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**PUBLIC SPACE MANAGEMENT**  
**PHU QUOC CITY, KIEN GIANG PROVINCE**

**SUMMARY OF DOCTORAL DISSERTATION**

**Major: URBAN MANAGEMENT AND BUILDING**  
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## **INTRODUCTION**

### **1. Reason for choosing the topic:**

TPPQ has achieved many achievements after 20 years of development and has had the strong participation of private investors, especially in coastal areas, invested, operated, managed and operated synchronously with private resources. These projects have contributed to the formation of open spaces, public spaces that allow free access to the community and tourists similar to privately owned public areas - POPS. The study "Management of public areas in Phu Quoc city, Kien Giang province" with a focus on coastal public areas aims to innovate the role and approach of the state in management, attracting social resources, sharing private responsibility and participation, and the community in the management of coastal public areas of TPPQ.

### **2. Research purpose:**

Proposing solutions for managing coastal urban areas with the participation of the State, enterprises and the community, aiming at sustainable development, improving the quality of life and urban identity.

### **3. Research objects and scope:**

**Research object:** Coastal management of Phu Quoc city, Kien Giang province.

**Research scope:** coastal public space of Phu Quoc city is located in the space layer with a distance of 300m from the average lowest sea level line over many years towards the mainland.

### **4. Research method:**

The thesis uses a combination of methods: sociological investigation, field data collection, map analysis, forecasting, document

inheritance, analysis - synthesis, systemic approach, comparison and expert method.

### **5. Research content:**

The thesis includes 6 research contents:

- 1) Overview of the coastal KGCC system at home and abroad.
- 2) Legal basis, theory, factors affecting coastal KGCC management.
- 3) Assessment and zoning of coastal KGCC management in Phu Quoc.
- 4) Building a framework of content and criteria for coastal KGCC management.
- 5) Proposed management models and solutions KGCC coastal TPQ.
- 6) Research applied testing.

### **6. New contributions of the thesis:**

- 1) Proposed zoning for coastal KGCC management in TPPQ includes 03 spatial layers, 04 sub-zones, and 12 sub-areas.
- 2) Proposed framework of content and criteria for managing TPPQ coastal public areas includes 05 groups of criteria: (1) Management zoning, (2) Spatial organization (3) Protection of environmental landscape and conservation of coastal ecosystems, (4) Use function (5) Shared coastal public areas.
- 3) Proposing 04 models for managing coastal public facilities in Phu Quoc including: coastal public facilities (Model 1); community coastal public facilities (Model 2); socialized coastal public facilities (Model 3); shared coastal public facilities (Model 4)
- 4) Proposing some solutions for managing Phu Quoc coastal KGCC on perfecting policy mechanisms, incentive policies, organizational structure, community participation and the ability to apply science and technology.

### **7. Scientific and practical significance of the topic:**

**Scientific significance:** Clarifying the concept and characteristics of coastal urban areas in island cities; proposing a three-party combined management model; contributing to the theory of sustainable urban management.

**Practical significance :** As a basis for adjusting policy mechanisms; applied in management and planning in Phu Quoc and urban areas with similar conditions.

### **8. Some concepts and terms used in the thesis**

The thesis has presented related terms about coastal public spaces... in which, TPPQ coastal public spaces are open spaces, semi-natural or artificial, spaces related to all parts of the works and natural landscapes, where the community can freely access, have other rights of access, whether it is a public function or other functions such as mainly residential, community commerce or private public spaces that the public has unrestricted access to (at least during the day) in the coastal spaces of TPPQ including 04 main groups: (1) Beaches and parks, coastal flower gardens, (2) Sea squares and green belts or connecting roads to the sea, (3) Coastal water surfaces and mouths of rivers, canals, streams flowing into the sea (4) Public spaces, open spaces associated with works according to the POPS model.

## **CONTENT**

### **CHAPTER 1. OVERVIEW OF COASTAL RESOURCES MANAGEMENT IN KIEN GIANG PROVINCE**

#### **1.1. Overview of coastal KGCC management**

##### **1.1.1. Management of KGCC in coastal cities around the world**

1.1.1.1. Overview Urban public spaces in the world: Public spaces in the world have expansion and differences due to local characteristics and community perspectives. The narrowing or expansion of public

spaces is also relative. Sometimes, if it is too narrow, public spaces can be overlooked.

1.1.1.2. Management of public facilities in urban areas: The management of public facilities in the world has developed in many dimensions, associated with the principles of equitable access, safety, sustainability, and people-centeredness. Many cities have shifted to a management model with private and community participation.

1.1.1.3. Management of coastal urban public spaces in the world: Most developed countries have a synchronous legal system to manage coastal space development, including coastal public spaces. Each city and country has different ways of managing coastal public spaces with policy tools, planning, environment, connectivity, enhancing experiences, festivals, attracting private investment, etc.

### **1.1.2. KGCC in Vietnamese cities**

1.1.2.1. Overview of public spaces in Vietnam: Public spaces in Vietnam were formed from the feudal period with communal houses, markets... to the French colonial period with parks, flower gardens, and squares according to Western-style planning. After 1975, public spaces were associated with socialist urban planning, and since the renovation period, they have transformed to both inherit tradition and modernize.

1.1.2.2. Management of urban public services in Vietnam: The division of participants to manage the public services system is very difficult to be clear and is always in motion, leading to "deviation", "overlapping functions", "conflicts of interests" between sectors and creating a gap in responsibilities. This is the most complete explanation for the current lack of policies for public services in our country.

1.1.2.3. Urban public service management apparatus: The current public service management apparatus is mainly the People's Committees at all levels, urban management departments, and project management boards, but there is no specialized organization and there is a lack of specialized staff, leading to many public services not being operated or maintained properly, causing waste.

### **1.1.3. Management of KGCC in coastal cities in Vietnam**

1.1.3.1. Current status of coastal public space management in Ha Long city : Developing a plan to manage and operate beaches. Open spaces facing the sea are limited by commercial service buildings and service shops.

1.1.3.2. Current status of coastal public facilities management in Da Nang city : Da Nang public facilities are the basis for creating attractive activities and events such as organizing international parasailing competitions and sea festivals. Dividing coastal public spaces into public and private areas ensures both community service and private sector incentives.

1.1.3.3. Current status of coastal public park management in Nha Trang city : Developing coastal parks, attracting entertainment activities, public exchanges, and serving well for beach bathing activities.

## **1.2. Current status of coastal KGCC in TPPQ Kien Giang province**

### **1.2.1. Current status of KGCC in TPPQ**

The current status of KGCC of TPPQ is divided into 06 groups including: (1) Beaches and coastal parks (21 main beaches), (2) Sea squares and green belts or traffic routes connecting to the sea (09 squares), (3) Landscape lakes and lakeside parks (currently only 1 Duong Dong lake), (4) Water surfaces and parks along rivers, canals,

streams (03 areas), (5) Thematic parks (12 areas of investors), (6) Flower gardens in residential areas (06 flower gardens).

### **1.2.2. Current status of coastal KGCCs in TPPQ**

#### 1.2.2.1. Current status of beaches and coastal parks

TPPQ has about 150km of coastline, of which the length of beaches is about 73.9km and the rest are coastal rocks. 09 beaches and coastal parks, 46.1km long, serve the community; 11 beaches and coastal parks, 34.5km long, are attached to closed tourist areas, with limited community access.

1.2.2.2. Sea squares and green belts or traffic routes connecting to the sea: TPPQ has invested in and built 08 sea squares at public beaches, of which the state invested in and built 02 squares, investors invested in and built 06 squares (Khem Beach, Cau Hon, Muoi Warehouse, Truong Beach, Vung Bau, Dai Beach).

1.2.2.3. Coastal water surface and river mouths, streams flowing into the sea: are open spaces associated with valuable natural landscapes and coastal ecosystems. Currently, they are not effectively managed, some areas are still encroached on both banks of rivers and streams, negatively affecting the landscape and urban environment.

1.2.2.4. Open space associated with works following the POPS model: Phu Quoc City has 08 squares and 03 parks that have been implemented by Investors according to the planning and have been put into use, operated and maintained by private resources.

### **1.3. Current status of coastal management of TPPQ Kien Giang province**

#### **1.3.1. TPPQ coastal management tool**

##### 1.3.1.1. Managing KGCC according to planning orientation:

The TPPQ Master Plan to 2040 has identified the orientations for the development of public services. The orientations will be specified in

detail in the zoning plans (QHPK), detailed plans (QHCT), and urban design. However, the project lacks specialized maps of public services ; it mainly focuses on the distribution of land use functions, without paying sufficient attention to the public services network.

#### 1.3.1.2. Managing KGCC according to the Architectural Management Regulations

Urban architecture management regulations in TPPQ are implemented according to old regulations and do not have separate regulations on design and management of coastal public facilities, requirements on public access to the sea...

1.3.1.3. Decentralization of coastal public facilities management: Most coastal public facilities are at the urban level, directly managed by the People's Committee of Phu Quoc City and the Urban Management Department in coordination with the local authorities. The Phu Quoc Economic Zone Management Board presides over and coordinates the preparation of planning projects in the city. Some large projects, public facilities, parks, squares, and flower gardens are part of projects built and operated by private investors and have not yet been transferred.

### **1.3.2. Attracting resources to develop coastal urban areas**

#### 1.3.2.1. State resources for investment in developing TPPQ public service facilities

Investment from the state budget for coastal public infrastructure is still very modest and not commensurate with the status of a class I urban area. In 2023 and 2024, there will be no investment projects for public infrastructure.

1.3.2.2. Encouraging social resources to participate in investing in coastal infrastructure construction: The Bai Truong coastal route passes through 39 projects with sea frontage, creating an ideal

coastal walking route, contributing to completing infrastructure, the community's need to access the sea, connecting coastal squares and adjacent projects. The project is implemented in the form of construction investment by the State and Enterprises.

1.3.2.3. Encouraging social resources to build a coastal square system TPPQ: This is a form of development, attracting social resources associated with projects to develop coastal tourist areas to create a system of open spaces, coastal square spaces for the city. In which these spaces are built, managed and operated by investors in accordance with approved detailed plans.

### **1.3.3. Participation of parties in KGCC management**

1.3.3.1. Community participation in the management of coastal public facilities: community participation in planning projects, including basic public facilities, is only at a formal level; the community has not been given the right to decide on planning, investment in construction and operation of public facilities.

1.3.3.2. Regulations on coordination in management and use of the coastal route Bai Truong TPPQ: Division of management responsibilities among functional agencies, state management agencies and private enterprises. The delegation of rights and obligations has shown that the participatory approach is quite effective in managing Phu Quoc coastal KGCCs.

1.3.3.3. Current status of the KGCC management apparatus at TPPQ: The state management apparatus for coastal KGCC in the city shows that there has been a Regulation on coordination between the State and Investors, the role of the community is mainly in the group that does not participate or participates in form with providing information.

## **1.4. Related research works**

The studies related to the thesis are scientific research works, topics, projects, doctoral theses and are synthesized into groups including: (1) general studies on urban green space; (2) studies on coastal green space and coastal urban green space; (3) other related studies.

### **1.5. Issues to be researched**

(1) Identify the characteristics of coastal public space management in Phu Quoc city associated with the shared responsibility and benefits of the State - Community - Enterprises, developing quality public space; (2) Identify management zones; (3) Identify management requirements to propose a management model, management framework, coastal public space, in which the roles of stakeholders in coastal public space management including the State - Private - Community are established; (4) Research solutions for coastal public space management with the contents and groups of criteria for coastal public space management, specifically managing the contents of space, land use functions, public transport, application of science and technology; (5) Propose innovation in the policy mechanism for managing public space with the participation and roles and tasks of the 3 sectors of the State - Private - Community in coastal public space management.

## **CHAPTER 2. SCIENTIFIC BASIS FOR MANAGEMENT OF COASTAL RESOURCES IN KIEN GIANG PROVINCE**

### **2.1. Legal basis for coastal KGCC management**

#### **2.1.1. Legal tools for coastal management of KGCC**

Vietnam's urban development policy in recent years has focused on the role of public parks. Resolution 06-NQ/TW (2022) affirms the need to promote socialized resources, *encourage economic sectors, especially the private sector, to participate in urban development investment*, including public parks. The People's Committee of Kien

Giang province and the TPPQ have issued many decisions to specify the policy, emphasizing investment in parks, sea dikes, and coastal roads, contributing to shaping coastal public parks.

#### 2.1.1.1. System of legal documents on construction of KGCC

Including the Law on Planning, the Law on Construction, the Law on Urban Areas and the Law on Land (2024), clearly defining the role of open spaces and public works in urban structures. The Law on Marine and Island Resources and Environment (2015) stipulates coastal protection corridors and limits on activities in coastal areas, especially emphasizing the community's right to access the sea.

#### 2.1.1.2. System of standards and norms on parks and trees

QCVN 01:2021/BXD and TCVN 9257:2012 clearly stipulate the types of green land and minimum area for each urban level. Phu Quoc is a type II urban area, must ensure 6 m<sup>2</sup> of green land/person in the urban area, and a minimum of 2 m<sup>2</sup> in residential units.

#### 2.1.1.3. Areas where TPPQ coastal protection corridors must be established

Kien Giang Provincial People's Committee has approved a list of 23 areas requiring the establishment of coastal protection corridors (Decision 2044/QD-UBND) with the goal of protecting coastal ecosystems, minimizing erosion and ensuring access to the sea as the legal basis for coastal public space management.

### **2.1.2. Coastal KGCC management tools**

#### 2.1.2.1. Planning tools :

The TPPQ master plan to 2040 defines coastal public spaces as parks, squares, and green corridors along the coast. Each subdivision has regulations on organizing coastal open spaces to ensure access, landscape, and urban functional connectivity.

#### 2.1.2.2. Architectural management regulations:

TPPQ applies architectural regulations issued since 2016, so it needs to be updated to suit the development situation, specifying design criteria and management of coastal KGCC in investment projects.

#### 2.1.2.3. Project-based management of KGCC:

KGCC in Phu Quoc is mainly formed through HTKT investment projects. The capital source outside the budget will be appraised by specialized agencies such as the Construction Department, the investor will self-approve the project, ensuring compliance with the general planning, including coastal KGCC.

## **2.2. Theoretical basis of KGCC management**

### **2.2.1. Some viewpoints and theories on sustainable KGCC management**

Un Habitat emphasizes the co-creation and co-management model: in which the government plays a coordinating role and ensures the legal framework; The community participates in design, maintenance and monitoring; The private sector can co-finance or provide services – but without losing the public nature.

### **2.2.2. Management of public facilities with private participation**

Privatized public spaces tend to narrow the “public eligibility list” and exclude the homeless. Privatized spaces are the product of neglect and decline in urban management and the public domain for public spaces. There are 03 forms of POPS

### **2.2.3. TDR spatial rights transfer mechanism in urban space management**

The TDR mechanism is a trend in managing urban space in general and public space in particular, and is the basis for building sharing models, encouraging the participation of the private sector in sharing open space and public space for the community, including the POPS model.

#### **2.2.4. Trends in creating and managing quality privately owned public facilities (POPS)**

Privately owned public spaces (POPS) can be understood as open spaces, shared spaces owned privately, invested in, operated, managed by private individuals and sharing part of the usage rights with the community as committed to the government through agreements.

### **2.3. Factors affecting coastal KGCC management**

#### **2.3.1. Natural conditions and climate are favorable for coastal and outdoor activities.**

Phu Quoc is the only island city with mountainous terrain, rivers, sea and forest intermingling, with shallow seabeds and long beaches. The climate is favorable for outdoor activities, which is a favorable factor for the development of coastal urban areas.

#### **2.3.2. Phu Quoc has an important position, role and function in tourism development.**

Strategic location in the ASEAN region and international connectivity by air and sea also facilitate the development of tourism and services. It is a marine economic zone with a special position; a comprehensive marine-island tourism and ecological service center with many distinct values and national and international quality; a regional and international trade and service center; a regional and international high-tech health care and nursing center.

#### **2.3.3. Potential for tourism infrastructure development**

Phu Quoc is Asia's leading island tourism destination, welcoming more than 5.5 million visitors in 2023. Rapidly developing tourism infrastructure and the increase in visitors put pressure on the coastal public space system, posing requirements for high-quality open spaces and local cultural identity.

## **2.4. Lessons learned on coastal KGCC management**

### **2.4.1. Legal tools for managing coastal KGCC in the world**

French Coastal Law; Coastal Management Law in the United States; Shoreline Access in Honolulu.

### **2.4.2. Global coastal park management programs and strategies:**

Enhancing park connectivity in Singapore: Enhancing green spaces and coastal park landscapes with private participation in Abu Dhabi: Strategy to improve visitor and resident experiences in Christchurch, New Zealand:

#### ***2.4.2.3. Festival city strategy of Rio De Janeiro, Brazil and Da Nang city, Nha Trang city in Vietnam*** :

Rio develops a sea square, an outdoor stage, and a coastal walkway to support community cultural activities. Public spaces are integrated with the “city branding” program – building the image of a vibrant, unique coastal city. Da Nang and Nha Trang cities also choose to promote coastal festivals and open riverside spaces to become places to organize festival activities.

2.4.3. Resources for developing KGCC: Priority approach in coastal management Netherlands: Developing KGCC integrated into flood and erosion control strategy. Safety goal is the absolute priority, other strategies on economic development, ecology... are the next priority; Focused investment on park and recreation development of Toronto city, Canada

## **2.5. Results of sociological survey on participation in KGCC management TPPQ**

The project conducted a sociological survey on community participation and interest in the management of KGCC, which was evaluated based on a synthesis of 280 survey questionnaires. The survey also reflected the level of desire in sharing, delegating management and coordinating the management of coastal KGCC

including beaches and coastal parks at about 49.2%; in which the state's management role is about 51.8%. This management structure also reflects the specificity of Phu Quoc's beaches and coastal parks with a diversity of locations associated with coastal land use functions of urban areas, tourist areas, and coastal service functional areas.

## **CHAPTER 3: SOLUTIONS FOR MANAGING COASTAL KGCC IN TPPQ, KIEN GIANG PROVINCE**

### **3.1. VIEWPOINTS, GOALS, PRINCIPLES**

**3.1.1. Viewpoints:** (1) The proposed solution for coastal KGCC management must be consistent with the policies of the Party and the State (2) Enhance the role and participation of private investors, reduce the burden on the budget. (3) Consistent with the orientation of Phu Quoc city's master plan to 2040, sustainable development;

**3.1.2. Objectives :** (1) Propose to identify the KGCC management zones; (2) Propose the framework of contents and criteria for managing KGCC coastal areas in Phu Quoc city; (3) Propose management criteria; (4) Propose models for managing KGCC coastal areas in Phu Quoc to optimize and exploit social resources of private investors to improve the quality and quantity of KGCC coastal areas. (5) Propose some management solutions, perfect the model of organizing the apparatus and policy mechanism with community participation. (6) Pilot application of research results in specific areas.

**3.1.3. Principles:** (1) Consistent with the development orientation of Phu Quoc city; (2) Ensuring consistency with management tools; (3) Consistent with the Party and State's policies and mechanisms ; (4)

Promoting the natural advantages of the island in developing public facilities, especially coastal public facilities. (5) Promoting community values in managing coastal public facilities; (6) Ensuring practicality associated with the coastal spatial area of Phu Quoc city. (7) POPS is a method to encourage the participation of investors in sharing the responsibility for developing the city's coastal public facilities. (8) The management apparatus **has** the participation of the community and investors, bringing the community's position to the highest level of participation - decision making. (9) Pilot application in actual projects that are preparing to be deployed.

## **3.2. Zoning for management of coastal KGCC TPPQ**

### **3.2.1. Three layers of coastal space**

***Coastal layer (30-50m):*** The first layer calculated from the limit line (average lowest sea level edge over many years) towards the mainland, with a width of 30m (rocky beach) - 50m (sand beach); This is a space layer where no construction is allowed, not including 23 areas specifically identified according to Decision No. 2044/QĐ-UBND dated August 20, 2021 of Kien Giang Provincial People's Committee.

***Coastal layer (100m):*** Is the second layer, calculated from the limit line (average lowest sea level edge over many years) towards the mainland, with a width of 100m; Is the space layer where no construction is allowed and a coastal protection corridor must be established, including 7 areas to establish a coastal protection corridor according to regulations in Clause 1, Article 79 of the Law on Marine and Island Resources and Environment.

***Coastal construction layer (>100-300m):*** Is the third layer, calculated from the boundary line (average lowest sea level edge over many years) towards the mainland with a width of 100-300m, is

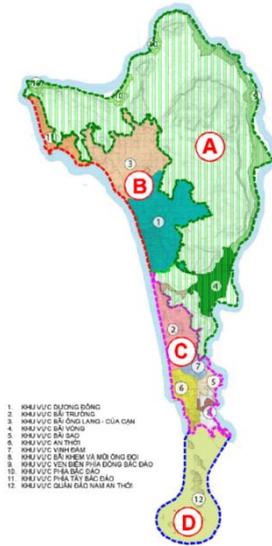
the space layer allowed to construct works, build public spaces combining works, squares and utility works, coastal services, parks, flower gardens...



Figure 3. 1 Three layers of coastal urban infrastructure in Phu Quoc city

**3.2.2. Four control zones**

**Zone A – Conservation and protection zone:** Conservation and protection zone: is the area with restricted development, controlled development associated with subdivisions 4, 9, 10; **Zone B – Western urban development zone:** is the urban and tourism development area associated with subdivisions 1, 3, 11; **Zone C – Southwestern urban development zone:** is the area oriented for mixed tourism and new urban development, associated with subdivisions 2, 5, 6, 7, 8; **Zone D – South An Thoi archipelago:** is the area with controlled development associated with subdivision 12



Hình 3. 2 Phân vùng KGCC TP Phú Quốc

**3.2.3. Twelve sub-zones**

The coastal public space system of TPPQ is organized into 12 sub-zones, according to the boundaries in the TPPQ Master Plan to 2040, including: Sub-zone 1 - Duong Dong area; Sub-zone 2 - Bai Truong

area; Sub-zone 3 - Ong Lang beach - Cua Can; Sub-zone 4 - Bai Vong area; Sub-zone 5 - Bai Sao area; Sub- zone 6 - An Thoi area ; Sub- zone 7 - Dam Bay; Sub-zone 8 - Khem beach - Ong Doi cape; Sub- zone 9 - Northeast coast; Sub-zone 10 - Northern coast; Sub-zone 11 - Northwest coast; Sub-zone 12 - Nam An Thoi archipelago.

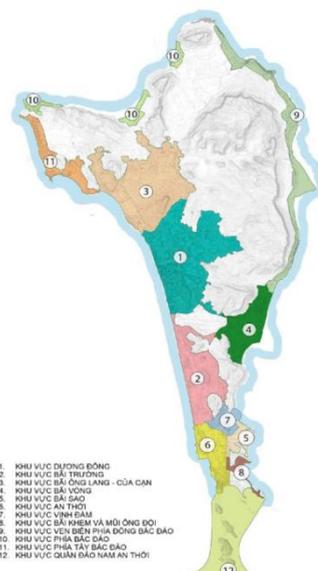
### 3.3. TPPQ coastal management model and framework

3.3.1. Requirements for managing coastal KGCC in Phu Quoc city: requirements focus on 09 groups of contents: (1) Management zoning,

(2) Management criteria (3) Management model, (4). Management apparatus, (5) Mechanism & policy, (6) Participation of 3 sectors: state-private-community, (7) Management tools, (8) Application of science and technology, (9) Sustainable development;

#### 3.3.2. TPPQ coastal management model

Model 1: Public coastal public parks: a. Model characteristics: public parks invested, managed, operated and exploited by the state sector; b. The state plays the main role in all stages of investment, construction, management and operation. Encourage participation of parties, mobilize investors to contribute capital to components (if any). Parties participate at the level of giving opinions, providing information, and passive participation. c. The state manages 100%, serving the city's people, communities, and tourists. d. Use state



Hình 3.3 Sơ đồ 12 phân khu TP Phú Quốc

resources, apply in important areas of the city, encourage limited application.

**Model 2: Community coastal KGCC**

a. Model characteristics: KGCC invested in, managed by the State and granted exploitation rights to the community; b. The State plays the role of the subject in the investment, construction and management stages. The community is granted the right to exploit and use open space, KGCC supplementing the community. Encourage the participation of parties, social organizations, mobilize investors to contribute capital and coordinate the construction of activities within the scope of regulations of community coastal KGCC. Parties participate at a more proactive level, especially granting rights to residential areas associated with coastal KGCC; c. The State manages investment, construction and general management, sharing exploitation rights with the community. Community coastal KGCC mainly serves the activities of city residents and residential communities; d. Use state resources, apply in residential areas, apply with conditions.

**Model 3: Socialized coastal urban infrastructure**

a. Model characteristics: KGCC invested, operated, managed and exploited by the private sector; b. The State plays the role of state management subject approving investment projects, investors are assigned to carry out investment, construction, management, operation and exploitation. Private participation plays a key role in deciding in accordance with approved contents and commitments to the State; c. The State manages the State, investors carry out investment management, construction and operation and exploitation. Coastal community KGCCs mainly serve tourists and

limited community activities; d. Use private resources, apply in areas with special conditions, independent, closed, limited application.

#### **Model 4: Shared coastal KGCC**

a. Model characteristics: KGCC invested, managed, operated by the private sector and sharing exploitation rights with the community; b. The State plays the role of the state management subject approving the investment project, the investor is assigned to invest, construct, manage and operate, exploit and share exploitation rights with the community. Private participation plays a key role in deciding in accordance with approved contents and commitments to the State and sharing of exploitation rights with the community; c. The State manages the State, the investor manages the investment, construction and operation of exploitation and uses and shares a part of the use with the community. Coastal community KGCCs mainly serve tourists and community activities; d. Using private resources, applied in multi-functional development areas, with suitable conditions, associated with private investment projects, encouraging widespread application.

#### **3.3.3. TPPQ Coastal KGCC Management Framework**

The management framework is built according to **the spatial - geographical matrix - management model** , including the accompanying framework regulations: 03 spatial layers: coastal area (conservation), beach area (landscape & access), construction area (service + mixed-use public services); 04 control areas: strict conservation (A), residential urban area (B), high-end tourism (C), coastal island (D); 12 development zones, linked to the current status and land use planning; Connecting space: walking paths, green belts, sea, connecting roads to the sea square... specific regulations will be shown in urban planning and design projects.

### **3.4. TPPQ coastal management solution**

#### **3.4.1. Group of criteria for coastal public facilities management:**

The criteria for coastal public facilities management in Phu Quoc city are divided into 05 groups including: (1) Conformity with management zoning, (2) Management of space above ground and sea surface, (3) Protection of environmental landscape and conservation of coastal ecosystems, (4) Management of usage functions, connectivity and (5) Management of sharing of coastal public facilities. In which, shared management has the highest score of 30/100, emphasizing coastal public facilities management models.

#### **3.4.2. Management of space and land use functions of coastal public areas according to planning :**

Coastal public areas in 12 development areas will be specified or expanded with additional functions associated with public areas, but it is necessary to ensure the main functions identified in the planning orientation.

#### **3.4.3. Managing the connection of the public transport system with coastal public facilities:**

The future public transport system of the city needs to follow the QHCPQ2040, in which attention should be paid to attaching parking spots, prioritizing, and being suitable for a walking distance of 500m, creating connections with coastal public facilities in Phu Quoc.

#### **3.4.4. Managing urban public spaces according to planning and applying science and technology:**

Phu Quoc city needs to build applications in managing architecture, landscape, and environment related to urban public spaces and associated with promoting the development of tourism services and serving residents such as: (1) Building a database of the current status of the urban public spaces system, illustrating and providing information on architectural, landscape, and environmental landmarks. (2) Building a system of

maps for guidance, instruction, and support in urban public spaces areas. (3) Building an integrated urban public spaces management center in the IOC center (smart city) of Phu Quoc city...

### 3.5. Perfecting policy mechanisms with the participation of relevant parties

**3.5.1. Innovation in the community approach in coastal KGCC management:** The principle that needs to be agreed upon among the parties involved in KGCC management is “Win - Win”. Innovation in the community approach in coastal KGCC management in Phu Quoc city is innovation in expanding the concept of community and the role and level of community participation in KGCC management activities based on 04 models of sharing benefits and responsibilities in coastal KGCC management.

**3.5.2. 10-step process with community participation in coastal KGCC management:** 10 - step process of coastal KGCC management with full participation of 3 parties, ensuring transparency, efficiency and high consensus:

	People's Committee of Kien Giang province (Department of Construction)	Phu Quoc Economic Zone Management Board	Phu Quoc City People's Committee	Ward People's Committee	Investor (capable or selected)	Residential community
1	<b>KGCC management according to QHC PQ</b>	Coordination of implementation (C)	Coordination of implementation (C)	Coordination of implementation (C)	Comments (S)	Comments (S)
2	<b>Manage KGCC according to approved planning .</b>	Approval of QHCT & TKDT (A)	Coordination of implementation (C)	Coordination of implementation (C)	<b>Establishing QHCT (P)</b> (if any)	
3	<b>Managed according to Phu Quoc City's architectural management regulations .</b>	Coordination of implementation (C)	Coordination of implementation (C)	Coordination of implementation (C)	Comments (S)	
4	<b>Creating land fund (space) for developing urban areas, coastal</b>	Coordination of implementation (C)	<b>Land fund management (L)</b>	<b>Land fund management (L)</b>	Comments (S)	

	<b>People's Committee of Kien Giang province</b> (Department of Construction)	<b>Phu Quoc Economic Zone Management Board</b>	<b>Phu Quoc City People's Committee</b>	<b>Ward People's Committee</b>	<b>Investor</b> ( capable or selected )	<b>Residential community</b>
	<b>urban areas</b>					
5	<b>Selecting investors for KGCC, coastal KGCC</b>	<b>Presiding over the implementation (P)</b>	Management by function (MA)	Coordination of implementation (C)	Approval of investment policy for coastal public infrastructure (AOI)	
6	<b>Resettlement implementation (if any)</b>	Coordination of implementation (C)	<b>Implementation organization (I)</b>	Coordination of implementation (C)	<b>Funding for resettlement services (F)</b> (if any)	<b>Monitoring (M)</b>
7	<b>Decision on investment policy for KGCC, coastal KGCC and policy mechanisms (if any) .</b>	<b>Presiding over the implementation (P)</b>	Coordination of implementation (C)	Coordination of implementation (C)	<b>Establishment of detailed planning &amp; approval of KGCC and coastal KGCC projects (PAO)</b>	Comments (S)
8	<b>Providing clean land fund to invest in building urban areas, coastal urban areas</b>	Coordination of implementation (C)	<b>Clean Land Management (CLM)</b>	<b>Clean Land Management (CLM)</b>	<b>Construction investment</b> (investor capital) (CI)	<b>Monitoring (M)</b>
9	<b>Management of KGCC , Coastal KGCC</b>	Coordination of implementation (C)	<b>Regulations on coordination of implementation (R)</b>	<b>Coordination of implementation (C)</b>	<b>Coordination of implementation (C)</b>	<b>Monitoring (M)</b>
10	<b>K two exploitation uses KGCC, coastal KGCC</b>	Coordination of implementation (C)	General Management (GE)	<b>Direct management (D)</b>	<b>Manage direct (D)</b>	<b>Monitoring and Beneficiary (MOB)</b>

### **3.5.3. Incentive policies and attracting private resources in coastal urban development**

Policy mechanisms that create a legal corridor can be considered an effective solution, along with other supporting financial tools such as taxes and fees, which will accelerate the process and participation of private investors in the management of investment and operation of urban public spaces such as: (1) Land incentives: Investors who commit to reserving a certain proportion of coastal public space will

have their land use fees reduced or exempted for that area; (2) Technical infrastructure support: The State supports the cost of connecting water supply, drainage, electricity, and traffic infrastructure for areas with shared private public spaces; (3) Financial and branding policies: Enterprises recognized as meeting the criteria of "open public spaces" will be given priority in promoting and introducing their images on the media channels of the province and city; (4) Long-term shared management mechanism: Privately invested public service providers can sign a shared operation contract with the State for a period of 10–20 years, with clear rights and responsibilities; (5) Integrating public service providers into project investment obligations: When approving coastal projects, the Provincial People's Committee can require enterprises to integrate the land ratio for public service providers into the obligation to develop technical infrastructure, as a community contribution.

**3.5.4. Management of privately owned coastal public facilities according to the POPS model:** 07 management contents including: Scope; objects; Contents of privately owned public facilities ; Management requirements; Policy mechanisms; Application of technology to manage public facilities according to the POPS model; Inspection and examination;

#### 3.5.5. Organization of KGCC management apparatus

The organization of the coastal KGCC management apparatus needs to supplement the Coordination Regulations according to the 10-step process applicable to different types of KGCC investment models and projects corresponding to each role and responsibility of the relevant parties. In particular, the coordination regulations demonstrate the participation of the community and investors at the



## **CONCLUDE**

The thesis has studied the overview and identified the current status of management work, identified issues that need to be studied in managing coastal public facilities in Phu Quoc city; built scientific foundations, lessons learned on coastal public facilities and influencing factors. Proposed solutions for coastal public facilities management with the participation of "State - Private - Community". In which, the following important solutions have been proposed:

- + Proposing the coastal KGCC management zoning with 03 coastal space layers; 04 control zones and 12 development zones;
- + Proposing management requirements with 09 content groups: (1) Management zoning, (2) Management criteria (3) Management model, (4) Management apparatus, (5) Mechanism & policy, (6) Participation of 3 sectors: state-private-community, (7) Management tools, (8) Application of science and technology, (9) Sustainable development;
- + Proposed Management Requirements; 04 management models and coastal KGCC management framework
- + Proposing solutions for managing coastal public spaces including 05 groups: (1) Suitable for management zoning, (2) Managing the space above the ground and sea surface, (3) Protecting the environmental landscape and conserving coastal ecosystems, (4) Managing usage functions, connectivity and (5) Managing shared coastal public spaces.
- + Propose solutions to improve participatory policy mechanisms and a 10-step process involving community participation.
- + Pilot application of coastal public service management in Bai Dat Do square area according to the shared public service management model (model 4)

**PROPOSAL**

- Central ministries and branches develop mechanisms and policies to delegate authority to allow pilot implementation of coastal public infrastructure management models with the participation of private investors and the community.
- The Provincial People's Committee completes all construction management tools according to the planning, including: (1) Phu Quoc urban architecture management regulations, (2) Phu Quoc urban planning implementation plan, (3) Phu Quoc urban planning, (4) Phu Quoc urban planning, (5) urban development program, (6) Phu Quoc city urban classification project and related regulations. Review and adjust the coordination regulations between Phu Quoc Economic Zone Management Board and the Department of Construction, Phu Quoc City People's Committee and related departments and branches in performing the task of state management of Phu Quoc urban area and Phu Quoc economic zone.
- Recommend that the Phu Quoc Economic Zone Management Board conduct a pilot project to gain experience as a basis for comprehensively implementing coastal public space management in Phu Quoc city.
- In the coming period, it is expected that new administrative units will be arranged. Contents related to the organization of the grassroots government apparatus will continue to be studied in subsequent studies./.

**LIST OF RESEARCH WORKS  
PUBLICATIONS OF THE AUTHOR RELATED TO THE  
THESIS**

1. Ha Van Thanh Khuong (2021), *Digital transformation in urban management of Phu Quoc, Phu Quoc city, Kien Giang province*, Construction Magazine, Ministry of Construction, October 2021 issue. ISSN 2734-9888.
2. Ha Van Thanh Khuong, Nguyen Hoang Minh (2022), *The role of public participation in management and developing the urban public park*, Construction Magazine. Ministry of Construction, December 2022 issue. ISSN 2734-9888.
3. Ha Van Thanh Khuong (2025), *A shared coastal public space management model: the case Phu Quoc city, Kien Giang province*, Construction Magazine, Ministry of Construction, June 2025 issue. ISSN 2734-9888.