in project team

The project team members has 31% of women, who are highly aware of gender equality and diversity, possessing valuable knowledge and experience in gender equality activities. We ensure that in their daily work they also execute relevant activities for gender equality assurance.

2. Enhancing gender equality and diversity within the Consortium

The project covers mainly technical topics related to standards in offshore wind. Women have historically been underrepresented in those fields. For a diverse workforce to lead and implement the energy transition in Vietnam, it will be essential that female talents get the chance to grow in these technical fields and learning on the job is key to obtaining the required skills. The Consortium acknowledge the importance of enhancing gender equality and diversity within the project team. The project will therefore be executed by a diverse team of both man and female, Vietnamese and international consultants, and experts with a wide range of experience and expertise.

3. Ensuring representation of women in stakeholder engagement activities (e.g. events)

The Consortium will set a minimum target of 40% female participation in official sessions and groups, ensuring that women's perspectives are adequately represented. This will be done by identifying and adding women to the participation list, as well as proactively reaching out to them to promote participation.

4. Implementing gender disaggregated attendance records to track performance

The Consortium will use a standardized attendance recording system that collects data on participants' gender. Thorough the project, the attendance data will be tracked and monitored to assess gender representation during all events and meetings, and to determine if additional efforts are required.

8 Risks, mitigations, and assumptions

This chapter contains the following sections about topics related to risks, mitigations and assumptions:

- quality management system;
- data acquisition;
- data processing and storage;
- project meetings;
- and a preliminary HAZID and risk assessment.

8.1 Quality management system

The Consortium strongly uphold quality monitoring and assurance on the study's process and results. We have an internal quality assurance management system which complies with ISO standards. We utilize a Quality Management System (QMS) and the system is built upon the Plan Do Check Act (PDCA) cycle.

Moreover, working within a Consortium poses challenges in maintaining quality, as there exist interfaces. One way to ensure the work quality is to clearly define the roles and responsibilities of each party for every deliverable and to formulate a (project) management structure that governs the interactions between the working parties in completing each deliverable. This is previously elaborated in chapter 4 Project Management.

8.2 Data acquisition

It is important to get the correct input data because input data quality will eventually affect the study's result. Thus, the input data specification will be decided before the study is initiated.

The information collected for deliverable 2 comes from a desktop study of relevant data from trusted sources. These sources include:

- [iso.org](https://www.iso.org) for international standards
- [iec.ch](https://www.iec.ch) for international standards
- [en-standard.eu](https://www.en-standard.eu) for international standards
- www.ThuVienPhapLuat.vn for Vietnamese regulations and technical standards
- www.dnv.com/rules-standards for international standards
- <https://standards.iteh.ai/catalog/standards> for international standards
- relevant programs/projects on Offshore Wind National Standards listed in TOR Annex 3
- Guidelines on Environmental and Social Impact Assessment for Wind Power Projects in Vietnam (GIZ/MoIT 2018)
- the wind and wave energy potential assessment report by MONRE
- ...

Moreover, the data gathered from the work of subcontractors will be scrutinized. This is done by a quality check and verification on the completeness, correctness, and origin of the data. The data can only be processed once it has passed the check on all three aspects. Additionally, we will use standard purchasing conditions with definitive requirements on the work's scope (depth and breadth), planning, and price.

This will mitigate the possible risk of having subcontracting disputes and ensure timely submission of the deliverables.

8.3 Data processing and storage

The collected data for this project will mostly include technical regulations, standards, technical documentation of wind power projects (in all stages), and the results collected from international surveys. The disciplines for collecting information include (among others) wind farms, offshore substations, submarine cables, onshore substations, and onshore facilities. The consortium will deploy information technology measures and exert reasonable efforts to ensure that the information is not accessed by unauthorized parties. The collected information will serve as a reference base for analyzing the gaps and the need for OWP standards, determining the essential topics to be addressed by the proposed standards, and ensuring the content of draft TCVNs on OWPs meet the regulations of Article 6, the law on standards and technical regulations concerning the fundamental principles of activities in the field of standards and technical regulations. The data from trusted sources, shall be evaluated and analyzed by the appropriately specialized technical team.

Storing data must be done in a professional and structured way to assure the deliverables' quality. We will ensure that the relevant personnel/staff have obtained the necessary skills and training to process the data. The software, methods, and data structure related to data processing will also be agreed upon in our initial working meetings.

Furthermore, the Consortium will use the measures for data processing and storage:

- **Document naming format.** Project documents will be stored using a uniform naming format to ease everyone's understanding of the document's date and status. The format is **yyyymmdd filename vx.y-status**. The following conditions apply for document naming:
 - yyyymmdd: the current date or last date of the version (if there is no version change or major change in date)
 - filename: the file name as designated by the main author; the name should be kept brief and describe the document's subject/content
 - vx.y: the two-digit version number; x increases when the document version has been finalized and is shared externally, whereas y increases when a new version is created internally (e.g. for internal review)
 - status: this can either be:
 - unverified: if the document has been drafted by the main author and has not been reviewed by another expert
 - verified: if the document has been reviewed by another expert as a means of quality control
 - final: if the document has been received and approved by the client
 - The document name can only be changed by the document's main author.
- **Document control table.** Each document to be submitted to the client will be accompanied by a document control table. The table's format is shown below:

Document title	[document title]	Document name	[document name]
Position	Person-In-Charge	Date	Signature
Author	[Name]	[Date]	[Signature]
Project Team Lead	[Name]	[Date]	[Signature]
Deputy Team Lead	[Name]	[Date]	[Signature]
Quality Controller	[Name]	[Date]	[Signature]
Project Manager	[Name]	[Date]	[Signature]

- **Document review form.** For every review by the persons listed in the document control table, a document review form shall be submitted to the main author. This is done to keep track of corrections throughout the drafting process. The form shall consist of at least the following information:
 - Name, position, document title, and document name
 - Scope of review (e.g. detailed review on all aspects, or solely focused on some particular aspects of the document)
 - Main findings, remarks, and conclusions
 - Identified risks
- **Document sharing platform.** All documents will be shared through an online platform (e.g. Microsoft SharePoint) with limited access (only to the relevant parties/persons). This enables live synchronization of documents, tracking of changes, and secured document distribution. Within the platform, the documents will be organized in folder structures.
- **Document format.** Documents in progress (not yet finalized) will be stored in their native format (e.g. CAD, GIS shapefiles, etc.), whereas finalized documents will be stored as PDF.
- **Confidentiality assurance during data processing and storage.** Data will be kept safe and private when used and stored. We limit access to authorized personnel only. We only keep what we need and regularly check for any issues. Our servers where data is stored are protected by the latest software. Plus, we always follow policies and laws to ensure data stays confidential and secure.

8.4 Project meetings

Meetings on the project (internal and external) can be divided into several types as shown in the table below. The Person-In-Charge (PIC) for each meeting is responsible for preparing the meeting agenda, attending the meeting, and drafting and distributing the minutes of meeting.

Table 5 Coordination meetings planned as part of this project

Type of meeting	Frequency (duration)	Participants	PIC	Methods
Kick-off	Once, at the beginning of the project (2 hours)	Client Project Team Lead Deputy Team Lead Quality Controller Project Managers	Project Team Lead Deputy Team Lead	Physical meeting (possibly combined with Teams meeting)
Progress update	Weekly (1 hour)	Deputy Team Lead Quality Controller Project Managers	Deputy Team Lead	Teams meeting
Progress evaluation	Monthly (2 hours)	Project Team Lead Deputy Team Lead Quality Controller Project Managers	Project Team Lead Deputy Team Lead	Physical meeting (possibly combined with Teams meeting)
Project HAZID and risk (re-)assessment	Bi-monthly, starting at the beginning of the project (1 hour)	Project Team Lead Deputy Team Lead Quality Controller Project Managers	Deputy Team Lead Quality Controller	Physical meeting (possibly combined with Teams meeting)
Client satisfaction and evaluation	5 times, after inception report and each milestone report submission (2 hours)	Client Project Team Lead Deputy Team Lead Quality Controller Project Managers	Project Team Lead Deputy Team Lead Quality Controller	Physical meeting (possibly combined with Teams meeting)

As mentioned in the table above, project risk assessment and mitigation will be conducted in the bi-monthly Project HAZID and risk (re-)assessment meeting. Project risks must be addressed by the participants early in the project. In the first meeting, the participants will map out all the risks that may affect the project, gauge their likelihood of occurrence, assess the possible consequences, and outline their respective preventive and corrective measures. The result of this activity serves as a practical guideline in handling project risks. In the next meetings, participants will evaluate the guideline's effectiveness and make changes as necessary. This procedure makes sure that risks which may be encountered in the study would be mitigated or be dealt with sufficiently.

8.5 Preliminary HAZID and risk assessment

An identification of hazards and risk has been developed as part of this report. Table 6 displays the result and the Consortium will update the table on a continuous basis throughout the project.

Table 6 The result of preliminary HAZID and risk assessment

No	Hazard/Risk	Threat	Consequences	Likelihood	Preventive Action	Corrective Action
1	Coordination between the members of the Consortium	Failure of the members of the Consortium to coordinate effectively	Miscommunication and low-quality output	High	Fixed weekly project meeting with an agreed upon list of participants every time.	Evaluate past communication processes and identifying where breakdowns occurred

No	Hazard/ Risk	Threat	Consequences	Likelihood	Preventive Action	Corrective Action
2	Cooperation with subcontractor	Failure of subcontractor to produce deliverables on time and with sufficient quality	Delayed submission of deliverables to client	Low	Enforce our quality assurance plan, align parties' expectations early, and sign a binding agreement with our subcontractors	Finalize the deliverable based on our expertise, or hire another subcontractor of the same quality
3	Analyzing input data	Human error in performing analysis	Erroneous output data in the deliverable	Low	Implement our quality assurance plan	Revise and repeat the analysis to eliminate error
4	Stakeholder engagement	Refusal of participation by stakeholder(s) in TWG events and interviews	Missing input data for the project	Medium	Approach the stakeholders timely, and by leveraging the endorsement of MEMR, involve ETP fully in our approach, and prepare a list of alternative stakeholders as backup	Approach alternative stakeholders
5	Content of standards	Existing criteria are not suitable for the geographical, climatic, technical, and technological characteristics of Vietnam	Prolong the appraisal process	Medium	Gather practical experience	Acquire insights from international labs in countries with natural and social condition nearly same as Viet Nam
6	Content of standards	Existing criteria not suitable with state of art technology	Does not ensure the improvement of quality and efficiency of economic and social activities, reduces the competitiveness of advanced technology products.	Medium	Gather practical experience	A trip to international labs in countries with strong experience in management of OWP
7	Site visit	Limited access to labs	Improper practical experience	Medium	Pondera will provide support to facilitate the trip progress	Pondera Vice-chairman, would join the trips
8	Using UNOPS/ETP logos without permission	Contractor and subcontractors or their employees lack awareness & unintentionally use the UNOPS/ETP logos in project activities without permission	<ul style="list-style-type: none"> - Affects the reputation and legality of the ownership organization's operations; - Violation of contractual obligations 	Medium	<ul style="list-style-type: none"> - ISSQ to conclude agreement with subcontractors, defining confidentiality and information sharing rules for all subcontractors and subcontractors' employees participating in the project. - ISSQ to issue the Procedure for Approval of content and use of the 	<ul style="list-style-type: none"> - To trace the history of document dissemination. - Remove 100% of documents that have been circulated in all formats

No	Hazard/ Risk	Threat	Consequences	Likelihood	Preventive Action	Corrective Action
					UNOPS/ETP/STAMEQ logos for any necessary activities in the project (if any)	
9	Not informing /consulting promptly to the Consortium Lead	Contractor and subcontractors' employees lack frequent brainstorming and information exchange.	<ul style="list-style-type: none"> - Have influence to the reputation or operations of relevant stakeholders - Have influence to the project quality and progress. 	Low	<ul style="list-style-type: none"> - All Consortium members to comply with internal operational control procedure and contractor activities control procedure during project implementation - Issue approval control procedures for proposed non-project activities (if necessary) - Quality management controls compliance with proposed procedures - Report & obtain approval from UNOPS/ETP and STAMEQ (if required) 	<ul style="list-style-type: none"> - Project Technical Lead to approve proposed additional activities and implementation content (if any)
10	Information leak	The contractor and subcontractors or their employees do not apply necessary measures /tools to secure information during the implementation of project activities.	<ul style="list-style-type: none"> - Project information leaks, has the potential to affect the reputation or operations of relevant stakeholders - Violation of contractual obligations to ensure confidentiality & information sharing. 	Medium	<ul style="list-style-type: none"> - ISSQ to issue Procedure to control internal and external information exchange. - ISSQ to conclude agreement with subcontractors to ensure information Confidentiality & information sharing rules. 	<ul style="list-style-type: none"> - To remove and delete 100% of distributed documents (all formats & objects) - To seek for confirmation and support from the surveyees, not to share information to any further parties.
11	Sensitive content	During the project implementation, the contractor or subcontractors' staff cannot fully evaluate the quality of information & content in activities/ documents/communications...	<ul style="list-style-type: none"> - Have influence to the reputation or operations of relevant stakeholders - Have influence to the project quality and progress. 	High	<ul style="list-style-type: none"> - ISSQ and subcontractors to issue internal quality control procedures. - All Consortium members to comply with the Consortium's project quality control process. - All Consortium members to comply with proposal/reporting /verification and document approval process. - ISSQ to provide international subcontractor training of local context. 	<ul style="list-style-type: none"> - Consortium Project Lead conduct final approval prior to submission to UNOPS/ETP/STAMEQ. - The Consortium Project Team Lead approves the content and is responsible for quality and submit to UNOPS/ETP/STAMEQ for approval.

9 Monitoring and evaluation framework

We will utilize the client's Results-Based Monitoring Framework (RBMF), which is tailored to this project (see Table 2). The framework enables monitoring and management of results which foster inclusivity and transparency, as well as the adoption of a long-term view on the achievement of the client's objective. Consequently, the results can stimulate learning and continuous improvement, not only for decision-making and project management throughout the project, but also for future projects.

During project implementation, the framework will be utilized to gauge whether the expected project output is met and whether the output contributes to certain fields. This monitoring and evaluation process is based on the indicators and target as defined by the client. Data sources and means of verification will also be investigated and included in the framework. It is noteworthy that the RBMF will be updated for every milestone report submission.

Table 2 Results-Based Monitoring Framework (RBMF) to be used in this project

Primary Outcome Area	Result Type Data	Indicators	Project Output	Output Target Number	Reporting Year – Quarter	Project Output Status	Completed Output Number	Progress Notes/ Comment	Country	Indicator ID
SO1 - Policy alignment with climate commitments		IN 1.1-02.1 - No. of RE and EE policies, laws, regulations, and/or technical standards developed and presented to the government entities	Develop a draft of the National Standards (TCVN) for offshore wind power (OWP) according to the list agreed with STAMEQ	1						Indicator 1.1-02.1
SO4 - Knowledge and Awareness Building	Output - by 2025	IN 4.1-01 - No. of studies, research, new evidence gathered and published, for raising awareness, improving the knowledge base, driving decisions, and dissemination	Conduct a comprehensive study and step-wise proposal for the development of the TCVN	1					Vietnam	Indicator 4.1-01
			Develop reports on testing principles, practicality of TCVNs, and categorization of mandatory and optional standards	1						
			Create a full dossier of TCVNs on OWP based on suggestions of the Appraisal Council and submitting to the MOST for promulgation	1						
			Develop a final completion report includes key findings of previous reports and explanation of the national standards (e.g., applicability, certification, impacts)	1						
		IN 4.1-02 - No. of trainings, knowledge sharing events, and/or	Conduct hybrid-mode consultation events in two regions in Vietnam (Hanoi and Ho Chi Minh City preferably) to gather feedback and contributions on the draft TCVNs	2						Indicator 4.1-02

		awareness events organised at national and regional levels building institutional capacity and knowledge networks	Conduct two 5-day trips to international labs in countries (both in Europe) with strong experience in management of OWP	2						
			Organise a final stakeholder event to communicate the key points of the standards							
			Minimum 50 attendees at each consultation event	100						
		IN 4.1-02 A - Total no. of attendees	12 representatives from Ministry of Science and Technology (MOST) and Ministry of Industry and Trade (MOIT)	12						Indicator 4.1-02 A
			At least 75 attendees at the final stakeholder event	75						
		IN 4.1-02 B - Total no. of female attendees	Minimum 40% female attendees at each consultation event	40						Indicator 4.1-02 B
			At least 35% female representatives from MOST and MOIT	4						
			At least 40% female attendees at the final stakeholder event	30						
		IN 4.1-03 - No. of articles, press-releases on social media, and mass media, for outreach	Social media posts	5						
			Press releases (1 per public workshop/event, posted on at least 5 newspaper outlets)	1						Regional Indicator 4.1-03
		IN 4.1-04 - Total no. of entities supported through Technical Assistance	1. MOST 2. MOIT 3. Ministry of Natural Resources and Environment	3						Vietnam Indicator 4.1-04

Appendix 1 – Stakeholder Management Plan version 1

Initial list of key national stakeholders

No.	Stakeholders	Responsibilities
I.	Government Authorities	
1	Ministry of Science and Technology (MOST)	MOST is a governmental agency performing functions of state management on science and technology, including scientific research, technology development and innovation activities; development of science and technology potentials; intellectual property standards, metrology, and quality control; and The Ministry of Science and Technology is the lead agency, coordinating with other ministries, sectors, and related organizations to establish and approve five-year and annual plans for the development of TCVN (Vietnamese Standards).
2	Directorate for Standards, Metrology, and Quality (STAMEQ) (a subsidiary of MOST)	STAMEQ oversees development and appraisal of draft national standards (TCVN), including those for OWP equipment. Vietnam Standards and Quality Institute (VSQI): A diary of the STAMEQ is responsible for organizing national technical committee activities; developing and printing national standards and providing other related services. It maintains relationships with relevant domestic ministries/agencies, as well standardization organizations. as international and national.
3	Ministry of Industry and Trade (MoIT)	An agency of the Government, performing the function of state management of industry and commerce, including the following sectors and fields: Electricity, coal, oil and gas, new energy, renewable energy, etc. MOIT is responsible for leading and coordinating relevant ministries, agencies and localities in the RE project development process, a clear understanding of the OWP and its key impacts shall support the ministries to develop appropriate policies to encourage enterprises to invest in OWP integration.
4	Electricity and Renewable Energy Authority (EREA),	The EREA is an organization under the MOIT, performing the function of assists the Minister of Industry and Trade in state management and the organization of law enforcement in the field of electricity (including: thermal power, nuclear power, hydropower, electricity transmission, electricity distribution, rural electricity, new energy electricity, renewable energy); organizes and manages public service activities within its field and scope of management according to legal regulations and the delegation and authorization of the MOIT.
5	Electricity Regulatory Authority of Viet Nam (ERAV)	The ERAV is an organization under the MOIT, tasked with advising and assisting the MOIT in state management and organizing the implementation of laws related to the regulation of electricity activities to ensure safe, stable, high-quality electricity supply, efficient and economical use of electricity, and to guarantee fairness and transparency. Additionally, the ERAV is responsible for organizing and managing public service activities within its field and scope of management according to legal regulations and the delegation of authority by the Minister.

No.	Stakeholders	Responsibilities
6	Industrial Safety Techniques and Environment Agency (ISEA)	ISEA is an organization under MOIT, tasked with advising and assisting MOIT in organizing the implementation of laws related to safety and protection in industry and commerce, including electricity, coal, oil and gas, mining, and mineral processing to name a few. Additionally, ERAV is responsible for organizing and managing public service activities within its field and scope of management according to legal regulations and the delegation of the Minister.
7	Ministry of Natural Resources and Environment (MONRE) and Department of Climate change (DCC)	An agency of the Government, performing the function of state management in the following fields: Land; Water Resources; mineral and geological resources; environment; hydrometeorology; Climate Change; surveying and cartography; general management of natural resources and environmental protection of sea and islands... As the National Focal Point for the UNFCCC and in charge of approving environmental impact assessments, MONRE/DCC shall receive a comprehensive analysis and policy recommendations related to establish and implement the legislation related to OWP. MONRE is responsible for the management of natural resources and the environment, including renewable energy. MONRE has the responsibility to cooperate with MOIT as the leading agencies to establish and implement the legislation related to renewable energy.
8	Vietnam Administration of Seas and Islands (VASI)	An organization directly under the MoNRE, performing the function of advising and assisting the MoNRE in general management of natural resources and protection of the marine and islands environment.
9	Ministry of Construction (MoC)	An agency of the Government, performing the state management function on: Construction planning; construction investment activities
10	Ministry of Agriculture and Rural Development (MoARD)	An agency of the Government, performing the state management function in the fields of agriculture, forestry, salt production, fisheries, irrigation, natural disaster prevention and control, and rural development.
11	Ministry of Transport (MOT)	The MOT is a government agency responsible for state management of road, rail, inland waterway, maritime, and civil aviation transportation across the country; it manages public services as defined by law.
12	Ministry of Information and Communication (MIC)	The MIC is a government agency responsible for state management of the press; publishing, printing, distribution; broadcasting and television; electronic information; news agencies; foreign information; grassroots information; postal services; telecommunications; radio frequency; information technology industry; information technology application; network information security; electronic transactions; national digital transformation and state management of public services in the sectors and areas within the state management scope of the ministry.
13	Ministry of Defense (MoD)	An agency of the Government, performing the function of loosely combining national defense with economy, economy with national defense in formulating and implementing master plans and plans of assigned sectors and fields.

No.	Stakeholders	Responsibilities
14	Ministry of Public Security (MoPS)	An agency of the Government, performing the state management function on directing the implementation of necessary administrative management measures to protect national security
15	Ministry of Foreign Affairs (MoFA)	An agency of the Government, performing the function of state management of foreign affairs.
16	Ministry of Planning and Investment (MoPI)	An agency of the Government, performing the function of state management of planning, development investment and statistics, including general advice on strategies and plans for socio-economic development of the whole country; development planning, mechanisms and policies for economic management in general and a number of specific fields; foreign investment in Vietnam; bidding, etc...
17	Ministry of Finance (MoF)	The Ministry of Finance is an agency of the Government, performing the function of state management of: Finance - budget; custom, etc.
II	Commercial Organization	
1	Vietnam Electricity (EVN)	MoIT is the direct superior of EVN's Member Council. EVN is the parent company of the Vietnam National Electricity Corporation.
2	Vietnam Oil and Gas Group (PVN)	MoIT is the direct superior of PVN's Member Council. PVN is the parent company of the Vietnam National Oil and Gas Group.
III	NGO	
1	Vietnam Energy Association (VEA)	A non-profit non-governmental professional social organization of people, organizations and businesses operating in the fields of energy or related to investment, construction, mechanical manufacturing and trading in energy equipment; search, exploration, exploitation, processing, storage, import and export of energy and other production industries serving the development of Vietnam energy industry.
2	Vietnam Electrical Engineering Association (VEEA)	VEEA is a socio-political organization, operating on the principle of volunteerism and autonomy, under the Vietnam Union of Science and Technology Associations. VEEA is in charge of consulting, appraising and criticizing Science and Technology projects, and contributes to completing many large projects such as the North - South 500 kV line project; Hoa Binh Hydropower Plant; Son La Hydropower Plant; General diagrams of electricity development; the Electrical Law.

Stakeholder Engagement Plan - Degrees of stakeholders' dialogue & engagement

Degrees of stakeholders' dialogue & engagement				
1. INFORM	2. CONSULT	3. INVOLVE	4. COLLABORATE	5. EMPOWER
Purpose:				
To provide stakeholders with balanced and objective information to assist them in understanding the	To keep them informed and ask for advice if needed.	To work directly with stakeholders throughout the process to ensure that their concerns and views are consistently	To collaborate with stakeholders as partners throughout the process, including in the analyses and development of	To place final decision-making in the hands of stakeholders (MOST).

Degrees of stakeholders' dialogue & engagement				
1. INFORM	2. CONSULT	3. INVOLVE	4. COLLABORATE	5. EMPOWER
project issues, opportunities, benefits and drawback (when required)		understood and considered; To obtain feedback from stakeholders on the findings of analyses, plans, options and/or decisions.	solutions and in making decisions, issuing the Acceptance Letter.	
Commitment to stakeholders:				
We will keep them informed if requested.	The consortium will follow their instructions and provide clarifications if requested.	The consortium will work with them to ensure that our Draft TCVNs on OWP meet their concerns and views. We will provide feedback/explanation/revisions on their concerns to complete the Final dossier for Approval.	Consortiums will give an important place to their views and experiences during the process and will seek their suggestions and advice on solutions. Consortium will take their views into account in the final decision, to the maximum extent possible.	Consortium will provide all required documents, support ETP/UNOPS in reaching a consensus and will implement what Empower decides.
Techniques:				
Media Channels; Hybrid Workshops; Official letters (when required)	Hybrid Workshops; Official letters (when required) Explanatory meetings (as requested)	Hybrid Workshops; Official letters Explanatory meetings	Stakeholder advisory committees Official letters Explanatory/regular meetings Hybrid-Workshops Study Tour in Europe	Stakeholder advisory committees Official letters, Explanatory meetings (with support from ETP and UNOPS)
Resources allocation:				
Team lead (Mr. Tran Thai Hai), Deputy team lead (Mr. Vu Van Dien), Deputy team lead (Mr. Ngo Kien Cuong), and consortium team member	Team lead (Mr. Tran Thai Hai), Deputy team lead (Mr. Vu Van Dien), Deputy team lead (Mr. Ngo Kien Cuong), and consortium team member	Team lead (Mr. Tran Thai Hai), Deputy team lead (Mr. Vu Van Dien), Deputy team lead (Mr. Ngo Kien Cuong), and consortium team member	Team lead (Mr. Tran Thai Hai), Deputy team lead (Mr. Vu Van Dien), Deputy team lead (Mr. Ngo Kien Cuong), and consortium team member	Team lead (Mr. Tran Thai Hai), Deputy team lead (Mr. Vu Van Dien), Deputy team lead (Mr. Ngo Kien Cuong), and consortium team member
Time to be engaged:				
Before 1 st consultancy event	Before 1 st consultancy event	Before 1 st consultancy event	Before 1 st consultancy event	Throughout project implementation
Frequency:				
Rare	Occasional	Less Frequent	Frequent	Frequent

Stakeholder Management Plan - Methodology and Management Process

No.	Stakeholder Clarification	Key Persons	Power/ Interest	Strategy	Goals
I. GOVERNMENT AUTHORITIES					
1	Ministry of Science and Technology (MOST)	To be identify during project	High/ Medium, need to maintain	Identify ways to approach and elicit their requirements as efficiently as possible. Make sure requirements are	MOST to approve and promulgate TCVNs on OWP

No.	Stakeholder Clarification	Key Persons	Power/ Interest	Strategy	Goals
		implementation	stakeholder satisfaction	clearly captured and approved by the stakeholders. Send official letters.	
2	Directorate for Standards, Metrology, and Quality (STAMEQ)	To be identified during project implementation	High/Medium, need to maintain stakeholder satisfaction	Identify their engagement preferences and how they would like to be involved with the project. Identify ways to elicit requirements as efficiently as possible. Make sure requirements are clearly captured and approved by the stakeholders as accurate. Send official letters.	STAMEQ to review and support developing, appraising TCVNs on OWP
3	Ministry of Industry and Trade (MoIT)	To be identified during project implementation	High/Medium, need to maintain stakeholder satisfaction	Identify their engagement preferences and how they would like to be involved with the project. Identify ways to elicit requirements as efficiently as possible. Make sure requirements are clearly captured and approved by the stakeholders as accurate. Send official letters.	To provide concerns, comments and recommendations towards TCVNs on OWP
4	Electricity and Renewable Energy Authority (EREA),	To be identified during project implementation	High/Medium, need to maintain stakeholder satisfaction	Identify their engagement preferences and how they would like to be involved with the project. Identify ways to elicit requirements as efficiently as possible. Make sure requirements are clearly captured and approved by the stakeholders as accurate. Send official letters.	To provide concerns, comments and recommendations towards TCVNs on OWP
5	Electricity Regulatory Authority of Vietnam (ERAV)	To be identified during project implementation	Medium/Low	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
6	Ministry of Natural Resources and Environment (MONRE) and Department of Climate change (DCC)	To be identified during project implementation	Medium/Medium, need to maintain stakeholder satisfaction	Identify their engagement preferences and how they would like to be involved with the project. Identify ways to elicit requirements as efficiently as possible. Make sure requirements are clearly captured and approved by the stakeholders as accurate. Send official letters.	To provide concerns, comments and recommendations towards TCVNs on OWP
7	Vietnam Administration of Seas and Islands (VASI)	To be identified during project implementation	Medium/Medium	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied
8	Ministry of Construction (MoC)	To be identified during project implementation	Medium/Medium	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied
9	Ministry of Agriculture and Rural Development (MoARD)	To be identified during project implementation	Medium/Medium	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied

No.	Stakeholder Clarification	Key Persons	Power/ Interest	Strategy	Goals
10	Ministry of Transport (MOT)	To be identify during project implementation	Medium/ Medium	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
11	Ministry of Information and Communication (MIC)	To be identify during project implementation	Medium/ Medium	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
12	Ministry of Defense (MoD)	To be identify during project implementation	Medium/ Medium	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
13	Ministry of Public Security (MoPS)	To be identify during project implementation	Medium/ Low	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
14	Ministry of Foreign Affairs (MoFA)	To be identify during project implementation	Medium/ Low	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
15	Ministry of Planning and Investment (MoPI)	To be identify during project implementation	Medium/ Low	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
16	Ministry of Finance (MoF)	To be identify during project implementation	Medium/ Low	Plan to meet with the stakeholder at the consultation events to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
II	COMMERCIAL ORGANIZATION				
1	Vietnam Electricity (EVN)	To be identify during project implementation	Medium/ High	Plan to meet with the stakeholder at the hybrid-workshops to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
2	Vietnam Oil and Gas Group (PVN)	To be identify during project implementation	Medium/ High	Plan to meet with the stakeholder at the hybrid-workshops to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.
III	NGO				
1	Vietnam Energy Association (VEA)	To be identify during project implementation	Low/ High	Plan to meet with the stakeholder at the hybrid-workshops to identify any other concerns/requirements. Keep the stakeholder informed about the projects.	To be informed and kept satisfied.

Stakeholder Engagement for 7 main steps to develop national standards

STEP 1	MOST, STAMEQ (From initial stage)
STEP 2	MOST, STAMEQ, MOIT, EREA, ERAV, MONRE, DCC, MOC, MOT, MIC, MOD, MOPS, MOFA, MOPI, MOF, EVN, PVN, VEA (For the 1st workshop)
STEP 3	MOST, STAMEQ, MOIT, EREA, MONRE, DCC (During drafting TCVNs and Study Tours)
STEP 4	MOST, STAMEQ, MOIT, EREA, ERAV, MONRE, DCC, MOC, MOT, MIC, MOD, MOPS, MOFA, MOPI, MOF, EVN, PVN, VEA (For the 2nd workshop)
STEP 5	MOST, STAMEQ, MOIT, EREA, MONRE, DCC (For comments and refining drafting TCVNs)
STEP 6	MOST, STAMEQ (During appraisal and Promulgating procedure of TCVNs)
STEP 7	MOST, STAMEQ, MOIT, EREA, ERAV, MONRE, DCC, MOC, MOT, MIC, MOD, MOPS, MOFA, MOPI, MOF, EVN, PVN, VEA (For the workshop 3)

Outcome Measurement Matrix with the different levels of engagement and aligned with the client's expectation and engagement status: Desired (D) and Currently (C)

No.	Stakeholder	Power/ Interest	Unaware	Resistant	Neutral	Support	Leading
I.	GOVERNMENT AUTHORITIES						
1	Ministry of Science and Technology (MOST)	High/ High				C	D
2	Directorate for Standards, Metrology, and Quality (STAMEQ)	High/ Medium				C	D
3	Ministry of Industry and Trade (MoIT)	High/ High	C			D	
4	Department Electricity and Renewable Energy Authority (EREA),	High/ High	C			D	
5	Electricity Regulatory Authority of Viet Nam (ERAV)	Medium/ low	C		D		
6	Ministry of Natural Resources and Environment (MONRE) and Department of Climate change (DCC)	Medium/ Medium	C		D		
7	Vietnam Administration of Seas and Islands (VASI)	Medium/ low	C		D		
8	Ministry of Construction (MoC)	Medium/ Medium	C		D		

No.	Stakeholder	Power/ Interest	Unaware	Resistant	Neutral	Support	Leading
9	Ministry of Agriculture & Rural Development (MoARD)	Medium/ Medium	C		D		
10	Ministry of Transport (MOT)	Medium/ Medium	C		D		
11	Ministry of Information and Communication (MIC)	Medium/ Medium	C		D		
12	Ministry of Defense (MoD)	Medium/ Medium	C		D		
13	Vietnam Coast Guard (VCG)	Medium/ low	C		D		
14	Ministry of Public Security (MoPS)	Medium/ low	C		D		
15	Ministry of Foreign Affairs (MoFA)	Medium/ low	C		D		
16	Ministry of Planning and Investment (MoPI)	Medium/ low	C		D		
17	Ministry of Finance (MoF)	Medium/ low	C		D		
II	COMMERCIAL ORGANIZATION						
1	Vietnam Electricity (EVN)	Medium/ High	C		D		
2	Vietnam Oil and Gas Group (PVN)	Medium/ High	C		D		
III	NGO						
1	Vietnam Energy Association (VEA)	Low/ High	C		D		