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**ANNUAL
REPORT 2020**

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[Cover Photo: Woman waste collector in Tho Vuc landfill, Phu Yen province, May 2020]

BOARD OF DIRECTORS MESSAGE

This was a year of great change and challenges. The COVID-19 pandemic separated us at times from the people whom we serve. But there were positives – stronger solidarity, evaluating risk more carefully, taking fuller advantage of time with communities, and we began adapting our programmes to online communication and learning.

We are pleased to report that we received great support to explore new directions in plastic waste management. This included a boost of over 1 million USD from USAID to develop local solutions to plastic waste in three cities; and through the World Bank the opportunity to assess waste in river and coastal sites with local partners in over 10 provinces from north to the south of Vietnam. This is the most comprehensive survey in Vietnam, and results will be used in national development planning.

We continued our work closely with local authorities, business and vulnerable communities whose livelihoods depend on waste recovery, towards 'Zero Waste' solutions and more efficient business operations. We are especially proud of progress in Phu Yen province in the hotel industry where visible changes are quickly taking place in partnership with GreenHub to reduce plastic and organic waste. In addition, we continue to work with women unions, youth, cooperatives and other partners in Quang Ninh province and Hai Phong city to enhance solid waste management, as well as reduce plastic waste pollution in these areas.

In the mountainous provinces of Lao Cai, Bac Kan, Yen Bai, Cao Bang and Dak Nong, we worked alongside local communities especially disadvantaged women in Small and Medium Enterprises to introduce novel and more effective business practices, improve environmental quality and personal business skills, strengthen community bonding and energize new lives.



Board of Directors (from left to right): Ms. Trang Nguyen (Deputy Director), Ms. Van Nguyen (Deputy Director), Ms. Hoa Tran (Director), Ha Noi, January 2021



Board of Directors consulted the advisory board on organizational development strategies, Ha Noi, December 2020

At national level, in 2020 there were key developments and focus on environmental protection policy and strategy. GreenHub was invited to contribute to the development of the national 'Action Plan on Marine Plastic Waste Management for the Fisheries Sector (2020 – 2030)' in capturing fisheries and aquaculture. GreenHub was also invited to contribute to revising the national Law on Environmental Protection.

On the upside also, we welcomed new staff in the new initiatives and we upgraded our management systems to better serve our programs. As always, we invited student volunteers to be deeply involved. Our deep concerns remain with the communities still distressed by COVID-19, and the need to create new and permanent opportunities while protecting and restoring the resources on which livelihoods depend.

This year the international wave of promoting a 'Green Recovery' to mainstream nature in development gained momentum. As we look forward, we recognize much remains to be done on our still struggling environment, climate change and the pandemic. Restoration and recovery will also mean greater integration with our partners and programmes.

We will be actively engaged and invite you to be with us in the 'Green Recovery' of Vietnam.

WHO WE ARE



VISION

For the green development of Vietnam



MISSION

GreenHub connects communities and resources to embrace green lifestyle practices, sustainable production and nature conservation



CORE VALUES

RESPECT: GreenHub respects nature's laws, ecological balance, individuality, and cultural diversity to build cooperation

INTEGRITY: GreenHub is committed to integrity, fairness and transparency in our community and environmental engagement

INNOVATION: GreenHub inspires creativity driven by environmental passion; we innovate to mainstream environmental benefits into community values

SYNERGY: GreenHub values synergy for powerful union and cooperation to ensure shared values

SUSTAINABILITY: GreenHub promotes sustainable development in behaviour and practice, to sacrifice immediate interests for long-term benefits



Team building, HEPA - Ha Tinh, November 2020



Office Retreat, HEPA - Ha Tinh, November 2020

WHERE WE WORK



IMPACT AREAS

Waste Management

Rapid economic growth, urbanization and changing lifestyles in Vietnam have led to a country-wide crisis of pollution from solid waste, especially discarded plastic. National solid waste generation dramatically increased by 46% from 2011-2019 and is expected to further increase by 100% in less than 15 years. Most solid waste is buried in landfills, dumped, openly burnt, disposed in rivers, canals, lakes and the ocean, polluting these environments. In the case of discarded plastic there has been a spectacular increase in annual use from 3.8 kg/ capita (1990) to 81 kg/capita (2019), with about 72% ending up as waste. Environmental studies also list Vietnam as a major international plastic polluter of the world's oceans.

Environmental impacts and hazards from waste through air, water and soil pollution, and open contamination with pathogens and toxic chemicals remain public health issues. Of emerging concern also is the identification of microplastics in household environments, water bodies and coastal areas across Vietnam, table salt, shellfish and fishes. GreenHouse Gas (GHG) emissions are also continually produced from waste in landfills, littering and burning. In a 'Business as Usual' scenario as described in Vietnam's Nationally Determined Contribution, GHG emissions from solid waste will increase by 50% from 2020-2030.



Collecting and sorting plastic waste, Cam Ranh, November 2020

Studies document extensive impacts to workers in the informal waste sector. They have direct contact handling, processing and recycling waste. Impacts include contagious diseases that may affect them and others in their communities. The COVID-19 pandemic has also

increased risk, exposing sanitation workers and recyclers to medical waste and publicly discarded Personal Protective Equipment. There are also gender challenges in the waste-picking and recycling sector as women are more likely to be impacted.



Waste audit, Phu Yen, June 2020

Towards addressing these growing challenges, the government developed in 2020 a comprehensive set of legal instruments. The legal basis and move towards a circular economy and Extended Producer Responsibility (EPR) were stressed in the revised Law on Environmental Protection; and a National Action Plan for Management of Marine Plastic Litter, and Action Plan on Marine Plastic Waste Management for the Fisheries Sector were also developed. GreenHub contributed to these developments. But the potential for solid waste recovery remains under-developed. In particular, recovery of organic and food waste which represent the major contribution to landfills in Vietnam is limited. Activities mainly occur in small-scale composting and animal food stock products. High value bio-products recovered from organic and food waste need to be explored at both small-scale and industrial levels and integrated into waste management systems.

Sustainable Agriculture

Vietnam's agriculture sector is a many-sided, significant and growing contributor to the national economy, not only in delivering food and nutrition, but also employing over 27 million persons. This represents more than 50% of all jobs in the country. On the other hand, agriculture has negative externalities including ecosystem habitat conversion, mismanaged use of pesticides, fertilizers and antibiotics, and air pollution through extensive burning of crop waste which has a greater impact on poor communities. GreenHouse Gas emissions from the agri-food sector are also significant at national level.

In 2020, the COVID-19 pandemic added to national development challenges. Small local producers and agriculture cooperatives were deeply challenged to avoid the pandemic's business impact. These interruptions were especially experienced by ethnic minority communities in mountainous areas.

To address this serious situation, GreenHub heightened our support to adapt small business planning and marketing. This included training in leveraging information technology, promoting collaboration, and technical support in product quality management. In working with local communities, these all led to increasing business confidence, and strengthening the reliability of producers and their reputation.

In addition, we built and developed a local business support ecosystem with the mentoring and coaching approach to promoting internal community resources. In that ecosystem, cooperatives collaborate and connect with each other towards mutual benefits; and local mentors accompany the ethnic minorities to build their flexible adaptability and production capacity. These help them change mindsets to see potential opportunities and participate in the market as equal partners.



Training on application PGS system, Cao Bang, July 2020

Nature Conservation

The habitat and ecosystem diversity in Vietnam range across tropical to subtropical climates, mountainous regions, forests and lowland plains, extensive riverine systems, wetland and beach coastal areas with associated mangrove, seagrass and coral reefs, and in over 3,000 island systems. The Indo-Burma Hotspot in which Vietnam's ecosystems are located is ranked in the top 10 biodiversity hotspots internationally for irreplaceability, and in the top five for threat level. Vietnam itself has 116 Key Biodiversity Areas (KBAs) in this area. Nature restoration and conservation challenges remain immense in physical and institutional contexts, despite continuing initiatives by government, civil society and progressive partnerships with the private sector.

GreenHub is environment and people-oriented focused, and we aim to link our nature conservation actions to every project. In 2020 the COVID-19 pandemic interrupted field work, travel, community interaction and in some cases resulted in suspension and delays in funding. However, it also provided opportunities to review and re-evaluate our on-the-ground engagement to catalyze local actions with communities on conservation impacts. Emerging research is uncovering new evidence of the scale of pollution challenges and connectivity with other threats. For example, about 400 rivers in Vietnam are now documented to emit macroplastic waste to the ocean, and the invasive Water Hyacinth plant is associated with aggregating and transporting about 80% of macroplastic waste in sections of the Saigon river.



Plastic Waste in a seabird (Brown Noddy) nest in Con Dao, Vietnam (Photo: CBES)

Much has been done but much more has to be done. Vietnam's many diverse and interconnected ecosystems are subject to a range of stressors from many sources and sectors. In some cases from regional origins. We recognize that we need to define and focus on nature conservation priorities in our work programme, and also that different organizations with environmental goals can have the strongest impact when we coordinate and network our programmes with others. This is especially important for civil society groups with limited human capacities and financial resources.

If we seek to influence nature conservation, we need to develop more effective communication approaches, that are novel and innovative, and with new partners. Joint actions and advocacy at local and national level, conservation messaging linked to Vietnam's natural heritage, livelihoods, public health, mainstreaming youth and gender engagement will continue to be central to all we do.

WHAT WE ACHIEVED

90,000

people reached through communications channels

119

groups, cooperatives with improved business capacity

2452

kg of waste audited from markets and hotels

183

tons of waste collected/reused/recycled

31,409

people participated and benefited directly



CASE STUDY 1: Plastic Waste – Evidence-based Planning and Policy

Plastic pollution is one of the most serious national and global environmental challenges Vietnam faces. It is estimated that the country produces about 3.6 million tons of plastic waste annually, with more than 50% mismanaged [1].

Towards developing data-driven management, and with financing from the World Bank multi-donor trust fund PROBLUE, GreenHub conducted field surveys to quantify plastic pollution in river banks and coastal areas in 10 provinces. This study is among the first to collect planning data on the degree of plastic pollution and especially the 'Top 10' macroplastic waste items leaking into Vietnam's environment.

The survey found that plastic waste accounted for 93.6% by number and 70.7% by weight of all solid waste found. Top 10 plastic waste items are shown in Table 1. Notably, "Take-Away" related plastic waste was most common (50% in density) in river bank sites and also by number in coastal beach sites (42.7%). In 14 coastal sites, plastic waste accounted for 95.4% of waste items by number (and 73.4% by weight). In the 24 river bank sites, plastic waste accounted for 79.6% by number and 57.2% by weight. The average number of plastic waste items on urban river banks (21.4 items/sampling unit) was nearly twice more than that on rural river banks.

Applying a Clean Coast Index (CCI)[2], surveys evaluated the relative cleanliness of 14 coastal sites. Results showed 10 sites (71.4%) to be extremely dirty (CCI of more than 20), two sites (14.3%) as dirty and two sites as moderately dirty (14.3%). Moreover, waste brand audits taken in these sites also identified 266 brands, mostly in the Fast Moving Consumer Goods business.

This study confirmed in a quantitative way the domination of plastic items in solid waste in Vietnam's environment in key locations, with significant variation by site. It identified the "Top 10" most common plastic waste items collected and provided

policy-relevant and actionable information to local management agencies.

The survey also is of importance in terms of future program design. It identified the value of working closely with local authorities at the beginning to co-design survey plans, retrieve local waste management information and select survey sites. It highlighted that local training in field survey concepts and methodology (site selection, data collection and management) should be delivered as thoroughly and as early as possible.

As one of our survey team said: "Small Actions have Impacts". Our findings will provide a baseline for future action. It is of paramount importance for Vietnam to continue monitoring through integrated national and locally driven efforts, as well as widening citizen engagement to resolve plastic waste challenges.

"So far, we at Hai Phong City have not conducted any assessment on the volume of waste near the waterway. The GreenHub survey, which provides the local authorities with a list of 10 most common plastic items, is a valuable source of information for policymakers. We hope that this will lead to more effective solutions in waste management"

Mr. Vu Quang Chieu, Department of Natural Resources and Environment (Hai Phong)

Rank	Top 10 All Sites	Polymer Type	%
1	Soft plastic fragments	LDPE	17.4
2	Fishing gear 1: Plastic rope, net pieces, lures, lines, hard plastic floats	Polyethylene, Polypropylene	16.9
3	Fishing gear 2: EPS, Buoys, Floats	Polystyrene, Expanded Polystyrene	13.0
4	Plastic bags size 1 (0-5kg)	HDPE, LDPE	8.5
5	Styrofoam food containers	Polystyrene	7.2
6	Hard plastic fragments	HDPE	6.2
7	Straws	Polypropylene	4.7
8	Food wrappers	Various Types	3.1
9	Crisp/ Sweet packages	Polypropylene, Polystyrene	3.1
10	Other plastic	Various Types	3.0

Polymer Information: GESAMP [3]

[1] IUCN-EA-QUANTIS. (2020). National Guidance for plastic pollution hotspotting and shaping action, Country report Vietnam
 [2] Alkalay, R., Pasternak, G. and Zask, A. (2007). Clean-Coast Index—a new approach for beach cleanliness assessment. Ocean & Coastal Management, 50(5-6): 352-362
 [3] GESAMP (2019) Guidelines for the monitoring and assessment of plastic litter and microplastics in the ocean (Kershaw P.J., Turra A. and Galgani F. eds.), Rep. Stud. GESAMP No. 99, 130p.

CASE STUDY 2: Empowering local women – A journey of turning trash into ‘flowers’

This is a journey of women-with-inner-strengths in Ha Long city, Quang Ninh province who proved they can “turn trash into flowers” if motivated and empowered. In making beautiful craft products from plastic waste, they not only created a new livelihood for themselves but also for other women in their community and became models for their city.

The journey started with promoting the idea of “turning trash into cash” and piloting models of Reduce-Recycle-Reuse (3Rs) plastic waste in the Plastic Action Network (PAN) project funded by the Coca-Cola Foundation. These were the first steps to bring start-up ideas to them. The message was that waste has value, and environmental protection and plastic waste reduction benefit everybody.

In about one year, the model clearly proved its effectiveness - environmentally, in business terms and socially. More than four (4) tons of plastic waste were reused, about 100 million VND in revenue generated, 52 female workers now have regular jobs. The added employee income is up to 4-5 million VND per month. Of special community value, workers with disabilities were encouraged by colleagues to participate.

It was a carefully planned journey with training on business development and market research, creating products with superior quality and with market demand. Initially, products were simple and clumsy but gradually became more diversified, servicing market trends. Marketing efforts expanded to E-commerce platforms and communication channels to reach consumers. Thousands of products are being sold through a network of supporting companies and organizations.

We have images of success. Ms. Huyen, the initiator in Ha Long city of recycling the brick lanyards, never imagined before that her recycled products would receive international attention at high-level workshops. Ms. Huong, the owner of the GreenLife Ha Long factory, who struggled before with building her career never thought her recycled products would be sold to customers in Phu Quoc. Their decision to change, stand up, grasp opportunities and assert their potential is inspiring other women to believe in environmental start-ups, and be leaders with a positive social influence.



Reusing old banners to make handmade products, Quang Ninh, April 2020



Making bags from old plastic scraps, Quang Ninh, April 2020

In the expansion phase, the project team with female leaders will connect with other female start-up initiatives to share ideas and develop marketing strategies. The lessons of start-ups and women empowerment in environmental entrepreneurship will be replicated to other localities, empowering more Vietnamese women to confidently lead as environmental entrepreneurs, reducing the burden of plastic waste and creating new livelihoods for women.



Making products from old banners, Quang Ninh, April 2020

CASE STUDY 3: Building the Future in a green & clean Ha Long City and Bay

Quang Ninh province holds an important position in the development of Vietnam, maintaining the top ranking in the Provincial Competitive Index in 2020 for the fourth year in succession. However, the development has led to unintended pressure on the environment of Ha Long city and Ha Long Bay, a UNESCO World Heritage Site.

Aiming to develop and replicate a model nation-wide, the project “Plastic Action Network” (PAN) funded by the Coca-Cola Foundation promoted cooperation among city stakeholders to Reduce - Reuse - Recycle (3R) plastic waste in Ha Long city and Ha Long Bay. The project focused on fostering community participation - specifically women’s groups to collect and sort waste - turn trash into cash. In 2017 the Ha Long Women’s Union began encouraging its members to collect waste, and in 2018, GreenHub joined forces to initiate the model. With the motto “Waste is a resource”, GreenHub worked with the Women’s Union of Ha Long city to minimize waste leakage through household waste collection as well as recycle and reuse waste.



Collecting and sorting plastic waste, Quang Ninh, June 2020



Collecting and sorting plastic waste, Quang Ninh, June 2020

Over the past 2 years, through the Greenhub led project, 265 tons of plastic waste have been turned into reusable resources, and 218 tons of organic waste converted into fertilizer and into bio-detergents, with 47 tons of plastic waste recycled for the construction of benches and flower beds. In terms of direct stakeholder benefits 24,000 women in Ha Long city have participated and been guided to develop the model of waste sorting and recycling. In addition, 100 women have learned about developing community business models to convert plastic waste into household and tourist products, and

introduced environmental education concepts to improve conditions in their households and work. Indirectly, this joint community effort from selling scrap materials to marketing reused products in micro-enterprises has particularly helped disadvantaged women in difficult circumstances to buy health insurance, provided medical aid for women with cancer in Hong Hai ward in the city, and provided scholarships for poor children. Overall, it represents an initiative with many positive and visible results for local women, Ha Long city and Ha Long Bay.

CASE STUDY 4: Many Wins Producing Organic Bio Detergents from Food Waste

Recycling organic food waste in Vietnam is well-known for composting and livestock feed at commercial enterprise and household levels. But creation and marketing of other bio-products are relatively undeveloped, despite research documenting many commercial opportunities. Maximizing waste recovery by separating food waste at source from other recyclable solid waste e.g. macroplastics, also has the added benefit of increasing recycling value for the uncontaminated plastic. In terms of volume, food waste is significant in Vietnam being more than 50% by weight of waste delivered to landfills, and therefore a great potential still to be realized.

GreenHub has been active in promoting organic recycling in Vietnam, especially highlighting the potential of bio-products - both for added income and environmental benefits in reducing solid waste. This strategy also includes developing local partnerships and collaboration with local Women's Unions, People's Committees, and Departments of Natural Resources and Environment (DONREs) to establish the concept in a permanent way in local communities.

Promoting these developments in 2020, GreenHub worked with the Women's Union of Binh Ngoc Commune and young entrepreneurs in An Phu commune in Tuy Hoa city, Phu Yen Province; as well as with the Women Union of Cat Hai district island community in Hai Phong province. A series of training workshops and practical exercises were held focusing on producing organic bio-detergents from citrus fruit waste (oranges, lemons, grapefruits). One immediate result of the local collaboration is in Phu Yen province where the Department of Natural Resources and Environment invested in pumps and water filters, as well as supporting product quality to meet market standards and trademark registration.

Using a home-based, multi-site approach, the local initiatives guided by GreenHub were able to learn from each other's experiences in different locations, and

different levels of commercial scale, producing between 2,000 - 3,000 litres/month of bio detergent. Participation included over 200 volunteers, citrus waste collectors, production and packaging staff. Preliminary results showed additional personal income of VND 2 million/month, and in Hai Phong the Cat Hai initiative has already led to the creation of a "Cat Hai Brand" of bio detergent. The many benefits have resulted in high levels of enthusiasm expressed by local women in particular and efforts are continuing, especially towards improving product quality aimed at high-end markets.

Department of Natural Resources and Environment invested in pumps and water filters, as well as supporting product quality to meet market standards and trademark registration.

"I am willing to use my own house to start with the women in the commune to make this product. I believe in this model, not only in reducing waste but also to increase income for local women"

Ms. Hong
- Chairwoman of Binh Ngoc
commune (Phu Yen) Women Union

"The model helps to protect the environment, is easy to do, low cost, creates products that are safe for the skin, and is also a form of attraction and gathering of local women. They are excited to learn and do, and to share for replication."

Ms Lien
- Chairwoman of Cat Hai district
(Hai Phong) Women Union



Producing organic detergents from food waste, Phu Yen, May 2020

CASE STUDY 5: Policy Advocacy Development for Ha Long Bay

The Ha Long Bay - Cat Ba coastal area in Vietnam's northeast includes a marine protected area, an international Key Biodiversity Area, a UNESCO World Heritage Site and Biosphere Reserve. This important conservation area also hosts significant coastal and marine tourism and aquaculture industries.

Coastal waste surveys organized by the Ha Long - Cat Ba Alliance showed that the main types of waste along Ha Long Bay include plastic foam buoys from marine aquaculture, and plastic waste from tourism and fishing boats. Plastic foam buoys in particular account for 50 - 70% of marine litter identified in shoreline cleanup events (IUCN, 2016, 2017). Contamination of adjacent waters by waste from these buoys can have environmental and public health impacts.

Through the GreenBays project funded by the United States Agency for International Development - USAID, GreenHub investigated options to increase the durability of the buoys while still ensuring buoyancy. After evaluating pilot models, GreenHub organized consultative meetings with Ha Long Bay Management Board, Department of Agriculture and Rural Development, Department of Natural Resources and Environment and Ha Long City People's Committee to discuss results.



Recognizing one year of piloting more environmental friendly floating materials, Quang Ninh, March 2020

From these, local authorities and sectoral agencies developed policy guidelines. In September 2019 and August 2020 the Quang Ninh Provincial People's Committee issued directives on environmental protection in aquaculture activities and construction of floating works. Regulations focused on use of foam buoys made it mandatory to apply a surface coating to increase the durability of foam buoys, resist impact, compression, and pull during use. Only materials that meet the requirements of compressive strength, tensile strength, impact strength, use-time of more than 10 years will be used according to the roadmap in 2021 (when new installations must comply) and in 2023 (all old and new buoys must meet technical requirements)

We consider this step-by-step consultation process and the 2019 and 2020 documents contribute to the development and implementation of plastic waste reduction plans at district and provincial level in Quang Ninh.

CASE STUDY 6: Lessons Learned - coordinating and mobilizing to solve plastic pollution



Consultation seminar, Da Nang, November 2020

GreenHub's experience since its inception in 2016 working in 22 provinces in Vietnam shows that active cooperation between government, donors, partners, businesses, local leaders and communities is essential to create change. This is especially so in the context of short-term, externally funded projects aiming to solve complex problems such as widespread plastic pollution.

In the project 'Local Solutions for Plastic Pollutions – LSPP' funded by the United States Agency for International Development (USAID) in 2020, GreenHub as project owner initiated the project at national level through an established approval mechanism, and with 3 national partners and key local leaders in the cities of Ha Noi, Da Nang and Hoi An. Engaging key participants essential to project adoption, launching and implementation faced several challenges. There was diversity of perceptions, understanding and experience. At times they were heavily committed to managing other initiatives, and the impacts of plastic pollution are still relatively not well known compared to other pollutants. All of these affected the speed of project adoption and commitment on-the-ground.

A general project initiation lesson learned is that co-design, consultation and clear and informative project documents for approval by donor, authorities and partners are essential throughout project stages. Co-design and promoting partner ownership in particular allowed partners to effectively represent the project to their senior decision-makers for endorsement. Sensitivity to different partner commitments and their working styles also facilitated cooperation.

With national and local authorities, close follow-ups and weekly updates with decision-making departments are key success factors. Documenting all steps and discussions helped GreenHub resolve project issues immediately when required to explain project activities or interventions. With local project stakeholders a clear communication mechanism was set up with monthly engagement. This was especially important as city project sites and partners were distributed across northern and central Vietnam. GreenHub set out with local stakeholders a 'co-planning' process for each city site, coordinating these interventions at national project level.

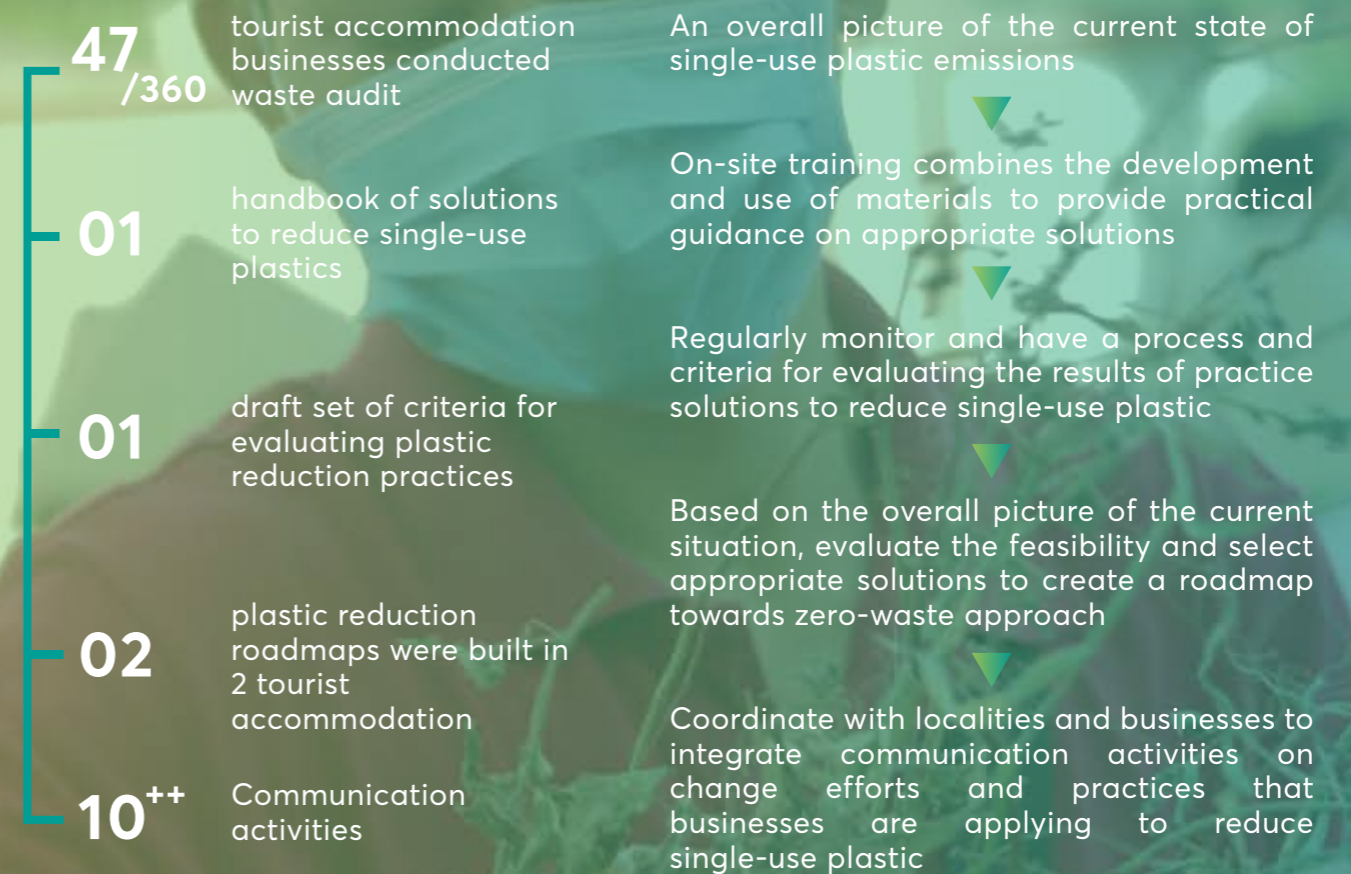
Monthly project meetings (online and in-person) in the early stages of the project were especially valuable for team identity, and actively encouraging feedback at these strengthened the bonds and communication between project partners. This further facilitated adjustments to design and implementation. These lessons identified elements of a playbook that proved effective. But they do represent a significant initial investment of time and commitment to understand partner relationships, priorities, working styles and to build collaborative capital. However, even in the brief initial period they already demonstrated positive benefits in improving implementation, and have generic application to development of other projects.



Consultation seminar, Ha Noi, November 2020

CASE STUDY 7: Phu Yen –Reducing Single Use plastic (SUP) in Tourism Accommodation

In 2020 GreenHub developed and streamlined a practical methodology to audit single-use plastic (SUP) use in three hotels in Phu Yen province. This included developing a handbook demonstrating solutions to reduce SUP, criteria for evaluating reduction practices, and plastic reduction roadmaps, supported by communication activities. This can be used as a model for other tourism accommodation businesses and in other provinces. From the active engagement GreenHub received very positive responses during the audit.



Sala Hotel "Aware of the effectiveness of corporate marketing from the trend of green development, Sala will transform to an environmentally friendly business model of the Sala hotel chain in Vietnam."

Kaya Hotel "We always support waste reduction initiatives, whatever solutions can be done, Kaya leadership will direct the work, right away"

Star Viet Resort "We are very willing to change and need internal communication to let the whole staff understand. Protecting the environment, protecting yourself and the community is something everyone wants to do"

CASE STUDY 8: Building Trust into a Participatory Guarantee System - a Vietnamese Branding Story

Consumers are demanding higher food quality and safety aspects. This is now more accessible through direct business and public health agency contact and social media. But small and medium enterprises (SMEs) still face challenges because of the investments needed for systems similar to large companies.

Special challenges exist for agricultural SMEs in Vietnam as they are spread over large areas. Vina Samex JSC for example operates farmlands across thousands of hectares in Yen Bai, Lang Son and Lao Cai provinces in mountainous terrain. SMEs have quality control managers, but it is difficult to monitor fields so far apart. In addition, farmers vary in culture, qualifications and literacy levels.

Oxfam in Vietnam supported GreenHub to evaluate quality management systems to fit these conditions. The PGS (Participatory Guarantee System) with product traceability monitoring was selected as a model for SMEs. It ensures participation of all parties (farmers, SMEs, local authorities, scientists, NGOs and customers). They act as supervisors, give feedback and monitor quality. It is cost-effective for SMEs and can be customized to different production processes and quality standards.

SMEs were supported to build a software application for cell phones or computers. monitor production by decentralization e.g. notifications reminding farmers to record daily activities, replacing handwritten notes. All information updated on the application in real time is integrated in a QR code on product packaging.

In 2020, GreenHub supported direct training for 3 enterprises (Nong san Bac Kan, Vina Samex JSC, DACE) and 118

key farmers on quality management. Training was provided for 1049 farmers in PGS and traceability systems. They were not only trained in quality management with PGS but also in management skills, monitoring, evaluation and decision-making, and gained technical capacity to train other SMEs.

After two years, the positive impacts are clear: SMEs are proactive with a quality management system that ensures marketable quality, they train and guide farmers to produce with new quality standards, and farmers are confident their products are marketable. In expanding this approach, we are confident consumers will gradually gain confidence in the quality of Vietnamese agricultural products.

"Our SME did not have a management system to monitor product quality and farmers did not take care of their fields properly. In 2020, supported by GreenHub, our SME developed the PGS and traceability systems. Feedback was very positive, especially by women. During the COVID-19 pandemic, we still received many orders because of our trusted and good quality products".

Ms. Le Huong - Director of Nong san Bac Kan



Products of DACE company, Cao Bang, July 2020

CASE STUDY 9: Accompanying success by promoting internal strengths in women to develop businesses in Lao Cai province



Training for ethnic minority cooperatives, Lao Cai, September 2020

Small businesses in Vietnam still face many difficulties and challenges from start-up to development in accessing capital, technology and support services. Businesswomen in particular face even more difficulties, especially those living in mountainous regions - "twice as difficult for them" shared Ms. Sung Thi Lan of Muong Hoa Cooperative from Sapa town in Lao Cai province.

Businesswomen in the highlands are influenced by many social prejudices, which can lead to uncertainty and self-consciousness in decision-making, affecting their confidence. GreenHub has many years of experience working with ethnic minorities to support livelihood improvement and overcome personal constraints.

A collaborative approach in Lao Cai province have designed an "accompanying program" to build the internal strengths of women-owned businesses.

The program unites mentors with women business owners to realize their inner strength, develop expertise in action planning, then step-by-step make decisions to master their business. The companionship based on mentors' trust is the key to unlock the confidence of women, to improve business decisions. In only nine months, the "accompanying" method has demonstrated encouraging results for the 15 businesses participating in the project (Cooperatives, Associations, Groups, Companies, Households):

- 8 businesses (50%) gained an average revenue increase of 52%
- 427 direct beneficiaries and 1,795 indirect beneficiaries
- 125 people received capacity building training, including 111 women (89%)
- 12 businesses supported with the "Business Acceleration Seed Package" to upgrade business facilities and invest in development

These impacts have come from constant efforts of local businesses working closely with mentors. For small businesses, it is the process of self-recognition, the effort to promote their strengths and improve their shortcomings. A personal feeling is expressed by a participant in the program, who step-by-step, effectively restored her farm raising composting earthworms and chickens after severe flood damage in 2020: *Accompanied by the local mentor Ms. Le Thi Phuong of the Bat Xat District Women's Union, I participated in training on skills to develop internal resources. When I looked at myself in the mirror, I was surprised to find that I have more inner strengths than I thought. That has helped me feel more confident and made me develop a strong motivation to overcome difficulties.* (Ms. Nguyen Thi Hien - Director of Thu Hien Clean Agriculture Co. Ltd)

For mentors, it is understanding the business development aspirations of female business owners and their dedication. A local mentor, Mr. Ha Quoc Trung - Deputy Head of Tourism Management Division - Department of Culture, Information and Tourism of Lao Cai province shared: *"When connecting with businesswomen, it is important that we talk in their own language with the aim of creating familiarity. I do not give advice, but just inspire them to overcome their difficulties".*

CASE STUDY 10: The journey of poverty reduction in Bac Kan and Dak Nong during COVID-19

In 2020, the COVID-19 pandemic greatly affected the Vietnamese economy, particularly poor, rural persons and communities and businesses in remote areas. Many people had difficulties accessing recovery support programs. GreenHub, with sponsorship by the United Nations Development Program (UNDP) in Vietnam, implemented an adaptation project to support vulnerable groups, especially ethnic minority women in Bac Kan and Dak Nong provinces. This included cash transfers for the most vulnerable, and supporting 100 business groups to develop adaptation plans and strategies.

Money transfer via electronic payment by 'VNpost' solved the problems of rapid and transparent transfers. With local government, GreenHub introduced selection criteria applying a bottom-up method (village to commune, province and national level), with extensive consultations and agreements. GreenHub, as coordinator and technical consultant, pushed for contributions and jointly developed the funding cycle, and a roadmap adapted for Bac Kan and Dak Nong. As a result, 700 households with the greatest difficulties in each province were supported, each household receiving 2.3 million VND.

With business groups, the project selected 100 groups and cooperatives to build COVID-19 adaption business plans and training courses on business capacity development and market networking. Four training courses were conducted by leading experts in business development and adaptation planning creating market networking and sales skills. Also, 16 local mentors (9 from Bac Kan and 7 from Dak Nong) were formally trained in Hanoi to build mentoring skills to support local cooperatives. Moreover, a dialogue session was organized with 10 retail businesses for local cooperatives to deeply understand demand factors of urban markets such as Hanoi. Local cooperatives actively collaborated under an MOU with retail companies, leading to Bac Kan indigenous products by cooperatives successfully marketed in Hanoi.

Even after only 4 months of implementation, the support for people to begin adapting during the COVID-19 period has been achieved. The most vulnerable households received immediate support in cash through electronic transfer, which had advantages of reducing costs and the need for social services, shortening the implementation process and increasing transparency. Importantly, community members now see in practical ways the value of solidarity to create a cohesive community that can be resilient to unpredictable external factors as COVID-19.

"The process is super quick. I just needed to tell them my name, after 5-10 minutes, everything was complete. Usually, anyone in the family can receive money; I think operating like this project is the right way to do it."

Mr. Hoang Van Lam - one beneficiary in Bach Thong District, Bac Kan province



Connection seminar, Hung Yen, November 2020



Business skills training, Bac Kan, October 2020

CASE STUDY 11: Working towards a Zero Waste hotel

GreenHub initiated a Zero Waste program in Phu Yen province in 2019. Within this foundation, in 2020 GreenHub partnered with Sala Hotel in Tuy Hoa city to transform its waste-related practices as a 'proof-of-concept' exercise. Within one year, Sala Hotel showed itself to be an enterprise committed to make a positive environmental impact, quickly taking positive steps to make visible changes. A comparison between the hotel's waste audit report in June 2019 and a 2020 survey demonstrate some outstanding improvements:

Before	After
During the 'tourist' season Sala Hotel discharged between 0.8kg and 1.65 kg of plastic straw waste daily	Now , 100% of Sala Hotel food and beverage services do not offer plastic straws
Single-use plastic waste from hotel room products (combs, brushes) during the audit period was on average 1.2 kg weekly	Now , 100% of the bathroom kits in the guest rooms are made from recycled plastic
Disposable PET* bottles of shampoo and shower gel are used in guest rooms and changed regularly	Now , 100% of guest room shampoo and shower gel bottles (single-use plastic) are replaced with sand-made bottles fixed in bathrooms, refilled and reused
Plastic packaging was used to pack brushes, combs, toothpaste and razors in guest rooms	Now , paper bags are used in 100% of packaging for toothbrushes, combs, toothpaste, and razors
Disposable PET bottles discharged from the hotel's guest room and seminar free drinking water services averaged about 80 bottles/day.	Now , the Hotel has stopped use of disposable PET bottles in guest rooms and conferences. It is completing self-filtration and extraction of glass bottled water towards stopping the use of single use plastic bottled water
There were no hotel communication activities or messages on waste or environmental protection	Now , there are regular messages on environmental protection and waste minimization to customers and staff
On average, Sala Hotel discharged about 229 kg (by weight) of organic waste per day, equivalent to 523 liters (by volume) per day	Now , the Hotel commits to participate in GreenHub's waste classification plan with partners and local authorities to create organic waste in the composting model at Tho Vuc landfill in 2021

*PET (also abbreviated PETE) is short for polyethylene terephthalate, is a clear, strong, and lightweight plastic that is widely used for packaging foods and beverages, especially convenience-sized soft drinks, juices and water.

Organisational Development

Of special importance to our development in 2020, GreenHub moved to a larger and more efficient office space – located at D35, Lane 105 Xuan La, Xuan Dinh, Hanoi. Our programme growth and activities required a larger workplace and improved facilities. The new facilities also offered space to demonstrate permaculture activities, waste sorting, composting, and developing bio-products e.g. bio-detergents consistent with our main programmes.

Supported by the USAID funded 'Local Solutions for Plastic Pollution' project, in 2020 GreenHub also substantially reviewed its organizational development processes towards instituting improvements in programming, planning, monitoring and reporting, as a foundation for our 2021 – 2025 strategic plan. Management and staff strengthened leadership skills, design thinking and professional soft skills.



Networking and Partnership

As a leading Vietnamese NGO working on plastic and waste management, GreenHub has pioneered local and government networking. We have strong experience in building participatory leadership. GreenHub networks with many organizations, across many sectors and platforms, including Public Private Partnerships (PPP) in solid waste management. Examples include:

- Co-Creator of the national Plastic Action Network (PAN) in Vietnam
- Co-Creator of the national Plastic Health Network (under LSPP project)
- Co-Founder of the Vietnam Zero Waste Alliance - VZWA
- Member of Vietnam's National Plastic Action Partnership (World Economic Forum)
- Member of the Global Partnership on Marine Litter - GPML
- Facilitator for marketplace recycling with the Vietnam Chamber of Commerce & Industry
- Member of International Union for Conservation of Nature - IUCN
- Member of Climate Action Network Southeast Asia - CANSEA

National



International



THE GREENHUB TEAM

CO-FOUNDERS



Ms. Tran Thi Hoa
Director, Chair of
Founding Council



Ms. Nguyen Thi Thu Trang
Vice Director,
Co-founder



Ms. Nguyen Thi Thanh Van
Vice Director,
Co-founder



Mr. Truong Manh Tien
Advisor,
Co-founder



Ms. Nguyen Thi Nga
Program Officer



Ms. Vu Ha Thu
Program Officer



Ms. Dinh Lam Giang
Program Officer



Ms. Nguyen Bao Han
Program Officer
(until April 2020)

ADVISORS



**Assoc.Prof.
Nguyen Chu Hoi**



Mr. Boris Fabres



Prof. Nguyen Kim Thai



Prof. Nguyen Thi Ha



Mr. Bui Doan Bach
Program Officer
(until March 2020)



Mr. Ngo Cong Thanh
Data Coordinator



Ms. Le Vu Quynh Nga
Communications Officer
(until November 2020)



Ms. Pham Thuy Tien
Communications Officer



Dr. Vu Thi Minh Luan



Ms. Vo Hoang Nga



Mr. Vu Xuan Anh

STAFF



Ms. Le Thuy Linh
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Ms. Pham T. Huyen Trang
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Ms. Le Thi Thu Trang
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Nguyen Mai Linh
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Luong Viet Thang
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Ms. Ta Linh Chi
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Ms. Nguyen Thu Ha
Program Officer



Mr. Nguyen Manh Hung
Program Officer



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Communications Intern

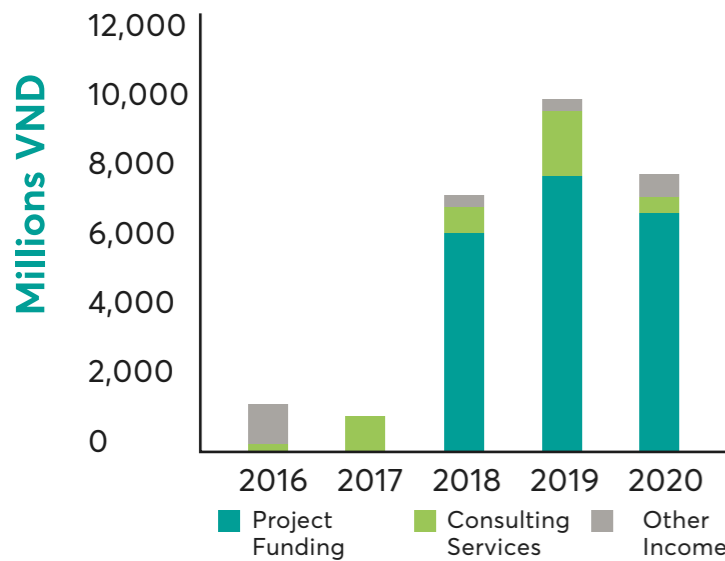


Kieu Diep Linh
Communications Intern

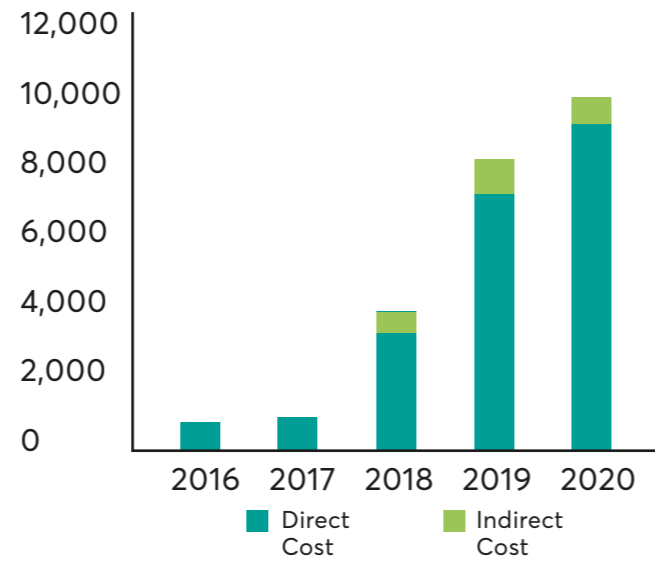
FINANCIALS

Income and Expenditure 2016-2020

Income Sources

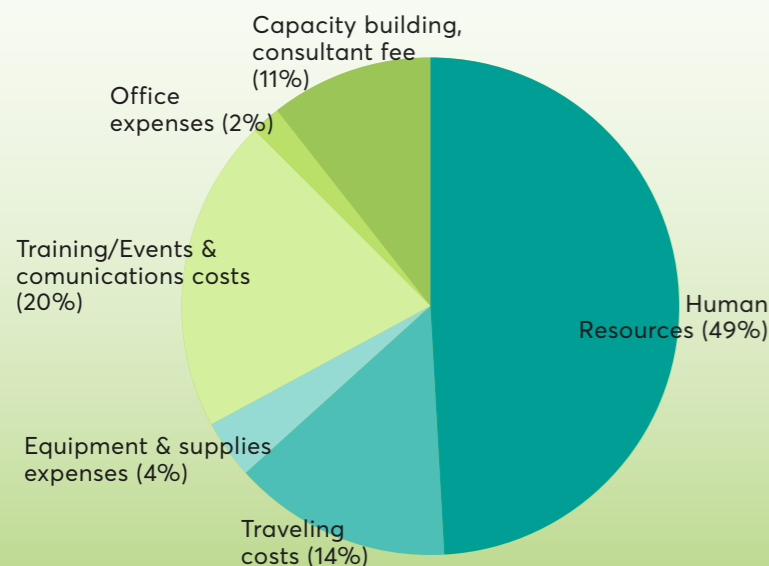


Expenditures



Income during our first two years (2016 - 2017) was derived mainly from consulting services for VietnetICT and UNDP. From 2018, GreenHub greatly increased funding through grants from donors as USAID, Oxfam Novib, IUCN, The Coca Cola Foundation, CSIRO, and Pacific Environment. In addition, GreenHub continued to deliver consulting services to the World Bank, IUCN, KPMG and DOW. Donor funding represented about 77% of total income, with consulting services and other income at 23% for the period 2016-2020. Funding is focused on three programs Waste Management, Livelihood and Sustainable Agriculture, Nature Conservation and GreenHub's organizational development. Expenditures over 2016-2020 of about 90% supported human resources, field-work and traveling, equipment and other related costs (meetings, staff and beneficiary capacity building and consultant fees) directly involved in project implementation and delivery of services. Indirect costs of about 10% included office rent, audit fees and other office maintenance expenses.

Expenditure details in 2020



With new projects awarded and implemented in 2020, GreenHub expanded staff numbers for new activities, leading to a significant human resource expenditure of 49% of total expenses. Activities and indirect costs represented 51% total expenses in 2020. In terms of programme allocation, 80% was focused on Waste Management, 12% of the cost for Nature Conservation and GreenHub organizational development, and 8% for Livelihood and Sustainable Agriculture.

